



2024

Sustainability Report

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About the cover

AirSeed Technologies is an Australian environmental restoration company that uses drones, artificial intelligence, and proprietary seed pod biotechnology to accelerate large-scale reforestation and combat biodiversity loss. Its drones can plant up to 40,000 seed pods per day, each containing a mix tailored to specific soil and species requirements. This method is 25 times faster and 80% more cost-effective than traditional planting techniques. AirSeed Technologies also provide ongoing plant health measurements and threat management recommendations as part of its reforestation projects. AirSeed Technologies receives support through the QBE Foundation Australian Red Cross Humanitech partnership. More information can be found at www.airseedtech.com.

Front cover: AirSeed Technologies

About this report

This Sustainability Report (Report) has been prepared with reference to the Global Reporting Initiative (GRI) Standards. It discloses the sustainability topics relevant to QBE Insurance Group Limited (QBE) and our impacts on society and the environment considered important by our stakeholders. These are identified through our sustainability materiality assessment, detailed on our [website](#).

The results of our materiality assessment inform our sustainability strategy or focus areas (Focus Areas): 'Foster an orderly and inclusive transition to a net-zero economy,' 'Enable a sustainable and resilient workforce' and 'Partner for growth through innovative, sustainable and impactful solutions.' They also inform our commitments, targets and initiatives. Our progress on the [2023-25 Sustainability Scorecard](#) (Scorecard) is described in each of the Focus Area chapters.

This Report is for the period 1 January-31 December 2024 and should be read in conjunction with the [Sustainability Data Book](#) (data book) and the [Annual Report's](#) climate-related risks and opportunities section, on page 22. Further information around our [Sustainability Governance and Stakeholder Engagement](#) can be found on our website. Financial figures in this Report are in US dollars unless otherwise stated. The information in this Report has been collated and reviewed by subject matter experts across the business and is supported by evidence, where applicable, including by a verification process that records the information sources and consultation undertaken within QBE, or with external parties. The Report has been approved by the Group Board. For the Report, PricewaterhouseCoopers conducted independent limited assurance over selected metrics contained within the data book which have been presented in the Report. The engagement has been conducted in accordance with Australian Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3410 *Assurance Engagements on Greenhouse Gas Statements*. The full limited assurance statement, which includes a summary of the specific reporting criteria used for each of the selected metrics, is available at the end of the data book.

For questions, comments or suggestions about this Report, please [contact us](#).



This is an interactive PDF designed to enhance your experience. The best way to view this report is with Adobe Acrobat Reader. Click on the links on the contents pages or use the home button in the footer to navigate the report.

2024 reporting suite

This report forms part of our annual reporting suite which brings together information on the Group's financial, non-financial and sustainability performance for the year.



Annual Report

Our primary disclosure document containing the operating and financial review, remuneration report, financial statements and key governance disclosures.



Investor Report

Provides performance highlights and supplementary management commentary on the Group's strategic and financial performance for analysts and institutional investors.



Sustainability Report

Contains information about QBE's sustainability performance, the sustainability topics that affect QBE, and our impacts on society and the environment.



Sustainability Data Book

Provides data for key sustainability metrics and trends.



Modern Slavery and Human Trafficking Statement

Describes how we identify, assess and address modern slavery risks within our operations and supply chains.



Corporate Governance Statement

Describes our corporate governance framework, including key policies and practices.

Where to find

	ANNUAL REPORT	INVESTOR REPORT	SUSTAINABILITY REPORT	SUSTAINABILITY DATA BOOK	MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT	CORPORATE GOVERNANCE STATEMENT
Business strategy and strategic priorities	●	●				
Risk management	●	○				
Corporate governance framework, policies and practices	○					●
Board membership, skills and experience	●					●
Financial performance	●	●				
Climate-related risks and opportunities	●		○			
Sustainability strategy	○	○	●			
Sustainability governance	○		●		○	
Sustainability performance	○	○	●	●	●	

Key: ○ Key messages ● Comprehensive



Message from the Group Chief Executive Officer

Our sustainability focus supports our purpose



In the sustainability landscape, 2024 has been year of change as mandatory reporting requirements emerge across the world.

Preparing for mandatory reporting

In 2024, the Australian Government legislated for certain entities to include climate-related financial disclosures as part of their annual reporting. QBE will publish its first report in line with this legislation in 2026 for the work undertaken in 2025. We welcome this change as part of the Australian Government's efforts to ensure that the information contained within climate disclosures is consistent and useful for decision-makers. QBE operates in 26 countries and several of these are also introducing mandatory climate and/or sustainability reporting. As such, we have been turning our attention and efforts to preparing for increased disclosures and aligning our approach across the enterprise to meet these requirements. This year, we also progressed work on developing our climate transition plan and will publish this in 2026. The transition plan will outline the steps we are taking as a business to address climate-related risks and opportunities and make progress on our climate commitments.

Continuing our engagement

We recognise that the transition to a global net-zero economy requires the efforts of many, including governments, industry, regulators and the community. Accordingly, engagement continues to be a focus of our sustainability strategy. We have contributed to several government consultations on sustainability

topics and engaged with our peers through industry forums to build capability around shared challenges. We have also engaged with customers, suppliers, investment managers and brokers to deepen our understanding of how we can support them as they transition to a net-zero economy. In 2024, we engaged with our priority customers in higher-emitting sectors across Australasia, Canada and Europe, as well as all our external investment managers, the top 20 highest emitters in our investment grade corporate credit portfolio and our strategic suppliers.

Progressing our Scorecard commitments

We have been progressing our commitments outlined in the Scorecard as we head into the target year of 2025. In 2024, to support our commitment to gender equality and inclusion of diversity, we have elected to take a transparent approach by publishing our first [Global gender pay gap report](#). While we have achieved many of our Scorecard milestone targets, some areas – such as our Belonging targets – require more focus, and we will step up our efforts in the coming year. Progress on all our Scorecard commitments can be found in our [data book](#).

Andrew Horton

GROUP CHIEF EXECUTIVE OFFICER

Our approach to sustainability

As an insurer, QBE aims to identify the most material sustainability topics through our formal materiality assessment, which informs our sustainability strategy.

Our strategy is described through our three Focus Areas, defined below, and supported by our Scorecard commitments. Our [Sustainability Governance Framework](#) facilitates oversight of the strategy and our progress against the commitments.

[Click here to learn more about our approach to sustainability](#)

[Click here to learn more about our governance](#)

[Click here to learn more about our materiality assessment](#)

Focus Area 1

Foster an orderly and inclusive transition to a net-zero economy.

We support an orderly and inclusive transition to a net-zero emissions economy, aligned with limiting warming to 1.5 degrees Celsius by the end of 2100. We recognise the importance of addressing climate change and incorporating climate-related risks and opportunities into our decision-making, facilitating a resilient future for our business and our customers.

Priority material topics:

- Climate change transition and emissions reduction.

Focus Area 2

Enable a sustainable and resilient workforce.

The culture and capability of our people are drivers of value for QBE. A sustainable and resilient workforce is underpinned by how we engage and connect our people to our purpose and vision. Investing in our people's career development, and supporting flexibility and wellbeing, can allow us to continue to attract and retain the best talent.

Priority material topics:

- Organisational culture and inclusion;
- Thriving workforce; and
- Accountable and transparent business.

Focus Area 3

Partner for growth through innovative, sustainable and impactful solutions.

Our landscape is changing, presenting opportunities to innovate and partner on impactful solutions through our investments, supplier and broker relationships, the QBE Foundation and QBE Ventures. We can explore ways to co-create solutions to meet the changing needs of our customers, and support communities affected by climate impacts and the net-zero transition.

Priority material topics:

- Natural disaster resilience;
- Equity, poverty and financial inclusion;
- Responsible products and services;
- Sustainable and responsible policies, positions and advocacy; and
- Responsible technology and data.

Focus Area 1

100%

Electricity use across
QBE offices certified
as renewable¹

(achieved)

6%

Climate Solutions
Investments

Target 5% of the total
investment portfolio by 2025

100%

external fund managers
engaged across our
investment portfolio

Foster an orderly and inclusive transition to a net-zero economy

As an insurer and reinsurer, we acknowledge that our business activities can have an impact on the environment in which we operate. This Focus Area recognises the potential impacts, risks and opportunities presented by climate change, and our role in the transition to a net-zero economy.

