



Sustainability Report



2025

Acknowledgement of Country

IDX acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, sea, and community. We pay our respects to all Aboriginal and Torres Strait Islander peoples, and to their Elders, past and present.

OUR VISION a healthier world

OUR VALUES

OUR PURPOSE deliver the best health outcomes for our patients



patients first

Patients are at the heart of everything we do



medical leadership

Pursuing excellence in medical leadership through evidence-based care



one team

Our united team is our greatest asset



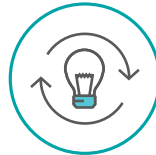
create value

We deliver sustainable value to all stakeholders



integrity & excellence

Working with honesty and transparency, excelling beyond expectations



embrace change

Have the courage to change, challenge and innovate

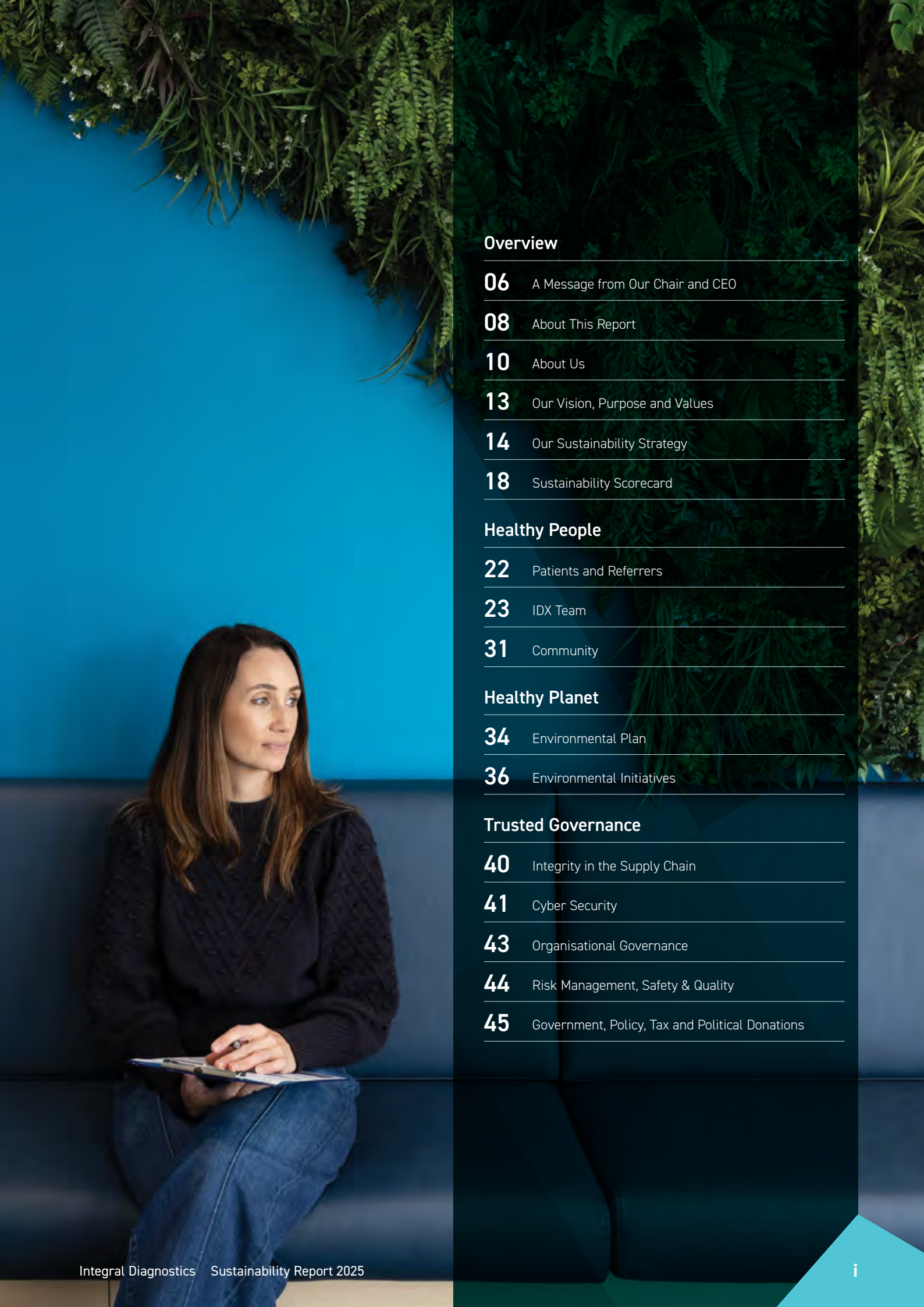
HEAD OFFICE *Bun wurrang Country*

Level 2, 288 Victoria Parade,
East Melbourne, Victoria 3002

T +61 5339 0704

ABN 55 130 832 816

IMAGES: Imaging @ Olympic Park, Melbourne and
Capital Radiology Spotswood



Overview

06 A Message from Our Chair and CEO

08 About This Report

10 About Us

13 Our Vision, Purpose and Values

14 Our Sustainability Strategy

18 Sustainability Scorecard

Healthy People

22 Patients and Referrers

23 IDX Team

31 Community

Healthy Planet

34 Environmental Plan

36 Environmental Initiatives

Trusted Governance

40 Integrity in the Supply Chain

41 Cyber Security

43 Organisational Governance

44 Risk Management, Safety & Quality

45 Government, Policy, Tax and Political Donations





Overview

- 06** A Message from Our Chair and CEO
- 08** About This Report
- 10** About Us
- 13** Our Vision, Purpose and Values
- 14** Our Sustainability Strategy
- 18** Sustainability Scorecard



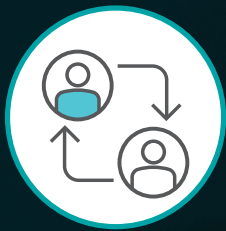
4.0M+
Examinations

Conducted by IDX



1.8M+
Patients

Visited our Clinics



80K+
Referrers

Trusted Us



459
Radiologists

Reported on our Examinations



3,025
Employees

Put our Patients First





GE HealthCare



FY24 GHG Inventory

Scope 1,2 &3 emissions baseline
established for merged company



900+ Recognition Moments

Peer-to-peer awards exchanged



300+ IDX Delegates

Attended our 2025 conference



LOW Cyber Risk

External cyber risk score assessed as
low



2 Radiologists

Appointed to the Board of Directors

A MESSAGE FROM OUR CHAIR AND CEO



We are pleased to present our Sustainability Report for the 2025 financial year, demonstrating our ongoing commitment to sustainability reporting and preparing for future transformation.

Dear Fellow Shareholders,

FY25 was a defining year for Integral Diagnostics Limited (IDX). The merger of IDX and Capitol Health Limited (Capitol Health) has resulted in IDX now enjoying a leading market position in radiology in Australia (the #2 player in Australian diagnostic imaging by number of clinics). Alongside this milestone, we made significant progress embedding sustainability into the foundations of our combined organisation, ensuring environmental, social, and governance responsibility are central to the way we operate.

We continued to align our efforts with stakeholder expectations, evolving regulatory requirements, and the long-term needs of our patients, people, and communities. Guided by our three strategic pillars: *Healthy People*, *Healthy Planet*, and *Trusted Governance*, we have built capability, strengthened governance, and laid the groundwork for the next phase of our sustainability journey.

Healthy People

Throughout FY25, IDX progressed a range of workforce initiatives, including investments in modernised human resources, finance, and time and attendance systems. We strengthened leadership capability through delivery of safety and compliance training across operations and support functions. We commenced development of a First Nations Strategy to guide structured engagement in future years. Our network served over 1.8 million patients, performed more than 4 million examinations, and continued to deliver care for diverse communities. Clinical leadership development

continued, supported by structured programs for radiologists and frontline teams.

Looking ahead, FY26 will see us further advance workforce wellbeing initiatives, expand clinical leadership programs, and take the first steps in implementing our First Nations Strategy. We will also build organisational capability in diversity, equity, and inclusion, ensuring our workforce reflects and serves the communities in which we operate.

Healthy Planet

In FY25, IDX advanced its environmental strategy to reflect the merged organisation's scale and emissions profile. We completed our first unified greenhouse gas inventory, establishing an organisational baseline, and developed emissions reduction ambitions to guide credible target setting. We also commenced work on renewable electricity procurement and improved data collection to strengthen reporting of Scope 3 emissions.

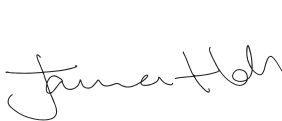
Looking ahead, FY26 will focus on completing climate change scenario analysis, progressing our decarbonisation strategy with a focus on Scope 2 and Scope 3 emissions, and integrating climate risk into enterprise-wide governance. Transparency will remain central to our approach, with continued preparation for mandatory Australian Sustainability Reporting Standards (ASRS) disclosures to ensure IDX is ready to meet regulatory expectations while demonstrating measurable progress toward a healthier planet.

Trusted Governance

FY25 saw the appointment of two radiologists to the Board, enhancing clinical oversight at the highest level. We formalised the Sustainability Committee with cross-functional representation, embedding sustainability into decision making. We commenced uplift of the enterprise risk management framework to reflect the merged organisation's scale and complexity, integrating climate-related risks into governance processes. We also established an Integration Management Office to lead accountable, risk-informed post-merger transformation activities.

Looking ahead, our priorities in FY26 include embedding the enhanced risk management framework, strengthening sustainability oversight at Board and committee level, ensuring robust ASRS readiness, and maintaining the highest standards of transparency, ethical conduct, and stakeholder trust.

The Scorecard in this Report details our sustainability performance against specified key categories for FY25. We look forward to your feedback on our Sustainability Report.



Toby Hall

Chair



Dr Ian Kadish

Managing Director & Chief Executive Officer

24 September 2025

Sustainability Performance at a Glance

The following is a snapshot of key highlights of the Sustainability Report, which is the outcome of our people's commitment to create a healthier world in line with our vision, purpose and values.

Healthy People

- Invested in modernised human resources, finance, and time and attendance systems.
- Delivered safety and compliance training across operations and support functions.
- Initiated development of a First Nations Strategy to guide future structured engagement.
- Served over 1.8 million patients and performed more than 4 million examinations.
- Continued clinical leadership development through structured programs for radiologists and frontline teams.
- Maintained ESG ratings performance, sustaining "Prime" status by ISS and "Low Risk" status by Sustainalytics.

Healthy Planet

- Completed the first unified greenhouse gas inventory for the merged organisation and established a refreshed baseline.
- Developed emissions reduction ambitions to guide future planning and demonstrate transparency.
- Commenced work on renewable electricity procurement to reduce Scope 2 emissions.
- Improved Scope 3 reporting through enhanced data collection and early supplier engagement.
- Commissioned a Climate-related Risks and Opportunities Assessment and Climate Change Scenario Analysis to prepare for ASRS-aligned disclosure.
- Continued to consolidate waste and resource use data to build the foundation for targeted interventions and ongoing monitoring.

Trusted Governance

- Appointed two radiologists to the Board, enhancing clinical oversight at the highest governance level.
- Formalised a Sustainability Committee with broader cross-functional representation.
- Commenced uplift of enterprise risk management framework, integrating climate-related risks.
- Enhanced internal audit planning and control assurance activities.
- Established Integration Management Office to provide accountable, risk-informed leadership for post-merger transformation

ABOUT THIS REPORT

Reporting Scope

This report covers IDX's environmental, social and governance (ESG or Sustainability) performance for the period 1 July 2024 to 30 June 2025. Unless otherwise stated, disclosures relate to Integral Diagnostics Limited and the entities it controlled during the reporting period. The internal boundary comprises IDX and all subsidiaries, including employees, while the external boundary extends to stakeholders where material impacts arise. A complete list of controlled entities is set out in the 2025 Annual Report on page 121.

The report structure and content have been reviewed by relevant members of the Executive Leadership Team and the Board's Risk, Compliance and Sustainability Committee, in line with their sustainability oversight responsibilities. The IDX Board has approved the final report.

In preparing this report, IDX has also considered the forthcoming Australian Sustainability Reporting Standards (ASRS). As a Group 1 entity, IDX will be required to report in accordance with ASRS from FY26. While not yet mandatory, this report reflects steps being taken to align our disclosures and governance processes with those requirements.

