

HUB²⁴

Empowering
better financial
futures, **together**

Sustainability Report 2025



HUB24

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In this report, HUB24 Limited (referenced to 'Group', 'we', 'us', 'our' or HUB24) refers to the HUB24 Group and its controlled entities. Our FY25 Sustainability Report has been drafted with reference to the GRI 2021 Standards. This Sustainability Report of HUB24 Limited and its controlled entities (the Group or HUB24) for 1 July 2024 through to 30 June 2025 was authorised for release by the HUB24 Limited Board on 19 August 2025. This report covers the Company as an individual entity as well as the Group consisting of the Company and its subsidiaries as disclosed in our FY25 Annual Report.

Delivering on our sustainability objectives

Achieved

highest NPS as rated by platform users¹

And rated

best Platform Overall by advisers²

Increased

our community contribution and employee engagement

Demonstrated progress on

scope 1 and 2 emission reduction. Opted into GreenPower renewable energy across all properties³

Achieved

'whole of company' gender diversity targets

Continued compliance with ASX Corporate Governance principles and

100% of employees completed business ethics and integrity training

Continued investment in cyber security capability and training and maintained

100% compliance with ISO 27001

Increased employee engagement to

78%
(962 FTE)⁴

1. HUB24 achieved the highest Net Promoter Score and ranked first for platform advocacy in the Investment Trends 2025 Adviser Technology Needs Report.
2. HUB24 was ranked highest for Platform NPS in the Adviser Ratings Australian Financial Advice Landscape Report 2025 and Best Platform Overall in the Investment Trends 2024 Platform Competitive Analysis and Benchmarking Report.
3. Greenpower opt-in relates to properties where we control the choice of energy supplier / type.
4. Full time equivalent, as at June 30 2025.

Letter from our Managing Director & CEO

On behalf of HUB24, I am pleased to present our Sustainability Report (Report) for FY25, detailing our progress this year towards our Environmental, Social and Governance (ESG) focus areas.

At HUB24 we recognise the importance of sustainability and remain committed to evolving our sustainability strategy so it continues to reflect our business priorities, meet the expectations of our stakeholders and the broader community, and remains true to our company values.

Andrew Alcock

CEO and Managing Director, HUB24 Limited



In FY25, we made strong progress building on our existing foundations and continuing to embed sustainability into our operations and decision making. This included reaffirming our commitment to the United Nations (UN) Global Compact and aligning our approach with the UN Sustainable Development Goals, with a focus on human rights, labour, the environment, and anti-corruption.

As a leading provider of integrated platform, technology and data solutions to the wealth industry, we are in a unique position alongside financial professionals, to empower better financial futures for more Australians.

This year, we continued to enhance the customer experience by delivering innovative products and solutions that drive productivity for financial professionals and provide choice and value for their clients. This continued investment was again recognised by advisers and the broader industry with HUB24 once again ranked Australia's Best Platform.¹

Our people are critical to our continued success and in FY25 we prioritised initiatives that attract, develop and retain our talent. We strengthened our culture by embedding our refreshed Group-wide values across all areas of the organisation, ensuring they are reflected in how we work, make decisions, and support one another.

This year, we also commenced a dedicated program of work to define our Employee Value Proposition (EVP), which will help us clearly articulate what makes HUB24 a great place to work. By aligning our EVP with what matters most to our people, we aim to enhance our ability to attract the right talent, strengthen employee engagement, and support long-term retention.

Pleasingly, as a result of our continued focus on the employee experience, our people engagement increased from 76% in FY24 to 78% in FY25.

We've continued to strengthen our governance and risk frameworks to support the sustainable growth of our business. This includes embedding a healthy risk culture, supported by education, training for our people, and maintaining robust policies to manage risk effectively.

Through our HUBempower program, we increased our contribution to a range of community initiatives designed to improve financial capability and wellbeing, and continued to provide opportunities for our people to participate and give back.

We've made solid progress toward our goal of achieving Net Zero Scope 1 and 2 emissions by 2030, from our FY22 base year. In FY25, we continued to implement our emissions reduction roadmap by consolidating our office footprint into more energy-efficient workspaces and sourcing GreenPower where possible.

As a technology and data services provider, we're leveraging digitisation to help increase productivity and create a sustainable advice industry for financial professionals and their clients. In FY25, we continued to leverage emerging technologies such as artificial intelligence to enhance the customer experience, deliver scalability and unlock insights and data that support better decision making for the HUB24 Group and our customers.

We've also continued to invest in our cybersecurity and privacy frameworks, maintaining a cyber resilience program in line with Australian and international standards. Employee training, education and safeguards are in place to protect the integrity and security of data entrusted to us.

While we've made great progress this year, we know there's more to do. We'll continue engaging our people and partners to advance our sustainability goals and deliver on our purpose of empowering better financial futures, together.

I'm pleased to share HUB24's progress and priorities in this year's Sustainability Report and look forward to continuing our journey in FY26.

Andrew Alcock

CEO and Managing Director, HUB24 Limited

1. HUB24 ranked first for platform advocacy in the Investment Trends 2025 Adviser Technology Needs Report; HUB24 Platform was ranked first for Overall Satisfaction and HUB24 Super was ranked first for Super Fund Satisfaction in the 2025 Australian Financial Advice Landscape Report; and Best Platform Overall in the Investment Trends Platform Competitive Analysis and Benchmarking Report 2024.

Sustainability at HUB24

Our approach to sustainability

At HUB24, we continue to recognise that long-term prosperity for our people, customers, shareholders, and the broader community depends on how we respond to relevant Environmental, Social and Governance (ESG) matters. We are pleased to share an update on our progress and initiatives for the financial year ending 30 June 2025 (FY25), as we continue to embed sustainability across our business.

Since delivering our inaugural FY22 Sustainability Report, we've steadily evolved our approach – deepening our understanding of material issues, engaging stakeholders, and aligning our strategy to leading global ESG and sustainability standards. Throughout this year, we continued this momentum with a focus on the areas that matter most to our stakeholders, and where HUB24 can have the greatest impact.

In FY25, we engaged with internal and external stakeholders to assess emerging ESG expectations and trends. We also worked to further integrate sustainability across our operations by building capability, increasing employee engagement, and demonstrating our performance through reporting. This year's Sustainability Report outlines our performance against FY25 targets and highlights areas of progress and opportunity.

Materiality: Key ESG themes

HUB24 has previously undertaken a materiality assessment which included research and engagement with internal and external stakeholders to identify the ESG focus areas most relevant to our business. These priority areas are outlined in the table on page 4 of this report.

In FY26, we plan to undertake an updated materiality assessment to ensure our ESG priorities continue to reflect stakeholder expectations and our business model.

Supporting the United Nations Global Compact

HUB24 remains committed to the Ten Principles of the United Nations Global Compact, which cover human rights, labour, environment and anti-corruption. In June 2025, we reaffirmed our commitment to embedding these principles into our strategy, culture and daily operations, and to engaging in collaborative initiatives that support the United Nations' broader development agenda, particularly the Sustainable Development Goals (SDGs).

[View more information.](#)



About this report

We've prepared this report with reference to several sustainability frameworks and standards, including the Global Reporting Initiative (GRI), the Task Force on Climate-related Financial Disclosures (TCFD), the Greenhouse Gas (GHG) Protocol, and the Climate Active Carbon Neutral Standard. We have also aligned our material themes to the most relevant United Nations SDGs.

In Australia, climate-related financial disclosure requirements and accounting standards have been introduced and HUB24 expects to comply with mandatory requirements within the expected timeframes (FY27).

Unless otherwise stated, this report and the included metrics covers HUB24 Limited and its subsidiaries (HUB24) for FY25. It does not include sustainability metrics from our suppliers. Some sections of the report contain forward-looking statements which are subject to change based on future developments and outcomes.

HUB24 did not engage an external auditor to audit the contents of this report.

For further information or questions about this report or our corporate responsibility activities, please refer to our website <https://www.HUB24.com.au/shareholder-centre/corporate-governance/>.

Sustainability at HUB24

Our ESG themes

Risk	Description	Related SDG	Read more
<i>Customers</i>	<ul style="list-style-type: none"> Customer experience Customer satisfaction and resolving disputes Scam and fraud mitigation 	 	<ul style="list-style-type: none"> • See page 10 • See page 11 • See page 13
<i>People and culture</i>	<ul style="list-style-type: none"> Employee engagement Learning and development Diversity and inclusion Recruitment and talent Flexible working 	  	<ul style="list-style-type: none"> • See page 14
<i>Governance</i>	<ul style="list-style-type: none"> Corporate Governance Business ethics and behaviour Modern Slavery Risk management 		<ul style="list-style-type: none"> • See page 18
<i>Cyber security and data privacy</i>	<ul style="list-style-type: none"> Cyber security Data privacy 		<ul style="list-style-type: none"> • See page 20
<i>Digitisation and innovation</i>	<ul style="list-style-type: none"> Innovation Emerging technologies 	 	<ul style="list-style-type: none"> • See page 22
<i>Social and environmental</i>	<ul style="list-style-type: none"> Community contribution Climate and energy management 	 	<ul style="list-style-type: none"> • See page 24 • See page 27

SDG descriptions



Gender equality – Achieve gender equality and empower all women and girls



Decent work and economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Reduced inequalities – Reduce inequality within and among countries



Climate action – Take urgent action to combat climate change and its impacts



Peace, justice and strong institutions – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Sustainability at HUB24

Our sustainability priorities and performance

We are pleased to provide an update on our achievements and performance on our targets set for the FY25 period. All figures are as at 30 June 2025, unless stated otherwise.