An orderly transition occurs when climate policies are introduced early to reduce emissions in a measured way to meet climate goals. This provides greater economic stability, business confidence and lower risk of business failure through the transition process. We recognise the need for appropriate policy settings to achieve this, and welcome recent legislative changes in Australia introducing the phasing in of mandatory climate reporting. Mandatory sustainability and/or climate-related disclosure requirements are also being introduced in several of our countries of operation, and we are focused on preparing for these new obligations.

In 2024, we delivered training to our Non-Executive Directors globally and Group Executive to uplift the capability and knowledge around sustainability topics and climate change, including insurance sector impacts. We also delivered awareness sessions and updated our e-learning modules on climate change, net zero and greenwashing, providing our employees practical resources to integrate sustainability into their roles.

We continue to work towards our commitment of a net-zero underwriting portfolio by 2050, a net-zero investment portfolio by 2050 and net zero across our own operations by 2030. In 2024, we commenced work to develop a climate transition plan, which we will publish in 2026.

The following pages describe actions QBE is taking to meet our Focus Area 1 commitments in our own operations, investments and underwriting portfolios. Please also refer to our data book, under Focus Area 1. Further details can also be found in the climate-related risks and opportunities section on page 22 of our [Annual Report](#).

¹ Based on the RE100 Climate Group's materiality threshold guidance which excludes countries with small electricity loads (<100MWh/year and up to a total of 500MWh/year) and where it is not feasible to source renewable electricity via any credible sourcing options. We meet our RE100 commitment through a combination of contracts with electricity suppliers and purchasing unbundled energy attribute certificates.



Our underwriting approach towards a net-zero economy

We are progressing our net-zero underwriting strategy by seeking to understand and respond to the evolving needs and ambitions of our customers and the broader economy. This work is led by our Group Underwriting Committee, under the guidance of the Group Chief Underwriting Officer, with oversight from the Environmental and Social (E&S) Group Executive Committee Sub-committee.

This year, we have continued focusing on three important areas:

1. Customer engagement and insights
2. Innovative products and services
3. Emissions modelling and tracking

Customer engagement and insights

Engagement with customers is critical, and we continue to engage with commercial customers operating in higher-emitting sectors such as energy, transportation, and agriculture across Australasia, Canada, and Europe (referred to as our 'priority customers') to gain insight into our priority customers' transition plan strategies.

Our engagement approach involves:

- Monitoring our priority customer cohort and, as appropriate, adding to it.
- Assessing priority customer disclosures against best practice climate disclosure frameworks.
- Working with our brokers to consistently engage with each priority customer, at time of renewal, to understand the customer's specific transition objectives and progress.
- Monitoring and recording each priority customer's emissions and disclosure progress from a base year or our initial engagement.

QBE does not use information collected through this engagement process to set individual customer premiums. However, engagement with customers gives insight into realistic transition plans alongside relevant scientific industry pathways.

Innovative products and services

Globally, our customers face increasingly interconnected and complex challenges, including heightened geopolitical risk and economic uncertainty. QBE continues to monitor these challenges to identify how we can support our customers through the transition. Decarbonisation of the energy system remains a key opportunity for our customers to decarbonise their businesses. For example, we insure the development, manufacture, transport, construction, and operations of essential large-scale projects necessary for the transition. Opportunities to support the transition are incorporated into our business plans for key markets, and our Underwriting teams are at the forefront, continuing to enhance their underwriting expertise in net-zero transition technologies and infrastructure in these markets. Recently, we expanded our transactional liability product for the European tax insurance market to include protection for tax-related risks associated with renewable projects. These projects look to support the transition, and we underwrite these in line with our responsible underwriting principles outlined in our Group Underwriting Standards.

Emissions modelling and tracking

We remain focused on improving our data and reporting to inform transition-planning decision-making. Our ability to improve our data remains constrained by availability of methodologies and the absence of relevant enabling regulation in certain jurisdictions. We expect that over time, as climate-related disclosure requirements come into effect across jurisdictions, we will see improvements in emissions data quality and availability, although challenges may remain for businesses outside of mandatory climate reporting scope.

In 2024:

- Customer engagement continued to focus on our 50 priority customers.
- We continued to explore opportunities to support the transition, including enhancing existing, and offering new, products and services.

Biodiversity

Biodiversity loss has been identified as an emerging risk for QBE, as insurers may face claims related to property damage, business interruption, or liability, arising from loss of biodiversity, including species extinction, habitat degradation, and ecosystem disruption. We seek to mitigate this risk through maintaining relevant policies, frameworks and standards, including our [E&S Risk Framework](#). In 2024, we continued to contribute to insurance sector initiatives seeking to build capability in nature-positive insurance and updated our senior leaders to deepen our understanding of the risk of biodiversity loss to our business.

Impact and responsible investments

QBE seeks to responsibly invest its proprietary assets, including premium income. We have committed to a net-zero investment portfolio by 2050 and are working towards this through:

- target setting and tracking;
- scaling investments in climate solutions; and
- engaging with investees to encourage their operational decarbonisation.

Our approach to impact and responsible investing is underpinned by our [Investment Philosophy Framework](#), which is focused on the protection and growth of appropriate stakeholder value, consistent with our purpose of enabling a more resilient future. The framework is designed to deliver an investment outcome aligned with QBE's strategic objectives. It is also supported by our Impact and Responsible Investments Standard, which outlines our approach to responsible investments and supports compliance with QBE's Risk Management Strategy, [E&S Risk Framework](#), and other relevant policies. Our approach is captured across four pillars, which demonstrate the investment strategies and activities utilised in QBE's responsible investments approach to drive real-world outcomes alongside investment returns for QBE.

Our progress towards net zero

Aligned with our broader climate strategy (outlined in our Annual Report) and our commitment to impact and responsible investments, QBE is committed to transitioning its investment portfolio to net-zero emissions by 2050. In 2021, we set our initial 2025 intermediate targets on sub-portfolio emissions, engagement, and financing-the-transition metrics, following established industry frameworks for target setting.

We continue to report our progress on our 2025 targets and are working on our net-zero transition plan and determining our interim 2030 targets. We are undertaking climate-related analysis to assess our portfolios' exposures to climate-related risks and opportunities and continue to evolve our coverage and approach as data coverage and methodologies mature. Please refer to the climate-related risks and opportunities section on page 22 of our [Annual Report](#) for further information.

Human rights & modern slavery

In compliance with modern slavery legislation in the United Kingdom and Australia, we publish an annual [Modern Slavery and Human Trafficking Statement](#) alongside our annual reporting. It reflects our commitment to respecting human rights, addressing modern slavery and continuous improvement across the business.

Our refreshed [Group Human Rights Policy](#) came into effect in April 2024. The policy covers our role and activities as an employer, insurer, investor and business partner, and how we should seek to interact with our customers and communities. Our Group Sustainability team is responsible for implementing the policy, and monitoring our progress, in consultation with stakeholders across the business. This year, we also refreshed our human rights training module.

 Further information can be found on our [website](#).

Operations

In 2021, QBE committed to net-zero operations by 2030 for our Scope 1 and Scope 2 emissions, expanding this in 2022 to include material Scope 3 emissions, and in 2024 further refining this to include a defined inventory of Scope 3 emissions relevant to our operations¹.

Over the last five years, we have made considerable progress toward reducing our Scope 1 and 2 emissions and, since 2019, we have reduced our Scope 1 and 2 emissions by 44%. Our actions include transitioning our fleet to hybrid and electric vehicles where the infrastructure supports this, optimising our property portfolio in line with hybrid ways of working, continuing to install energy-efficient lighting, appliances and temperature control, as well as increasing the proportion of our electricity sourced from renewable sources.

This year, we continued to invest in solutions to reduce the energy use in our buildings, exploring electrification of our larger gas-dependent North American and United Kingdom offices and installing a 'tap to power' system for desks in most of our Australian offices so that only occupied desks use electricity. In the Philippines, we moved to a Hub-and-Spoke model, opening smaller offices in more locations to reduce employee commuting time and associated emissions.

Our global fleet contributed 84% of our Scope 1 and 2 emissions in 2024. In our North America business,

further fleet vehicles were required, giving rise to an expected increase in our Scope 1 emissions, given the lack of electric vehicle (EV) charging infrastructure in areas of operation. We continue to explore further opportunities to transition to hybrid and EVs over time, where possible, in line with our 2030 strategy.

