

Remuneration Report

This Remuneration Report applies to Avant Mutual Group Limited and its subsidiaries (including Avant Insurance Limited and The Doctors' Health Fund Pty Limited) (Avant) for the financial year ended 30 June 2026 (FY26) and provides an overview of Avant's remuneration policy, framework, practices and governance.

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Letter from the Chair of the Group Remuneration Committee

On behalf of the Group Remuneration Committee and the Board, as incoming Committee Chair I am delighted to present Avant's third Remuneration Report, covering the 2026 financial year. It explains how we think about remuneration at Avant and how it helps Avant deliver value for our members.

Avant is a member-owned organisation whose focus is on delivering value to our members by providing high-quality, affordable products for doctors, as well as solutions for medical practices.

It is critical that our remuneration practices align with and support our strategic intent. To do this effectively, it is important that we can attract, motivate and retain high-performing talent within management teams, and boards, from the various industries we operate in.

We achieve this in a number of ways, including our purpose-driven workplace culture, market competitive remuneration, and by creating a diverse and inclusive environment to deliver an effective employee value proposition.

Remuneration framework

Our remuneration framework encompasses both fixed and variable remuneration using a balanced scorecard with both financial and non-financial performance measures.

The framework continues to be anchored by core principles supporting our strategic intent that:

- align to our purpose, strategy, and member outcomes
- promote accountability and effective risk management
- attract and retain our talent
- simple, competitive and equitable
- drive sustainable high-performance.

We continue to ensure our approach to remuneration remains contemporary by responding to our changing strategic context and ensuring it supports our transformation program.

Strategic context and remuneration philosophy

As part of the OneAvant transformation, we have moved to a more unified approach with a consistent group scorecard centred around delivering member outcomes throughout their professional and personal lifecycles.

As the business strategy continues to evolve, enhancements have been applied to the remuneration framework to support this approach. Avant has developed a job architecture and performance framework with salary bands established by job family and benchmarked against external market data. Implementation of these enhancements will continue to support our strategic objectives and prudential requirements.

Supporting our people strategy

The remuneration framework plays a critical role in enabling our people strategy, which focuses on inspiring our people by investing in their development and providing a great place to work. Built around four strategic pillars, the strategy recognises that our success is underpinned by a united, progressive and motivated workforce.

Our approach extends beyond remuneration and we provide development opportunities through further investments in learning and development to build future-critical skills and support career progression.

Our flexible work environment maintains our hybrid model requiring 50% office attendance, supporting work-life balance and employee wellbeing.

A key pillar of our people strategy is diversity and inclusion. With 60% female workforce and 48% female senior leadership representation, we continue to target opportunities to further an inclusive environment for all employees to perform at their best.

The Board remained focused on enhancing its own gender diversity, increasing female representation during the year from 25% to 33%.



Victoria Weekes

Chair of the Group Remuneration Committee

Performance and outcomes

FY26 delivered an overall sound result, despite challenging claims experience which was offset by strong investment performance. The result reflected disciplined financial management and effective risk management enabling continued stability in our product pricing and a strong member value proposition. Financial and non-financial measures reflected the stage of our transformation journey, demonstrating our focus on long-term sustainable member value through investment in key change initiatives.

Member satisfaction and engagement remained strong and was reflected in our member loyalty and increased market share. We progressed our transformation initiatives and delivered key programs such as our new medical indemnity policy and billing administration system.

Risk management capabilities were strengthened through enhancements to frameworks and processes, and these areas will remain a critical area of focus in the coming year. While employee engagement decreased from 69% to 65%, during this period of significant change, our purpose remains strong with 80% of our people proud to work at Avant.

Performance across these balanced scorecard measures were reflected in the variable remuneration outcomes for our executive team.

Regulatory compliance and governance

We continue to operate within the robust regulatory environment of APRA's Prudential Standard for Remuneration (CPS 511) and the Financial Accountability Regime. These requirements apply across both Avant Insurance Limited and The Doctors' Health Fund Pty Limited.