Who This Report Is For

Patients and referrers:	We aim to demonstrate how our sustainability commitments underpin safe, accessible and reliable healthcare services.
Employees and contractors:	Our people are central to our success. We outline how we support a safe, inclusive and rewarding workplace, foster professional development and attract and retain skilled talent.
Health sector partners:	We show how we operate ethically, sustainably and collaboratively with hospitals, specialists, GPs and other healthcare providers.
Investors and shareholders:	We explain how sustainability initiatives contribute to risk management, long-term value creation and sustainable financial performance.
Communities:	We share our contribution to regional healthcare access, community wellbeing and environmental stewardship.
Regulators and government:	We provide transparency on compliance, quality and environmental standards, including alignment with emerging sustainability reporting requirements.



Reference to GRI and SDG

This year's Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. Please refer to our GRI Content Index at: www.integraldiagnostics.com.au/environment-social-and-governance-esg for a list of disclosures which should be read together with this report. Emissions are measured and reported in line with the Greenhouse Gas Protocol, ensuring consistency and comparability across reporting periods.

IDX is also committed to contributing to the United Nations Sustainable Development Goals (SDGs). The SDGs most relevant to our business have been mapped to our organisational values and embedded within our Sustainability Strategy for FY22-26.

As part of the merger with Capitol Health, IDX's core values were refreshed from five to six, with the addition of Integrity and Excellence. This updated value has been incorporated into our Sustainability framework and mapped to the priority SDGs, reinforcing our commitment to sustainability, transparency, and responsible growth.

A map of our values to the priority SDGs is presented below. Further detail is provided in the Sustainability Strategy section, starting on page 14 of this report.

External Assurance

PKF Australia has conducted limited assurance over the Sustainability Scorecard on pages 18 and 19 of this Report. A copy of PKF's assurance statement is available on our website as noted above.




Contact Us

IDX publishes its Sustainability Report annually. Previous reports were published under the title of ESG Report and are available at www.integraldiagnostics.com.au/environment-social-and-governance-esg. We welcome feedback on this report and our sustainability performance via email at: info@idxgroup.com.au, or via mail to:

Integral Diagnostics Limited
Level 2, 288 Victoria Parade
East Melbourne, Victoria 3002

Our Values

SDGs aligned with strategy

 <p>patients first Patients are at the heart of everything we do</p>	   
 <p>medical leadership Pursuing excellence in medical leadership through evidence-based care</p>	  
 <p>one team Our united team is our greatest asset</p>	    
 <p>create value We deliver sustainable value to all stakeholders</p>	  
 <p>integrity & excellence Working with honesty and transparency, excelling beyond expectations</p>	   
 <p>embrace change Have the courage to change, challenge and innovate</p>	   

ABOUT US

1967

- The practice that would become South Coast Radiology is established in QLD

2002

- Lake Imaging established in Ballarat, VIC

2007

- Darling Downs and Mackay Radiology, Sunshine Coast Radiology practices opened

2011

- Lake Imaging acquired Western Medical Imaging

2012

- Lake Imaging acquired Ballarat MRI

2014

- Lake Imaging and South Coast Radiology merged and formed the foundation of what later became Integral Diagnostics.

- Acquired 60% of Global Diagnostics in WA

2015

- Acquired remainder of Global Diagnostics in WA

- Integral Diagnostics successfully listed on the ASX

2018

- Acquired Geelong Medical Imaging

- Acquired Specialist Radiology Group, Trinity MRI and Cavendish Radiology in Auckland, NZ

2019

- Acquired Imaging Queensland

2020

- IDXt established - Specialist overflow and after-hours teleradiology provider

- Integral Diagnostics included in the S&P/ASX 300 index

- Acquired Ascot Radiology, NZ

2021

- Acquired The X-ray Group, NSW & VIC

2022

- Acquired Horizon Radiology, NZ

- Acquired Peloton Radiology Group, QLD

2024

- Merged with Capitol Health





**MACKAY
RADIOLOGY**



Radiology Tasmania



Geelong
Breast Clinic



ABOUT US

Who We Are

IDX is a leading provider of diagnostic imaging services in Australia and New Zealand. Following our merger with Capitol Health in December 2024, we now enjoy a leading market position in radiology in Australia (the #2 player in Australian diagnostic imaging by number of clinics). This expansion has strengthened our clinical footprint and increased our capacity to deliver high quality, accessible care.

What We Do










IDX provides specialist diagnostic imaging and image-guided interventional services that support accurate diagnosis, treatment planning and continuity of care. Using non-invasive technologies, our radiologists and nuclear medicine physicians deliver expert image interpretation and perform minimally invasive procedures such as biopsies and fine needle aspirations to improve diagnostic precision and treatment outcomes.

We operate 145 clinics across metropolitan, regional and remote locations. These include comprehensive multi-modality centres, hospital sites, specialist sub-sites and community-based services. Our services are delivered under trusted local brands and supported by centralised governance and clinical standards.

In FY25, we served over 1.8 million patients and supported over 80,000 referrers including GPs, specialists, hospital networks and allied health professionals. Our team of more than 3,000 people includes radiologists, nuclear medicine physicians, sonographers, medical imaging technologists, nurses and operational support staff. IDXt, our teleradiology service, provides 24/7 emergency reporting and overflow support for internal and external clients to ensure uninterrupted access to care.

We prioritise patient experience, clinical quality and accessibility. Across our network of clinics and hospital-integrated sites, we aim to ensure high quality imaging is available when and where it is needed, supporting equitable access to care for all the communities we serve.

Our Clinical Capability:

	MRI	Magnetic resonance imaging for detailed soft tissue assessment
	CT	Computed tomography for rapid cross-sectional imaging
	PET-CT	Positron emission tomography for functional imaging, combined with CT
	Ultrasound	Real-time imaging for a wide range of clinical applications
	X-ray	General radiography for bone, chest and other studies
	Mammography	Breast imaging, including 3D tomosynthesis
	Nuclear Medicine	Functional imaging using radiopharmaceuticals
	Fluoroscopy	Real-time X-ray guidance for diagnostic and therapeutic procedures
	Interventional Radiology	Image-guided procedures such as biopsies and drainages



OUR VISION, PURPOSE AND VALUES

At IDX our vision is a healthier world. We achieve this by delivering on our purpose of providing the best health outcomes for our patients.

Following the merger of IDX and Capitol Health, we took the opportunity to unify and refine our values to reflect the shared strengths of both organisations. This included mapping existing values across the businesses, identifying areas of alignment, and ensuring the updated set reflects who we are today, and who we aspire to be.

The revised values retain IDX's focus on patients, evidence-based care, and innovation, while strengthening our commitment to collaboration and integrity. Together with our enduring vision — a healthier world — and purpose — to deliver the best health outcomes for our patients — our values guide the decisions we make, the care we provide, and the culture we continue to build across our network.

Our organisation is dedicated to putting our patients first, demonstrating medical leadership, working as one team, creating sustainable value for all stakeholders, embracing change, and upholding excellence and integrity.

These six values shape our culture and define the expectations for how we work together, make decisions, and care for our patients across the merged organisation.

**OUR
VISION**
a healthier world

**OUR
VALUES**

**OUR
PURPOSE**
deliver the best health
outcomes for our patients



patients first

Patients are at the heart of everything we do



medical leadership

Pursuing excellence in medical leadership through evidence-based care



one team

Our united team is our greatest asset



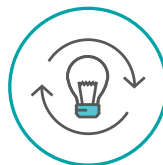
create value

We deliver sustainable value to all stakeholders



integrity & excellence

Working with honesty and transparency, excelling beyond expectations



embrace change

Have the courage to change, challenge and innovate

OUR SUSTAINABILITY STRATEGY

Sustainability Strategy

Our Sustainability Strategy is built on three pillars: **Healthy People**, **Healthy Planet**, and **Trusted Governance**, which provide a clear framework for delivering sustainable value and balancing the needs of all stakeholders. These pillars guide how we prioritise issues, allocate resources, and measure progress across our operations.

We aim to deliver sustainable value to all stakeholders, including:

- Patients who rely on us for the best possible health outcomes.
- Referrers who depend on timely, accurate imaging and reporting to support clinical decision-making.
- Employees who need a safe, inclusive and fulfilling work environment where they can thrive.

- Shareholders who expect long-term, sustainable value creation.
- Governments and regulators who require legal and regulatory compliance and contribution to effective public policy.
- Suppliers who rely on fair and responsible partnerships, efficient resource use, and respect for supply chains.
- The wider community which benefits from our contribution to society beyond our core clinical services.

We engage with stakeholders through surveys, regular meetings, and open communication of expectations. This year we continued to measure patient Net Promoter Score (NPS) and ran our referrer NPS survey, following up on feedback from prior years. These insights are critical to ensuring we meet stakeholder needs and continually improve our services.



Materiality Assessment

Understanding what matters most to our stakeholders and to our long-term sustainability is central to how we operate. A materiality assessment is a standard process under global sustainability frameworks such as Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and the emerging Australian Sustainability Reporting Standards (ASRS). It identifies and prioritises the environmental, social and governance topics most relevant to our stakeholders and to our business success.

Our Materiality Process

Our most recent organisation-wide materiality assessment was completed prior to the merger of IDX and Capitol Health and remains relevant across the combined group. That assessment was informed by:

- **Stakeholder engagement:** surveys, interviews and workshops with employees, radiologists, referrers, investors, suppliers and community partners
- **Peer benchmarking:** comparing the sustainability focus of leading Australian and healthcare-sector peers
- **Impact analysis:** considering the key operational, social and environmental risks and opportunities across our business and supply chain

Capitol Health also undertook a materiality assessment in FY24, shortly prior to the merger. In FY25, we reviewed the outcomes of both assessments to determine their relevance to the combined group. Given the similarity in risk profiles, stakeholder expectations and organisational values, the review confirmed strong alignment across both sets of findings, providing confidence that our sustainability priorities remain appropriate and current.

We plan to conduct a materiality refresh in a future reporting period to incorporate expanded stakeholder engagement and evolving best practice.

Material Topics & Strategic Alignment

Our Sustainability Strategy is shaped by the issues that are most significant to our stakeholders and to IDX's long-term performance. These material topics are the areas where our operations, patient outcomes, and community responsibilities intersect most directly with expectations of regulators, investors, employees, and the communities we serve.

Focusing on these priorities ensures that our sustainability initiatives are targeted to where IDX can make the

greatest impact. They provide the foundation for reporting transparency, risk management, and strategic investment, while also reinforcing our commitment to patient care, workforce wellbeing, responsible environmental management, and trusted governance. By mapping each material topic to a sustainability pillar and our organisational values, we demonstrate how sustainability is embedded in our culture and how it supports our mission of a healthier world.

Material Topic	Why It Matters
High-quality, accessible patient care	Safe, high-quality imaging improves health outcomes and supports equitable access to care.
Health and safety	Protecting the health, safety and wellbeing of employees, contractors and patients is fundamental to clinical quality, compliance and organisational resilience.
Employee engagement, development and wellbeing	A skilled and supported workforce is key to high-quality care and safety.
Diversity and inclusion	Inclusive workplaces improve innovation and ensure equitable care for all patients.
Climate action and resource efficiency	Emissions and waste reduction meet stakeholder expectations, emerging legislative requirements and reduces cost.
Ethical and resilient supply chains	Ethical sourcing reduces operational risk and supports human rights.
Data privacy and security	Protecting patient and business data is essential for clinical trust and compliance.
Community health and wellbeing	Contributing to public health outcomes builds trust and improves health equity.
Innovation and technology leadership	Digital innovation enhances care delivery, improves patient experience and reduces environmental impact.
Governance, ethics and transparency	Transparent, ethical conduct builds stakeholder trust and ensures regulatory compliance.

Future Focus: Exploring Double Materiality

As part of our planned materiality refresh, IDX is exploring the adoption of double materiality. This approach extends the assessment beyond issues that affect our business performance and enterprise value, to also consider how our operations and value chain impact the community, people, and the environment. Double materiality reflects our strong community connections and supports our commitment to transparent, responsible decision making.