In 2024, we met our RE100 target for the fourth year, with 100% of our electricity use across QBE offices (excluding Bermuda and the Pacific Islands) certified as renewable², supporting our commitment to 100% renewable electricity by 2025. We met this using a combination of green energy contracts and unbundled energy attribute certificates. In 2024, we purchased and retired a volume of high-quality renewable energy and fire abatement carbon offset certificates to cover residual greenhouse gas emissions related to our global operations, as described in our data book. Our internal carbon price was set at \$65 per metric tonne of carbon dioxide equivalent in 2024 and was applied to all countries of operation. We will use this to support any expenditures required to maintain and progress our environmental commitments.

+ Refer to our data book (Focus Area 1 and Metrics Criteria) for all definitions, calculations, assumptions and methodologies.

¹ The defined inventory of Scope 3 emissions relevant to our operations is outlined in our data book and includes business travel, fuel and energy-related activities and capital goods.

² Based on the RE100 Climate Group's materiality threshold guidance which excludes countries with small electricity loads (<100MWh/year and up to a total of 500MWh/year) and where it is not feasible to source renewable electricity via any credible sourcing options. We meet our RE100 commitment through a combination of contracts with electricity suppliers and purchasing unbundled energy attribute certificates.



Focus Area 2

44.4%

Women on Group Board
Target of 40% by 2025

(achieved)

58.3%

Women on Group
Executive Committee
Target of 40:40:20

40.8%

Women in Leadership
Target of 40% by 2025

(achieved)

Enable a sustainable and resilient workforce

In 2024, two of our six strategic priorities were focused on our people and culture. They are fundamental to how we seek to deliver on our purpose to enable a more resilient future.

This second Focus Area recognises the important role our people and culture play in attracting and retaining talent over the long term. It also recognises the importance of our people's technical knowledge, skills and capabilities in supporting our business and customers, and addressing the risks and opportunities that arise across our globally diverse business.

QBE DNA

Everything we do is informed by our QBE DNA: seven cultural attributes that connect our people and outline what we stand for, and how we conduct ourselves, in alignment with QBE's [Group Code of Ethics and Conduct](#).

We are
customer focused

We are
technical experts

We are
inclusive

We are
courageous

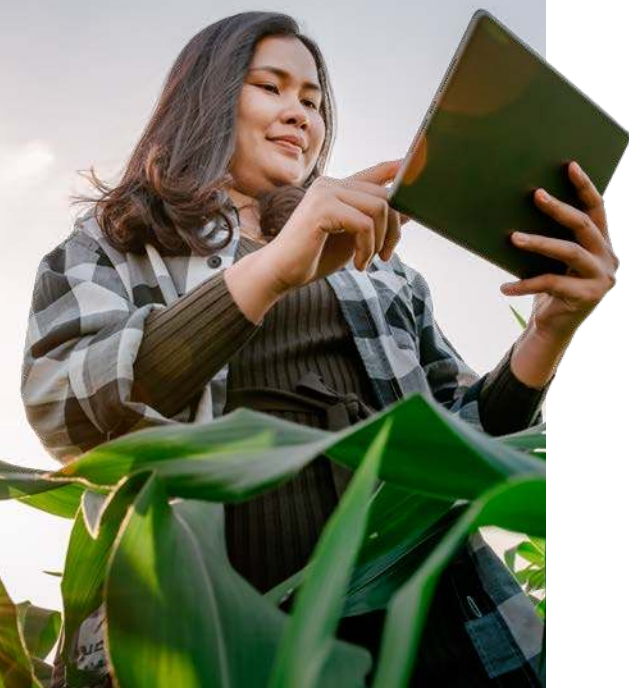
We are
fast paced

We are a
team

We are
accountable

Living our purpose

In 2024, we continued to embed our purpose - enabling a more resilient future - into our culture. We did this through regular communications and sharing stories of how our purpose has been brought to life across QBE. We also delivered a 'Team Purpose Activity' to help our people explore the link between their team and our purpose, including why their team exists, and the impact their team can have. Our employee Voice survey results continue to indicate that the majority of employees believe QBE is a purpose-led organisation.



Culture and inclusion

Who we are and how we do things at QBE is guided by our DNA attributes. Fundamental to our culture is living our purpose of enabling a more resilient future, and being inclusive of diversity, so that we can unlock the value of the varied perspectives and experiences of our people.

Safety to Speak Up

Ensuring our people feel safe and supported to speak up is an important part of QBE's culture and DNA. Our approach has five different dimensions: calling out undesirable behaviours, experimenting, challenging, participating, and supporting others.

Our 2024 focus included the expansion of 'QBE's Shared Language', with new phrases encouraging safety to speak up such as 'when in doubt, call it out'. We also conducted deep dives via our employee Voice survey and listening sessions across all divisions and levels of the organisation to explore potential barriers, and enablers, to speaking up.

Our Inclusion of Diversity approach

Our approach to Inclusion of Diversity sets out our expectations for how we interact with each other, and our aspiration to be a positive influence for the inclusion of diversity beyond QBE's boundaries.

At QBE, we have a broad view of diversity that includes all the ways that people are visibly and invisibly different, as defined in our [Inclusion of Diversity Policy](#). We know that to realise the benefits of this, we must create an environment where everyone is, and feels that they are, included.

In 2024, QBE won silver at the United Kingdom Insurance Times Awards for Excellence in Diversity and Inclusion, highlighting our strong commitment to belonging and diversity.

Belonging targets

To support a meaningful and global approach to Inclusion of Diversity, our belonging targets focus on fostering an equal sense of belonging across the dimensions of gender, ethnicity, disability status, and LGBTIQ+ identification. These build on our Women in Leadership targets and signal that, at QBE, it is not just about being represented or counted, but also about being included. The targets aim to have minimal variation (<5%) in the 'sense of belonging' Voice survey responses, regardless of how an individual identifies.

Our 2024 results reflected our 2023 results i.e. we met targets for ethnicity and LGBTIQ+ identification, but belonging gaps



remained above the 5% threshold for disability status and gender identity. For gender identity, while there was no gap between men and women, there was a gap for those who identify as non-binary/another gender.

This year, guided by our 2023 results, our belonging initiatives included:

- holding a global gender diversity awareness campaign for Pride Month, supported by a new Gender Diversity Workplace Guide;
- setting globally consistent employee resource standards with the aim of all employees having access to a group or network for each belonging target dimension;
- releasing a new global Neurodiversity Workplace Guide and a five-part 'Not Atypical' podcast series by Australia Pacific's QBE Pride network, featuring leading industry voices and our people sharing insights and lived experience with neurodivergence; and
- launching a People Leader Toolkit in Europe for working with employees living with disability, and a new tech-enabled reasonable adjustment process to reduce or eliminate barriers at work.

We know there is more work to do, and these results will continue to guide our future initiatives.



Focus Area 2

Enable a sustainable and resilient workforce

Gender equality process



In 2023, we achieved our 2025 target of 40% Women in Leadership across QBE early, a result we progressed in 2024 with 40.8% Women in Leadership. QBE also continued to meet our 2025 goal of 40% women on the Group Board, with 44.4% women. In 2022, we pledged support for the industry-led 40:40 Vision, with a goal to meet the principle of 40% women, 40% men and 20% any gender on the Group Executive Committee (GEC) by 2025. We currently have 58.3% women on our GEC.

QBE's continued progress in increasing representation of women in leadership is driven through our innovative Inclusion of Diversity approach, covering the entire employee lifecycle and informed by data analysis and employee listening. Our enterprise approach includes:

- leadership development and succession planning to foster an internal pipeline of female leaders;
- maintaining our focus on increasing flexibility and gender-neutral leave offerings, such as parental leave, that reduces the distinction between primary and secondary carers, contributing to shifting societal expectations regarding gender norms; and
- embedding global Inclusive Recruitment Principles setting out best practice for how we design roles, source candidates, shortlist, interview and make selection decisions that support diverse candidates.

In Australia Pacific, we launched a 'Respect at Work' program, with a particular focus on actions to address sexual harassment, family domestic violence and increasing representation of male carers at QBE.

Furthering our impact, we also engage beyond QBE through committing to pledges like the 40:40 Vision, or GEC members engaging with groups including the Champions of Change Coalition.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

These icons denote integration of the WEPS



+ Refer to [WEPS website](#) for icon descriptors

Pay equity and pay gap

QBE implements equitable remuneration practices, designed to result in equal pay for equal work.