Our Consequence Management Policy ensures appropriate accountability for conduct and risk outcomes across all levels of the organisation and operated effectively in FY26. Risk performance and outcomes form part of our balanced scorecard and outcomes were taken into account in determining FY26 variable remuneration for our executives. Malus and clawback provisions are embedded across variable remuneration for all specified roles, providing mechanisms to adjust rewards based on risk and conduct outcomes. No malus or clawback provisions were invoked in FY26. Enhanced governance processes ensure robust oversight and independent review of all remuneration decisions and outcomes and have been reviewed and updated over the reporting period.

Looking ahead to FY27

As we enter FY27, we anticipate further evolution of our remuneration approach to support our One Avant strategy and our people strategy. The Committee is committed to ensure our framework drives behaviours and outcomes that best serve our members and enhance long term sustainable value.

I want to thank my fellow Committee members for their diligent oversight during FY26, and our management team for their commitment to high standards of remuneration governance that supports our strategic transformation.

Victoria Weekes

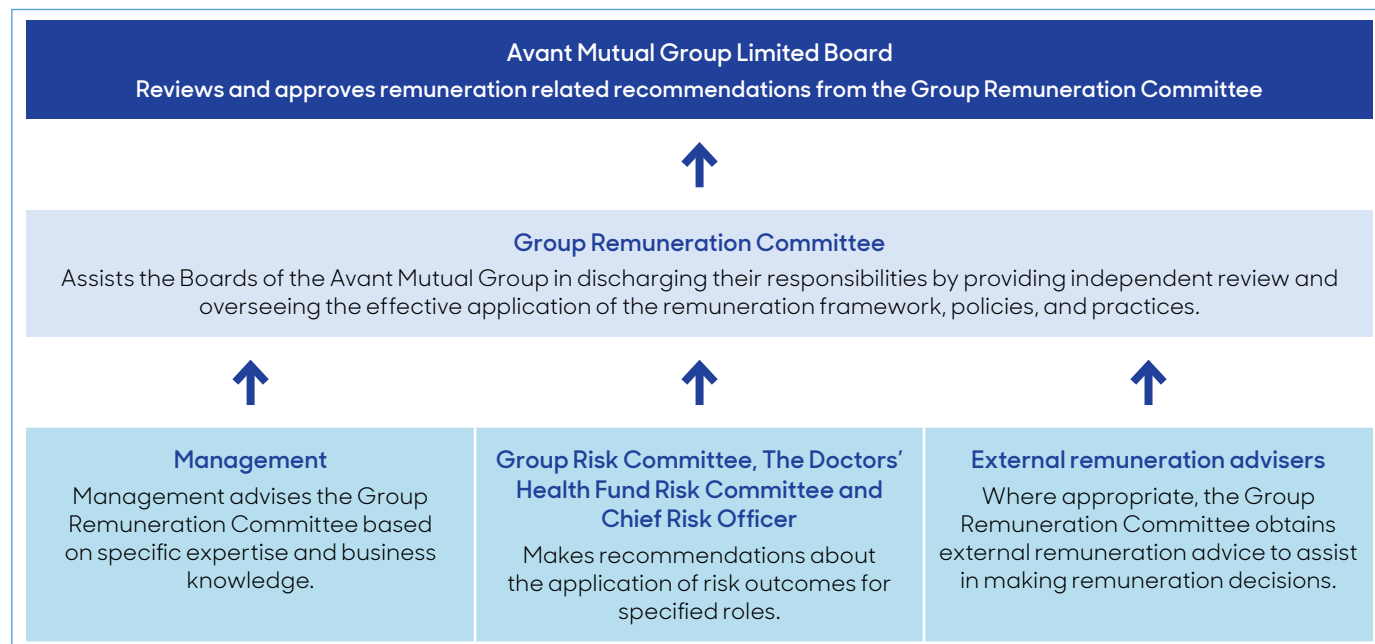
Victoria Weekes

Chair of the Group Remuneration Committee

1. Remuneration at Avant

Avant's remuneration policy establishes the framework for implementation, assessment and maintenance of Avant's remuneration strategy and arrangements. Our remuneration strategy is designed to attract, motivate and retain the right talent; support the achievement and recognition of sustained high performance, encourage discretionary effort, and reinforce behaviours that align to our members' interests and Avant's risk appetite.