Focus Area	FY25 target	FY25 outcome	FY24 outcome
Customers	Top ratings on Investment Trends Adviser Technology Needs Report Platform NPS ¹	#1 Platform NPS	#1 Platform NPS
	Best Platform NPS according to Adviser Ratings ²	#1 Platform NPS	#1 Platform NPS
	Class customer satisfaction in industry surveys ³	71%	78%
	Class NPS in industry surveys ³	+45	+41
People and culture	Top quartile for employee engagement survey results ⁴	78%	76%
	40:40:20 gender diversity for HUB24 Limited Board	50% female 50% male	50% female 50% male
	40:40:20 gender diversity for Executive Leadership Team (CEO & Executive Direct Reports)	44% female 56% male	45% female 55% male
	40:40:20 gender diversity for whole of company	43% female 56% male 1% other ⁵	43% female 56% male 1% other
Governance	All employees complete mandatory training	100%	100%
	Achieve compliance with 100% of ASX corporate governance principles ⁶	100%	100%
Cyber security and data privacy	Achieve compliance with ISO 27001	Achieved	Achieved
	All employees complete cyber security and privacy awareness training ⁷	100%	100%
Social and environmental	Contribute \$200,000 to community organisations aligned to HUB24 purpose and values ⁸	\$200,000	\$150,000
	Net Zero scope 1 and 2 emissions by 2030, from our FY22 base year.	Strong progress with 31.6% reduction from base year.	Emissions reduction plan established and commenced.

1 Based on 2025 and 2024 Investment Trends Adviser Technology Needs Reports.

2 Based on 2025 and 2024 Adviser Ratings Australian Financial Advice Landscape Reports.

3 Overall satisfaction based on March 2025 SMSF Adviser & Accountant Report. Net Promoter Score (NPS) score has been added in FY25.

4 Benchmarked against top 25% of Australian companies (500-1,000 employees) with a comparative average of 75% engagement, Culture Amp January 2025.

5 Other includes those employees identifying as non-binary or who prefer not to disclose.

6 ASX Corporate Governance Principles and recommendations 4th Edition 2019, internal assessment.

7 In FY25, completion rates of cyber security and awareness training replaced adherence with Australian Cyber Security Centre's essential eight mitigation strategies as a key measure.

8 The community contribution target increased from \$150,000 in FY24 to \$200,000 in FY25. Refer to Section 6 of this report for details.

Sustainability at HUB24

Our sustainability framework and governance

The HUB24 Board and management are committed to a sustainability framework that considers all stakeholders, now and into the future. We are focused on ensuring risk management and opportunities related to sustainability are integrated into our purpose, strategic objectives, culture and values. The HUB24 Board provides ongoing monitoring and governance of business strategy and deliverables in line with our sustainability objectives.

Andrew Alcock - HUB24's CEO and Managing Director - and the Executive Leadership team, with the support of our Sustainability Council, are responsible for the delivery of our sustainability framework as part of our core business strategy, to drive the sustainable growth of our business.

HUB24 operates under the following sustainability framework and governance structure.



Sustainability at HUB24

Our Board approved Risk Appetite Statement and Risk Management Framework consider the full scope of risks we face, including emerging risks. These have been organised into the following 11 material risk categories with a description of the risk, assessment of the risk exposures assessed and alignment to ESG category.

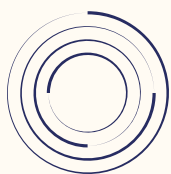
Risk category	Risk summary description	Key risk exposures assessed	ESG category
Strategic	The risk that the Group makes inappropriate strategic choices, does not implement its strategies successfully, or does not respond effectively to changes in the operating environment.	<ul style="list-style-type: none"> • Strategic planning and execution • Change management • Product and service development • Achieving benefits of strategic transactions 	<ul style="list-style-type: none"> • Governance • Social
Operational	The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.	<ul style="list-style-type: none"> • Operational processes • Corporate security • Supplier management • Product and service management • Business continuity • Customer conduct • Complaints • Investment risk 	<ul style="list-style-type: none"> • Governance • Social • Environment
Compliance & Conduct	The risk of failing to abide by compliance obligations required of us or otherwise failing to have behaviours and practices that deliver suitable, fair and clear outcomes for our customers and that support market integrity.	<ul style="list-style-type: none"> • Legislation and regulations • Regulatory footprint of the business • Market conduct 	<ul style="list-style-type: none"> • Governance • Social • Environment
Reputation	The risk of key stakeholders forming negative perceptions or unrealistic expectations of the Group.	<ul style="list-style-type: none"> • Internal and external perceptions of the Group 	<ul style="list-style-type: none"> • Social • Governance
Sustainability	The risk that the Group's reputation is damaged due to a failure to address existing or emerging environmental, social or governance issues.	<ul style="list-style-type: none"> • Social and environment risk 	<ul style="list-style-type: none"> • Social • Environmental
Financial	The risk that the Group does not achieve its financial objectives or fails to comply with financial disclosure, liquidity, capital and tax requirements.	<ul style="list-style-type: none"> • Financial performance and disclosures • External economic environment, interest rates and market risks • Capital and liquidity management • Corporate tax 	<ul style="list-style-type: none"> • Social • Governance
Distribution	The risk of inappropriate market distribution, including our approach to sales and distribution strategies, channels, clients and/ or inappropriate management of client and customer relationships and activities.	<ul style="list-style-type: none"> • Selection and oversight of distribution partners • Marketing and promotional activity 	<ul style="list-style-type: none"> • Social • Governance
People	The risk that the Group does not have sufficiently capable people or does not create an environment that is conducive to achieving our strategy.	<ul style="list-style-type: none"> • Employment obligations and people safety • Culture and engagement • Attraction and retention of people 	<ul style="list-style-type: none"> • Social • Governance
Financial Crime & Fraud	The risk that the Group fails to prevent illicit activities such as fraud, money laundering, terrorism financing or corruption or comply with sanction requirements.	<ul style="list-style-type: none"> • Money laundering and terrorism financing • Bribery and corruption • Sanctions • Frauds and scams 	<ul style="list-style-type: none"> • Social • Governance
Cyber and Technology	The risk that the Group or its third parties are inappropriately accessed, manipulated or damaged or unable to be accessed due to outages, cybersecurity threats, and vulnerabilities.	<ul style="list-style-type: none"> • Frauds and scams • Technology vulnerabilities • Data security and access 	<ul style="list-style-type: none"> • Social • Governance
Data	The risk that the Group's ability to securely, accurately, and appropriately collect, store, govern, use, and dispose of data is compromised, potentially leading to regulatory, operational, strategic, or reputational impacts.	<ul style="list-style-type: none"> • Data management and control • Privacy • Frauds and scams 	<ul style="list-style-type: none"> • Social • Governance

Sustainability at HUB24

Our business and strategy

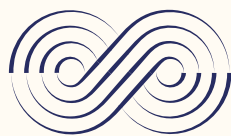
HUB24's purpose is to empower better financial futures, together. To fulfil this purpose, the HUB24 Group delivers platform, data and technology solutions that empower financial professionals to deliver better financial futures for their clients. Our HUB24 Group values underpin everything we do, are embedded in our sustainability strategy, and are aligned to our ESG key focus areas.

Our values



Enable our clients

We succeed when we add value to our clients, partners and customers. We make it easier to access professional advice and empower better financial futures, together.



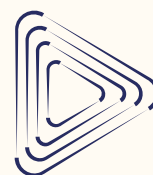
Create possibilities

We start with yes, explore new ways, and rethink how we can deliver smarter. With curiosity and discipline, we continuously pursue what could be and keep evolving.



Succeed as one

We're a high performing team that achieves more by leveraging our strengths and collaborating together. We are better together.



Deliver with integrity

We take our responsibilities seriously. We bring energy, authenticity and focus for our clients, our industry and each other.

Our purpose

Empowering better financial futures, together.

Our vision

Lead the wealth industry as the best provider of integrated platform, technology and data solutions.