We regularly assess pay equity across our workforce to give us confidence that we have gender pay equity on a like-for-like basis, based on key factors such as role, location, and performance. We recognise that some pay differences remain at an individual level and continue to work to address differences through our ongoing annual salary review processes.

In 2024, as part of our commitment to fostering an inclusive environment that enables gender equality across our workforce, we took a transparent approach, publishing our first [Global gender pay gap report](#). Gender pay gap data is useful for understanding how we are progressing with gender equality overall, and the impact our efforts have in attracting, retaining and advancing women. This measure is calculated without adjustment for factors such as role, level, tenure, or location; it simply compares the median or mean pay for women employed by QBE to that of men employed by QBE. Our analysis shows that, comparing women to men, our gender pay gap is driven primarily by lower proportions of women in leadership positions and in certain higher-paying roles, and higher proportions of women at junior levels. We recognise there is more to do, and that closing the pay gap will require sustained and targeted focus.

Diversity in our supply chain

QBE's [Supplier Code of Responsible Conduct](#) includes our commitment to working with suppliers that reflect the diverse nature of the communities we serve. This includes minority and First Nations businesses, disability and social enterprises, female-owned and/or female-led businesses, our community partners and other not-for-profits. We expect our suppliers to treat their workforce fairly, offer equal opportunities and pay equity, and foster an inclusive culture of respect.

Resilient workforce

A core part of living our purpose of enabling a more resilient future is facilitating a more sustainable and resilient workforce. We provide a range of benefits to our people to support their wellbeing and enable them to grow and build skills.

Learning and development

In 2024, we launched a new learning platform, via our people management system, that provides employees with access to 22,000+ digital learning courses, available at any time. The platform provides our people with personalised recommendations for learning based on their individual skills and interests. In addition, we have curated 'Hot Skills' learning programs designed to help our people build the human-centred skills needed for the future.

This year we held our first global Future Festival, an event designed to support our people to proactively accelerate their development and build future-ready skills. From its 2023 beginnings in our Australia Pacific division, the Festival was scaled as a global initiative, providing the opportunity for all of our people to take part in a month-long series of curated events and activities designed to foster holistic capability-building. Almost 100 global sessions offered a diverse range of opportunities, including keynote presentations from international thought leaders, facilitated workshops, podcasts, digital learning resources, and personalised 1:1 coaching with QBE executives. This initiative is part of our commitment to fostering continuous learning and development.

Engagement

Our employee engagement index (EEI) measures the overall success of QBE's efforts to enhance individual engagement. Derived from our regular employee Voice surveys, our EEI captures factors such as employee enthusiasm, advocacy, and dedication to long-term involvement.

In 2024, we continued to prioritise key indicators of engagement focusing on our people's day-to-day experiences at QBE. Our Workforce Digital Enablement program seeks to ensure QBE is fit for the future by delivering new capabilities, enhancing the overall employee experience, and making it easier for people leaders to plan, grow and develop their teams. The activation of our Employee Value Proposition 'Why QBE?' continues to enhance our understanding



of what employees value most, helping us position QBE as an employer of choice, effectively address challenges in talent attraction and retention, and drive employee engagement and advocacy. Finally, the adoption of new collaboration tools, creates a more engaging, collaborative, and efficient work environment, allowing our people to focus on more meaningful ways of working.

Leadership and development training

In 2024, we continued investing in developing leaders who demonstrate the potential to take on more complex roles through Enterprise Leadership initiatives for the Growth Leaders Forum (GLF) and Enterprise Talent Group (ETG).

The GLF focused on advancing QBE's purpose and ambitions by bringing diverse thinking and experience to key strategic priorities, while the ETG addressed business challenges with innovative solutions. Both groups strengthened their leadership capabilities in navigating complexity, ambiguity, and uncertainty through development programs and peer learning groups, while also expanding their networks across the business.

Our Enterprise Leaders' Network (ELN), comprising our top 350 leaders, played a crucial role in communicating and embedding strategy. The development of our leaders within these groups reinforces our succession pipelines for the future.



Focus Area 2

Enable a sustainable and resilient workforce

Performance

QBE's performance framework centres on what we achieve (goals) and how we achieve it (behaviours demonstrated). Formal goal setting, aligned with our strategic priorities, takes place early in the performance year, with regular check-ins throughout the year to maintain employee focus on performance, career growth, and development. A variety of guides, playlists, and workshops are available to support career progression and skill enhancement.

Our annual 'My Year in Review' process captures this approach, culminating in an overall performance outcome for each employee. This outcome feeds into the 'Annual Merit Review,' which, combined with QBE's financial and

non-financial performance criteria and management discretion, determines an employee's variable remuneration for the year.

QBE's Minimum Corporate Standards outline the expected behaviours for all employees. Failure to meet these may impact incentive entitlements for a performance year. For senior executives, risk management is evaluated using input from the Group Chief Risk Officer. This assessment considers demonstration of both positive and negative risk culture, with consequences ranging from adjustments in performance ratings and incentives to, in some cases, being asked to leave QBE.



Reward

QBE's reward framework aims to provide a globally consistent, but locally competitive, remuneration structure that seeks to attract, retain and motivate high-quality and talented people. The framework seeks to align reward outcomes with the creation of sustained shareholder value, regulatory requirements, and adherence to our [Group Code of Ethics and Conduct](#). It is regularly reviewed for relevance and appropriateness in the context of QBE's purpose, our DNA and our strategic priorities.

In 2024, a component of the executive long-term incentive plan was assigned to measure performance and delivery of the three sustainability Focus Areas, demonstrating our commitment to having a positive impact on our environment and society.

Work, health and safety

QBE maintains robust work, health and safety (WHS) controls across the business, with systems in place to mitigate WHS hazards. The [Group WHS](#) policy governs our standards, overseen by the Group Board.

During 2024, we captured metrics that drove a proactive, preventative, and predictive approach to WHS. This data helped deliver physically and psychologically safer workplaces for our people. Divisional WHS experts convened regularly to share initiatives, trends and best practice, facilitating globally consistent approaches to support our people. In 2024, independent audits helped to mature our safety posture. QBE also achieved Advanced Workplace recognition for our commitment to providing mental health first aid for our workforce.



Benefits

Our global benefits programs are designed to empower our employees to build resilience and thrive, at work and at home. Our programs vary across our divisions according to local needs and preferences, aiming to cater to the diverse requirements of our employees, including workplace flexibility, financial and personal wellbeing, and community volunteering.

Our goal is to enable our employees to lead fulfilling lives while also contributing to the success of QBE.

We continually enhance our offerings. In 2024, these included:

- setting new globally consistent minimum standards for all new parents to access paid parental leave, regardless of gender;
- introducing 'Balanced Beginnings' in North America, an enhanced paid parental leave program offering employees a minimum of 12 weeks' paid leave, available to all parents on a gender-equal basis and inclusive of adoption, birth, fostering and surrogacy;
- increasing our gender-neutral, flexible paid parental leave offering 'Share the Care' from 12 to 18 weeks in Australia and New Zealand, supporting our ambition to remain one of the region's leading [family-friendly](#) workplaces;
- in Australia Pacific, introducing a new online Working Families Hub to help families of all shapes and sizes integrate work and family commitments; and
- launching the 'At My Best' portal in the United Kingdom to bring all our benefits, wellbeing and employee discounts together in one intuitive portal, ahead of a broader roll out across Europe in 2025.

QShare scheme

QShare is our employee share purchase and matching plan. It aims to engage our people as investors and bring the business together, showing our appreciation for their commitment through matching after-tax employee contributions, when they remain with QBE for three years, up to a prescribed limit. In 2024, over 25% of our people, across 21 countries, joined the plan as QBE shareholders.



Accountable and transparent business

QBE seeks to maintain a culture that rewards transparency, integrity, and performance. We believe this promotes the long-term sustainability and ongoing success of our business, is critical to better stakeholder outcomes, and safeguards our people. We are committed to the highest standards of corporate governance, conduct and compliance.