OUR SUSTAINABILITY STRATEGY

Our Values in Action

Our Sustainability Strategy is grounded in a clear understanding of the topics that matter most to our stakeholders and to the long-term success of IDX. These priorities reflect our operational context, patient impact, and broader community responsibilities. Each material topic aligns to our six core values: Patients First, Medical Leadership, One Team, Create Value, Integrity & Excellence, and Embrace Change.














By aligning our values with our material topics and sustainability pillars, we create a direct link between what we believe, what we do, and the outcomes we deliver for our stakeholders. This alignment ensures that sustainability is not a separate workstream but an integral part of how we operate as a healthcare leader.



Our Values

Material Topics

ESG Pillars

 patients first Patients are at the heart of everything we do	<ul style="list-style-type: none">• High-quality, accessible patient care• Community health and wellbeing	
 medical leadership Pursuing excellence in medical leadership through evidence-based care	<ul style="list-style-type: none">• Innovation and technology leadership	
 one team Our united team is our greatest asset	<ul style="list-style-type: none">• Employee engagement, development and wellbeing• Health and safety	
 create value We deliver sustainable value to all stakeholders	<ul style="list-style-type: none">• Climate action and resource efficiency• Ethical and resilient supply chains	 
 integrity & excellence Working with honesty and transparency, excelling beyond expectations	<ul style="list-style-type: none">• Data privacy and security• Governance, ethics and transparency	
 embrace change Have the courage to change, challenge and innovate	<ul style="list-style-type: none">• Diversity and inclusion	

Engagement with External Stakeholders

We welcome ongoing engagement with investors, proxy advisers, and other stakeholders on sustainability matters. Open dialogue and knowledge sharing are essential to driving meaningful progress and aligning our practices with stakeholder expectations.

FY25 ESG Ratings Overview

In FY25, IDX's ESG performance was recognised across multiple independent global benchmarks¹, outlined below.

Sustainalytics (Morningstar)

ESG Risk Rating: 18.7 'Low Risk', updated 31 January 2025².

Institutional Shareholder Services (ISS) ESG Rating

- **Prime Rating:** *Prime* as at 1 September 2025, indicating leadership relative to peers in our industry.
- **Cyber Risk Score:** 713 out of 850 (*Low Risk*), as at 1 September 2025.
- **Governance Quality Score:** 1 out of 10 (with 1 indicating the lowest governance risk), placing IDX in the top decile of our peer group
- **SDG Impact Rating:** -0.2, as at 1 September 2025.



Strengthening ESG Management

During FY25, we undertook targeted initiatives to strengthen our organisational sustainability performance and improve ESG outcomes. These included:

- Formalising climate-related risk oversight within our governance framework
- Enhancing supplier sustainability due diligence processes
- Progressing detailed implementation planning to operationalise our emissions reduction strategy

These efforts strengthen the governance, oversight and implementation capabilities that underpin improved sustainability performance and support future improvement in our ESG ratings.

Supporting the SDGs

Our sustainability strategy supports a transition toward a net positive contribution to the United Nations Sustainable Development Goals (SDGs) over time. Specifically, we are:

- Addressing drivers of negative impact, such as emissions, energy use, waste, and supply chain ethics
- Seeking to maintain a low level of negative SDG impact
- Targeting contributions to priority SDGs such as:

SDG 3: Good Health and Wellbeing: We expanded access to diagnostic imaging services in regional and under-served areas through teleradiology, installed additional MRI units to improve service availability, and participated in the National Lung Cancer Screening Program. We maintained subspecialist reporting standards and supported public health service delivery.

SDG 12: Responsible Consumption and Production: We improved equipment lifecycle management to maximise asset use, improved waste management processes at imaging sites, and enhanced supplier sustainability due diligence to encourage responsible practices in our supply chain.

SDG 13: Climate Action: We progressed detailed planning to operationalise our emissions reduction strategy, incorporated renewable electricity opportunities, and formalised climate-related risk oversight within our governance framework.

Together, these independent assessments and internal initiatives reflect IDX's ability to manage material sustainability risks and opportunities across environmental, social, governance, and cyber domains. They also demonstrate our commitment to continuous improvement and sustainability leadership.

¹ Disclaimer: The ESG ratings and scores presented above are provided for informational purposes only. They remain the exclusive property of Sustainalytics (a Morningstar company) and Institutional Shareholder Services Inc. (ISS) and their licensors. IDX makes no claim to ownership of this information. These ratings should not be construed as an endorsement of IDX's strategy or performance, nor as investment advice.

² This disclosure is made in accordance with Morningstar Sustainalytics' public referencing guidelines.

SUSTAINABILITY SCORECARD

	FY25			FY24			FY23			FY22		FY21	
Stakeholders (\$m)													
Donations and sponsorships	0.3			0.2			0.3			0.3		0.3	
Taxes paid ¹	21.4			16.5			15.6			19.4		24.3	
Salaries and related expenses paid to employees	310.3			244.0			235.6			189.1		184.5	
Statutory Net (Loss)/Profit after Taxation	5.4			(60.7)			25.0			14.6		31.3	
Dividends paid	13.8			13.8			12.6			21.9		18.6	
Market capitalisation ²	946.0			624.7			764.3			694.1		1,032.9	
People													
Headcount	3,025			1,977			2,010			1,641		1,524	
Staff turnover %	20.96			26.71			26.52			29.25		23.29	
Training and development (\$'000)	1,677			1,121			1,104			1,491		1,077	
Employee Net Promoter Score ³	+1			-2.0			-11.6			-14.2		-11.5	
Patient Net Promoter Score ⁴	+82 (IDX) +70 (Capitol)			+84			+84			+82		N/A	
Safety													
Lost time injuries per million hours worked (LTIFR) ⁵	4.7			5.67			7.07			1.43		6.36	
Fatalities	Nil			Nil			Nil			Nil		Nil	
Patients ('000) ⁶	1,115 (IDX) 729 (Capitol)			1,076			1,040			835		797	
Total exams (million)	4.123			2.538			2.501			2.071		2.059	
Patient incidents as a % of exams	0.03%			0.04%			0.04%			0.04%		0.04%	
Gender													
	F	M	O	F	M	O	F	M	O	F	M	F	M
% Total workforce	77	23	0.1	77	23	0.1	75	24	0.05	75	25	75	25
% Senior Management ⁷	60	40	0	62	38	0	62	38	0	50	50	43	57
% Executive ⁸	14	86	0	25	75	0	33	66	0	33	67	33	67
% Board	38	62	0	50	50	0	43	57	0	50	50	43	57
Age diversity													
% Employees under 30	26			24			25			24		21	
% Employees 30 – 50	50			52			49			50		54	
% Employees over 50	24			24			26			26		25	
Years of service													
% Employees under 2 years of service	36			39			43			40		36	
% Employees between 2 and 5 years of service	29			25			22			24		26	
% Employees over 5 years of service	35			36			35			37		38	

1. Direct and indirect taxes, levies and duties including employment-related taxes, but excluding taxes paid on behalf of employees and GST/VAT.

2. Calculated using the 30 June 2025 closing share price.

3. FY25 score reflects pre-merger IDX employees only. Legacy Capitol Health engagement surveys did not capture a true eNPS measure, so pre-merger Capitol data is excluded. From FY26, employee engagement reporting will include a consistent eNPS measure across the merged organisation.

4. IDX sites measure patient experience using Cemplicity, which applies the international standard Net Promoter Score (NPS) methodology (0–10 scale; NPS = %Promoters – %Detractors). Capitol Health sites currently use HappyorNot, which records the proportion of positive responses and does not apply the standard NPS calculation. Rollout of Cemplicity to Capitol Health sites is scheduled for FY26 to ensure a consistent methodology across the group.

5. LTIFR has been calculated using Safework Australia's methodology of basing lost time injuries on workers' compensation claims.

6. Patient numbers for IDX and Capitol Health are presented separately to account for the possibility of duplicate patients across both data sets.

7. Senior Management includes the following positions: General Managers, General Counsel and Head of Legal and Risk, Group IT Projects and Operations Manager, Group People and Culture Manager and Deputy General Manager - Victoria.

8. Executive includes the following positions: CEO, CFO, CIO, CPO, CMO and Cinto.

	FY25	FY24 ¹	FY23	FY22	FY21
Environment (Co²-e tonnes)²					
Scope 1 greenhouse gas emissions per patient exam	0.0002	0.0002	0.0003	0.0003	0.0002
Scope 2 greenhouse gas emissions per patient exam	0.0033	0.0035	0.0035	0.0044	0.0034
Scope 1 greenhouse gas emissions	645 (433 IDX, 212 Capitol)	470 (IDX)	-	-	-
Scope 2 greenhouse gas emissions - location based	13,609 (8,626 IDX, 4,983 Capitol)	8,942 (IDX)	-	-	-
Scope 2 greenhouse gas emissions - market based	12,993 (8,105 IDX, 4,888 Capitol)	8,126 (IDX)	-	-	-
Scope 3 greenhouse gas emissions	18,492	-	-	-	-

1. FY24 and prior years are reported as in IDX's prior ESG reports, and have not been restated to include Capitol's FY24 baseline numbers. For FY24 baseline emissions of the merged organisation- please see the Environmental Plan on page 34 of this report.

2. IDX data includes activities of New Zealand subsidiaries.







Healthy People

22 Patients and Referrers

23 IDX Team

31 Community

PATIENTS AND REFERRERS

At IDX, patients and referrers remain at the centre of everything we do. Our purpose is to deliver the best possible health outcomes for our patients while making it easy for referrers to partner with us in achieving timely, accurate diagnoses.

Patients

Referred by their healthcare professional, patients attend our clinics to undertake the examinations needed to complete their diagnoses. We aim to ensure that the patient experience exceeds expectations by providing a streamlined, reassuring, and high-quality service. In FY25, we cared for more than 1.8 million patients and performed over 4 million examinations across our network.

Patient safety is actively monitored through reporting of clinical incidents and reviewed by our Operational Leadership Teams and the Risk, Compliance and Sustainability Committee. Learnings are shared to prevent recurrence and improve patient outcomes. Our clinical governance program also includes Radiologist Peer Review and Peer Learning, enabling radiologists to share knowledge, request second opinions when clinically relevant, and continuously refine their diagnostic practice.

IDX's Code of Conduct (Code) guides all employee interactions with patients and referrers, covering personal integrity, compliance with relevant laws, privacy, diversity, anti-discrimination, and other ethical standards. It is supported by clear reporting channels, including our Whistleblower Policy, and reinforced by mandatory Code training at commencement and throughout each employee's career.

Patient satisfaction is monitored across the group through two methodologies. IDX sites measure patient experience using the internationally recognised Net Promoter Score (NPS) methodology, achieving a score of +82 in FY25. Capitol Health sites currently use the HappyOrNot system, which records the proportion of positive responses and produces a proxy NPS result. In FY25, Capitol Health recorded a proxy NPS of +70, which exceeded the HappyOrNot sector average of +64 for comparable healthcare providers. Rollout of the standard NPS methodology to Capitol Health sites is planned for FY26, enabling a consistent, group-wide measure of patient experience and further enhancing our ability to benchmark and improve.

We continued to expand our online booking portal and patient portal, giving patients more control over their healthcare journey. These tools enable convenient clinic and time selection, secure access to imaging and reports, and reduced administrative burden for both patients and referrers.

Referrers

Referrers including specialists, general practitioners, allied health providers, and other healthcare professionals, choose to use our diagnostic services to support the timely and accurate diagnosis of their patients. In FY25, we engaged with more than 80,000 referrers and processed over 3 million referrals, reinforcing our role as a trusted partner in the patient care pathway.

Our Referrer Relationship Specialists play a key role in fostering these relationships. They facilitate targeted education sessions, workshops, and connection events that support professional development and collaboration. Programs in FY25 included cardiac imaging workshops, "Which Scan is Best?" education sessions, and information forums on the National Lung Cancer Screening Program. These programs reached a wide cross-section of clinicians and focused on practical applications of imaging to improve diagnostic accuracy and patient outcomes.

Our radiologists also ran and participated in multidisciplinary meetings in partnership with hospitals and specialist groups, enabling case discussions and coordinated care planning for complex patient needs. Referrers have continued to benefit from enhancements to our online image portal, providing easy, secure access to reports and images, and our participation in e-referral integration where compatible with their clinical systems. Our FY25 referrer survey results will guide the next phase of technology, reporting, and engagement enhancements. Through these efforts, IDX seeks to position itself as the diagnostic imaging provider of choice for referrers and their patients.

