EMPLOYERS MUTUAL
Mutual since 1910

# Financial Statements

30 June 2023

we help people get their lives back

# Contents

# Directors' Annual Report to the Members

## For the year ended 30 June 2023

The Directors present their consolidated financial report of the Group, being Employers Mutual Limited and its controlled entities, for the year ended 30 June 2023 and the independent auditor's report thereon.

## Directors

The Directors of the Company in office during the financial year and up to the date of this report are:

### Paul R. Baker LLB GAICD (Chairman)

Mr Baker was appointed as a director of Employers Mutual Limited in September 2014 and was last re-elected on 30 November 2020. He was appointed the Chair of Employers Mutual Limited on 25 May 2021. He also currently serves as a director of Hospitality Industry Insurance Limited and director and Chair of Employers Mutual NSW Limited. He is also a director and Chair of other Employers Mutual Limited subsidiaries, including Employers Mutual SA Pty Limited, EML VIC Pty Limited and EMLife Pty Ltd.

Mr Baker has experience in the areas of insurance, commercial and administrative law, as well as corporate governance and risk management. He is a practicing lawyer of over 30 years and has been the managing director of Meridian Lawyers since 2004. Mr Baker has served as the legal member of the Consumer Medicines Information Commonwealth Government Task Force and South Eastern Sydney Area Health Service Ethics Committee. He was formerly a partner of Ebsworth and Ebsworth Lawyers and a former director of Guild Accountants.

### Patrick J. Gurr GAID

Mr Gurr was appointed as a director of Employers Mutual Limited on 28 May 2019 and was last elected on 31 October 2019. He also currently serves as a director of Employers Mutual NSW Limited, Employers Mutual SA Pty Limited, EML VIC Pty Limited and EMLife Pty Ltd.

Mr Gurr is a career publican, with over 40 years experience in the hospitality industry. As an active member of the Australian Hotels Association, Mr Gurr brings a wealth of knowledge with extensive experience in dealing with government at all three levels. Mr Gurr has immersed himself in numerous communities throughout New South Wales and Queensland developing industry education and promoting regional tourism through innovation and awareness.

Mr Gurr served as an executive member and as vice president of AHA (NSW). In these roles, he was involved in constitutional review, strategy implementation and dispute resolution. Mr. Gurr achievements were recognised with Life Membership of AHA (NSW) in 2012. Mr. Gurr has lived in the regional cities of Toowoomba, Wagga Wagga and Armidale and was the voice of country hotels promoting the importance of these community hubs for the wellbeing of the communities they serve.

### Catherine A. King

Ms King was appointed as a director of Employers Mutual Limited on 21 June 2007 and was last re-elected in October 2019. She was appointed the Vice Chair of Employers Mutual Limited on 25 May 2021. She also currently serves as a director of Hospitality Industry Insurance Limited and Employers Mutual NSW Limited, Employers Mutual SA Pty Limited and EML VIC Pty Limited.

Ms King has diverse experience in government, community and stakeholder relations, communications, risk management and strategy development. Ms King managed a public relations and communications business for 15 years and now provides strategic advice to organisations operating in a regulated environment.

Ms King is also a director of the Don Dunstan Foundation. She has previously been a director of Adelaide Fringe Inc, Adelaide Venue Management Corporation, Homestart Finance, SAFECOM and the SA Ambulance Service and a board member of Common Ground Adelaide, Riverland Wine Advisory Panel and ResourceCo Pty Ltd.

# Directors' Annual Report to the Members (continued)

## Directors (continued)

### Bruce B Hatchman FCA MAICD JP

Mr Hatchman was appointed as a director of Employers Mutual Limited on 29 September 2020 and last elected on 26 November 2021. He also currently serves as a director of Hospitality Industry Insurance Limited, Employers Mutual NSW Limited, Employers Mutual SA Pty Limited and EML VIC Pty Limited.