1.1 Remuneration governance framework



Governance of Avant's remuneration framework is primarily exercised through the boards and committees of the Avant Mutual Group (Board). The Group Remuneration Committee (Remuneration Committee) assists the Board by providing independent review and overseeing effective application of the remuneration framework, policies and practices.

The Avant Group Risk Committee and Doctors' Health Fund Risk Committee (Risk Committee) assists the Group Board, Avant Insurance Limited Board and the Doctors' Health Fund Limited Board with the implementation and oversight of Avant's risk management framework.

The key responsibilities of the Remuneration Committee are the oversight and review of:

- executive talent management and succession planning applicable to the Group CEO & Managing Director, direct reports of the Group CEO & Managing Director and other critical roles
- the remuneration framework, remuneration strategies, incentive programs and remuneration policies
- remuneration practices to ensure they are aligned to the remuneration policies and procedures, have regard to performance and financial soundness, and satisfy governance, legal, prudential and regulatory requirements, including CPS 511 and the Financial Accountability Regime.

The Remuneration Committee reviews individual short-term incentive outcome recommendations for all executives and specified persons. All measures and targets are reviewed annually to ensure alignment with Avant's business plan, strategic objectives and risk management framework.

The Remuneration Committee receives input from the Group Risk Committee, the Doctors' Health Fund Risk Committees, the Chief Risk Officer and the Managing Director on an overall assessment of risk management and the application of that assessment, and an individual risk and conduct assessment for executives and staff in specified roles.

From time to time the Remuneration Committee obtains advice from external remuneration experts to provide it with guidance in making remuneration decisions. Any advice provided by external advisers is used as a guide and is not a substitute for consideration of all the issues by the Remuneration Committee and the boards.

The Remuneration Committee met five times during FY26 and sought formal input from the Group and Doctors' Health Fund Risk Committees twice during the year.

1.2 Alignment with Avant's business plan and strategic objectives

Each year, the Board establishes key performance objectives for Avant executives and employees, aligned to core result areas. These objectives are embedded in individual performance scorecards, supported by clearly defined targets and measurable performance indicators.

As noted below, remuneration outcomes awarded reflect both what is delivered in terms of measurable performance and how it is delivered. This includes alignment with Avant's risk appetite, as reflected in its risk management framework, and conduct expectations and measures.

2. Avant remuneration framework

Outlined below is the FY26 remuneration framework for the Avant Group executive team and staff in specified roles. It consists of three core components being, the fixed annual remuneration, complemented with variable remuneration in the form of a short-term incentive plan and a long-term incentive plan. The mix of remuneration elements will vary depending on the employee's role, level and current market practices.

Our purpose

Our vision is to provide confidence to doctors so they can keep serving our community. We aspire to achieve this by being the most trusted professional partner in supporting doctors throughout their lives and careers. Our member-first strategy puts doctors' needs at the heart of everything we do at Avant.



Purpose

We are dedicated to our members, our work and each other



Courage

We challenge, improve and innovate

Our values



Passion

We love what we do, are tenacious and dedicated



Trust

We act with care and integrity, embracing inclusion and doing the right thing

Our business plan

Member focus

Sustainable growth

Strong leadership and culture

Our remuneration principles support our business plan and strategic objectives

Aligned to our purpose, strategy and member outcomes

Promote accountability and effective risk management

Attract and retain our talent

Simple, fair and equitable

Drive high performance sustainably

Our remuneration structure

Objective	Fixed annual remuneration (FAR)	Short-term incentive (STI)	Long-term incentive (LTI)
	Provide market competitive remuneration to recognise performance, skills, experience and capabilities.	Reward achievement of annual goals and recognises high performance and appropriate risk behaviours.	Align our senior executives' decision / actions to the overall company performance and long-term returns to our members.
Description	- Reviewed annually for internal relativity and appropriate market alignment to a comparator group of companies. - Consists of base salary and superannuation.	- Measured through a balanced scorecard based on the financial performance of the Group and relevant business unit, as well as customer, people, risk and strategy measures over a 12-month period. - Maximum opportunity payable is up to 195% of the target STI. - Delivered in cash. - Subject to malus and clawback criteria. - For accountable persons under the Financial Accountability Regime not eligible to participate in the long-term incentive scheme, 40% is deferred for 4 years (unless the amount awarded is \$125,000 or less, in which case it is exempt from deferral).	- Subject to performance hurdles focused on strategic business drivers, sustainable performance, sound risk management and good conduct and behaviour outcomes. - Delivered in cash at the end of a four-year performance period. - Subject to malus and clawback criteria.