Compliance and conduct

Our Group Code of Ethics and Conduct (Code) sets the professional standards we expect of everyone at QBE. We review our Code annually, so it remains current and effective in a rapidly evolving risk environment. It outlines expected standards of professionalism across the Group, emphasising our commitment to governance and accountability, and to our purpose and vision. QBE employees are required to complete mandatory training annually, including Code training. In 2024, we achieved a result of 99.3 % of all employees completing their mandatory training modules..

Breaches of our Code are taken seriously and are reviewed to determine if, and what, consequences should apply (see 'Consequence management' below).

We believe that managing obligations and non-financial risks is critical to achieving better stakeholder outcomes. We also recognise the importance of managing conduct risk, which we define as the risk that actions (or inactions) by QBE may result in unfair outcomes for customers, or detriment to market integrity. Our Executive Risk Committee, one of the committees within our Group Executive structure, and our Group Board Risk & Capital Committee have oversight of compliance and conduct risks, supported by the Group Chief Compliance Officer and Group Compliance function.

Consequence management

Implemented in June 2023, QBE's Global Consequence Management Policy has now been operational for over a year, applying to all employees Group-wide. The policy sets clear expectations for conduct, outlines the consequence management process, and provides guidance for consistent and appropriate decision-making in determining consequences. It includes a Consequence Matrix that helps employees understand the types of behaviour that may lead to consequences, ranging from informal coaching and development to formal warnings, impacts on remuneration, or termination in cases of serious misconduct. In 2024, we focused on improving our global consequence management processes and reporting to support consistent and fair application, while promoting greater transparency and accountability.



Whistleblowing

The [Group Whistleblowing Policy](#) encourages and supports the raising of concerns about actual or suspected wrongdoing within QBE's workplace or business. The policy is available on internal systems, and through our public website, and QBE provides whistleblowing training and ongoing communications to employees. QBE will not tolerate actual or threatened detrimental treatment, including retaliation, against anyone who has, or intends to, raise a concern.

All QBE employees, officers and directors can report relevant concerns through various channels, including our [Ethics Hotline](#) (see below). Depending on location, this may extend to third parties, such as contractors, contingent workers, brokers, suppliers, relatives of employees, former employees, and similar individuals. Reporting channels will depend on the nature of the concern and location and can include reporting concerns to a manager or the Compliance, Legal, or People teams. Concerns can be reported confidentially and anonymously, although the criteria for legal whistleblowing protections are jurisdiction dependent.

Our Ethics Hotline is available via phone or website at any time. This is a specialist third-party reporting service available in most QBE locations, supporting numerous languages. Any concerns raised will be reviewed and assessed, with the most appropriate response determined. Where applicable,

concerns will be investigated in accordance with the requirements of the relevant whistleblowing protections, policy, and associated documents. Investigations will be conducted in an independent, unbiased, and timely manner. To the extent possible, reports will be kept confidential, and those who report will be kept updated. Where reports are substantiated, QBE will take appropriate action and document outcomes. Where employee misconduct is substantiated, the Consequence Management Policy will apply.

Responsibilities for whistleblowing are outlined at the Board level and cascaded down to relevant functions, teams, and individuals. Group Compliance provides regular updates, including a dashboard, to the Group Board Risk & Capital Committee. Matters are escalated as needed, including to our Group Whistleblowing Committee. This is supported by local and divisional reporting and processes.



Focus Area 3

\$2.3B

Market value of
Premiums4Good
Investments

Target of \$2B by 2025

135

Securities invested
by QBE as part of
Premiums4Good

16.9%

Increase in Corporate
community investment¹
by QBE Foundation



Partner for growth through **innovative, sustainable and impactful solutions**

In a changing world, QBE seeks opportunities to partner with customers, suppliers, and other stakeholders to address the risks and challenges that businesses and communities face. From growing cyberthreats to a changing climate, this chapter describes some of the approaches we have taken in partnership with others.

We aim to influence and advocate for sustainable policies and positions through our industry memberships and participation in working groups, as we recognise that our most pressing sustainability challenges require action from multiple actors, including government, regulators, the broader financial services sector and other stakeholders in our communities. In 2024, we launched our new [Supplier Code of Responsible Conduct](#) (Supplier Code) as we seek to work with suppliers with high standards of governance, social and environmental responsibility. Our engagement on the Supplier Code with strategic suppliers continues.

Through our [QBE Foundation](#) partners, we fund projects that support communities in building resilience and adaptation to climate-related weather events, helping to improve disaster preparedness in high-risk areas as part of an orderly transition to a net-zero economy. In addition, our [Premiums4Good](#) initiative continues to support programs that address social and environmental needs, often within vulnerable groups.

Our [QBE Ventures](#) arm continues to identify digital platforms and leverage Artificial Intelligence (AI) to address the growing need for solutions to streamline operations and enhance the customer experience. Other investments include solutions to manage the financial impacts of weather events or to respond to the aftermath of natural disasters.

¹ Refer to the data book for the definition of Corporate community investment.

Natural disaster resilience

As an insurer and reinsurer, QBE plays a critical role in assisting customers and communities to recover from natural disasters, which can cause extensive property and other damage. As well as being part of the response to these events, we support initiatives to develop resilience to, and recovery from, disasters.

In 2024, the Australian Federal Parliament's House of Representatives Standing Committee on Economics delivered a report on its inquiry into the insurance sector's response to the major flooding events in Australia in 2022. The report reflects on the impacts from these events, in which multiple people lost their lives and many communities were disrupted, underscoring the human cost (financial, physical, emotional) of natural disasters. It makes 86 recommendations for the Australian Government, the [Insurance Council of Australia](#) (ICA), insurers, and others, to consider and respond to, including measures to mitigate and build resilience to natural disasters. QBE continues to work with the ICA, all levels of government, and other industry and regulatory bodies to further enhance our severe weather response, while considering the detailed recommendations and actions we can take as part of the broader insurance sector.

The insurance sector can play a key part in helping communities increase their resilience to natural disasters

through leveraging its expertise, sharing resources and imparting insights and knowledge. QBE participates in a number of initiatives including through the QBE Foundation to promote training and awareness of disaster resilience, and through funding community resilience projects.

We also advocate for improvements to community resilience through the [Hazards Insurance Partnership](#) (HIP) between the Australian Government and the insurance sector. Managed by the National Emergency Management Agency, the HIP aims to address insurance affordability and availability issues to reduce natural hazard risk for communities, and improve Australia's resilience to, and preparedness against, natural hazards.

In 2024, we were active in the ICA's Climate Change & Resilience Committee and its Net Zero Working Group, advocating for more government action on topics including improved land use planning, building codes and investment in community resilience to reduce risk.



Community Ready

Since 2019, QBE, Red Cross and Save the Children have worked together to help communities around the world build their resilience by improving their capacity to prepare for, and respond to, disasters, and to help people recover. In 2024, we celebrated the first five years of this global partnership. The partnership, newly named 'Community Ready,' has been activated in 22 countries, responded to 19 major disasters, and been there to support 497,310 people and 44,335 families/households. We have delivered 29 preparedness programs, including supporting Save the Children's Solomon Islands - Community Climate Resilience Initiative, which secured \$31.8 million in funding from the Green Climate Fund.

Focus Area 3

Partner for growth through innovative, sustainable and impactful solutions

QBE Foundation

The [QBE Foundation](#) partners with community organisations, focusing on climate resilience and inclusion, two areas we believe we can have the greatest impact. Investing in communities globally, our QBE Foundation operates across our divisions. Each division works through community partnerships, grants and strategic investments, and employee engagement opportunities.

Innovation

QBE Foundation's Australia Pacific division partners with [Humanitech](#) to support innovative tech start-ups as they look to scale-up to tackle social and humanitarian problems and enter new humanitarian markets. Start-ups assisted include:

- [AirSeed Technologies](#), a fast-growing restoration and regeneration business providing Australian-engineered seed planting drones equipped with machine learning capabilities and unique 'seed pod' biotechnology.
- [Kara Technologies](#), which creates digital human avatars that provide sign language translations of emergency messaging for members of the Deaf community, using motion capture and AI technologies.
- [ClimaSens](#), a climate intelligence start-up specialising in real-time decision support tools for urban heat adaptation and climate resilience.