Mr Hatchman is a Chartered Accountant and has practiced principally in the areas of audit and corporate advisory assignments. In 2001, he transitioned from direct client responsibilities to the role of Chief Executive of the practice. During the next seven years the practice experienced substantial growth leading to a position of fifth largest practice in Sydney. During that time he acted as primary advisor to a group of high net worth businesses in an advisory capacity.

Since 2008 Mr Hatchman has focused entirely on Board appointments, which have been exclusively non-executive independent roles, including: ASX listed companies - current, professional practices both Australian and internationally based and a not-for-profit major hospital in Sydney. He continues to engage in consulting work and has ongoing roles in private large investment groups.

### Nicole Britt, B.App.Sc(O.T), MBA, GAICD

Ms Britt was appointed as a director of Employers Mutual Limited on 11 June 2021. She is also a director of Employers Mutual NSW Limited, EMLVIC Pty Limited and Employers Mutual SA Pty Limited.

Ms Britt is a well-respected and passionate health professional and has spent more than three decades assisting people with an injury, illness or disease to recover by returning them to work. A recognised industry thought leader, Ms Britt leads Navigate Health providing premium services that future proof businesses by creating workplaces that attract and retain great employees and resolves the issues and costs of poor workplace engagement. Nicole strongly advocates the health benefits of "good work" and, in particular, the physical, psychological and social benefits of working.

Ms Britt's expertise is recognised through her involvement in the inaugural Australasian Faculty of Occupational and Environmental Medicine (AFOEM) Health Benefits of Work (HBOW) Signatory Steering Group (SSG) and a former board membership of the National Employment Services Association (NESA). Ms Britt has also actively participated in numerous working parties and reference groups for the Department of Social Services (DSS formerly known as DEEWR) over the past two decades.

### The Hon Lisa M Neville BA LLB

Ms Neville was appointed as a director of Employers Mutual Limited on 1 July 2023.

Ms Neville has had a long and distinguished career in public policy and public administration. She served as a Member of the Victorian Parliament for 20 years and during that time spent 12 years as a Minister in a range of complex and demanding roles. This spanned from key social policy areas of mental health, community services and aged care through to the front-line issues of environment, water, police and emergency services. Ms Neville also played a pivotal role in the Governments response to Covid as a senior minister on the Crisis Committee of Cabinet.

Ms Neville has served as a non-executive Board member with several organisations. She has recently been appointed as the Chair of the Board of Barwon Health and is a non-executive member of the Ovarian Cancer Research Foundation and "The Torch". Lisa has strong insight and experience in Governance and community service.

## Company secretaries

| | |
|---|---|
| Anthony Fleetwood | Resigned 30 March 2023 |
| Matthew Wilson | Resigned 30 March 2023 |
| Justine Brindley | Resigned 12 May 2023 |
| Benjamin Gray | Appointed 30 March 2023 |

# Directors' Annual Report to the Members (continued)

## Directors' meetings

The number of Directors' meetings attended by each of the Directors during the financial year is:

| Director | Directors' meetings | | Audit Committee | | Underwriting Committee | | Remuneration Committee | | Risk Committee | |
|---|---|---|---|---|---|---|---|---|---|---|
| | No. held* | Attended | No. held* | Attended | No held* | Attended | No. held* | Attended | No. held* | Attended |
| Nicole L. Britt | 8 | 8 | 0 | 0 | 4 | 4 | 2 | 2 | 3 | 3 |
| Catherine A. King | 8 | 8 | 8 | 8 | 0 | 0 | 2 | 2 | 3 | 3 |
| Paul R. Baker | 8 | 7 | 8 | 7 | 4 | 4 | 2 | 2 | 3 | 3 |
| Patrick J. Gurr | 8 | 8 | 8 | 8 | 4 | 4 | 0 | 0 | 3 | 3 |
| Bruce B. Hatchman | 8 | 8 | 8 | 8 | 4 | 4 | 2 | 2 | 0 | 0 |

** Number held whilst in Director role or a member of the committee*

## Strategy and objectives

The Company operates in Partnership with ASWIG Management Pty Ltd as Trustee for the ASWIG Management Trust ("the Partnership") to provide workers compensation claims management services to iCare (Insurance and Care NSW), Insurance for NSW, Return to Work South Australia, WorkSafe Victoria and the ACT Government along with numerous self-insured employers. The Partnership also provides personal injury claim management services to clients in other insurance lines, including sickness & accident, life & disability and compulsory third party insurance.