Aligning remuneration outcomes to our values and risk management policies

Behaviours that are not aligned to our values, code of conduct, consequence management policy, risk management framework and other internal risk management policies, lead to a reduction in variable remuneration outcomes.

We also assess remuneration arrangements where material conflicts may arise from third-party relationships, with policies in place to mitigate conflicted remuneration risks.

Any downward adjustment is proportionate to the severity of the risk and conduct outcome and managed via our risk and conduct modifier and/or malus/clawback provisions.

3. Remuneration structure at Avant

3.1 Non-executive director compensation

The Avant Group Board consists of twelve non-executive directors that are either elected by the Avant membership to represent the members' interests or appointed by the Board to provide commercial acumen. Non-executive directors are compensated by a flat fixed fee with no variable component. Directors appointed as a Chair of either a board or committee, are entitled to receive an additional fixed fee commensurate with the size and complexity of the role undertaken. Directors' fees were consistent with the prior year.

3.2 Executive remuneration framework

3.2.1 Fixed remuneration

Fixed annual remuneration consists of base salary and superannuation. It provides market competitive remuneration to recognise performance, skills, experience, and capabilities. It is designed to ensure Avant is offering competitive remuneration to attract and retain employees to execute on its business plan and strategic objectives. It is reviewed annually for internal relativity and appropriate market alignment to a comparator group of financial services companies.

Job Architecture

Avant has implemented a job architecture framework to support consistent, market aligned remuneration management across the organisation. The framework defines roles within clearly articulated job families and levels, each supported by aligned salary bands. These bands are informed by external market data sourced from reputable remuneration surveys in which Avant participates, and are subject to periodic review to maintain alignment with the competitive talent market.

3.2.2 Linking Avant's short-term performance to incentive outcomes: short-term incentive

The short-term incentive (STI) plan is a major part of our reward philosophy for our people.

Overview	STI is the variable remuneration at-risk component designed to motivate and reward for performance and good risk behaviour during the year.
Rationale	The STI plan is a major part of Avant's reward philosophy for our people. The role of STI arrangements is to encourage discretionary effort, reward performance and recognise the shared accountability for performance at Avant. It assists in attracting and retaining the right employees to execute Avant's business plan and strategic objectives.
Determination	Individual STI outcomes reflect: • Group performance • individual contribution to these results • alignment to our values • behaviour assessed against Avant's risk management framework and code of conduct.
Individual performance	Individual outcomes are assessed against an individual balanced scorecard, which aims to balance member sentiment, financial performance, staff engagement, uplifts in risk maturity and implementation of strategic initiatives.
Risk and conduct	A risk and conduct multiplier is used as a mechanism to support Avant's risk culture, align with regulatory and member expectations, and strengthen the link between performance, risk and remuneration outcomes. While expectations differ for different roles, risk awareness, identification, reporting and management of risks are the responsibility of everyone at Avant. All our people have a role to play in ensuring the effective management of both financial and non-financial risks, meeting minimum compliance requirements and behaving in accordance with the Avant policies. Avant expects our people to: • exhibit conduct and behaviours in keeping with our values, mission, purpose, code of conduct, risk management framework and expectations as contained within Avant policies • act in the best interests of Avant, its members and its people, notwithstanding how these actions may impact their own performance and remuneration outcomes • advocate for and actively support the organisation to deliver effective risk management. Based on displayed risk behaviours, an individual risk and conduct multiplier is applied, which ranges from 0% to 120% of the target STI opportunity.
Opportunity	The maximum STI opportunity is calculated as set out below and is capped at 195%.