Our strategic pillars



Lead today

Delivering customer value and growth



Create tomorrow

Creating integrated wealth technology and platform solutions



Build together

Collaborating to shape the future of the wealth industry

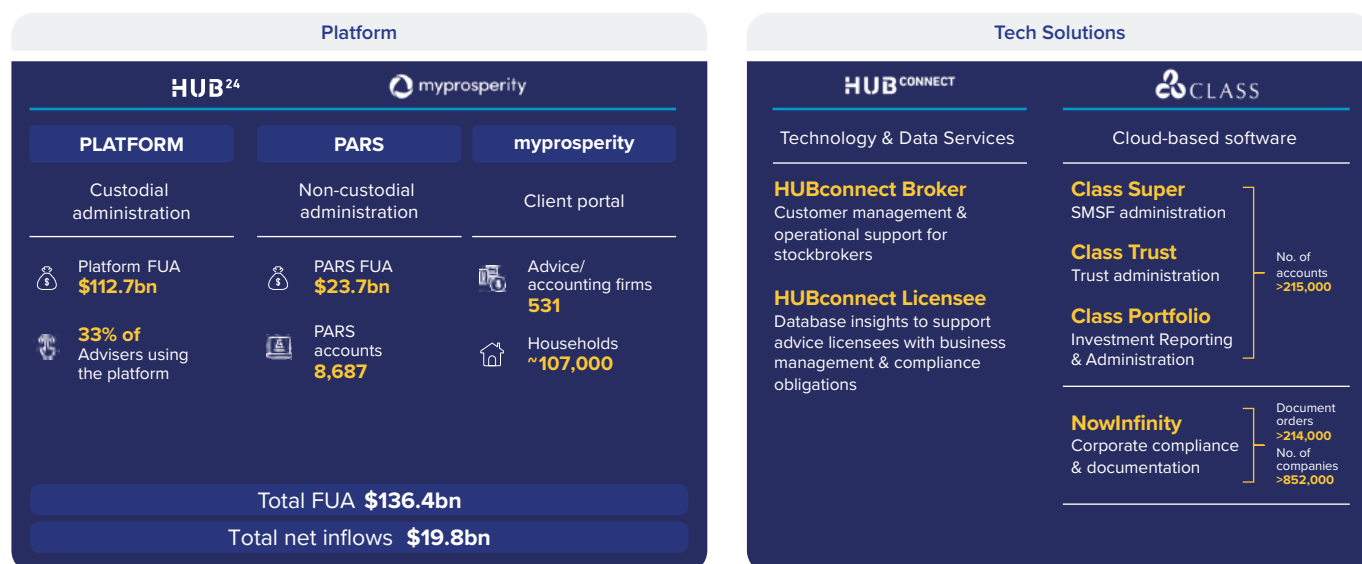


Be future ready

Developing our people, capabilities, and infrastructure to support our future growth strategies

Sustainability at HUB24

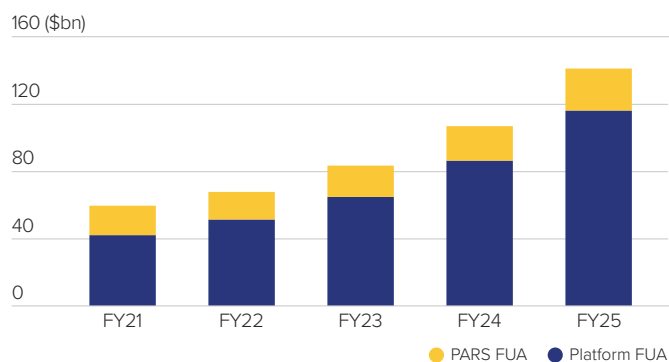
HUB24 group at a glance¹



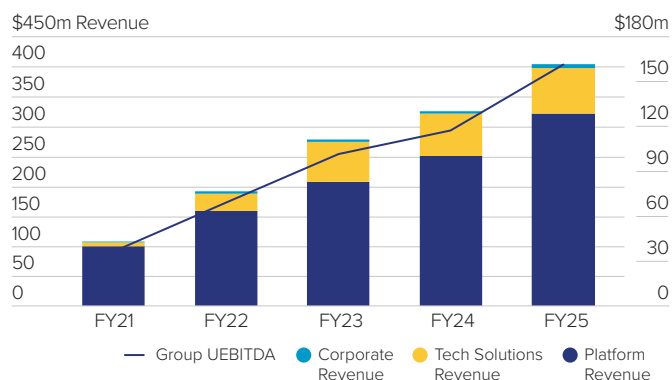
1. Data as at 30 June 2025 unless otherwise stated.

Consistently delivering growth and results

Funds under administration 4-YR CAGR +24%



Group Revenue¹ 4-YR CAGR +38% ▲ Group UEBITDA¹ 4-YR CAGR +45% ▲



1. Revenue and UEBITDA shown represents a continuing business view. Licensee impacts have been removed due to the sale of Paragim to Diverger in FY21.



1. Customers

HUB24 is committed to continually enhancing the customer experience and investing to deliver innovative products and solutions that drive productivity for finance professionals and provide choice and value for their clients. We believe in the value of professional advice and through our market-leading solutions, we're empowering better financial futures for more Australians.

HUB24 Platform

In FY25, HUB24's market leadership has been recognised by financial advisers and the broader industry.

The HUB24 Platform achieved the highest Platform Net Promoter Score (NPS) in the Investment Trends 2025 Adviser Technology Needs Report, and the HUB24 Platform and HUB24 Super were ranked first for satisfaction in the 2025 Adviser Ratings Australian Financial Advice Landscape Report. A full list of rankings and awards for the HUB24 Platform is shown below:

Awards and recognition across HUB24 Group in FY25



Investment Trends 2024 Platform Competitive Analysis and Benchmarking Report

HUB24 was awarded:

- #1 Best Overall Platform
- #1 Best Platform Managed Accounts Functionality
- #1 Best in Product Offering
- #1 Best in Online Business Management
- #1 Best in Decision Support Tools
- Most improved platform in 2024



2025 Wealth Insights Platform Service Level Report

- #1 Platform Offering
- #1 Ease of Doing Business
- #1 Reporting & Communication
- #1 IT/Web Functionality

2025 Investment Trends Managed Accounts Report

- #1 Overall Satisfaction
- #1 Innovation
- Equal #1 Good Communication



Investment Trends 2025 Adviser Technology Needs Report

HUB24 ranked first by advisers for:

- #1 NPS for all platform users
- #1 Overall Satisfaction
- #1 Platform Advocacy

HUB24 achieved highest adviser satisfaction in 12 categories, including:

- #1 Tax Optimisation Tools
- #1 Contact Centre Support
- #1 Regulatory Support Tools
- #1 Online Transaction Capabilities
- #1 Range of Investment Options



Adviser Ratings 2025 Australian Financial Advice Landscape Report

HUB24 Platform ranked:

- #1 Overall Satisfaction

HUB24 Super ranked:

- #1 Super Fund Satisfaction
- #1 Best Adviser Experience
- #1 Best Client Experience
- #1 Ease of Onboarding
- #1 Overall Functionality
- #1 Best Investment Options

Investment Trends 2025 SMSF Accountant Report

Class ranked:

- #1 Feature Rich
- #2 Primary market share
- #2 Brand awareness
- #2 Good Service
- #2 Educator

NowInfinity ranked:

- #1 Innovative
- #1 Primary market share
- #2 Brand awareness

1. Customers

During FY25, HUB24 continued to expand our products and capabilities to drive advice productivity and enable advisers to meet client needs, including expanding HUB24's platform proposition with new options and product features to broaden our reach and provide advisers with a range of solutions to support the client lifecycle.

High net worth (HNW) solutions

In September 2024, HUB24 formed a strategic alliance with Reach Alternative Investments, acquiring a minority equity holding. Reach is an Australian alternative investments platform provider focused on bringing institutional quality funds to Ultra HNW and HNW investors and their advisers. Together, HUB24 and Reach plan to develop platform based alternative asset advisory and managed account capability to be delivered through the HUB24 Platform and via non-custody solutions.

This year, HUB24 also launched HUB24 Private Invest with a select group of advisers, an innovative, purpose-built solution developed to meet the needs of high net worth (HNW) clients. It is designed for advised wholesale and sophisticated investors, providing efficient access to a range of wholesale investments, consolidated reporting across custodial and non-custodial assets, and greater fee flexibility.

Our Non-Custody Service, introduced in FY24 and integrated with HUB24 Invest, continues to resonate with advisers, particularly those supporting HNW clients and managing more complex investment arrangements. This new capability allows advisers to report on assets held outside the custodial environment, offering greater flexibility and efficiency.

Innovative platform capabilities driving adviser productivity and better outcomes for clients

Our recent platform enhancements have been focused on streamlining advice implementation and removing manual, paper-based processes. New features such as same-day processing for super-to-pension transitions and retribution requests are helping advisers deliver client strategies more efficiently.

We've also expanded options for managing cash, with improvements to BPAY® and Pay Anyone functionality, giving advisers and clients greater flexibility and control.

In addition, recent enhancements to the advice fee consent process are saving advisers time while allowing clients to provide consent easily and securely online.