Why it matters

Patient care & community health: Safe, timely diagnostics directly improve health outcomes. By making services accessible and responsive, we strengthen community trust and contribute to health equity.

Health, safety & employee engagement: Patient and referrer feedback highlights where our systems and workforce practices need to evolve. A skilled, engaged, and supported workforce underpins clinical safety and ensures care that is consistently high-quality.

Governance & ethics: Transparent measurement of patient and referrer satisfaction ensures accountability. It drives continuous improvement and reinforces stakeholder confidence in the integrity of our services.

IDX TEAM

We are committed to creating a safe, inclusive, and supportive environment where our people can thrive. By investing in wellbeing, development, and connection across all our sites, we enable our teams to deliver the highest standard of care to patients and communities.

Employee Engagement

Across all our brands and locations, the IDX culture is underpinned by our values and shared purpose: to deliver the best outcomes for our patients. We recognise that an engaged and supported workforce is essential to our success, particularly during times of significant organisational change.

In FY25, our people showed resilience and adaptability as we progressed the merger between IDX and Capitol Health. We focused on building trust and transparency through targeted engagement activities that laid the foundation for a unified culture.

Key FY25 engagement highlights included:

- **Culture Integration Survey** to assess sentiment and identify cultural integration priorities.
- Our **annual engagement survey** conducted in July 2025 covering the FY25 period
- **CEO Town Halls** held across multiple sites and business units to provide updates, answer questions and maintain visibility of leadership.
- A dedicated **Merger Celebration Month**, which brought together teams from both organisations through shared activities, values spotlights, and on-site events.
- Co-location of support offices following the relocation from the former CBD head office, supporting physical and cultural integration across corporate teams.

In light of the merger, our FY25 engagement efforts focused on listening, connection and continuity, ensuring our people felt supported, informed and involved during this period of change. We remain committed to fostering a values-led, inclusive and engaged culture that supports both our people and our patients.

It was good to hear directly from the CEO, – it made the merger feel more human and less like a corporate restructure.”

- Merger Town Hall participant, 2025

Employee Recognition



At IDX, recognition is a core part of how we celebrate impact, foster a values-led culture, and support connection across our teams. Our recognition programs are designed to acknowledge both individual excellence and the power of collaboration in delivering exceptional outcomes for our patients and each other.

In FY25, our employee recognition programs continued to gain momentum across the merged organisation:

- **969 High Five Awards** were sent peer-to-peer, highlighting everyday acts of collaboration, service and support.
- **168 LOVE (Live Our Values Everyday) Awards** were granted, recognising individuals who consistently embody our values in action.
- **15 CEO Awards**, IDX's highest individual honour, were proudly presented by CEO Dr Ian Kadish at our national conference in March 2025.
- The **Dream Team Award**, introduced in FY24, continued to spotlight exceptional team-based contributions. Awarded quarterly, it highlights teams that have made a tangible difference through collaboration and a shared commitment to IDX's values.

These programs reinforce our belief that recognition is not only about celebrating outcomes, they're also about building a workplace where everyone feels seen, valued and connected to our shared purpose.

“The CEO Award was a great honour - ultimately it reflects the collective efforts of an extraordinary team.”

- CEO Award Recipient, 2025

We will continue to strengthen our recognition programs in FY26, with initiatives designed to support visibility across locations, strengthen team culture, and promote positive reinforcement at all levels.

IDX TEAM

Learning and Development

At IDX, we invest in the professional growth of our people to ensure they are supported to deliver the best outcomes for patients, adapt to change, and progress in their careers. Our learning and development strategy is designed to support capability uplift, clinical excellence, strong leadership, and a values-led culture across the merged organisation.

In FY25, we focused on strengthening foundational people management skills, building leadership capability, and expanding access to both role-specific and organisation-wide development programs. Highlights included:

- **People Management Essentials:** Delivered 13 topics to over 390 participants, covering key areas such as managing performance, giving feedback, handling difficult conversations and coaching for development.
- **IDX Leadership Development Program:** 42 leaders completed the *Insight* program for emerging leaders or the *Influence* program for experienced leaders, tailored to build capability in line with our strategic priorities.
- **Performance and Development Planning:** Rolled out an updated performance and review process to support continuous feedback and alignment with IDX values and strategic objectives.
- **Business Unit & Corporate Services Strategy Days:** Facilitated local development initiatives aligned with team-level needs and change priorities.
- **Technical & Clinical Upskilling:** Invested in continuing professional development (CPD) opportunities for clinicians, including conference leave, in-house workshops, and access to a diverse clinical network across imaging sub-specialties.

"Overall, the course was a great experience and has helped me understand my own leadership style better and how I can best encourage growth and positivity throughout the team."

- Leadership Program Participant, 2025

With a growing and diverse workforce, we continue to prioritise accessible and flexible learning opportunities that support career growth and promote a culture of high performance.

Why it matters

High-quality, accessible patient care: Continuous professional development ensures clinicians remain equipped to deliver safe, evidence-based care that supports better health outcomes.

Health and safety: Strong people management skills and leadership capability support safe, supportive working environments and reduce risks to employees and patients.

Employee Benefits

At IDX, we recognise the importance of providing meaningful, accessible benefits that support our people's wellbeing, financial resilience, and overall employee experience. Our Employee Benefits Program offers a wide range of support across health, family, lifestyle and financial domains.

In FY25, we continued to enhance and align our benefits offering across the merged organisation, with key developments including:

- **Consolidation and expansion of benefits post-merger,** ensuring consistency and equity for employees across all business units.
- **Support for financial wellbeing,** including financial literacy webinars and access to confidential financial counselling through our Employee Assistance Program (EAP).
- **Ongoing access to our online benefits portal,** launched in FY24, offering employees the opportunity to stretch their take-home pay through a wide range of post-tax discounts across major retailers and service providers.
- **Launch of IDX's inaugural Benefits Week,** celebrating and promoting awareness of the diverse benefits available and encouraging greater engagement across all sites.

Scoping work is underway to explore further improvements to our benefits framework in FY26, ensuring that it continues to meet the needs of our people in a changing environment.

Why it matters

Employee engagement, development and wellbeing:

Accessible, equitable benefits support employee satisfaction, resilience and retention across a diverse workforce.

Health and safety: Wellbeing initiatives, including financial and lifestyle supports, help reduce stress and improve overall workforce health.

Attraction and Retention

Our success as an organisation depends on the strength of our highly skilled and purpose-led workforce. Attracting and retaining high-quality people is critical to delivering our purpose of providing the best possible health outcomes for patients.

The turnover rate for both Australia and New Zealand was 21% in FY25. Total turnover rate overall is 6% lower than FY24. Of this, voluntary turnover rate for FY25 was 14%. Like many in the healthcare sector, we continue to face tight talent markets and skills shortages, particularly for radiologists and clinical staff and attracting and retaining high quality talent remains a key strategic priority for the organisation in FY26 and beyond.

In response, we delivered a range of targeted attraction, engagement and development strategies, including:

- Promoting internal referrals and career progression opportunities, including targeted Executive Succession and Talent Management Planning for key leadership roles.
- Driving recruitment campaigns across domestic and international markets, with a renewed focus on graduates and junior doctors.
- Engaging tele-reporting radiologists and expanding locum opportunities to strengthen coverage and service flexibility.
- Applying for a Company Labour Agreement to secure permanent residency for international candidates over 45 in identified technical roles.
- Re-engaging selected previous employees and offering new employment opportunities across the merged organisation.
- Sponsoring the RANZCR graduation ceremony for radiologists, attending the AMSIG MSK conference in Queenstown and building clinical recruitment partnerships.
- Developing an internal training school for sonographers and delivering targeted professional development opportunities.
- Enhancing our employee value proposition with expanded benefits and wellbeing programs, and aligning benefits across the merged business units.

These initiatives were supported by organisational changes across multiple business units and corporate services to improve service delivery and create greater career progression opportunities. A key cultural milestone was the IDX Conference 2025: "Together Towards Tomorrow", which brought together employees from across the group to strengthen networks, share knowledge and celebrate achievements.

Total Reward and Employee Value Proposition

At IDX, remuneration is more than base pay. Our Total Reward approach combines financial and non-financial benefits to support attraction, retention and engagement across our workforce. Employee remuneration is governed by enterprise agreements, modern awards and common law arrangements, while benefits and recognition programs are designed to reflect the needs of a diverse workforce.

For Executives, the group's Reward Framework incorporates short and long-term incentives that are linked to both strategic and sustainability objectives. This ensures that patient care, people and culture, safety, and environmental outcomes are recognised as integral to our long-term success.

Across the broader workforce, we continue to evolve our approach to Total Reward by:

- Expanding communication about non-financial benefits, including professional development opportunities and wellbeing initiatives.
- Strengthening benefit offerings through our external partners to provide greater choice and flexibility.
- Improving transparency around the components of Total Reward, so employees can see the value of their full package beyond base salary.

This approach reflects our commitment to aligning reward with both organisational performance and employee experience, supporting IDX's ability to differentiate in an increasingly competitive market.

Remuneration and Sustainability Alignment

Executive remuneration is governed by the group's Executive Remuneration Framework, which includes both long-term (LTI) and short-term incentives (STIs). The non-financial component of the STI framework includes measures related to patient satisfaction, employee engagement, workplace safety and environmental impact, reinforcing the connection between sustainability outcomes and reward. Since FY24, a risk, compliance and conduct gateway has also applied, which must be met before any STIs are granted to Executives.

In FY25, two streams of work were progressed to evolve our remuneration approach. The first focused on ensuring Executive and Non-Executive Director remuneration remains market-aligned, supporting the organisation's ongoing transformation and governance priorities. The second explored the clinical employment value proposition, providing insights into what our doctors value most in their working environment and reward structures, both within IDX and across the broader healthcare sector. We are also progressing a dedicated review of remuneration equity, with a specific focus on clinical roles. This complements our broader gender equity strategy and will inform future Board reporting, ongoing workforce equity reviews, and disclosures within our sustainability reporting.

These findings will inform a series of improvements in FY26, including targeted refinements to variable reward structures, strengthened communication of total reward, and enhanced alignment between remuneration, strategic outcomes and workforce expectations. Executive remuneration continues to be benchmarked against relevant market data, with governance oversight supporting fairness, compliance and sustainability-linked goals including climate-related disclosures.

IDX TEAM

Wellbeing

At IDX, we recognise that the health, safety and wellbeing of our people are central to delivering the best possible outcomes for our patients and communities. Our wellbeing strategy takes a holistic approach, addressing physical, mental, emotional, cultural and financial wellbeing, and is embedded across the merged organisation.

In FY25, we delivered a range of programs designed to meet the diverse needs of our workforce, including:

- **24/7 Employee Assistance Program (EAP):** Free and confidential support services for employees and their immediate families, available 24/7. Practitioners offer tailored support to meet individual needs across a range of personal and work-related matters.
- **Mental health awareness initiatives:** Participation in national awareness campaigns such as R U OK? Day, Crazy Socks for Docs, and Mental Health Awareness Week, supported by in-house resources and manager-led discussions to normalise conversations about mental health.
- **Physical health programs:** Free annual flu vaccinations, discounted private health insurance, and access to over 1,700 fitness and wellness facilities through our fitness partnership.
- **Financial wellbeing support:** Access to a range of resources, tools, and programs designed to help team members improve financial literacy, build confidence in managing personal finances, and support long-term financial wellbeing.

We measure the effectiveness of our wellbeing initiatives through employee engagement surveys, participation rates in programs and qualitative feedback with results informing program design and investment priorities.

Psychosocial Safety

In line with evolving Work Health and Safety legislation, IDX continues to evaluate risks associated with psychosocial safety and mental health in the workplace. In FY24 specific psychosocial safety leadership training was introduced in response to new legislative requirements, ensuring organisational senior leaders understood their obligations and could respond to emerging risks.