STI component	On-target	Maximum % of target STI opportunity
Group or business line performance	100%	130%
Individual performance	100%	150%
Individual risk and conduct multiplier	100%	120%
Total – up to a maximum of		195%

The diagram below illustrates how the individual short-term incentive outcome is calculated:



Deferral	For accountable personnel under the Financial Accountability Regime not eligible to participate in long-term incentive programs, 40% of the final STI outcome is subject to deferral for four years (unless the amount awarded is \$125,000 or less, in which case it is exempt from deferral). Interest is payable on the deferred opportunity.
Forfeiture (malus)	Malus and clawback provisions are embedded in the STI for specified roles, providing mechanisms to adjust rewards based on risk and conduct outcomes. No malus or clawback provisions were invoked in FY26.

3.2.3 Linking our long-term performance and incentive outcomes: executive long-term Incentive

Our executive long-term incentive plan (LTI) is a major part of our reward philosophy for our most senior leaders within Avant.

Overview	Our executive LTI plan is available to selected key senior executives.
Rationale	The plan is designed to align our senior executives to the overall company performance by delivering on Avant's strategic priorities and long-term performance for our members. It aligns effort to long-term value creation for members and assists in attracting and retaining the right senior executives to drive the execution of Avant's business plan and strategic objectives.
Determination	The executive LTI plan is subject to a combination of financial and non-financial performance hurdles focused on the key strategic business drivers, a sustainable performance over a four year period, sound risk management and good conduct and behaviour outcomes. It remains at the discretion of the Board, which reserves the right to modify the payment.
Individual performance	At the end of the period, the LTI payment is determined based on the outcomes against the performance hurdles and meeting the minimum gateway.
Risk and conduct	The payment of the LTI is subject to risk and modifier conditions. Where the Board determines that risk and conduct behaviours are materially below required standards, including those expected under the Risk Management Framework or Code of Conduct, or in contravention of relevant laws, the LTI can be reduced, including to zero. This supports a focus on how results are delivered in alignment with Avant's values and to strengthen risk culture.
Opportunity	The Board and / or the Remuneration Committee sets the amount of each senior executive invited to participate in the LTI plan.
Deferral	Payment is deferred until after conclusion of the four-year plan period and completion of preparation of Avant's consolidated financial accounts and audit. This deferral is consistent with the requirements of the Financial Accountability Regime.
Forfeiture (malus)	Any payment is subject to risk and behaviour gateways, malus and clawback conditions and ultimately Board and/or Remuneration Committee discretion. They provide mechanisms for the Board to adjust rewards based on the participant's conduct. No malus or clawback provisions were invoked in FY26.



4. Risk and remuneration outcomes

Everyone at Avant is accountable for the way they conduct themselves. Where an employee's behaviour falls below the expectations set out in our Code of Conduct, Avant values or Risk Management Framework, appropriate consequences may apply.

The Board, with the assistance of the Remuneration Committee and the relevant Risk Committee, has mechanisms to adjust remuneration and incentive outcomes to reflect Group or business line performance, individual contribution to these results and alignment to Avant's values and required risk behaviours. These mechanisms are designed to:

- prompt effective management of financial and non-financial risks
- prevent and mitigate conduct risk
- encourage sustainable performance and long-term soundness.

4.1 Material weighting of non-financial measures in scorecards

Short term incentive awards are determined using a balanced scorecard that incorporates both financial performance of the Group alongside non-financial measures, including member/customer, people and risk measures as well as achievement of strategic initiatives over a 12-month period.

The performance and remuneration of financial control, risk and compliance staff is assessed according to objectives that are specific to their roles and independent of the business they oversee. Variable remuneration for these staff is intended to reflect the independence and authority of those staff in carrying out their function and the purpose of that function. It is not unduly influenced by the performance of business activities and minimises conflicts of interest.

4.2 Incentive outcomes based on both the 'what' and 'how'

The Board or Remuneration Committee considers risk and conduct behaviours, receiving input from the relevant Committees, for Avant Group executives and specified persons to assess whether to apply discretion in determining both short and long-term incentive outcomes (noted below). Risk and conduct behaviours are assessed against Avant's Risk Management Framework and Code of Conduct.