Engage

In the first half of FY25, we launched Engage, the next evolution of HUB24's leading client reporting functionality. Leveraging HUBconnect, Engage enables advisers to create tailored, branded presentations that enhance client meetings and provide advised clients with a complete view of their wealth, including investments on HUB24's platform as well as other off-platform assets.

Continued evolution of Discover

HUB24 Discover complements our Core and Choice offers to meet the needs of lower balance advised clients, including early-stage wealth accumulators and later stage retirees with less complex needs. Designed in conjunction with leading portfolio managers, Discover provides a streamlined selection of managed portfolios within a cost-effective platform and investment solution. In April 2025, we expanded the list of managers and underlying portfolios available, broadening access to low-cost index options for cost-conscious clients and growth-oriented options for those with higher risk appetites. During the year \$1.3 billion from ClearView WealthFoundations was migrated to the Discover menu, extending the reach of the HUB24 Platform to a broader client base.

Retirement income solutions

As Australia's population continues to age, the demand for innovative retirement income solutions remains a focus. HUB24's collaboration with Allianz Retire+ offers AGILE (Allianz Guaranteed Income For Life), a longevity product designed to help grow retirement assets while providing a guaranteed income stream. In July 2024, Age Pension+ Option was launched, giving advisers and retirees greater flexibility and choice around age pension eligibility.

Customer satisfaction and resolving complaints

Across the HUB24 Group, we are committed to providing our customers with customer service excellence which is reflected in our industry recognition and awards. We are also committed to listening to feedback from our customers to improve our services and resolving any complaints in a timely manner. The HUB24 Platform has systems and processes in place to manage customer complaints and is a member of the Australian Financial Complaints Authority (AFCA).

1. Customers

Responsible investment and ESG options

HUB24 continues to expand its investment menu to enable advisers to better meet their clients' investment needs, including ESG and Responsible Investment options. HUB24 has one of the largest investment menus in the platform market with a wide range of managed portfolios, managed funds, Australian and US listed exchange traded funds (ETFs), Australian and international listed securities, and Term Deposits. This investment menu includes ESG and Responsible Investment focused managed portfolios, managed funds and listed securities including ETFs. Advisers can tailor their investment approach to meet clients' individual ESG investment preferences utilising the external data tools HUB24 provides.

Supporting advisers with ongoing education

In March 2025, as part of our commitment to supporting adviser education, we launched CyberHUB, a dedicated cybersecurity education resource offering valuable insights into how advice practices are addressing this critical issue.

We also launched ProductivityHUB to support advisers to leverage technology and innovation to increase productivity.

CyberHUB and ProductivityHUB complement HUB24's existing Professional Development Centre, which houses the SMSF Academy and Managed Portfolio Academy, helping advisers expand their value proposition to service new client segments.

Throughout FY25, we also delivered a range of Continuing Professional Development (CPD)-accredited presentations, webinars, and workshops, empowering advisers to upskill in key areas of SMSF advice, managed portfolios, cybersecurity, and client engagement.

Class innovation and enhancements

Class has maintained a focus on developing smart, integrated features that enhance the customer experience and support the growing regulatory and administrative needs of the SMSF, trust, and corporate compliance sectors.

During FY25, Class continued to introduce a range of product enhancements to drive productivity and value for accountants and auditors. A key focus this year has been expanding data automation and integration across the platform.

The rollout of new Direct-Connect Document Feeds enabled automatic retrieval of quarterly investor, tax and bank statements, reducing the need for manual uploads and improving data accuracy.

The introduction of in-app title searches and certificates, along with expanded integrated valuations, enhanced productivity and enabled accountants and auditors to efficiently and cost effectively verify property ownership.

Class also became the first SMSF software provider to integrate with Automic, delivering a market-first connection that provides monthly holding balances and real-time ownership verification. This, combined with full connectivity to BoardRoom, Computershare and MUFG Pension & Market Services, now enables automated coverage for over 97% of ASX-listed companies, making Class the only provider offering registry integration at this scale.

The launch of the Virtual Mailroom continued to streamline the handling, classification and storage of physical and electronic documents, significantly reducing manual effort and increasing data accuracy for accountants and auditors.

Supporting education and growth in the SMSF industry

During the year, Class delivered over 35 educational webinars on tax and super legislation and product updates, enabling SMSF professionals to stay up to date with regulatory changes, industry trends and product functionality. Class also held its flagship industry conference, Class Ignite, a key initiative supporting the continued education and growth of the SMSF segment. Held over two days in Sydney, Class Ignite provided over 400 delegates with opportunities to network and access to insights and thought leadership from key industry experts. The Class Annual Benchmark Report was launched at the event, leveraging Class and industry data to deliver key insights on the trends driving the future of the SMSF sector.



1. Customers

myprosperity

HUB24 continues to focus on leveraging our Group capabilities to deliver integrated solutions for our customers that enhance customer experience and drive productivity to enable accessible professional advice for more Australians. myprosperity's market-leading client portal solution delivers a secure online environment for financial professionals to enhance collaboration and communication with clients. During FY25, new features were introduced to further enhance the functionality and security of myprosperity, including the mandatory use of Multi-Factor Authentication. myprosperity capabilities are in development for integration with the HUB24 Platform and with a select group of clients as a new client interface for Class.



Taking a proactive approach to scam and fraud mitigation across the Group

As a data and technology service provider, we recognise our role in protecting and safeguarding the data and information for our customers. HUB24 Group takes a proactive approach to counter the increased sophistication and volume of scams impacting Australians and to safeguard the information and data of our customers and their clients. We continually test, evaluate and enhance our scam and fraud mitigation measures to ensure we have robust defences in place across the HUB24 Group. These include the following measures:



Internal policies for scam and fraud mitigation

Our Fraud Policy sets out our approach for managing scam and fraud risk, with a focus on preventing, detecting and disrupting incidents through people training and the use of technology. It outlines clear responsibilities for implementation of the policy and resolution of customer matters.



Communication with customers

HUB24 has dedicated scam awareness information on our websites, which actively encourages customers to be aware of scams and fraud, protecting themselves from exploitation by choosing secure passwords and safeguarding their personal information.



Multi-factor authentication (MFA) on HUB24 Platform

As part of our ongoing focus on cybersecurity, HUB24 has continued to encourage the adoption of MFA, a security measure requiring users to verify their identity using a combination of authentication factors. MFA is mandatory on the myprosperity client portal, and in FY25 we prioritised adviser education to drive uptake across the HUB24 Platform. MFA will become mandatory for all users on the HUB24 Platform in FY26 as part of our commitment to strengthening platform security and protecting client data.



Transaction monitoring on HUB24 Platform

Retrospective monitoring of transactions to detect unusual activity on the HUB24 Platform.



Complying with Financial Services Council (FSC) Standards

We are committed to continuing to enhance our capability and measures to prevent, detect and disrupt fraud and scams by implementing full compliance with the FSC Standard on Fraud and Scam Mitigation Measures for Superannuation Funds prior to 1 July 2026.



Industry collaboration

HUB24 is also an active industry participant in the National Anti-Scam Centre's Fusion Cells, which leverage collective expertise and intelligence across government, law enforcement, industry, and consumer groups to disrupt scams, empower consumers, and find real solutions to reduce losses to scams.

Looking ahead

- Invest in our platform and product functionalities to consolidate market leadership among advisers by responding to their feedback and client needs.
- Enhance adviser productivity and client experiences through myprosperity, our whole of wealth software solution that leverages our group capabilities.
- Continue to support financial professionals with ongoing education and capability development.



2. People and culture

At HUB24, our people are essential to delivering on our purpose of empowering better financial futures for more Australians. That's why we're focused on building an inclusive, diverse and supportive workplace that attracts exceptional talent, fosters growth, and enables our people to thrive and make a meaningful impact. HUB24 now employs 962 employees and together, we are building a future-focused workforce ready to deliver on our purpose.

Highlights:

- Named as finalist in three categories in the Australian HR Awards 2025; Employer of Choice (100-999 employees), Australian HR Champion (CEO) of the Year (Andrew Alcock), and Best Graduate Program. Winners to be announced in September 2025.
- Three female leaders as well as HUB24 named as finalists across four categories in the 2025 Women in Wealth Awards; Kitrina Shanahan, Industry Leader of the Year, Deborah Latimer, Governance, Risk and Compliance Professional of the Year, Anne McDonnell, Marketing/Communications Professional of the Year, and Pro Bono of the Year, HUB24 Limited, Employer of the Year.
- Improved year on year employee engagement score.
- Launched our Graduate Program with rotations aligned with strategic growth priorities in our Technology, Operations, Product Strategy and Development functions.

Employee engagement

HUB24 undertakes regular employee engagement surveys to understand and listen to the experiences of our people. Surveys are conducted twice annually and our continued focus on supporting and engaging our people has led to another strong result in FY25. Our employee engagement score increased from 76% in FY24 to 78% in FY25, placing HUB24 in the top quartile of Australian businesses with 500-1,000 employees.¹



1. Benchmarked against top 25% of Australian companies (500-1,000 employees) with a comparative average of 75% engagement, Culture Amp January 2025.