In FY25, this focus was built into IDX's broader health and safety framework. Training and resources supported leaders to better recognise and address psychosocial risks as part of everyday safety practice, reinforcing the importance of safe, inclusive, and respectful workplaces. This progression reflects our commitment to treating psychosocial safety with the same rigour as physical safety, recognising its importance for both compliance and culture.

Flexible Work and Family Support

We understand that flexibility plays a vital role in supporting work-life balance, employee wellbeing and long-term career sustainability. At IDX, flexible working arrangements are embedded across clinical and non-clinical settings, enabling our people to manage personal and family responsibilities at different stages of life. In our respective 2024–25 submissions to the Workplace Gender Equality Agency (WGEA), we reported that 4% of our combined Australian workforce accessed parental leave during the year.

We continue to refine and promote flexible work offerings, particularly in the context of parental transitions, phased return-to-work plans, and alternative roster designs that balance business needs with individual flexibility.

Diversity, Inclusion and First Nations Engagement

At IDX, we are committed to fostering a culture where everyone feels safe, valued, and respected. We recognise the strength that comes from embracing the diverse identities, backgrounds and lived experiences of our employees, patients, referrers and communities.

Our Diversity and Inclusion (D&I) strategy focuses on four key areas: inclusive culture, careers, leadership, and care. It is supported by targeted policies, inclusive leadership capability-building, flexible work practices and proactive action against discrimination, harassment or exclusion.

In FY25, we commenced a formal partnership with 15XB to co-develop our First Nations Strategy and Action Plan, focusing on engagement with Aboriginal and Torres Strait Islander peoples, Māori and Pacific communities. This program of work is on track to be delivered in late 2025 and will guide our long-term efforts to build respectful and reciprocal relationships with First Nations peoples, both within our workforce and in the communities we serve.

Investment in People Systems

In FY25, IDX advanced its investment in technology platforms to enhance employee experience, strengthen governance, and improve organisational efficiency. A key initiative was the development of a new Workday Human Capital Management (HCM) system, which will replace multiple legacy systems and manual processes.

The rollout is being delivered in two major phases to ensure adoption, minimise disruption, and capture value progressively:

Phase 1: Core Capability Launch	Deployment of foundational HCM modules, including Core HCM, Learning, Recruitment, Onboarding and Compensation, to create a unified platform for all employees across the group.
Phase 2: Organisation-wide optimisation	Expansion into advanced functionality, such as performance and goal setting, succession planning, advanced compensation, and leave management, embedding a fully integrated talent lifecycle.

When complete, Workday HCM will provide:

- A single source of truth for workforce data across all business units and geographies;
- Greater transparency in reporting, including sustainability-linked metrics such as diversity, inclusion, gender equity, and WHS indicators;
- Improved employee and clinician engagement through intuitive, mobile-enabled tools; and
- Enhanced governance over remuneration, recruitment, and learning pathways, directly supporting IDX's Clinician Value Proposition and broader attraction and retention strategy.

Why it matters

Employee engagement, development and wellbeing: An integrated HCM platform provides a single source of truth for workforce data, strengthening compliance and transparency. It enhances employee engagement and career development, supporting IDX's ability to attract, retain and grow talent in line with our sustainability goals.

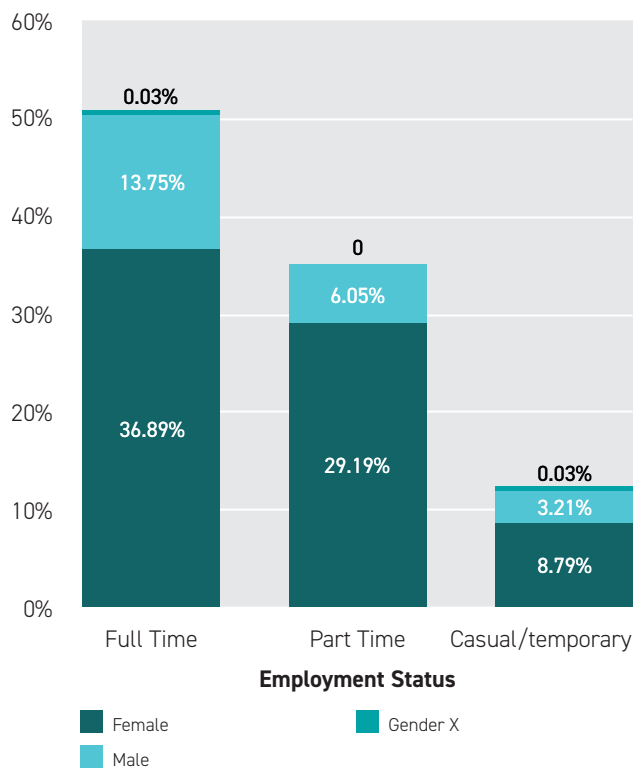


Our vision of a healthier world is brought to life by our dedicated team, who strive daily to deliver the best possible health outcomes for our patients. One of our six core values is ‘One Team’ which underpins our commitment to each other and everything we do as an organisation.

Workforce Profile & Employee Relations

IDX employs 3,025 people across Australia and New Zealand, including radiologists, sonographers, technologists and professional services teams. As at 30 June 2025, 76% of our workforce were female, with women holding 45% of Executive and Senior Management roles. We support our people through targeted attraction and retention strategies, wellbeing and career development programs, and competitive remuneration aligned to our sustainability commitments. Our flexible workforce model includes permanent, part-time and casual employees, with a further 251 independent contractors engaged to meet specialist or temporary needs. Headcount figures otherwise reported in this section are based on employees only and do not include contractors or Non-Executive Directors.

Workforce Gender Profile¹



1. Data in table sums to 97.94% as 1.89% of Employees were on Parental Leave, and 0.17% of Employees had a blank gender field at 30 June 2025

Equality & Gender Diversity

At IDX, we are committed to gender equality and fostering a workplace where people of all genders have equitable opportunities to succeed and lead.

- As at 30 June 2025, women represent 76% of our total workforce and 45% of our Executive and Senior Management group.
- In the IDX and Capitol Health reports submitted to WGEA in FY25, for the combined organisation 86% of internal promotions and 69% of external hires were women, reflecting our commitment to equitable career advancement.
- We are close to our Board gender diversity target, with 38% female and 62% male representation
- We met our target of at least 40% of each gender represented at the Executive and Senior Management levels.

We recognise that gender is not binary and remain committed to ensuring that all employees, including those who identify as gender-diverse or non-binary, feel seen, respected, and supported at work. As part of our inclusion efforts, we are reviewing how we collect and report diversity data to better reflect the identities of our workforce.

These outcomes reflect deliberate, sustained efforts to build gender balance through inclusive recruitment, leadership development, succession planning, and a values-led culture.

From FY26, it is intended that IDX will submit a single WGEA report covering the merged organisation. Our strategic focus is on narrowing gender pay gaps and strengthening representation across the workforce. Priorities include:

- Achieving radiologist gender representation within 10% of RANZCR's national gender distribution by 2026.
- Improving gender balance in leadership and technical roles.
- Supporting career development and return-to-work pathways, including flexibility and professional development to retain and advance female talent.
- Sustaining transparent and consistent approaches to pay and performance, supported by regular benchmarking and equity reviews.
- Building an inclusive workplace that recognises and values the contributions of non-binary and gender-diverse employees.

These efforts reflect our broader commitment to diversity, fairness, and inclusion, and our responsibility to ensure that all employees are recognised and rewarded equitably. We continue to monitor our progress and evolve our approach to equity and representation across the organisation.

The Company's performance against its targets for gender diversity is listed below:

Target	Achievement
A minimum of 40% of each gender represented on the Board by 2026	38% of Board members were female
A minimum of 40% of each gender representation to be achieved at the Executive level by 2026 ¹	14% of the Executive Management team were female
A minimum of 40% of each gender representation to be achieved at Senior Management level by 2026 ²	60% of the Senior Management level were female
A minimum of 40% of each gender representation to be achieved at Executive and Senior Management levels by 2026	45% of the Executive and Senior Management levels were female
At least one of each gender are to be included as shortlisted candidates for Board, Executive and Senior Management positions	As part of the Capitol Health merger, two former Capitol Directors joined the Board (one female and one male). A number of Executive and Senior Management positions were also filled by former Capitol Health employees as part of integration. The Radiologist Executive Director and Chief Medical Officer positions were internal IDX appointments and there were no female applicants.
The percentage of females employed across the Company should remain within 10% of industry levels as measured by WGEA (Medical & Other Health Care Services Industry subdivision)	Female employees IDX: 76% Female employees Capitol: 77% Female employees WGEA: 78%
Continued improvement in the female participation rate of radiologists across IDX and within 10% range of RANZCR gender membership data by 2026	Female Radiologists IDX: 24% ³ Female Radiologists Capital: 30% RANZCR female members: 34% ⁴

1. Executives include the following positions: CEO, CFO, CIO, CPO, CMO and CintO.

2. Senior Management includes the following positions: General Managers, General Counsel and Head of Legal and Risk, Group IT Projects and Operations Manager, Group People and Culture Manager and Deputy General Manager - Victoria.

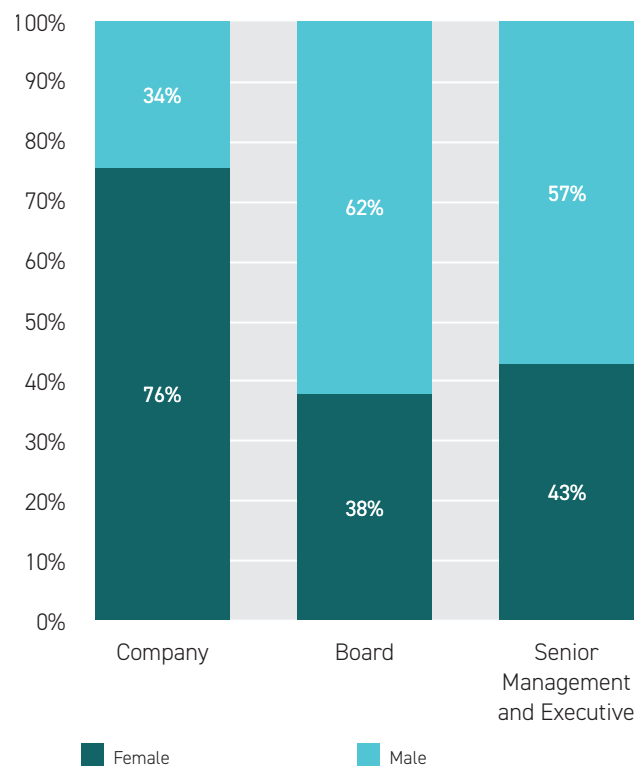
3. This includes employed radiologists in Australia and, consistent with the NZ private radiology model where all doctors work across the public and private sector and meet the criteria to be classified as contractors, but are on terms and conditions similar to IDX employed radiologists.

4. Source RANZCR 2023/24 Annual Report.



IDX TEAM

Company Gender Profile by level



Workplace Gender Equality and Gender Pay Gap

IDX and Capitol Health have both historically participated in the Workplace Gender Equality Agency (WGEA) gender pay gap analysis, with IDX voluntarily disclosing results in its historical ESG Reports. Given the WGEA reporting period of 1 April 2024 to 31 March 2025, the two companies submitted separate reports in 2025. For transparency, we have chosen to disclose both sets of results below. From FY26, it is intended that a single submission will be made on behalf of the merged organisation, and results will continue to be disclosed in the Sustainability Report.

IDX:


- Average total remuneration gender pay gap: 58%, compared to the industry pay gap for average total remuneration of 49.5% in the prior reporting period (2023-2024) for the Pathology and Diagnostic Imaging Services section (Between 1000 and 5000 employees)
- Average base salary gender pay gap: 57%, compared to the industry pay gap for average base salary of 47.2% in the prior reporting period (2023-2024) for the Pathology and Diagnostic Imaging Services section (Between 1000 and 5000 employees)
- 24% of radiologists at IDX were female, compared with 34.3% female membership reported by RANZCR in 2024.

Capitol Health:

- Average total remuneration gender pay gap: 53%, compared to the industry pay gap for average total remuneration of 49.5% in the prior reporting period (2023-2024) for the Pathology and Diagnostic Imaging Services section (Between 1000 and 5000 employees)
- Average base salary gender pay gap: 50%, compared to the industry pay gap for average base salary of 47.2% in the prior reporting period (2023-2024) for the Pathology and Diagnostic Imaging Services section (Between 1000 and 5000 employees)
- 30% of radiologists at Capitol Health were female compared with 34.3% female membership reported by RANZCR in 2024.