In addition, the Company undertakes underwriting activities through the following:

- It operates a specialised insurer solution in NSW for the hotels and clubs industries through Hospitality Industry Insurance Limited (formerly Hospitality Employers Mutual Limited). The name change occurred with effect from 31 March 2023.
- Also effective 30 June 2023, the Company was granted a specialised insurance licence by the State Insurance Regulatory Authority (SIRA) to underwrite workers compensation insurance for employers whose main business or industrial activity concerns the Roman Catholic Church and its religious institutions in New South Wales.
- The Company also entered into an agreement to provide quota share reinsurance cover to Hospitality Industry Insurance Limited (HII) commencing 30 June 2023.

The Group's long-term objective is to be the number one performer in personal injury claims management. The Group seeks to provide the highest quality insurance service to its mutual policyholders and to its insurer clients. It does so by achieving faster, more durable return to work outcomes in workers' compensation insurance, assisting employers to reduce their insurance costs. We apply our core expertise in portfolio and claims management to drive better outcomes for all stakeholders in insurance claims management, supported by a high standard of service to clients and customers. For employers, these reduced costs are achieved through the development and delivery of solutions to prevent workplace injuries and through providing assistance to employees to recover from any injuries that do occur.

The Group's strategy is to continue to grow and diversify both its underwriting operations and its personal injury claims management business for workers' compensation insurance across government schemes and employer self-insurers. The strategy is to utilise this expertise in the provision of claims management services in other insurance lines, including sickness & accident, life & disability and compulsory third party insurance that it undertakes through the Partnership.

In order to meet our goals, we have set the following objectives:

- Continue to manage and grow our presence in our existing workers insurance schemes nationally
- Continue to deliver successful return to work outcomes across new and existing claims portfolios across industries
- Continue to broaden our appetite for personal injury claims management across a range of industries

# Directors' Annual Report to the Members (continued)

## Strategy and objectives (continued)

- Continue to challenge processes and technology in order to maximise outcomes in the most efficient and effective way to enable case managers to focus on clients and customer outcomes rather than process
- Continue to pursue opportunities which complement the Group's claims management expertise while providing a sustainable financial return
- Careful and considered reinvestment of funds through the mutual benefits program to improve occupational health, safety and injury management programs for members.
- Continue to expand our footprint in underwritten workers' compensation nationally through entry into markets where we can leverage our market leading expertise in personal injury claims management.

## Principal activities

The principal activities of the Group comprise:

- The provision of workers compensation management services as an agent or service provider to Government and self-insured clients.
- Acting as outsourced provider of personal injury claims management services on behalf of third parties for other non-workers' compensation insurance lines
- Underwriting workers compensation insurance in the NSW hospitality industry through the controlled entity, Hospitality Industry Insurance Limited (HII).
- Commencing 30 June 2023, the Company commenced providing quota share reinsurance cover to HII as part of the existing program with two external reinsurers.
- Commencing 30 June 2023, underwriting workers compensation insurance for employers whose main business or industrial activity concerns the Roman Catholic Church and its religious institutions in New South Wales under a specialised licence granted by SIRA.

## Results and review of operations

The consolidated profit after tax was $39.9m (2022: profit after tax was $16.9m).