2. People and culture

Learning and development

Over FY25, we sharpened our focus on personal development – for both long-standing team members and newcomers. Our people had access to career-building pathways, while high-potential talent received tailored programs that stretch and inspire. Internal mobility remains a hallmark of life at HUB24 with more than 15% of our people moving internally or receiving promotions during the year.

Attracting, developing and retaining top talent

Investing in our people is key to delivering long-term growth and success. We remain focused on attracting, developing and retaining exceptional talent, while nurturing a culture of high performance and inclusion. In FY25, we remained committed to career development, recognition, diversity and flexibility, helping our teams grow while supporting their wellbeing and impact.

Snapshot of key FY25 learning initiatives

- **Professional skills** – 56 colleagues completed professional short courses with the Australian Institute of Management.
- **Executive pipeline** – 18 next-generation executive readiness programs with the Australian Graduate School of Management.
- **Leadership capability** – 30 participants in our Emerging Leaders program, facilitated by Hello Coach.
- **People leader essentials** – Targeted skill development and training on people-risk and regulatory themes.
- **Gallup “Boss to Coach”** – Completed by our Operational Leadership Team and rated 99% for satisfaction and relevance.
- **Gallup Strengths Workshops** – 138 participants in workshops focussed on unlocking individual potential by focussing on self-awareness and individual strengths, improving teamwork, communication and individual wellbeing.
- **Female leadership coaching** – A six-month leadership program to empower our female leaders, facilitated by Hello Coach.
- **Early Career Professionals Masterclass** – Designed to fast-track capability in our younger cohort.
- **Specialist technical training** – Extended access to niche Product, Operations and Technology training.

Graduate and Internship programs

Our Graduate Program launched with 6 graduates in 2025. Graduates were assigned to rotations aligned with strategic growth priorities in our Technology, Operations, Product Strategy and Development functions to provide diverse set of experiences across different business lines. HUB24 was named as an excellence nominee in the Australian HR Awards 2025 – Best Graduate Development Program.

In FY25, we continued to invest in our undergraduate intern program, with a cohort of more than 20 interns dedicated to innovation initiatives, including AI, automation, and machine learning targeted at client impacting technology and innovation and productivity initiatives. HUB24 was included in the list of 2025 top 20 small intern programs by the Australian Association of Graduate Employers. The list includes the top employers that offer exceptional internship experiences based on feedback from the interns.

Health and wellbeing

HUB24 recognises the importance of offering both flexible and hybrid working arrangements for our people. In support of these flexible working arrangements, we have invested in our in-office experience including upgraded workplace facilities to create opportunities for meaningful collaboration, connection and celebration. We also offer our employees a range of benefits including:

- Ongoing support for employee mental health and wellbeing, including offering educational workshops (in person and virtual), access to 24x7 medical and psychological support, and flu vaccinations.
- access to financial and non-financial benefits, including independent financial advice consultations and assessments.
- Purchased leave and bonus leave.
- 44 people accessed paid parental leave – with just over 10% being men taking primary carers leave.

2. People and culture

Diversity and inclusion

HUB24 has a [Group Diversity Policy](#), which outlines our commitment to promote a culture where everyone feels respected and valued, and able to fully participate to the best of their ability with equal access to opportunity. The diversity of thought driven by inclusion promotes innovation, engagement and productivity, and aligns to HUB24's values and Code of Conduct.

Gender diversity

Gender diversity continues to be a key consideration for Board composition and succession planning. The HUB24 Board continues to have 50% female membership exceeds the ASX Corporate Governance Principles and Recommendations objective of a minimum 30% representation of each gender. HUB24 is committed to maintaining Board diversity ratios above the ASX recommended levels and achieving our target of 40% female, 40% male and 20% open. At a corporate level, HUB24 Group's Executive Leadership Team and across the organisation, we have maintained our representation targets for FY25.

HUB24 is an endorsed employer for WORK180 as an organisation committed to supporting women in the workplace by promoting fair and equal representation, opportunities and pay for all women. Through our partnership with WORK180, we have broadened our talent outreach, resulting in 47.3% of new joiners being female (increasing from 46% in FY24).

Gender pay equity

HUB24 continues its commitment to support gender pay equity by conducting annual gender pay gap analysis and reviews and reports annually to the Workplace Gender Equality Agency on our performance. In FY24-25, HUB24 reported a total gender pay gap of 14% (compared to 21% in FY24) significantly ahead of industry benchmarks.

HUB24 remains committed to reducing the gender pay gap by raising female representation at all levels and across all teams. Representation of women in Technology remains a focus – we are proud to have 31% of technology roles are held by women, and we continue to focus on opportunities to improve systemic under representation of women in STEM.

We continued to support our female leaders in targeted coaching programs and internal promotion to improve gender representation at all levels. During FY25, we saw an increase in female representation at leadership levels below executive and senior leadership (over 37% of all leaders are female).

Supporting diversity through recruitment and selection

We are intentional about embedding diversity and inclusion into every stage of our hiring process. Our approach aims to remove barriers, challenge bias, and attract a wide pool of talent. Key actions include:

- Using inclusive, gender-neutral language in job advertisements to appeal to a broader, more diverse audience.
- Encouraging hiring managers to consider flexibility, including part-time or remote options.
- Being recognised as an employer of choice for women through Work180 partnership to attract female candidates.
- Providing unconscious bias training for hiring managers to reduce unintended barriers in the recruitment process.
- Actively showcasing our commitment to diversity, including cultural inclusion, gender equality, accessibility, and LGBTQIA+ allyship through storytelling, education, and recognition campaigns.

Promoting growth and representation through talent development

We support our people to grow their skills and careers through formal learning, stretch opportunities, and targeted development pathways. To ensure equitable access to advancement, we've implemented measures to encourage participation from groups that may have been under-represented in the past.

In FY25, we conducted a comprehensive talent mapping exercise to identify and accelerate the development of key talent, helping to build capability, lift engagement, and strengthen retention. We also continued initiatives to support female career progression, including a leadership coaching program and a career mentoring connection series, focused on building confidence, capability and connection across the Group.

Driving equity through remuneration and reward

We're committed to ensuring our approach to remuneration is fair, evidence-based and free from systemic bias. Each year, we undertake a gender pay equity review and submit our data to the Workplace Gender Equality Agency (WGEA) to transparently track progress and guide action.

Performance-based rewards are reviewed annually to ensure alignment with contribution and opportunity. Our continued focus is on achieving pay parity by increasing female representation at every level, supported by training, succession planning and leadership development.

Enabling flexibility, connection and performance

Flexible work is a key part of how we operate and is highly valued by our people. We provide a range of flexible options across locations and roles, designed to maintain strong team connection, customer responsiveness, and delivery on our strategic goals – supporting our people to balance work and life while delivering for our customers.

92% of our employees feel they are genuinely supported if they chose to utilise flexible working arrangements.

In addition to our focus on gender equality and representation, HUB24 continues to prioritise creating a diverse and inclusive culture as an ally for the LGBTQIA+ community, celebrating the culture and ethnicity of our people, offering workplace accommodations for employees with disabilities, and supporting our multi-generational workforce. Diversity, Equity & Inclusion is the highest ranked focus area within our employee engagement survey, along with flexibility for work life balance and management support.

2. People and culture

Embracing and celebrating diversity

At HUB24, we know a diverse and inclusive workforce is essential to innovation, engagement and performance. When people feel respected and supported for who they are, they're empowered to thrive – and that's the kind of culture we're committed to building. Throughout FY25, we continued to shine a spotlight on the value of diversity in all its forms. From celebrations like Eid, Diwali, and Pride Month, to events such as International Women's Day (see images below), and the Women in Wealth Awards, we marked moments that matter to our people and helped foster greater connection, awareness and inclusion. We provided more opportunities for our people to share their stories and perspectives and our ongoing efforts were reflected in our employee engagement results, where diversity and inclusion ranked in the top 25th percentile – a strong sign we are heading in the right direction. We remain committed to promoting diversity across all dimensions – culture, gender, age, ability, and experience, and continuing to grow an environment where everyone can belong, contribute and be celebrated.



Looking ahead

- Increase employee engagement through ongoing investment in development, learning and internal mobility and maintain our top quartile position among Australian peers.
- Continue to invest in the next generation of talent through our internship and graduate programs.
- Maintain our focus on gender diversity and 40:40:20 targets across the organisation, senior leadership and on the HUB24 Limited Board.
- Continue to enhance our Employee Value Proposition to strengthen engagement, support talent retention, and enhance our ability to attract top talent. Continue to support financial professionals with ongoing education and capability development.



3. Governance

Sound governance is essential to the continued success and sustainability of our business and we remain committed to adhering to Australian corporate governance standards. We also recognise the importance of managing risk effectively and upholding strong behaviours that reflect our values.

Business ethics and integrity

Corporate governance

HUB24's Board is committed to upholding high corporate governance standards and complying with the ASX Corporate Governance Council's Principles and Recommendations 4th Edition February 2019, as detailed in our Corporate Governance Statement.