The 2024-5 WGEA reported gender pay gap at both IDX and Capitol was influenced by workforce composition, including the proportion of radiologists, who are the highest-paid cohort within the organisation. The gap was also impacted by occupational distribution, with a higher proportion of women in administrative and clinical support roles in the lower remuneration quartiles.


Following the outcomes disclosed in the WGEA reports, IDX undertook a review of hourly rates for all employee radiologists. As part of this process, some adjustments were made to female radiologist remuneration to ensure equity in hourly rates. This reflects IDX's proactive effort in fostering fairness and gender equity across our workforce.



38%

Approaching Target

A minimum of 40% of each gender representation on the Board



40%

TARGET ACHIEVED

A minimum of 40% of each gender representation at Executive and Senior Management levels

COMMUNITY

IDX is committed to making a meaningful contribution to the communities in which we operate, focusing on initiatives that align with our values and expertise. Our efforts centre on sponsorships, fundraising, donations, and volunteering, with a sustained emphasis on programs that deliver measurable impact.

In FY25, we continued to strengthen and support long-standing partnerships, building on prior years' commitments:



St John of God Foundation – Patients First

Apex Radiology maintained long standing support for the St John of God Foundation – Gifts of Hope initiative, providing reduced cost diagnostic imaging to help Australians facing life-threatening conditions such as cancer access potentially life-changing treatments

New medical discoveries, including medicines, can help patients to live longer and experience less pain or other debilitating symptoms. However, these treatments can often be costly and out of reach for many Australians.

A Gift of Hope can directly support a person to access potentially life-changing treatment during their time of greatest need reflecting our commitment to equitable access and community wellbeing.



Tonga Twinning Program – Medical Leadership

Lake Imaging extended its 10-year collaboration with Tonga's Ministry of Health, supplying essential diagnostic imaging equipment and consumables to help build local capability. Previous donations have included multiple ultrasound machines and the nation's only mammography unit.

With a population of over 100,000, Tonga has very few medical imaging clinicians and only one radiologist. As a large portion of their total healthcare budget is received from other countries and donations, the support of Lake Imaging is incredibly valuable to the people of Tonga.



Supporting Our Communities - One Team

November

The Capitol Health team once again supported Movember, raising funds and awareness for men's health initiatives including prostate cancer, testicular cancer, and mental health. Activities raised \$7,895 contributing to global efforts to improve health outcomes for men.

Local Sports Clubs

Capital Radiology supports grassroots community sporting organisations through sponsorships that help strengthen local connections, encourage participation, and promote active, healthy lifestyles. These partnerships reflect our commitment to building healthier communities both inside and outside the clinic.



Radiologists Across Borders - Embracing Change

IDX is an ongoing sponsor of Radiologists Across Borders (RAB), which provides resources to radiologists in developing nations to increase their knowledge and promote improved patient care.

IDX continued its sponsorship of RAB in FY25, supporting the delivery of the International Certificate of Radiology Fundamentals in partnership with the University of British Columbia. IDX radiologists provided video tutorials, mentoring, and practical support to radiology professionals in developing countries, strengthening skills and improving patient care.





Healthy Planet

34 Environmental Plan

36 Environmental Initiatives

ENVIRONMENTAL PLAN

Carbon Emissions Strategy

IDX’s emissions strategy has continued to evolve in FY25, building on the foundational work of previous years to strengthen how we measure, manage and reduce our environmental footprint. The merger with Capitol Health, alongside the introduction of Australia’s Sustainability Reporting Standards (ASRS) has created the opportunity and the imperative to scale and align our approach to climate measurement, governance and disclosure.

We recognise that measuring what matters is essential to credible climate action. With this in mind, we have evolved our emissions strategy from foundational targets to a science-aligned pathway supported by emissions modelling across our national footprint.

Science-Aligned Targets

In parallel with an emissions measurement uplift, we began shaping our future decarbonisation pathway in line with the Science Based Targets initiative (SBTi). With the support of external climate and sustainability specialists, we are modelling emissions across our national footprint using FY24 as the baseline year and developing a detailed decarbonisation roadmap. While these targets are still being finalised, the proposed ambition is to:

- Reduce Scope 1 and 2 emissions by 42% by 2030 from the merged organisation’s FY24 baseline¹;
- Deliver a quantified reduction in scope 3 emissions by 2030²
- Transition to 75-100% renewable electricity for directly controlled energy procurement by 2030³

We are committed to ensuring any formal targets are credible, underpinned by realistic transition plans, aligned with ASRS and international best practice, and supported by verified data.



Advancing Measurement Across All Scopes

In FY25, we completed the first unified greenhouse gas (GHG) inventory for the merged organisation in alignment with the Greenhouse Gas Protocol. This included establishing an FY24 GHG inventory baseline and incorporated measurement of Scope 1, 2 and 3 emissions for FY24 & FY25.

GHG EMISSIONS

Scope	FY24 ¹ (tCO ₂ -e)	FY25 (tCO ₂ -e)	% of FY25 Total
Scope 1	689	645	2%
Scope 2 (location based)	13,765	13,609	42%
Scope 3	17,720	18,492	56%
Total	32,174	32,746	100%

1. FY24 (excluding the impact of any future acquisitions) will be the baseline for emissions reduction targets

Reframing Earlier Environmental Commitments

As our strategy matures, we have reassessed earlier environmental commitments and aligned those that drive decarbonisation to science-based principles. This approach ensures that all initiatives are aligned to our overarching environmental plan and deliver measurable outcomes.

Earlier Commitment	Continuing role in Decarbonisation
Carbon neutrality by 2035 (Scope 1 & 2)	Reframed as a directional milestone on the pathway to a 42% reduction target by 2030.
25% of purchases recyclable or recycled by 2035	Circularity remains a priority; expectations are being embedded into procurement standards and supplier engagement.
50% of major suppliers with a Net Zero commitment by 2035	Evolved to a focus on emissions data quality, maturity and supplier performance, aligned to Scope 3 target development.
50% of waste recycled or diverted from landfill by 2035	Progress continues through consolidated contracts and supplier selection criteria, with measurement linked to sustainability maturity.

Climate action continues to be a priority for our stakeholders. In line with the ASRS, our FY26 disclosures will include any formally adopted emissions reduction targets and associated transition plans.

1. FY24 baseline and proposed science-based targets exclude the impact of future acquisitions.
2. A structured supplier engagement program will commence in FY26. This will form the first phase of a multi-year process to assess supplier emissions maturity and data quality, enabling the development of a credible, quantitative science-based Scope 3 target.
3. This target applies to sites where IDX holds procurement authority, with additional engagement planned for locations operating under embedded network or landlord-controlled energy arrangements.

Indicative Carbon Reduction Roadmap

Why this roadmap matters

Our carbon reduction roadmap sets out how we plan to reduce emissions across our operations and supply chain while preparing for mandatory climate-related financial disclosures commencing in FY26 as part of Group 1 under the Australian Sustainability Reporting Standards (ASRS).

This roadmap aligns with our sustainability priorities and provides a clear pathway to managing climate-related risks and opportunities, supporting stakeholder expectations, and building long-term business resilience.



- Completed GHG emissions data gap analysis
- Developed ASRS-aligned disclosures roadmap
- Commenced post-merger Greenhouse Gas (GHG) emissions modelling



- Refresh of GHG emissions reduction strategy underway
- SBTi-aligned emissions targets socialised
- Defined governance, interim planning and reporting architecture
- Initiated planning for centralised renewable electricity procurement
- Enhanced supplier sustainability review integrated into procurement policy
- Continued waste management initiatives
- Delivered internal education and engagement workshops



- Final adoption and public disclosure of revised GHG emissions reduction targets
- Scope 1, 2 and 3 GHG emissions data uplift program advanced
- Integration of targets into operational and strategic planning
- Launch of supplier engagement program and Scope 3 reduction roadmap
- Progress renewable electricity transition strategy
- Implement energy efficiency criteria into new equipment purchasing and facilities management policies



- Significant progress on Scope 1 and 2 emissions reductions aligned with 2030 targets
- Improved data quality and reporting systems for emissions management
- Continuous review of opportunities from emerging low-emissions technologies

Key Emissions Reduction Initiatives

Scope 1- Direct Emissions

Our Scope 1 emissions remain modest due to the low-emissions nature of our operations. In FY25, these accounted for approximately 645 tCO₂-e, or 2% of our total emissions. Sources include our small vehicle fleet, refrigerants, and minor on-site fuel use. We will focus on opportunities for efficiency to drive reduction. Over time, the use of high-quality carbon offsets may be considered to address residual emissions, subject to materiality and evolving SBTi guidance.

Scope 2 – Purchased Electricity

Electricity is the dominant source of our operational emissions. In FY25, Scope 2 emissions accounted for 13,610 tCO₂-e, representing around 42% of our total emissions. To address this, IDX is progressing a centralised renewable electricity procurement approach, implementing site-based efficiency measures, and, where feasible, working with landlords to enable solar installation.

Scope 3 – Value Chain Emissions

Scope 3 emissions are the most significant component of our emissions, contributing an estimated 18,467 tCO₂-e or 56% of total FY25 emissions. These emissions reflect the indirect impacts across our value chain, including purchased goods and services, capital goods, employee commuting, business travel, waste, and other upstream and downstream activities.

In FY25 we completed our first group-wide Scope 3 assessment using a spend-based methodology which highlighted that Purchased Goods and Services and Capital Goods accounted for 64% of emissions. In FY26 we will begin a multi-year supplier engagement program to improve data quality, validate assumptions, transitioning toward supplier-reported emissions, enabling more accurate reporting.

Regulatory alignment

From FY26, IDX will be required to report under the Australian Sustainability Reporting Standards (ASRS) as a Group 1 entity. In preparation, our emissions strategy has prioritised:

- Stronger governance over climate-related risks and opportunities
- Improved data quality across Scope 1, 2 and 3 GHG emissions
- Structured emissions target setting, aligned with global frameworks.

These actions support credible transition planning and transparent disclosures in line with investor and regulatory expectations. As we move from strategy development to implementation, our priority remains delivering measurable outcomes for our Stakeholders.

ENVIRONMENTAL INITIATIVES

Embedding sustainability and safety into routine care, IDX reduces environmental impact, protects patients and supports clinical excellence, demonstrating environmental and social responsibility in everyday practices while progressing toward long-term decarbonisation.

Waste Management

Climate action and resource efficiency remains a material topic for our stakeholders given the nature of healthcare consumables, equipment, and radioactive materials. Our priority is to ensure all waste streams are managed safely, ethically, and in compliance with applicable legislation, while building more consistent and reliable reporting across the merged organisation.

In FY24, a manual data collection process provided a limited baseline, covering approximately 18% of sites and indicating that 36% of measured waste streams were diverted from landfill. This baseline gave us an initial view of diversion outcomes but is not scalable for group-wide reporting.

In FY25, we commenced preparations for more consolidated waste management agreements, engaging with suppliers as existing contracts come up for renewal. The agreement will embed landfill diversion reporting as a standard requirement, providing a pathway to progressively improve data coverage, comparability and accuracy across all sites over time.

Alongside this work, we continued to implement initiatives that reduce waste and promote circular economy outcomes across our network:

- **Consumables reduction:** Replacement of contrast injectors with systems that reduces contrast consumption and requires significantly fewer single-use consumables, saving on resources and reducing environmental damage.
- **Digital transition:** Ongoing reduction of hard-copy film images through the adoption of digital alternatives by clinicians and patients.
- **Circular economy in equipment:** Trade-in of imaging equipment, enabling vendors to reuse or recycle component parts.
- **Radioactive waste compliance:** Management of radioactive waste through licensed providers operating under strict state and national regulations.

Over the next two years, our focus is on strengthening supplier partnerships and embedding landfill diversion reporting into national contracts. This will provide a more credible, system-driven basis for future measurement and enable us to set meaningful improvement targets across the organisation.

Digital Transformation

IDX's digital transformation strategy is designed to reduce material use, enhance operational efficiency and support a seamless patient experience.