In 2024, QBE Foundation in North America provided a philanthropic grant to support Grameen America, a non-profit microfinance organisation dedicated to helping low-income and minority women entrepreneurs, who would not otherwise have access to capital, build businesses with access to affordable microloans. In 2024, QBE Foundation announced its first seed capital grant of A\$500,000 to First Australians Capital, a Supply Nation-certified, Indigenous-led organisation focused on boosting investment readiness and designing capital solutions for Indigenous businesses to thrive. In North America, we also announced the QBE Possibilities Fund, an innovative initiative dedicated to supporting and fostering collaborative early-stage climate solutions that are seeking to contribute to a more resilient and sustainable future.

QBE AcceliCITY Resilience Challenge

Each year, we partner with Leading Cities on the QBE AcceliCITY Resilience Challenge, a global competition seeking entrepreneurs whose ventures drive resiliency in cities. In 2024, more than 740 entrepreneurs from 70 countries pitched for the Challenge, including 97 for our new PropTech Track, and 128 for our new Humanitarian Track, both launched this year.

QBE Foundation partnered with Australian Red Cross Humanitech and Leading Cities to find and accelerate innovative technologies that address the humanitarian impacts of climate change through QBE AcceliCITY Resilience Challenge's new Humanitarian Track. The aim is to advance entrepreneurs to co-create solutions that enable communities to adapt to climate-related impacts. These solutions seek to scale the reach and impact of Australian Red Cross' community resilience programs.

This year, Gravity Water won the Challenge's grand prize of \$100,000. Gravity Water turns rain into safe drinking water and provides sustainable water access for schools in need, using innovative rainwater harvesting and treatment technologies. The People's Choice Event saw our employees vote and award two additional \$25,000 prizes to Reef Arches and a second grant to Gravity Water.

In 2024, QBE was ranked 14th in the [GoodCompany Awards](#), that recognise the top 40 companies in Australia that exemplify giving back via donating, volunteering, fundraising, charity gift cards, and other pro-social behaviours.

"We're grateful for QBE's support and collaborative approach it brings to this unique and innovative partnership to drive scalable, impactful solutions for sustainability, resilience, and climate adaptation for vulnerable communities."

Katy Southall

Head of Humanitech, Australian Red Cross

Courtesy of Timothy Arch, Arch Creative 2024. Image depicts Australian Red Cross Humanitech Summit celebrating the winner implementing a local community pilot in Dargo, Victoria, Australia.



Equity, poverty and financial inclusion

We continue to explore ways in which we can support our customers experiencing financial hardship and vulnerability, especially during times of need.

Our approach to financial inclusion

In 2024, QBE joined the Respect & Protect campaign to combat financial abuse. Alongside our Family and Domestic Violence Customer Support Policy, we have updated our Australian Direct Consumer home policy wording for policies effective from 11 November 2024, as well as our Farm Package policy, which includes Farm Home for both our Elders and Broker channels effective from 1 December 2024. These policies now expressly state that QBE does not condone the misuse of our insurance products for financial abuse.

Throughout 2024, QBE Australia has progressed work on the second iteration of our Financial Inclusion Action Plan, which outlines 25 initiatives aimed at improving financial inclusion, resilience and wellbeing for our employees, customers, communities, partners and suppliers. Work undertaken for this program includes further embedment of our Catastrophe Management Plan to provide support and relief for customers experiencing financial hardship during times of disaster. Additionally, we completed a review of our financial hardship process to understand how we can simplify and improve the customer experience for those in difficult circumstances.

QGiving

The QGiving program was launched globally in April 2023 to create a globally consistent program that allows employees to give their way, through personal contributions, fundraising and/or volunteering, with donations for eligible causes automatically matched by QBE Foundation. By volunteering, employees can also earn rewards to donate to eligible causes. They can also sign up for missions to learn about how they can take action to help with these causes.

In the 2024 calendar year, we have seen:

- \$446,831 of employee donations.
- \$539,982 matched by QBE Foundation.
- \$301,936 in QGiving Rewards.
- 2,652 causes supported through giving.
- 1,187 employees volunteered 8,080 hours.

In 2024, QBE won the Australian Workplace Giving Program of the Year Award, recognising the culture of generosity and kindness of our people.

Reconciliation Action Plan

As an international business with Australian headquarters, our commitment to reconciliation remains an ongoing priority. Our focus is on maintaining meaningful relationships and sustainable opportunities with Aboriginal and Torres Strait Islander peoples, communities and organisations and driving change within our sphere of influence.

Progress in 2024 includes:

- ongoing investment in education and awareness in a culturally respectful way.
- external advocacy and driving industry change through participation in the Insurance Council of Australia First Nations Working Group.
- contributing to self-determination and financial empowerment of First Nations communities and charities including the Indigenous Literacy Foundation, in collaboration with the QBE Foundation (Australia Pacific).
- strengthening investment in supplier diversity opportunities across the business.
- sustained investment in employment pathways through Career Trackers.



Responsible products and services

Our Group Underwriting Committee oversees the embedding of QBE's Group Underwriting Standards across our business. Our 2024 review included refinements to product governance controls. We strive to conduct business that emphasises sustainability and ethical practices, supported by our Group Code of Ethics and Conduct (Code), which sets professional standards for all QBE employees.

Our approach to product and service development and management

Our product development approach aims to design and distribute products that are customer-focused for our target market(s), while complying with external regulations. QBE's Code is integral across our insurance value chain – from marketing and secure customer data management, to claims handling and complaint resolution.

Our approach to product and service management aims to:

- minimise potential for misselling;
- boost customer and market confidence;
- reduce complaints;
- comply with internal and external standards; and
- utilise responsible technology and partnerships to support customers.

Strategic solutions and partnerships to responsibly support customers

In 2024, QBE continued to responsibly use technology to assess delivery of data-driven, efficient solutions. Geospatial technology and AI supports QBE with faster, more accurate claims responses, particularly aiding customers after natural disasters. Traditional post-disaster assessments are often delayed by obstacles such as restricted site access due to flooding, but our use of technology, with advanced spatial

data, machine learning, and computer vision, has helped improve response management.

Additionally, QBE's new Cyber Underwriting Assistant, supports underwriting decisions, enhancing productivity and response times. As AI is adopted and advances, it continues to transform the insurance sector, strengthening QBE's effectiveness in this evolving landscape.

In 2024, QBE developed a Group AI Governance Policy and Standard that outlines QBE's principles for the responsible use of AI and working-level instructions to enable compliance with the Policy. The Policy came into effect from 1 January 2025.

Insuring the transition

Governments and insurers both play an important role in supporting the transition to a net-zero economy. QBE continues to evolve its energy portfolio, supporting existing and new customers to decarbonise, and in 2024, agreed to support construction of two high-profile carbon infrastructure projects in the United Kingdom. The HyNet project, covering the northwest of England and North Wales, will remove carbon dioxide emissions directly from energy-intensive industries, utilising depleted gas fields under Liverpool Bay for storage, and the Northern Endurance Partnership will provide the infrastructure needed to transport and store CO₂ emissions from the Teesside and Humber regions into geological storage in the North Sea.

Cyber resilience solutions

QBE leverages emerging technology to help our customers become more cyber resilient. QBE has been working with start-ups to pilot innovative and relevant solutions that upskill cyber awareness, capabilities and tooling. One example is QCyberPrepare, delivered in partnership with start-up Cygnvs. QCyberPrepare equips customers with an online saferoom for cyber incidents that can be used to practice managing communications, separate to a compromised network. A second example is partnering with iluminr, leveraging its digital microsimulation approach to help organisations translate cyber risks into operational impact, with reporting for boards and non-technical executives to improve an organisation's cyber response readiness.

Premiums4Good

Premiums4Good is our industry-first initiative where we allocate a portion of our customer premiums to impact investments that aim to create positive environmental and/or social outcomes.

As a responsible investor, we believe that we can deliver attractive risk-adjusted returns, while also helping to create positive change. We invest in 11 impact areas that help address some of the world's most pressing environmental and social needs, aligned with the United Nations Sustainable Development Goals. Investments are made across various asset classes, including green, social and sustainability bonds, social impact bonds, and impact investment funds.

This year, we made changes to how we allocate customer premiums to impact investments. We increased the fixed percentage of premiums allocated to Premiums4Good from 5% to 7.5%. At the same time, we removed the customer option to opt in 100% of their premiums. The increase in the fixed percentage allocation of premiums matches the contributions made by customers who previously elected to opt in. This change should enable us to grow the size of our impact investments in proportion with our overall premium growth, while simplifying Premiums4Good for our customers, and for QBE.