HUB24's corporate values, which were refreshed in FY24 (see page 8), recognise our responsibilities to our shareholders, customers, our people and the community. We maintain and evolve policies that govern our team's responsibilities as employees of HUB24.

The table below outlines our key Corporate Governance policies and statements, which are available on our website at www.HUB24.com.au/shareholder-centre/corporate-governance/

Policy	Purpose
Code of Conduct	Articulates the values and principles we expect our people to adhere to when performing their responsibilities.
Modern Slavery Statement	Our modern slavery framework has been established to identify and reduce the risk of exposure to modern slavery and human trafficking. This involves, amongst other things, undertaking risk assessments and due diligence on third party suppliers to assess their exposure to modern slavery and human trafficking, and ensuring our staff are appropriately trained on the modern slavery framework.
Anti-Bribery and Corruption Policy	Our Anti-Bribery and Corruption Policy prohibits HUB24 Directors and our people from engaging in activity that constitutes bribery, corruption and facilitation payments, and provides guidance on how to recognise and deal with bribery and corruption issues. Incidents that are notified under the Anti-Bribery and Corruption Policy are required to be reported to the Audit, Risk and Compliance Committee and the Board.
Whistleblower Policy	All of our people are expected to complete training on our Whistleblower Policy. Our people are encouraged to report behaviours or instances that are not in accordance with our Code of Conduct, procedures, processes and regulatory requirements. Team members and other specified persons can report these matters via our Whistleblower Policy. Material incidents that are notified under the Whistleblower Policy are required to be reported to the Audit, Risk and Compliance Committee and the Board.
Market Disclosure Policy	This Policy articulates our obligations as a publicly listed company regarding disclosure of information to the market and the ASX. It also provides our people with guidelines as to how to treat and deal with market sensitive information.
Securities Trading Policy	As a public company listed on the ASX, HUB24 has an obligation and focus on ensuring there are clear guidelines for our people in trading HUB24 Securities. This Policy provides our people with guidelines to ensure our legal and regulatory obligations are met.
HUB24 Board Diversity Policy	HUB24 considers diversity to broadly include characteristics such as age, gender, gender identity, physical ability, socio-economic background, cultural background and ethnicity, marital, family or relationship status, religious beliefs and sexual orientation. It also refers to diverse opinions, ways of thinking and working. Our policies also articulate how the HUB24 Board seeks to ensure it has an appropriate mix of diversity, experience and expertise to be well equipped to help HUB24 navigate opportunities and challenges faced.
HUB24 Group Diversity Policy	Our focus on diversity and inclusion is about valuing individual differences and the knowledge, skills and experience people bring to the workplace. These policies outline the roles, responsibilities and accountabilities of all our people in ensuring HUB24 promotes a diverse culture where everyone feels respected and valued, and able to participate fully to the best of their ability with equal access to opportunity.

3. Governance

Effective risk management

HUB24's Risk Appetite Statement describes the Board's expectations of considering risk in decision-making and business practices and provides guidance on expected risk-taking behaviours for our people. These frameworks and policies provide guidance and parameters for how HUB24 will deliver effective risk management outcomes and empower our people to take risk and seek reward where it is aligned to our purpose, values, and is within risk appetite. As described on page 8, one of our HUB24 values, 'Deliver with integrity' is a key principle. Our people play a crucial role in upholding this value which is integral to our risk management approach as it involves taking our responsibilities seriously, being transparent, and consistently doing the right thing. By fostering an environment where honesty and accountability are paramount, we ensure that risk management is embedded in our daily operations and decision-making processes.

Our commitment to human rights – modern slavery

HUB24 supports the UN Guiding Principles on Business and Human Rights and recognises that the nature and reach of our businesses may expose us to the risk of modern slavery in our value chain (our people, our operations, partners and customers, and our supply chain). We are committed to identifying and mitigating modern slavery risks and outline our approach in HUB24's Modern Slavery Statement. This also includes our progress to mitigate and manage risk exposure and how we assess the effectiveness of our actions, which is critical to driving continuous improvement in our approach to modern slavery risk. The FY25 Modern Slavery Statement will be made available by December 2025.

Risk culture and training

In FY25, HUB24 conducted its third risk culture survey, which provides insights into perceived risk management structures and behaviours across ten key risk culture dimensions identified by APRA. The HUB24 Group achieved a strong result and scored favourably across behavioural dimensions, reflecting effective risk management behaviours and daily risk management practices.

HUB24 continues to strengthen our risk culture by delivering comprehensive training to all our people, which reflects our expectations and responsibilities in relation to business ethics, integrity and compliance. During FY25, we achieved a mandatory training completion rate of 100% for everyone across the Group, including the myprosperity team (acquired in May 2023) which has now transitioned to the HUB24 Group model¹.

Mandatory training modules are assigned to each individual and are regularly reviewed and updated as appropriate. Key modules and topics include IT Acceptable Use Policy, Cyber security, Modern Slavery Policy, Whistleblower Policy, Privacy, Work Health & Safety, Anti-bullying, Anti-harassment and discrimination and other relevant financial services modules such as Regulatory Guide 271: internal dispute resolution.

Risk management and people performance

Our expectations about individual responsibility for risk management are communicated clearly in the recruitment and onboarding process, in new employee inductions and during the performance review cycle through mid-probation check-ins and quarterly leader touchpoints.

Our people performance assessment process continues to measure both what and how specific KPIs have been achieved, including consistent criteria against risk management and values. Strong performance across both outcomes and demonstrated behaviours is essential for an individual to be awarded a high overall performance rating. Behaviours which do not meet HUB24's expectations can limit the individual's overall performance rating and financial outcomes.

Looking ahead

- Continue to strengthen risk culture through mandatory training for employees and linking behaviours to performance.
- Publish the FY25 Modern Slavery Statement, detailing the actions taken to identify and address modern slavery risks.
- Maintain compliance with ASX Corporate Governance Principles and Recommendations 4th Edition (2019).

1. Refer to [glossary document](#) for definition and scope of training completion rate.



4. Cyber security and data privacy

Prioritising data privacy and cyber security is a core focus of HUB24's cyber strategy. Built on secure-by-design principles and a defence model, the strategy aims to reduce risk, safeguard high-value assets, and embed security and privacy across our data, systems, people and processes, while enabling rapid response capabilities. It also emphasises secure, people-led business operations and continues to build cyber resilience through integrated governance and service delivery.

Our cyber security framework

At HUB24, cyber security is a critical component of our governance framework and a key enabler of sustainable business operations. Our approach is aligned with the internationally recognised ISO/IEC 27001 standard and integrated into our broader enterprise risk management practices. It is designed to protect the confidentiality, integrity, and availability of our systems and data, while supporting business growth and resilience.

We take a structured, risk-informed approach to managing cyber threats, guided by a clear strategy and governance oversight. Our Board and executive leadership are regularly engaged in cyber risk discussions, and our controls are routinely reviewed and tested through internal assessments, independent audits, and external assurance activities.

Our framework is built on a layered defence model that includes continuous monitoring, access control, vulnerability management, and incident response capabilities. Regular cyber simulation exercises and penetration testing help validate our preparedness and strengthen our ability to detect, respond to, and recover from incidents.

Security awareness is embedded in our culture through mandatory training and targeted communications on emerging threats. We also collaborate with trusted partners to enhance threat intelligence and response capabilities, ensuring we remain agile in an evolving threat landscape.

By aligning our cyber security practices with regulatory expectations and industry frameworks – and continuously enhancing our capabilities – HUB24 demonstrates a commitment to protecting our customers, stakeholders, and digital ecosystem.

Enhancing cyber security across the Group

At HUB24, we are committed to continuously strengthening our cyber resilience across the Group, including the HUB24 Platform, Class, and myprosperity. Our cyber security program is aligned with internationally recognised standards and embedded within our broader governance and risk management frameworks.

In FY25, we maintained ISO/IEC 27001 certification across the Group, demonstrating our commitment to a structured and independently validated Information Security Management System (ISMS). This reflects our ongoing investment in protecting the confidentiality, integrity, and availability of information entrusted to us by customers, partners, and stakeholders.

We continued to uplift our cyber capabilities by enhancing technical controls, refining security policies and procedures, and embedding security into business processes. Our approach is guided by a risk-informed strategy that prioritises the protection of high-value assets and supports secure business operations.

We operate continuous threat monitoring through our security operations capability and partner with cyber security and threat

intelligence providers to improve our ability to detect, assess, and respond to emerging threats. These partnerships also support our vulnerability management program, helping us proactively identify and remediate risks across our environment.

As the threat landscape evolves, we have progressed our maturity against industry practices and strengthened our internal control environment. This includes refining our incident response and crisis management plans, conducting simulation exercises, and engaging in independent assessments to validate the effectiveness of our controls.

In FY25, we conducted 3 incident response simulations. These exercises tested our readiness across various scenarios enhancing our overall incident response capability.