In FY25, we advanced a series of initiatives to reduce reliance on paper, optimise technology spend, and enhance patient and referrer engagement:

- **Electronic protocolling:** We began the implementation of electronic protocolling processes to reduce printing and improve patient experience when booking complex examinations. These solutions improve traceability and transparency of workflows, enabling more seamless communication for patients and referrers.
- **Knowledge management solutions:** We advanced planning for modernised booking instruction platforms that incorporate automation into complex decision-making. This work is designed to improve efficiency by accelerating competency for new administrative team members and reducing reliance on potentially outdated, mass-printed booking materials. As a company-wide solution, it also optimises knowledge sharing and technology investment.
- **Telephony integration:** We completed scoping and detailed design to integrate Capitol Health sites into IDX's telephony stack, enabling expansion of PC-based soft phones and a staged reduction of physical handsets. This positions us to reduce hardware waste and create more consistent communication across the network.
- **E-referral consolidation:** In FY25, we completed the implementation of electronic referral solutions in four of our businesses to maximise availability for referrers across different practice software systems. This initiative is expected to reduce paper use in referring practices and simplify referral pathways and will be expanded across all IDX businesses in FY26.
- **Patient app expansion:** We built on the IDX-wide platform and expanded the rollout of our patient app to more Capitol Health business units, giving more patients secure digital access to their images and reports, reducing reliance on hard copy film and improving continuity of care.

Through these initiatives, IDX continues to embed responsible technology practices into daily operations. By digitising core processes and consolidating platforms, we are minimising resource use, enhancing data security, and improving the patient and referrer experience across the merged organisation.

Transition to UV Sterilisation

In FY25, IDX commenced a transition to UV sterilisation systems for ultrasound probes and other appropriate equipment. This technology is well established globally and represents an evolution in infection control, replacing traditional manual disinfection methods with a validated process that is faster, more consistent and significantly reduces waste generation.

The move to UV sterilisation delivers multiple benefits:

- **Clinical safety and consistency:** Automated UV systems reduce variability associated with manual cleaning, enhance compliance with infection control protocols, and improve traceability by recording every sterilisation cycle.
- **Environmental benefits:** By reducing the need for single-use disinfectant consumables and packaging, UV sterilisation lowers clinical waste volumes and associated GHG emissions from transport and disposal.
- **Operational efficiency:** Faster turnaround times for probes improve patient flow and support more efficient use of clinical resources, without compromising safety.

Implementation is being managed as a structured change initiative, across selected sites to ensure safe integration into workflows, appropriate training of staff, and validation against all relevant infection control standards. Learnings from early adopters will inform broader deployment, supporting both clinical excellence and environmental sustainability objectives.

Why it matters

High-quality, accessible patient care: The consistent, validated sterilisation of ultrasound probes directly supports clinical quality and patient safety.

Health and safety: Strengthens compliance with infection control standards, protecting patients and staff.

Innovation and technology leadership: Automates and standardises a critical clinical process, improving efficiency and supporting better care delivery.

Climate action and resource efficiency: Reduces reliance on single-use disinfectant consumables and packaging, lowering clinical waste volumes and associated disposal impacts.

Reducing Diagnostic Imaging Radiation Doses

We continue to invest in diagnostic imaging equipment that delivers high-quality clinical outcomes at the lowest possible radiation dose. IDX radiologists and clinical teams are trained to ensure best practice in radiation safety across all modalities and adhere to ALARA (As Low As Reasonably Achievable) principles and contemporary safety benchmarks. Dose monitoring, protocol standardisation and clinical oversight remain central to our approach. As technology evolves, we continue to evaluate next-

generation systems designed to improve image quality while reducing dose even further.

Chest Scan: Leading Lung Cancer Screening with Low-Dose CT

As part of our commitment to public health and evidence-based innovation, Chest Scan, IDX's dedicated lung imaging service, supports the National Lung Cancer Screening Program by delivering low-dose CT imaging integrated with advanced algorithm-based nodule detection.

This approach:

- Enhances early detection of lung cancer while adhering to ALARA dose principles.
- Uses algorithm-driven workflows to improve detection accuracy, reduce repeat scans, avoid unnecessary radiation and support timely care coordination.
- Aligns with our broader strategy to deliver safe, accessible care with lowest radiation risk and maximum clinical precision.

Preparing for MRI Deregulation

From 1 July 2025, regulatory changes will begin to remove longstanding licensing restrictions on MRI services in metropolitan areas, with full deregulation expected by July 2027. These reforms will expand Medicare eligibility and are expected to improve patient access and affordability.

IDX is strategically positioned to respond:

- Our network includes multiple comprehensive practices and licensed MRI units, enabling rapid expansion of Medicare-funded scanning capacity as deregulation progresses.
- MRI, as a non-ionising imaging modality, complements our low-dose CT strategy, enabling us to choose the most clinically appropriate imaging approach while reducing overall radiation exposure for patients.

Why it matters

High-quality, accessible patient care: MRI deregulation expands access to Medicare-funded scans, supporting equity of access and reduced wait times.

Innovation and technology leadership: Leading-edge diagnostic solutions, including low-dose CT and MRI, enhance early detection and evidence-based care.

Health and safety: Low-dose imaging pathways improve patient safety, especially for repeat scans and vulnerable populations.

Community health and wellbeing: Increased availability of MRI contributes to better population health outcomes through timely, accurate diagnosis.

Governance, ethics and transparency: Operational readiness, including IDX's established network and clinical expertise, supports a responsible approach to regulatory changes and reinforces trust in service delivery.





Trusted Governance

- 40** Integrity in the Supply Chain
- 41** Cyber Security
- 43** Organisational Governance
- 44** Risk Management, Safety & Quality
- 45** Government, Policy, Tax and Political Donations

INTEGRITY IN THE SUPPLY CHAIN

In FY25, IDX significantly strengthened its procurement capability as part of the merger integration program, transitioning from a largely decentralised approach to a coordinated, category-led sourcing model. This transformation has created a more disciplined and transparent procurement environment, unlocking opportunities to deliver better value for patients and referrers, improve governance, and advance our sustainability objectives.

The newly integrated procurement function is focused on:

- Consolidating suppliers to reduce duplication and increase buying power;
- Leveraging group-wide spend visibility to identify efficiencies; and
- Embedding sustainability and ethical sourcing considerations into procurement decision-making.

Cost savings and operational efficiencies have already been realised and this uplift will be further enabled by the implementation of the Workday Finance platform, which provides centralised, real-time spend data and supports stronger compliance controls across the organisation.

Procurement Integration and Policy Development

Supplier consolidation and coordinated purchasing across the merged organisation has reduced duplication and improved buying power. Work is underway to finalise a refreshed Procurement Policy and Framework for adoption in FY26, embedding sustainability related considerations into procurement decision making. While sustainability performance measures are not yet formal evaluation criteria, these will be phased in over time to further align supplier engagement with IDX's sustainability objectives.

Cybersecurity in the Supply Chain

Supply chain cyber resilience remains a priority. Following the merger, Capitol Health operations were brought into IDX's key IT provider audit program, resulting in an uplift to their cybersecurity posture. This program assesses suppliers against a comprehensive set of criteria — including certifications, insurance, external audits, NIST-aligned self-assessments, and the presence of dedicated security leadership — to identify vulnerabilities and develop targeted remediation plans. The process is ongoing and will continue to evolve to address emerging risks.

Sustainable Procurement

Our sustainable procurement objectives are currently under review to reflect the scale and scope of the merged group. In addition to environmental considerations, we recognise the important social impact of procurement decisions. We continue to work closely with key suppliers to promote fair labour practices, safe working conditions, and respect for human rights across our supply chain.

Through these relationships, we share our expectations for ethical conduct and actively encourage suppliers to build capability in areas such as diversity and inclusion, First Nations engagement, and local community participation. By embedding these priorities into procurement processes, we aim to leverage our purchasing power to create broader social value while reducing risk and supporting long-term sustainability.

Ethical Supply Chain and Modern Slavery

IDX's Ethical Supply Chain Policy sets out our expectations for integrity, fairness and compliance with applicable laws in all supplier relationships. Our Whistleblower Policy provides a safe and confidential channel for raising concerns about improper conduct, including breaches of human rights or ethical standards.

Since 2020, we have published annual Modern Slavery Statements in accordance with the Modern Slavery Act 2018 (Cth). Our most recent statement, published in November 2024, includes detailed analysis of procurement categories such as medical equipment, consumables, IT hardware and contracted services. Consistent with prior years, our highest risk remains indirect exposure to modern slavery through offshore suppliers.

During FY25, we continued implementing our Modern Slavery Action Plan, including direct engagement with high-risk and major suppliers, consolidation of supplier numbers to improve oversight, and by providing internal education programs on identifying and mitigating modern slavery risks. This work will remain a priority for procurement integration in FY26.

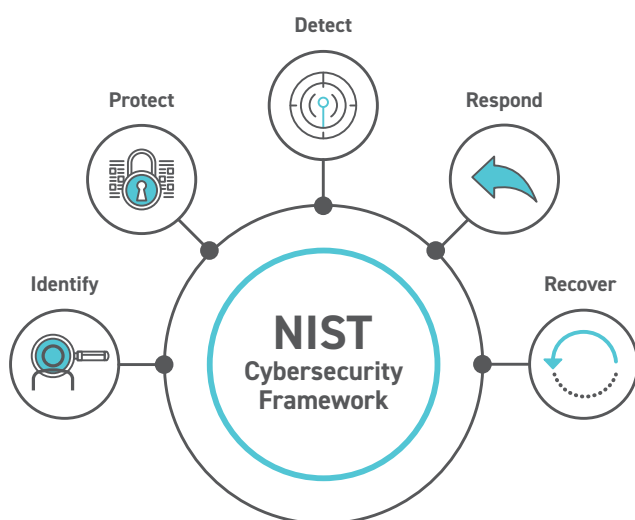
CYBER SECURITY

Protecting Patient and Corporate Data in a Heightened Threat Environment

The security of sensitive patient, referrer, and employee information remains a top organisational priority. Healthcare providers globally continue to be high-value targets for cybercrime, with incidents such as ransomware attacks, identity theft and data breaches causing disruption and reputational harm across the sector. In Australia, the Office of the Australian Information Commissioner (OAIC) has reported healthcare as the most affected industry for notifiable data breaches for the past six years.

As custodians of over 4 million patient records, IDX recognises that the trust of our patients, referrers, employees, and shareholders depends on our ability to safeguard sensitive data against an increasingly complex and hostile threat landscape. Strong cyber security protects patient wellbeing and confidentiality and also ensures continuity of care, compliance with Australian privacy laws, and preservation of shareholder value.

In this environment, IDX's cyber security strategy is designed to exceed minimum regulatory requirements and align with recognised best-practice frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework and Centre for Internet Security (CIS). Our approach is proactive, risk-based, and embedded into daily operations across all sites, systems, and functions.



Governance and Oversight

Cyber security and data privacy are governed under IDX's Privacy Policy, with Board-level oversight through the Risk, Compliance and Sustainability Committee. The Chief Information Officer is accountable for cyber resilience, supported by a dedicated cyber security team and other external specialists. Cyber risk metrics, incidents, and remediation progress are reported to the Board on a quarterly basis, and material issues are escalated immediately.

Our governance is supported by a comprehensive suite of policies including our Privacy Policy, Information Security Policy, Acceptable Use Policy, and Data Retention Policy reviewed annually and updated in response to evolving threats, technology changes, and regulatory developments. All employees, contractors, and third-party vendors with system access are bound by these policies.

Technical and Operational Controls

IDX employs a multi-layered defence strategy combining human, process, and technology controls to protect our network and data assets. Current controls include:

- Multi-factor authentication coverage for all privileged accounts and remote access.
- Endpoint detection and response (EDR) tools with continuous monitoring and threat-hunting capability.
- Email filtering and sandboxing to prevent phishing and malicious payloads.
- Regular vulnerability scanning and penetration testing.
- Secure, redundant backups stored offline to mitigate ransomware risk.

These are reinforced by annual disaster recovery and business continuity testing to ensure rapid restoration of systems and services in the event of a cyber incident.