Factors influencing the result include:

- Continued strong profits from the Partnership business of $51.7m (2022: $33.4m). The Partnership results reflect continued strong performance in all areas of the claims management business.
- HII's profit after tax for the year ended 30 June 2023 was $14.2m (2022: loss of $8.2m). The improved result arose from a combination of growth in earned premiums as a result of continued improvements in economic activity in the hospitality sector in New South Wales and better claims performance due to actuarial releases driven by a combination of favourable changes to economic assumptions and better than expected claims experience.
- Investment revenue of $9.6m (2022: losses $8.9m) reflects the Group's investment strategy and investment market performance during the year. The previous year was characterised by generally low rates of return and volatility due to the ongoing impact of COVID-19.
- Continued investment of accumulated funds through our Mutual Benefits Program totalled $16.4m (2022: $17.5m). This investment continues to support initiatives that deliver a positive impact on performance in the various workers compensation Schemes through knowledge sharing across jurisdictions, improved claims management outcomes and reduced premiums for members.

# Directors' Annual Report to the Members (continued)

## Events subsequent to balance sheet date

Other than the impact of AASB 17 Insurance Contracts which comes into effect from 1 July 2023 and is discussed in Note 1(s)(i), no other matters or circumstances have arisen since 30 June 2023 that has significantly affected, or may significantly affect:

- The Group's operations in future financial years;
- The results of those operations in future financial years; and
- The Group's state of affairs in future financial years.

## State of affairs

There have been no significant changes in the state of affairs of the Group during the financial year.

## Likely developments

The Group will continue to focus on business activities and markets where we can provide a high level of service to current and future members while achieving appropriate returns relative to the risk of operations.

## Statutory information

### Directors' indemnification

The Company's Constitution indemnifies to the maximum extent permitted by law every officer and auditor of the Company against any liability incurred by them in the capacity as officer or auditor in respect of:

(a) defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted; or

(b) in connection with any application in relation to any such proceedings in which relief is granted under the law to him or her by the court; or

(c) subject to the Corporations Act in relation to any matter.

The Company has entered into officer protection deeds providing access, indemnity and insurance for directors and officers in respect of the Company and relevant subsidiaries of the Company. Those deeds, which are subject to certain conditions and limitations, provide an indemnity to the full extent permitted by law for liabilities incurred by that person as an officer, including reasonable legal costs incurred in respect of certain legal proceedings and an entitlement to Directors' and Officers' liability insurance. The deeds also contain access rights which provide access to company records following the cessation of the officer's position with the Company or a relevant subsidiary of the Company. The Company has executed deeds in place with some of the current and former director(s) and officer(s).

Since the end of the previous year, the Company has paid insurance premiums in respect of a Directors' and Officers' liability policy that covers the directors and officers of Employers Mutual Limited. The terms of the policy specifically prohibit disclosure of details of the amount of the insurance cover and the nature of the liability insured against.

### Directors' Benefits

Since the end of the previous financial year, no Director of the consolidated entity has received any benefit by reason of any contract made by the consolidated entity with a Director or with a firm of which they are a member or with a company in which they have a substantial financial interest other than under policies of insurance in the normal course of business.

# Directors' Annual Report to the Members (continued)

## Statutory information (continued)

### Environmental Regulation

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

### Non-audit services

Employers Mutual Limited has changed auditors from KPMG for the year ended 2022 to Deloitte Touche Tohmatsu for the year ended 2023. During the financial year Deloitte has performed other services for the Group in addition to their statutory audit duties.

The Directors have considered the non-audit services provided during the financial year by Deloitte and, in accordance with written advice provided by resolution of the Audit Committee, are satisfied that the provision of those non-audit services by the Group's auditor is compatible with, and did not compromise, the auditor independence requirements of the Corporations Act 2001 for the following reasons:

- All non-audit assignments were approved in accordance with the process set out in the EML framework for engaging auditors for non-audit services; and
- The non-audit services provided do not undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision making capacity for the Group, acting as an advocate for the Group or jointly sharing risks and rewards.
- The level of fees for total non-audit services amounts to $35,000 (2022: nil) (refer to Note 21 to the financial statements for further details of costs incurred on individual non audit assignments).