A risk and conduct multiplier applies to the STI outcome based on observed behaviours, with awards ranging from 0% to 120% of target opportunity. For LTI, the Board or the Remuneration Committee may reduce incentive payments by up to and including a zero payment, for misconduct or where conduct has a financial or non-financial failure that materially impacts Avant's risk profile, sustainable performance and/or long-term soundness or risk management or where conduct may adversely affect Avant's reputation.

4.3 Application of the Board's discretion

The Board, with the support of the committees, reviews and approves the company key performance indicators upon which future proposed incentive arrangements will be based, having regard to business plans, member expectations, strategic objectives, the risk management framework, financial and non-financial risks, sustainable performance, long-term soundness, and the prevention and mitigation of conduct risk of the Avant Mutual Group.

The Board or the Remuneration Committee, exercises discretion to apply both positive or negative remuneration consequences to Avant Group executives and specified personnel with accountability for matters arising in their areas of responsibility. This includes matters with adverse risk, customer or member impacts. The Risk Committee will present any risk related information the Remuneration Committee should consider when making remuneration recommendations. The Committee has access to and input from risk and internal audit leaders.

4.4 The Avant Group Consequence Management Policy

The Consequence Management Policy sets out the framework and potential actions Avant may undertake if it considers a breach of conduct risk to have occurred and the possible associated consequences. The policy:

- describes the consequences that may apply with respect to inappropriate behaviour or misconduct by Avant team members
- outlines a structured approach to determining fair, reasonable and consistent consequences, having regard to expected level of team member performance and behaviour, relevant legislative, regulatory and policy requirements
- provides examples of the types of consequences (financial or otherwise) for inappropriate behaviour or misconduct that may be applied in particular circumstances.

To review any matters that fall within the scope of the consequence management framework, the Managing Director will meet with the Chief People Officer and the Chief Risk Officer to determine the category of consequence that should apply.

In the case of matters relating to the Managing Director, the Chief People Officer will meet with the Chair of the Remuneration Committee.

5. Specified roles at Avant

This report covers people occupying positions designated as specified roles under CPS 511, being senior managers, executive directors, material risk-takers (including highly paid material risk-takers) and risk and financial control personnel, as well as individuals identified as accountable persons under the Financial Accountability Regime.

Executive Team	Position	Avant Insurance Ltd Specified Role	Doctors' Health Fund Ltd Specified Role
Natasha Fenech	Group CEO & Managing Director (to 30/9/25)	Executive Director Accountable Person	Executive Director Accountable Person
Adrian Urquhart	Group CEO & Managing Director		
Peter Aroney	CEO, The Doctors' Health Fund (to 30/09/25)	-	Senior Manager Accountable Person
Dario Molina	CEO, The Doctors' Health Fund		
Rashi Bansal	CEO, Medical Indemnity	Senior Manager Accountable Person	-
Pally Bargri	Chief Risk Officer	Senior Manager Accountable Person	Senior Manager Accountable Person
Stephen Brickett	General Manager, Financial Control	Risk & Financial Control Personnel	Risk & Financial Control Personnel
Jeffery Eberwein	Chief Solutions and Data Officer (to 15/8/25)		
David Adams	Acting Chief Solutions and Data Officer (to 30/4/26)	Senior Manager Accountable Person	Senior Manager Accountable Person
Scott Connors	Chief Solutions and Data Officer		
Mike Fowlds	Chief Actuary	Risk & Financial Control Personnel	Risk & Financial Control Personnel
Brooke McDonald	General Counsel (to 27/11/25)	Risk & Financial Control Personnel Accountable Person	Risk & Financial Control Personnel Accountable Person
Stephen Lewis	Head of Internal Audit (to 8/4/26) General Manager Internal Audit	Risk & Financial Control Personnel Accountable Person	Risk & Financial Control Personnel Accountable Person
Adrian Urquhart	Chief Financial Officer (to 30/9/25)		
Brett Comer	Acting Chief Financial Officer (to 26/2/26)	Senior Manager Accountable Person	Senior Manager Accountable Person
Jenny Saliba	Chief Financial Officer		
Rachael Williams	Chief People Officer	Senior Manager Accountable Person	Senior Manager Accountable Person



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