Our cyber security strategy is brought to life through governance, continuous improvement, and collaboration with trusted partners – ensuring we remain resilient, responsive, and aligned with stakeholder expectations in a dynamic digital environment.

4. Cyber security and data privacy

Privacy, data integrity and confidentiality

Protecting the integrity and confidentiality of customer data is a core responsibility and a key component of our governance framework. In FY25, we continued to strengthen our privacy capabilities by embedding privacy considerations into our broader data and cyber governance practices.

We undertook a comprehensive review of our internal privacy practices and controls to ensure they remain effective, transparent, and aligned with regulatory expectations. To support a culture of accountability, we maintained high completion rates for mandatory privacy and cyber security training and introduced targeted initiatives to deepen awareness across the organisation. This included participation in the Office of the Australian Information Commissioner's Privacy Awareness Week and the delivery of tailored communications on privacy obligations.

Data governance and responsible data stewardship

At HUB24, we recognise that data governance is foundational to delivering trusted, secure, and innovative services to our clients. In FY25, we advanced our enterprise-wide data governance maturity by embedding a risk-based, secure-by-design approach across our platforms and operations. Our strategy integrates data privacy, lifecycle management, and cyber resilience into a unified governance framework, aligned with ISO/IEC 27001 standards and industry practices.

We are operationalising key elements of our Data Governance & Management (DG&M) Framework, including data flow mapping and retention planning, supported by dedicated roles that focus on data risk and governance across the Group.

Looking ahead, we are committed to evolving our governance capabilities to support ethical artificial intelligence (AI) deployment, enhance data quality, and ensure compliance with emerging regulatory expectations.

Cyber security and privacy awareness and training

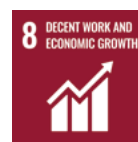
We recognise that people are central to our cyber resilience. In FY25, we expanded our internal training and awareness programs to ensure our teams are equipped to identify and respond to evolving threats. These programs included:

- **Cyber security awareness training**, supported by simulated phishing campaigns of increasing complexity to build practical understanding and vigilance.
- **Targeted secure-by-design training**, focused on embedding security principles into the software development lifecycle.
- **Regular cyber security newsletters**, highlighting emerging scams, threat trends, and protective behaviours.
- **Privacy awareness initiatives**, including e-learning modules and organisation-wide engagement during Privacy Awareness Week.
- **Security Awareness Month**, a Group-wide campaign featuring interactive activities, communications, and scenario-based learning to reinforce key cyber and privacy behaviours.

These initiatives reflect our commitment to embedding a culture of security and privacy.

Looking ahead

- Demonstrate our commitment to cyber security practices by maintaining ISO/IEC 27001 certification.
- Continue to train our employees through training and awareness initiatives.



5. Digitisation and innovation

At HUB24, we're committed to continual innovation and leveraging our data and technology expertise to shape the future of the wealth industry and empower better financial futures. By collaborating with the industry and investing in innovation, we're transforming the client experience, revolutionising operations, and unlocking the power of data to enable and support decision making to create a sustainable future for the advice industry.

Accessible advice through new technologies

HUB24 believes in the value of accessible advice for more Australians and we are exploring how emerging technologies like AI and machine learning can help overcome challenges in delivering that advice.

Since establishing our Innovation Lab in 2018, we've continued to partner with large licensees to deeply understand the evolving challenges in financial advice and explore how emerging technologies can help solve them.

Today, led by an industry expert in AI, the HUB24 Innovation Lab continues to test and build solutions using Generative AI, machine learning, robotic process automation (RPA) and other emerging technologies to meet evolving needs.

In 2025, the Innovation Lab continued working in close partnership with operations and product teams to deliver scalable, client-centric solutions. Examples include the rollout of a virtual mailroom capability and the digitisation of Advice Fee Consent, both of which reduce manual handling, streamline processes, and support improved efficiency for internal teams and clients.

HUB24 also partnered with Professional Planner to host an AI Industry Roundtable to share insights into the challenges and opportunities of AI adoption.

Innovation Lab

HUB24's Innovation lab is collaborating with technology providers, universities and advisers to help overcome some of our industry's challenges together.

The Innovation Lab has a governance framework which considers:

- Human in the loop or human led processes, where critical actions always require human validation before being executed or passed upstream.
- Privacy and responsible data management, including the understanding where data is stored.
- Benefits of smaller models, which evolve more rapidly than larger counterparts, have greater transparency and more cost effective.

Data solutions to support Licensees

Through the Innovation Lab, we've been working with large licensees to unlock the power of data and develop machine learning solutions that drive efficiencies for advisers and licensees, while also improving the client experience.

Much of the data within advice businesses has traditionally been stored in unstructured formats like PDFs, Word documents, emails and Customer Relation Management systems, making it difficult to access and use effectively. By extracting, cleansing and combining the data with information from other sources, we're able to enrich it and apply technologies like machine learning to deliver deeper insights and greater value to those businesses.

Driving productivity and delivering insights for advice businesses

HUBconnect delivers efficiencies and insights for licensees and advisers including automated reporting and analytics that enable effective business management, reporting and compliance monitoring.

Hubconnect for licensees

- Delivers business insights to licensees to increase advice practice value and identify growth opportunities
- Enables licensees to improve efficiencies and reduce manual tasks
- Supports compliance management

Advice practice insights (in development)

- Engage, HUB24's leading reporting solution, leverages HUBconnect data capability
- Provides advice practices access to dashboards to self-manage obligations, performance and data
- Delivers adviser benchmarks and enables view of client demographics

5. Digitisation and innovation

Improving client experiences

At HUB24, we're leveraging technology and innovation to solve some of the advice industry's biggest challenges – we know AI will be instrumental in transforming how advice businesses engage with and serve their clients. Through our Innovation Lab we are exploring how AI and machine learning can help reduce friction in the delivery of advice and support advisers to more efficiently and effectively engage with clients and their data. Since its inception, in collaboration with advisers and licensees, the Innovation Lab has unlocked productivity gains delivering innovative solutions to drive efficiencies and operational scale. By leveraging machine learning and generative AI, it has analysed more than 19 million documents, turning unstructured data into useful insights for licensees, helping them to identify revenue opportunities, client trends, industry benchmarks and deliver proactive compliance monitoring.

As the technology has continued to evolve, in FY25 the Innovation Lab explored and refined new ways to use AI, natural language tools, and generative AI capabilities to help advisers better engage with clients and their data. This includes using voice AI to streamline information capture and documentation for some of HUB24's internal processes, saving time and creating process efficiencies.

Operational efficiencies

Emerging technologies are being used to deliver productivity solutions and drive efficiency and scalability for our customers and within the HUB24 Group. Building on the success of HUB24's internal mail house solution which uses AI to read, classify and process up to 17,000 documents per month, we are expanding the use of the technology and exploring applications for Class customers. In addition, we are working with upstream providers to identify opportunities to digitise information reduce reliance on paper.

In FY25, HUB24 hosted a think tank event with students from the University of Melbourne to identify solutions in addressing challenges of form management, including time taken to complete, accessibility and reliance on paper. Students explored a range of opportunities leveraging the Web Content Accessibility Guidelines (WCAG) principles to support advisers and clients with accessing and completing forms quickly and efficiently.

Looking ahead

- Through our Innovation Lab, continue to explore ways to apply AI technologies to create process efficiencies for advisers and support greater advice at scale.
- Further apply AI and automation to improve processes and reduce manual handling for HUB24 teams.
- Explore opportunities to enhance form management, including accessibility, to create efficiencies in processes for clients.



6. Social and environmental

At HUB24, we believe in responsible corporate citizenship, supporting charities and communities across Australia and reducing our environmental impact for a sustainable future. Our approach to social responsibility is underpinned by our company values and our purpose of empowering better financial futures, together.

Community contribution

Throughout FY25, we continued to increase our impact by supporting a range of initiatives and providing \$200,000 in financial support to our community partners. We added the Wesley Mission as a new community partner and remained focused on engaging our people and building awareness of our HUBempower community giving program, both within HUB24 and across the wider community.

In FY25 HUB24 supported the following non-profit organisations with financial and in-kind support:



**Pro Bono Financial
Advice Network**

Pro Bono Financial Advice Network

The Pro Bono Financial Advice Network (PFAN) is a trusted network of professionals helping Australians living with a personal health crisis and experiencing financial hardship to improve their financial wellbeing through the provision of pro bono financial advice. HUB24 believes in the value of advice and the positive impact it can have on individuals and communities. As a corporate partner, we provide financial support in addition to Board membership, skills sharing and networking opportunities to enable PFAN to drive awareness and recruit financial advisers to join the Network.

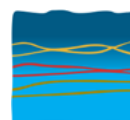


**The Smith
Family**

Learn today, change tomorrow.

The Smith Family

The Smith Family helps young Australians to overcome educational inequality caused by poverty. As a corporate partner, HUB24 supports the organisation's Digital Learning Essentials program, enabling students to become digitally included with a reliable device, internet access, digital skills and technical support.