### Rounding

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Report) Instrument 2016/191 and, in accordance with that ASIC instrument, amounts in the financial report and Directors' Report have been rounded off to the nearest thousand dollars unless otherwise stated.

# Directors' Annual Report to the Members (continued)

## Lead auditor's independence declaration under section 307c of the Corporations Act 2001

The lead auditor's independence declaration is set out on page 9 and forms part of the Directors' Report for the year ended 30 June 2023.

Signed on behalf of the Board, in accordance with a resolution of the Directors.

**Paul R. Baker**

**Director**

**Patrick J. Gurr**

**Director**

**Signed in Sydney on 5 September 2023**

Deloitte Touche Tohmatsu
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5 September 2023

The Board of Directors
Employers Mutual Limited
Level 3
345 George Street
Sydney NSW 2000

Dear Board Members

Auditor's Independence Declaration to Employers Mutual Limited

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Employers Mutual Limited.

As lead audit partner for the audit of the financial report of Employers Mutual Limited for the year ended 30 June 2023, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- The auditor independence requirements of the Corporations Act 2001 in relation to the audit ; and
- Any applicable code of professional conduct in relation to the audit .

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Stuart Alexander
Partner
Chartered Accountants

# Consolidated Statement of Comprehensive Income

## For the year ended 30 June 2023

| | Note | 2023<br>$000 | 2022<br>$000 |
|---|---|---|---|
| Insurance revenue | 5(a) | 101,097 | 70,344 |
| Outwards reinsurance expense | | (27,174) | (18,657) |
| | | 73,923 | 51,687 |
| Claims expense | 20 | (45,990) | (19,485) |
| Reinsurance and other recoveries | 20 | 13,159 | 7,060 |
| Net claims expense | 20 | (32,831) | (12,425) |
| Other underwriting expenses | 5(b) | (17,492) | (12,815) |
| **Underwriting surplus** | | **23,600** | **26,447** |
| Investment revenue / (losses) | 5(c) | 9,558 | (8,938) |
| Management fee revenue | 5(d) | 491,336 | 398,043 |
| Other revenue | 5(e) | 54,528 | 34,576 |
| General and administration expenses | | (12,253) | (8,766) |
| Mutual benefits expenses | | (16,373) | (17,492) |
| Management fees paid | 5(f) | (493,533) | (400,025) |
| **Profit before related income tax expense** | | **56,863** | **23,845** |
| Income tax expense attributable to operating profit | 6(a) | (16,873) | (6,977) |
| **Profit for the year** | | **39,990** | **16,868** |
| Other comprehensive income | | - | - |
| **Total comprehensive income for the year** | | **39,990** | **16,868** |
| **Profit / (loss) attributable to:** | | | |
| Equity holders of the parent | | 35,726 | 14,393 |
| Non-controlling interest | | 4,264 | 2,475 |
| **Profit for the year** | | **39,990** | **16,868** |

*The Consolidated Statement of Comprehensive Income are to be read in conjunction with the notes to the financial statements*