QBE's Impact and Responsible Investments approach guides our investment decision-making processes. Our aim is to scale our impact investments with integrity, through credible impact governance and investments selection. Investment eligibility assessments are made through an internal framework and confirmed by our Classification of Social and Environmental Investments Committee. This year, we enhanced the governance of the committee by shifting from a balanced 50/50 split of independent and QBE representation, to a majority of independent members with only one QBE representative.

Arc Social Impact Bond

Social Ventures Australia's Arc Social Impact Bond (SIB) funds the Arc Program which aims to break the cycle of homelessness and reoffending. It is anticipated that up to 387 individuals (of which approximately 10% will be women) will be enrolled in the Arc Program over 3.25 years across metropolitan and regional Victoria.

Delivered by criminal justice reintegration service provider Vacro, the Arc Program will provide a three-month pre-release and two-year post-release program, grounded in a 'Housing First' approach. The Arc Program partners with community housing providers to give each participant immediate access to stable housing upon their release.

Through Premiums4Good, QBE invested in SIB, which is expected to generate a financial return while providing the base from which people experiencing disadvantage leaving prison can create a new narrative arc for their life, a new sense of self, and move away from patterns of offending.



Sustainable and responsible policies, positions and advocacy

QBE's purpose is enabling a more resilient future, and we believe that our positions, commitments and messaging support this. Through our memberships, collaborations and advocacy, we support responsible policies and legislation that address current and emerging challenges that businesses and communities face.

QBE continues to support and advocate for responsible positions and various sustainability-related initiatives that allow us to engage with stakeholders on sustainability issues. Our [memberships](#) include the [UN Environment Programme Finance Initiative's Principles for Sustainable Insurance](#), [UN-supported Principles for Responsible Investment](#), [Investor Group on Climate Change](#), and [Responsible Investment Association Australasia](#). This highlights our commitment to taking a responsible approach to underwriting and investment. In addition, we advocate for responsible action through our ClimateWise membership, which helps insurers and the wider financial sector proactively respond to the risks and opportunities posed by climate change. We also advocate for inclusion and diversity through memberships such as HESTA's 40:40 Vision, Champions of Change Coalition and Women's Empowerment Principles.

QBE is a member of the Sustainable Markets Initiative's (SMI) Insurance Task Force. The SMI was launched by His Majesty King Charles III in 2020 at the World Economic Forum's Annual Meeting in Davos. The Insurance Task Force, chaired by Lloyd's of London, was launched in 2021 to support the creation of a sustainable future for nature, people and planet.

QBE is committed to making a positive contribution to public debate on issues affecting the insurance sector in Australia. Our Australian business engages with state and federal governments and other stakeholders (including industry bodies) in a responsible, open and transparent manner. Our engagement is focused on contributing to the development of public policy with the aim of achieving balanced policy and regulatory outcomes for all stakeholders – our shareholders, customers, the community and governments.

QBE Ventures

We recognise the importance of looking externally and working with early-stage technology companies that can help us accelerate the delivery of QBE's strategic priorities, including portfolio optimisation, modernisation and growth. [QBE Ventures](#) is the insurtech-focused investment and development arm of QBE, taking a multipronged approach to corporate venturing. This means that we not only invest, but also build alongside, technology companies with the objective of creating long-term strategic value.

In 2024, QBE Ventures invested in emerging start-ups focused on Generative AI, climate and weather-linked solutions, and next-generation cyber insurance. Highlights included QBE Ventures investing in, and working with, Lazarus AI, a multi-step Generative AI start-up enabling QBE to explore longer-term AI use cases along the underwriting and claims value chain. We also welcomed Arbol, an award-winning climate risk management

platform providing customised financial products to mitigate the financial impact of volatile weather. We invested in, and deepened our partnership with, cyber managing general agent, Converge, enabling QBE to strengthen its small-and-medium enterprise cyber proposition. In addition to these investments, QBE Ventures has continued to deepen its strategic relationships with its existing portfolio companies, with several contributing to QBE's sustainability priorities. Notably, the launch of a new resilience-focused cyber proposition powered by QBE Ventures portfolio company, Cygnvs, as well as scaling of geospatial solutions for improved natural catastrophe responsiveness.

The ongoing exploration, development and application of insurtech is essential to the development and evolution of the insurance sector – and we look forward to the possibilities it holds.



Sustainable procurement

In 2024, QBE published our Supplier Code of Responsible Conduct (Supplier Code), which sets out QBE's responsible conduct expectations: the key environmental, social, and governance principles that we expect our suppliers to uphold when doing business with us.

QBE's preference is to engage suppliers who act in a manner that is consistent with our Supplier Code, supporting our commitment to operate in a responsible, sustainable way. We seek to incorporate our Supplier Code into relevant sourcing processes and contracts. As part of embedding this commitment, we are working towards having at least 90% of newly contracted or re-contracted strategic suppliers pledge adherence to the Supplier Code by 2025. We will continue to track progress, engage stakeholders, and address any risks or opportunities that arise as we implement the Supplier Code.

Sustainable sourcing

In 2024, we continued to integrate sustainability across our procurement practices. In the United Kingdom, we considered sustainability as part of the request for tender process for Indirect procurement, the purchase of goods or services that support business functions. Seeking information on environmental, social and governance topics from our suppliers, these criteria formed a component of our supplier assessment process.

Our Group Technology services team has also taken steps to support our sustainability strategy by embedding sustainability impact assessments into Change Portfolio decision-making in 2024. A review was undertaken to identify opportunities across each of our Focus Areas and how the team can contribute and align to priority initiatives, including exploring options to address and measure these opportunities.

Supplier engagement

In 2024, we progressed our commitment to engaging our strategic suppliers across our global supply chain. Strategic suppliers are selected based on QBE's annual spend and importance to QBE's operations. An engagement survey was developed to support us in gaining insights on climate risks and opportunities, measuring and reducing emissions, and to further understand our Scope 3 emissions. The survey was distributed to QBE's global strategic suppliers to gather information on their emissions reduction progress.

In Australia Pacific and Europe, we also held sessions with our Indirect and Claims strategic suppliers. The purpose for the sessions was to connect and share updates on net zero and sustainability progress. Suppliers we engaged with are increasingly prioritising net zero and sustainability within their businesses. However, some face challenges in emissions calculations due to costs, enterprise scale, complexity, and available information.

Diversity in our supply chain

In 2024, Australia Pacific continued to work with Aboriginal and Torres Strait Islander businesses certified through Supply Nation. Since 2023, we have increased our spend with verified Indigenous suppliers while maintaining strong relationships with select partners. This approach reinforces QBE's intention to foster meaningful connections that support Indigenous economic growth and community development.



Responsible technology and data

We take a responsible approach to data and technology, seeking to secure and protect our proprietary, employee and customer data while equipping our people with the necessary technology for their roles, and the skills to future-proof their careers.

Privacy

We are committed to respecting and preserving the privacy of our customers, employees, and other stakeholders, protecting their personal data from misuse, loss or unauthorised disclosure, and adhering to privacy laws wherever we operate. QBE maintains a [Global Privacy Policy](#), which defines the core principles and sets out our minimum requirements for compliance with applicable privacy laws globally.

QBE has a Global Privacy Council (GPC), to ensure a consistent, business-wide approach to our privacy program where possible, chaired by the Group Privacy Officer. Its membership includes local divisional Privacy Officers (or equivalent), Legal, IT and Risk teams. The GPC is an advisory and information-sharing forum that considers global matters with potential for, or actual, privacy implications.

All QBE employees receive annual privacy and security training, as we consider it vital that they understand their roles and responsibilities when it comes to privacy. Further, QBE undertakes Privacy Impact Assessments

(locally or globally) to assess privacy risks of activities involving use of personal data.

We maintain a Group Personal Data Breach Standard, that was reviewed in 2024, outlining the necessary steps for responding to actual, or potential, Group-wide personal data breaches (in addition to locally maintained standards). For greater transparency with our customers, our Group Privacy Policy is available on our [website](#) along with QBE's divisional and specialised businesses having specific privacy notices on their dedicated websites.

We consider and address the ethical considerations around the personal data we handle, such as through the QBE Australia Pacific Data Ethics Advisory Panel. In 2024, QBE introduced its AI Governance Policy and Standard along with mandatory training for all employees, to commit to responsible use of AI. This includes privacy and ethical considerations and introduces a Group Responsible Use of AI Council.