**CAPE YORK
LEADERS
PROGRAM**

Cape York Partnership

Cape York Partnership is a non-profit Indigenous organisation empowering the people of Cape York to choose a life they have reason to value. With long-term community outcomes in mind, HUB24 provides funding to its Cape York Leaders Program and supports the tertiary education of a student from the region.



FICAP

FICAP's (Financial Industry Community Aid Program) goal is to support ill or disadvantaged young people and their families. As one of FICAP's financial industry partners, HUB24 supports FICAP to raise money for a range of charities that benefit young Australians and their families.



Wesley Mission

Wesley Mission provides a wide range of community services to support the most vulnerable members of society. HUB24 sponsors the In Charge of My Money program, which provides face-to-face and online financial literacy education to help address the growing rate of financial stress in the community.



SAVE A CHILD'S HEART

Save a Child's Heart Australia

HUB24 is a long-term supporter of Save a Child's Heart, a non-profit organisation with the mission of improving the quality of paediatric care for children in developing countries.

6. Social and environmental

Employee community engagement

This year, we focused on expanding opportunities for our people to connect with and give back to the community through the HUBempower program, helping to lift both awareness and participation across the business. Through HUBempower, we aim to strengthen our connection with the community, supporting employee-led giving, matched employee donations, volunteering initiatives, and strategic partnerships.

Inspiring students to strive for better financial futures

Through our partnership with The Smith Family, we're helping to break down barriers to education for Australian students experiencing disadvantage by funding essential digital learning tools, including laptops and internet access, to support their learning and future opportunities.

This year we were proud to again take part in face-to-face programs like Work Inspiration, hosting a group of high school students at our Sydney office over two days in May 2025. The students participated in workshops, mock interviews and creative activities, and heard directly from HUB24 team members about their career journeys.

The feedback was overwhelmingly positive with students saying they felt more confident about their future study or career paths and had a clearer understanding of essential workplace skills. For the HUB24 team involved, it was a rewarding experience and a meaningful reminder of how our support can help empower better financial futures for young Australians.



Dollar matched donations

In FY25, we expanded our employee gift-matching program, enabling HUB24 Group to match employee donations to a range of not-for-profit organisations. This initiative enables our people to amplify their impact by doubling the support provided to causes they care about.

Team volunteering and volunteer leave

All employees at HUB24 are entitled to 1 day of paid volunteer leave, which remains a key part of how we support our people to give back to the community. Often taken as part of a team, these activities also encourage team building, collaboration and connection among colleagues. In FY25, teams across HUB24 Group rolled up their sleeves and logged 110 hours of volunteer time to support organisations such as Easy Care Gardening, Lifeline, and Cure Cancer.



6. Social and environmental

Enabling PFAN to build greater awareness around pro bono advice

Throughout FY25, HUB24 continued to support our partner, Pro Bono Financial Advice Network (PFAN), by providing marketing expertise and resources to help raise awareness of pro bono advice within the adviser community. Our support included participation in industry and adviser events, facilitating networking opportunities, and promoting PFAN's mission through media and social media channels. HUB24 also continues to contribute to PFAN's leadership through representation on the Board.

Welcoming our new partner: Wesley Mission

In FY25, we were proud to welcome Wesley Mission as a new community partner. Wesley Mission delivers a wide range of services to support vulnerable Australians. Through this partnership, HUB24 is sponsoring an award-winning financial literacy program designed to help people better understand Australia's financial system, manage cost-of-living pressures, take control of debt, and build financial resilience. We also supported Wesley Mission's 2024 Christmas hamper drive, with our people donating more than 15 boxes filled with essentials and festive items for individuals experiencing homelessness.

Looking ahead

- Continue to contribute to our community partners with our targeted investment.
- Increase employee engagement with community partners through in kind volunteering and continued gift matching of employee donations.

6. Social and environmental

Climate related targets and metrics

At HUB24, we continue to recognise the growing impacts of climate change and remain committed to playing our part in supporting the transition to a decarbonised world. As part of this commitment, we have set a target over our direct operations to achieve Net Zero scope 1 and 2 emissions by 2030 from our FY22 base year.

In FY25, we made meaningful progress toward that goal through a relocation and office consolidation strategy to more efficient premises, which will reduce our Scope 1 emissions to zero from FY26 onwards.

From mid FY25, we have opted into GreenPower accredited electricity plans at all locations where we control the energy provider or energy mix, ensuring renewable electricity supply for approximately 80% of our total consumption. While the early impact of these changes is reflected in our FY25 emissions data, the full benefits is expected to be realised in FY26 and beyond.

Scope 3 emissions have increased relative to the FY22 baseline year. This is due to HUB24 increasing in size year on year with the largest increases seen in purchased goods and employee-related categories; both of which represent business growth. Scope 1, 2 and 3 revenue intensity metrics have been provided to show progress accounting for growth.

Scope and definitions:

HUB24 uses operational control to determine its reporting boundary, which includes the business activities of its wholly owned subsidiaries.

Scope 1 – Direct emissions from sources which HUB24 owns or controls. In our offices, this typically includes emissions from refrigerants.

Scope 2 – Indirect emissions from electricity consumption, which includes electricity consumed at our office locations in Australia.

Scope 3 – All other indirect emissions that occur in the value chain, consistent with the scope 3 categories in the Greenhouse Gas Reporting Protocol.

– Financed Emissions are not considered applicable to HUB24's business activities as an administrator and platform. Financed emissions might be considered by underlying asset managers.

HUB24 Scope 1, 2 and 3 emissions (TC02e) - By Category¹

Scope	Emissions Source	FY25	FY24	FY23	FY22 (Baseline)
1	Refrigerants	0.66	2.16	2.35	2.35
2	Location-based	257.56	250.82	290.76	253.10
	Market-based	160.51	233.46	239.89	233.14
Sub-total (Scope 1 and 2)	Location-based	258.22	252.98	293.11	255.45
	Market-based	161.17	235.62	242.24	235.49
3	Category 1 - Purchased goods and services	6,936.28	5,897.86	5,427.85	3,542.60
	Category 2 - Capital goods	987.09	326.09	334.08	298.19
	Category 3 - Fuel and energy related services	14.25	29.12	32.29	28.03
	Category 4 - Upstream transportation and distribution	18.92	14.71	17.21	16.71
	Category 5 - Waste generated in operations	55.21	46.55	34.76	32.37
	Category 6 - Business travel	917.13	605.18	281.91	180.87
	Category 7 - Employee commuting	1,204.27	1,073.98	834.55	728.57
	Category 8 - Upstream leased assets	155.84	111.33	75.08	58.41
	Category 13 - Downstream leased assets	-	-	0.10	0.08
	Category 15 - Investments	217.38	329.36	235.00	221.81
Total - (Scope 3)	Location-based	10,506.37	8,434.18	7,272.83	5,107.64
Total - (Scope 3)	Market-based	10,483.74	8,409.20	7,272.83	5,107.64
Total - (Scopes 1, 2, 3) GHG Protocol Basis	Location-based	10,764.59	8,687.16	7,565.94	5,363.09
	Market-based	10,644.91	8,644.82	7,515.07	5,343.13

1. FY22 and FY23 scope 3 were recalculated with refinements to categories 1, 6, 7, 8 and 15 which do not represent a significant change in the overall carbon footprint disclosed previously (change ~3%).

For more information on definitions and calculation methodologies, please refer to the [GRI index and Glossary](#).

6. Social and environmental

HUB24 emissions (TCO2e) by \$m revenue

GHG Emissions (Scope 1 & 2) - Location-based						FY22 (Baseline)
Scope	GHG Protocol Category	Emissions Source	FY25	FY24	FY23	
1	Fugitive emissions	Refrigerants	0.002	0.007	0.008	0.012
2	Purchased electricity	Location-based	0.633	0.766	1.040	1.315
		Market-based	0.395	0.713	0.858	1.211
Sub-total (Scope 1 and 2)		Location-based	0.635	0.773	1.049	1.327
		Market-based	0.396	0.720	0.867	1.223
3	All other indirect emissions that occur in the value chain		25.784	25.693	26.021	26.533
Total - (Scopes 1, 2, 3) GHG Protocol Basis		Location-based	26.180	26.412	26.888	27.757

Looking ahead

- Progress our Net Zero for scope 1 and 2 emissions target through renewable electricity procurement and identify strategies to address residual scope 2 emissions.
- Prepare for compliance with incoming Australian Sustainability Reporting Standard (AASB S2).
- Review and seek to improve scope 3 data capture and tracking.

Conclusion

HUB24 recognises the importance of ESG issues and remains committed to continually evolving and maturing our approach to sustainability for the long-term prosperity of our customers, people, shareholders and the broader community.

During FY25 we have delivered on our objectives and over the coming year, we will continue to enhance our sustainability approach and further embed our strategy across all areas of our business to deliver on our purpose of empowering better financial futures, together.





DISCLAIMER

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