# Consolidated Statement of Financial Position

## As at 30 June 2023

| | Note | 2023<br>$000 | 2022<br>$000 |
|---|---|---|---|
| **Current assets** | | | |
| Cash and cash equivalents | 25(a) | 14,984 | 86,406 |
| Trade and other receivables | 7 | 243,691 | 138,075 |
| Reinsurance and other recoveries receivable | 8 | 12,449 | 11,643 |
| Financial assets at fair value | 12 | 31,793 | 32,906 |
| Deferred reinsurance expense | 9 | 26,016 | 17,112 |
| Other assets | 11 | 133,952 | 115,171 |
| **Total current assets** | | **462,885** | **401,313** |
| **Non-current assets** | | | |
| Trade and other receivables | 7 | 9,091 | 1,991 |
| Reinsurance and other recoveries receivable | 8 | 26,978 | 25,569 |
| Deferred tax assets | 6(c) | 1,485 | 4,997 |
| Financial assets at fair value | 12 | 192,099 | 168,849 |
| Other assets | 11 | 9,299 | 7,982 |
| **Total non-current assets** | | **238,952** | **209,388** |
| **TOTAL ASSETS** | | **701,837** | **610,701** |
| **Current liabilities** | | | |
| Trade and other payables | 14 | 142,035 | 139,113 |
| Unearned premium liability | 15 | 107,626 | 58,867 |
| Outstanding claims liability | 16(a) | 34,462 | 32,352 |
| Current tax liabilities | 6(b) | 7,888 | 3,619 |
| Provisions | 17 | 3,811 | 4,172 |
| Contract Liability / Unearned income | 18 | 74,233 | 84,525 |
| **Total current liabilities** | | **370,055** | **322,648** |
| **Non-current liabilities** | | | |
| Trade and other payables | 14 | 137 | 664 |
| Outstanding claims liability | 16(a) | 108,599 | 102,352 |
| **Total non-current liabilities** | | **108,736** | **103,016** |
| **TOTAL LIABILITIES** | | **478,791** | **425,664** |
| **NET ASSETS** | | **223,046** | **185,037** |
| **Equity** | | | **26,447** |
| Reserves | 19 | 25,307 | 25,307 |
| Retained earnings | | 177,732 | 142,130 |
| **Total equity attributable to equity holders of the Company** | | **203,039** | **167,437** |
| Non-controlling interest | | 20,007 | 17,600 |
| **Total Equity** | | **223,046** | **185,037** |

*The Consolidated Statement of Financial Position are to be read in conjunction with the notes to the financial statements*

# Consolidated Statement of Changes in Equity

## For the year ended 30 June 2023

| | Note | General Reserves $000 | Retained Earnings $000 | Non-controlling interest $000 | Total $000 |
|---|---|---|---|---|---|
| **Balance at 1 July 2021** | | **25,307** | **127,737** | **15,125** | **168,169** |
| **Total comprehensive income for the year** | | | | | |
| Profit / (loss) for the year | | - | 14,393 | 2,475 | 16,868 |
| Other comprehensive income for the year | | - | - | - | - |
| **Total comprehensive income for the year** | | **25,307** | **142,130** | **17,600** | **185,037** |
| Change in ownership interests | | | - | - | - |
| Dividend paid | 30 | - | - | - | - |
| **Total transactions with owners** | | - | - | - | - |
| **Balance at 30 June 2022** | | **25,307** | **142,130** | **17,600** | **185,037** |
| | | | | | |
| **Balance at 1 July 2022** | | **25,307** | **142,130** | **17,600** | **185,037** |
| **Total comprehensive income for the year** | | | | | |
| Profit / (loss) for the year | | - | 35,726 | 4,264 | 39,990 |
| Other comprehensive income for the year | | - | - | - | - |
| **Total comprehensive income for the year** | | **25,307** | **177,856** | **21,864** | **225,027** |
| Change in ownership interests | | - | - | - | - |
| Dividend paid | 30 | - | - | (1,857) | (1,857) |
| Share Purchase | | - | - | (124) | (124) |
| **Total transactions with owners** | | - | - | **(1,981)** | **(1,981)** |
| **Balance at 30 June 2023** | | **25,307** | **177,856** | **19,883** | **223,046** |

*The Consolidated Statement of Changes in Equity are to be read in conjunction with the notes to the financial statements*