Innovation and technology

Technology is central to our business; our customers and our people depend on it to access our products and services. QBE maintains Technology teams (aligned to our divisions) who are responsible for the technology assets of the local business. They are supported by shared services functions providing business-wide capabilities such as service management, security services, networks, infrastructure support and workplace technologies. We use trusted third parties to provide a range of application development and management services and leverage our Third-Party Risk Management Framework and related policies, such as our Group Material Outsourcing Policy, to govern these arrangements.

QBE's Technology teams operate in accordance with our IT Risk Management Framework and Minimum Control Standards, which include expectations for ongoing disaster recovery and security testing. Adherence to control standards is tested annually through the Risk and Control Self-Assessment process to identify areas requiring improvement, which is enhanced by independent controls

assurance to provide a further layer of active controls validation. In 2024, we piloted a quarterly attestation process to capture controls validation at the application level. Key Risk Indicators and Service Level Agreements are monitored monthly across both external partners and internal teams seek to ensure effective delivery of activities within our risk appetite and against stakeholder expectations. Our Business Continuity Management Policy seeks to ensure a consistent approach to business continuity management across our global operations.

In 2024, QBE continued execution of the Group Data Strategy and leveraged Generative AI to enhance our capabilities, balancing careful experimentation with robust governance to navigate these challenges responsibly. QBE recognises data literacy is not just for data specialists, it is a valuable skill set that enhances our expertise, supporting us to be a consistent and innovative risk partner for our customers. In 2024, QBE invested in data education and awareness for all employees, including directors and senior leaders.

Cybersecurity

QBE's approach to cybersecurity is guided by our Cybersecurity Framework, which is aligned to the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) Cybersecurity Framework. Our framework seeks to help us continually improve our cyber risk identification, prevention, detection, response, and recovery capabilities. It sets out our operating model, security policies and standards, cyber risk culture, metrics and reporting, and risk identification and management processes.

QBE employs a defence-in-depth approach to security coupled with proactive and reactive security controls to protect our environment. This includes threat intelligence, monitoring, vulnerability management and incident response. Our Global Security Operations Centre performs containment activities when malicious activity is detected. We have robust business recovery plans in place that are tested annually. QBE believes that cybersecurity is everyone's responsibility; demonstrated through our multichannel global awareness program.

QBE has a rolling, three-year Cybersecurity Strategy designed to improve the security and resilience of QBE technology and business services against cyberthreats or disruption, with the next iteration due for launch in early 2025. The current strategy's key drivers are technology modernisation, the evolving threat landscape (including criminal activity and techniques), internal and external risk assessments, and changes in the regulatory environment.

QBE's Cybersecurity Strategy is overseen by QBE's Group Board. Division-specific activities are also reported to divisional Executive Management teams and Boards. QBE also conducts internal and external assessments

on security control effectiveness to assist us in prioritising investment and areas of focus. QBE has a comprehensive cybersecurity capability, including security architecture and design, data security, cyber engineering, governance and assurance, identity and access management, and cyber safety awareness. These capabilities are delivered via a central, global function that enables strategic direction for, and common security goals with, our people, partners and regulators. Activity is delivered via subject matter experts, aligned to divisions, who tailor solutions to meet local business requirements and regulations.

QBE's cybersecurity risk and compliance activities are aligned with the QBE Group Risk and Compliance Frameworks, which seek to ensure that cyber risks are consistently assessed, monitored and managed in line with wider business risks and compliance obligations.

QBE remains committed to advancing our cybersecurity capabilities and ensuring the security and resilience of our business operations and data. In 2024, we have seen numerous incidents that highlight the critical importance of strong third-party management. These types of incidents underscore the necessity for robust and resilient cybersecurity measures, not just internally, but also for our external vendors and partners.

Ransomware is a prevalent threat to organisations worldwide, and resilience and prevention remain key priorities for QBE. In response, QBE has dedicated programs focused on ransomware business resiliency. We prioritise application recoverability for core business processes across all technology dependencies. Internal and external assessments are regularly conducted to test controls.

Data loss prevention

QBE has dedicated programs focused on data loss prevention. These include reinforcing our data security culture, in which all employees and business units understand their role in data security. In 2024, QBE continued advancements in improving QBE's data security posture through the implementation and use of data sensitivity labels, empowering all users to classify their documents and emails before saving or sending, enabling us to identify, classify, and protect our information.

These advancements help protect our most valuable information assets, enable secure collaboration, and allow greater control over data. This was enhanced by reinforcing our data security culture through extensive user feedback, training sessions, workshops and user guides to underscore that information protection is a team effort, and a shared responsibility, at QBE.



Scorecard

2023-25

Sustainability Scorecard

Our three-year Sustainability Scorecard lists our sustainability commitments to the end of 2025. Further detail on our progress can be found in our data book.

Focus Area 1 - Foster an orderly and inclusive transition to a net-zero economy.

INITIATIVE/TARGET	PROGRESS
Set interim targets for our underwriting portfolio ¹ . Formal engagement with priority commercial customers.	On track
Target an increase in our Climate Solutions investments to 5% of the total investment portfolio by 2025.	Achieved
Target a 25% reduction in the Scope 1 and 2 carbon intensity of our developed market equity portfolio by 2025 (relative to a 2019 baseline).	Achieved
Maintain a low carbon risk ² rating in the Scope 1 and 2 weighted average carbon intensity of our investment grade corporate credit portfolio.	Achieved
Engage at least annually with the top 20 highest emitters in our investment grade corporate credit portfolio and with all of our external investment managers.	Achieved
Use 100% renewable electricity for our operations by 2025.	Achieved
Reduce Scope 1 and 2 carbon emissions by 30% by 2025 (1.5 trajectory aligned science-based target).	Achieved
Reduce energy use by 25% by 2025 (from 2019 levels).	Achieved
Maintain carbon neutrality on defined inventory related to our global operations.	Achieved
Reach net zero for QBE's operational emissions by 2030, expanding our commitment on operational Scope 1 and 2 to include a defined inventory of Scope 3 emissions relevant to our operations.	On track
Commence formal engagement on net-zero progress with strategic suppliers in our global supply chain in 2023, with the goal of setting our own targets by 2025.	On track

¹ Updated in June 2023 following QBE's resignation from the Net-Zero Insurance Alliance in May 2023.

² Carbon risk rating measures exposure to carbon intensive companies. MSCI Carbon Risk is categorised as Very Low (0 to <15), Low (15 to <70), Moderate (70 to <250), High (250 to <525) and Very High (>=525).

Key for progress symbols:  Achieved  On track  Behind  Refreshed  New

Focus Area 2 - Enable a sustainable and resilient workforce.

INITIATIVE/TARGET	PROGRESS
Progress the initiatives and priorities in our Culture Blueprint for Change to drive QBE towards the target culture.	↔
Maintain 40% of women in leadership and maintain 40% women on Group Board by 2025.	✓
Continue to focus on equality and inclusion of diversity, including maintaining targets for equal belonging for gender, ethnicity, disability and LGBTIQ+.	↔
Measure the integration of sustainability into our business through growth in the sustainability capability of our business, engaging employees and through relevant sustainability-related metrics in executive variable remuneration by 2025.	↔
Increase trust and transparency through disclosing our Group Code of Ethics and Conduct Standards applicable to all employees, performance in relation to Material Topics and policies, including mandatory training completion and consequence management.	↔

Focus Area 3 - Partner for growth through innovative, sustainable and impactful solutions.

INITIATIVE/TARGET	PROGRESS
Explore and target partnership opportunities to enhance re/insuring the transition and sustainable growth.	↔
Ensure QBE's collaboration with external stakeholders is driving consistent advocacy and progress towards our sustainability commitments.	↔
Achieve our ambition to grow our total impact investments to US\$2 billion by 2025.	↔
By 2025, obtain acknowledgement from 90% or more of all newly contracted or re-contracted strategic suppliers that they will adhere to QBE's Supplier Code of Responsible Conduct or their own equivalent code of conduct.	↔
Grow QBE Foundation strategic partnerships and initiatives globally, aligned to the Foundation's vision of creating strong, resilient, and inclusive communities and social impact objectives.	↔

Key for progress symbols: ✓ Achieved ↔ On track ↔ Behind ↻ Refreshed + New





Enabling a more resilient future

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