Business Continuity

The overall objective of the Business Continuity Plan (BCP) is to maximise the uptime of the service delivered to our business and our patients and referrers, to provide a safe and effective service that meets our service level agreements, and mitigates against adverse incidents.

Our approach to business continuity emphasises risk prevention in addition to risk recovery. Through Business Impact Analysis and Risk Assessment, we determine which processes and activities may cause potential impacts or threats to business continuity and service delivery, and therefore work to prevent and prepare for them.

The BCP is designed to cover the varying environments our widespread businesses face. It is tested regularly and built with a framework of clear business continuity guidelines and procedures, to provide continuous service for all our patients.

CYBER SECURITY

FY25 Actions and Enhancements

In FY25, we advanced our cyber maturity through:

- **Mandatory, organisation-wide cyber security awareness training** for all employees, with annual refreshers and phishing simulation campaigns.
- **Targeted cyber risk governance training** for leaders.
- **Integration of Capitol Health operations** into IDX's cyber assurance program for key IT suppliers, uplifting controls and consolidating vendor risk management.
- **Review and enhancement of our Cyber Incident Response Plan**, tested through simulations involving clinical, operational, legal, compliance, and executive leadership teams, including a dedicated Board-focused simulation.
- **Privacy Policy review** to ensure alignment with Australian privacy law and patient expectations.

Supplier and Third-Party Risk Management

Following the merger, Capitol Health's operations were integrated into IDX's cyber assurance program including key IT suppliers, resulting in uplifted security controls across the merged organisation. The program includes tighter controls around all aspects of cyber including an assessment of technology vendors against criteria such as industry certifications, insurance coverage, independent audit results, and governance structures, and includes ongoing monitoring and periodic reassessment. All technology suppliers are required to meet our minimum-security standards and remediate any identified gaps within agreed timeframes.

Continuous Improvement and Assurance

We conduct annual independent cyber security assurance reviews through an external provider, benchmarking our maturity against the CIS and NIST frameworks. Recommendations are prioritised based on risk and tracked through to completion, ensuring our cyber resilience posture continues to evolve. We also conduct privacy impact assessments for projects and procurements involving personal or sensitive health information, ensuring security and privacy considerations are addressed from the outset.

Why it matters

Data privacy and security: Protecting patient and business data is essential for clinical trust, regulatory compliance, and resilience.

Governance, ethics and transparency: Robust cyber governance ensures compliance with privacy laws and strengthens stakeholder confidence.

High-quality, accessible patient care: Because continuity of care depends on uninterrupted access to secure systems, cyber security underpins safe and reliable patient outcomes.



ORGANISATIONAL GOVERNANCE

Board of Directors and Executive Management

Strong governance underpins IDX's ability to deliver sustainable growth, manage risk effectively, and maintain the trust of our patients, referrers, employees, and shareholders. The Board has overall responsibility for IDX's governance framework, policies, and oversight of strategy, ensuring decisions are aligned with IDX's purpose, values, and long-term objectives. The Board comprises a mix of independent Non-Executive Directors, experienced executives, and qualified radiologists, bringing a balance of clinical insight, industry knowledge, and commercial expertise. This blend supports informed decision-making in a complex and highly regulated healthcare environment. The Board is supported by four standing committees: the Audit Committee, the Risk, Compliance and Sustainability Committee, the People, Culture and Remuneration Committee and the Nomination Committee- each operating under a formal charter.

The Board's composition is guided by the principles of independence, diversity, and breadth of capability, with appointments assessed against a formal skills matrix and reviewed annually. The skills matrix has recently been updated to include climate risk management capability, ensuring the Board is equipped to oversee emerging regulatory requirements, manage long-term sustainability risks, and respond to the strategic implications of climate-related disclosures. These committees provide specialist focus on key governance areas and report directly to the Board. IDX continues to support and apply the ASX Corporate

Governance Council's Corporate Governance Principles and Recommendations (4th Edition) and reviews its practices annually to ensure alignment with regulatory requirements, evolving stakeholder expectations, and leading governance standards. Our corporate governance documentation, including committee charters and key policies, is available at: www.integraldiagnostics.com.au/corporate-governance.

Sustainability Committee

The Sustainability Committee is a cross-functional management committee comprising executives, senior leaders, and operational representatives from across the organisation. It is responsible for coordinating and progressing IDX's environmental, social, and governance priorities. The committee operates under a formal charter and reports to the Risk, Compliance and Sustainability Committee of the Board. This structure ensures sustainability matters receive appropriate management attention and are escalated through established governance channels to support Board oversight.

In FY25, the Sustainability Committee oversaw the development of the merged group's Sustainability Strategy, monitored delivery of the Scope 1 and 2 emissions assurance program, and led key readiness activities for the Australian Sustainability Reporting Standards (ASRS).

Sustainability Governance Structure within IDX

Board oversight of sustainability risks and opportunities	IDX Board of Directors	Responsible for governance, strategy, and oversight of ESG and climate-related risks. Approves the Sustainability Strategy and Report.			
	IDX Board Sub-committees	Risk, Compliance & Sustainability Committee	Audit Committee	People, Culture & Remuneration Committee	Nomination Committee
		Oversees IDX's sustainability approach, development of strategic initiatives, and ESG and climate-related risk management.	Reviews financial and non-financial disclosures, including ASRS and climate-related reporting. Ensures accuracy, compliance, and assurance.	Oversees people, culture, engagement, and remuneration matters under the Healthy People pillar.	Ensures Board composition reflects diversity, independence, skills, and sustainability expertise, including climate risk capability.
Management's role in assessing and managing sustainability risks and opportunities	Executive Committee	Comprising the CEO and senior executives, responsible for overall development and execution of sustainability strategy and integration of sustainability priorities across operations. Provides updates and recommendations to the Board and its committees.			
	Sustainability Committee	Cross-functional management committee. Develops and drives Sustainability Strategy and corresponding ESG initiatives under Healthy People, Healthy Planet, and Trusted Governance. Reports to the RCSC and Executive Committee.			

RISK MANAGEMENT, SAFETY & QUALITY

Risk Management Framework

Strong and effective risk management supports IDX's ability to deliver on our strategy while protecting patients, referrers, employees, shareholders and other stakeholders. Our Risk Management Framework and Policy are reviewed annually to ensure they remain aligned with leading practice, evolving regulatory expectations and the Board's defined risk appetite. The framework sets out how key risks, including financial, non-financial, climate-related and broader sustainability risks, are identified, assessed, managed, monitored, escalated and reported. These risks are captured in both strategic and operational risk registers, classified using consistent risk categories and linked to corporate objectives and appetite thresholds.

In FY25, IDX undertook a comprehensive update of its Risk Management Framework, Policy, risk management system and strategic risk profile. We strengthened controls across key domains including health and safety, business continuity, clinical quality, regulatory compliance, information technology and data security. Key Risk Indicators (KRIs) are now embedded for core risks to support timely escalation and informed decision making.

Sustainability and Climate Risk Integration

In line with IFRS S1 and S2 and Australia's emerging sustainability disclosure requirements under AASB S1 and S2, climate-related and sustainability risks are being integrated into enterprise risk processes. These risks are assessed using both qualitative and quantitative methods, including scenario analysis, and are periodically re-evaluated against strategic objectives and operational realities. Opportunities associated with climate-related developments – such as energy efficiency initiatives, digital health service expansion, and sustainability-linked innovation – are also considered in long-term planning and investment decisions.

Health and Safety

The safety and wellbeing of our employees is a fundamental priority for IDX. To enhance our safety performance, we maintain a rigorous focus on hazard identification, proactive risk management, incident reporting, and thorough investigations. We continuously monitor our health and safety performance through detailed incident reporting and regular consultation with employees, facilitated through representative committees. This collaborative approach ensures that all stakeholder feedback is integrated into our safety initiatives. For the year, our Lost Time Injury Frequency Rate (LTIFR) was 5.67, reflecting an improvement over the previous year's performance, underscoring our commitment to continual safety enhancement.

Sexual Harassment Prevention Training

At IDX, we are committed to providing safe, respectful and inclusive workplaces, free from harassment, discrimination, and harm. Preventing sexual harassment is a core part of this commitment. Our framework includes strong internal policies, including our Sexual Harassment and Active Bystander Policies, both of which set clear expectations and support mandatory reporting obligations. These are supported by mandatory training for all employees to build awareness of workplace sexual harassment, understand individual and organisational obligations, and empower our people to safely intervene as active bystanders. This approach aligns with the Respect@Work reforms, which place a positive duty on employers under the Sex Discrimination Act 1984 (Cth) to take proactive steps to prevent sexual harassment and related misconduct. It ensures that everyone at IDX understands how to contribute to a safe and respectful workplace culture, where issues are addressed early, appropriately, and in line with our values.

Clinical Governance and Quality Management

A key component of the group's risk management is clinical governance. This is managed through the Integral Clinical Leadership Committee (ICLC) and Business Unit Clinical Leadership Committee (Business Unit CLCs) under the ICLC Charter, which is available in the Corporate Governance section of our website. The ICLC Charter provides a framework for the ICLC and Business Unit CLCs to work together to develop and implement policies and work practices to enable clinical best practice. The responsibilities of the ICLC include reviewing any recommendations arising from any adverse incidents from the Business Unit CLCs, reviewing group-wide incident data and trends to identify improvements, and to share learnings to prevent recurrence.

Our quality management system is aligned with best practice guidelines, including RANZCR Guidelines and Standards, relevant international standards, and other applicable industry benchmarks. All facilities maintained 100% accreditation in FY25. Monthly reviews cover peer review analysis, incident trends, image quality, and benchmarking, driving targeted process improvements and training initiatives. FY25 saw the expansion of automated Peer Review and the introduction of Peer Learning processes, enabling radiologists to share knowledge and request second opinions when clinically relevant.

GOVERNMENT, POLICY, TAX AND POLITICAL DONATIONS

Government & Policy Development

In Australia, IDX contributes to the development of diagnostic imaging policy and standards through representation on the Board of the Australian Diagnostic Imaging Association (ADIA) and through the active participation of our radiologists in the Royal Australian and New Zealand College of Radiologists (RANZCR). Dr Tim Dickson, radiologist at Imaging @ Olympic Park served as the President of the Australasian Musculoskeletal Imaging Group during FY25.

In New Zealand, our clinical leaders also play an important role in shaping the profession. Dr Quentin Reeves served as an Executive Member of the Australasian Musculoskeletal Imaging Group (AMSIG) until May 2025, after a 6-year contribution to the organisation, and Dr Adam Worthington is a member of the Safety, Quality and Standards Committee for RANZCR and a Committee Member of the New Zealand branch of RANZCR. Dr Andrew Clarke is a member of the RANZCR MSK group which consults with the Accident Compensation Corporation.

Through these roles, IDX contributes to evidence-based policy development, best practice standards, and the long-term sustainability of diagnostic imaging services, supporting both clinical excellence and broader public health outcomes.

Tax Transparency

We are committed to meeting all tax compliance obligations and to providing our stakeholders with information about the taxes we pay and the taxation policies we employ. The group has adopted a Taxation Policy to ensure that all taxes are paid in line with the relevant requirements of the group's tax jurisdictions. The Policy covers both direct and indirect taxes and the use of advisors.

The group employs a detailed transfer pricing model for cross border transactions to ensure that taxable profits remain in the appropriate tax jurisdictions and appropriately reflect the value transferred on an arms-length basis. The group has no operations and does not pay tax in any jurisdiction other than Australia and New Zealand. For further detail, refer to the Consolidated Entity Disclosure Statement in the 2025 Annual Report.

Political Donations

We do not make direct or indirect contributions to any political party. Our Anti-Bribery, Fraud and Corruption Policy prohibits donations to political parties.

Why It Matters

High-quality, accessible patient care: Shaping policy and standards helps ensure safe, consistent and equitable diagnostic services.

Community health and wellbeing: Engagement in policy development supports health system planning and contributes to stronger public health outcomes.

Innovation and technology leadership: Engagement with professional networks supports the adoption of best practice techniques and emerging technologies.

Governance, ethics and transparency: Active participation in policy and standards strengthens professional accountability and builds stakeholder trust.

Medical leadership: Active participation in peak professional bodies ensures IDX contributes to evidence-based standards and advances in diagnostic imaging.