# Consolidated Statement of Cash Flows

For the year ended 30 June 2023

| | Note | 2023<br>$000 | 2022<br>$000 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Premium revenue received | | 95,356 | 75,816 |
| Reinsurance recoveries, reinsurance commission and other recoveries received | | 18,973 | 17,734 |
| Reinsurance premiums paid | | (28,218) | (19,542) |
| Management fees received | | 524,203 | 457,740 |
| Dividends received | | 607 | 841 |
| Interest received | | 6,344 | 3,200 |
| Trust distributions received | | 19 | 6 |
| Other revenue received | | 16,763 | 17,105 |
| Claims paid | | (37,668) | (40,298) |
| Acquisition costs paid | | (1,037) | (851) |
| Mutual benefits paid | | (16,734) | (14,957) |
| General expenses and management fees paid | | (582,849) | (428,338) |
| Income taxes paid | | (9,039) | (4,050) |
| **Net cash provided by/ (used in) operating activities** | 25 (b) | **(13,280)** | **64,406** |
| **Cash flows from investing activities** | | | |
| Proceeds from disposal of investments | | 324,331 | 306,942 |
| (Payments for) investments | | (367,825) | (318,176) |
| (Payments for) / from acquisition of debtors from the Partnership | | (22,791) | (3,566) |
| Loans advanced from related entities | | 10,000 | - |
| **Net cash (used in) / provided by investing activities** | | **(56,285)** | **(14,800)** |
| **Cash flows from financing activities** | | | |
| Dividends paid to non-controlling interests | | (1,857) | - |
| **Net cash provided by financing activities** | | **(1,857)** | **-** |
| **Net (decrease)/ increase in cash and cash equivalents** | | **(71,422)** | **49,606** |
| **Cash and cash equivalents at the start of the financial year** | | **86,406** | **36,800** |
| **Cash and cash equivalents at the end of the financial year** | 25 (a) | **14,984** | **86,406** |

***The Consolidated Statement of Cash Flows are to be read in conjunction with the notes to the financial statements***

# Notes to the Financial Statements

For the year ended 30 June 2023

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies

### Reporting Entity

The consolidated financial report of Employers Mutual Limited (the "Company") as at and for the year ended 30 June 2023 comprises the Company and its subsidiaries (the "Group"). Employers Mutual Limited is a public company limited by guarantee, domiciled in Australia.

The Company is a for-profit entity. Certain persons and corporations may be eligible for membership as per the Employers Mutual Limited Constitution. Admittance to membership of Employers Mutual Limited is at the Board's sole discretion.

The financial report was authorised for issue by the Directors on 5 September 2023.

### Statement of Compliance

This general purpose financial report has been prepared in accordance with the Corporations Act 2001, Australian Accounting Standards (AASBs) (including Australian Interpretations) adopted by the Australian Accounting Standards Board and other authoritative pronouncements of the Australian Accounting Standards Board.

International Financial Reporting Standards (IFRS) refer to the overall framework of Standards and pronouncements approved by the International Accounting Standards Board (IASB). IFRS forms the basis of the AASBs. This financial report of the Group complies with IFRS. IFRS 17 Insurance Contracts was published on 18th May 2017 and is effective from 1st January 2023. Until the adoption of that Standard, the financial reports of insurers in different countries that comply with IFRS may not be comparable in terms of the recognition and measurement of insurance contracts.

### Basis of Preparation

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been applied consistently to all periods presented by the Group.

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the Corporations Act 2001.

The financial report complies with International Financial Reporting Standards (IFRSs) adopted by the International Accounting Standards Board (IASB).

The financial report is presented in Australian dollars, which is the Group's functional currency. The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Report) Instrument 2016/191 and, in accordance with that ASIC instrument, amounts in the financial report and Directors' Report have been rounded off to the nearest thousand dollars unless otherwise stated.

This report is prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets. This includes all investments held by the Group, which are deemed to back insurance liabilities and are stated at their fair value.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (continued)

### Basis of Preparation (continued)

The preparation of a financial report requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments made by management in the application of Australian Accounting Standards that have a significant effect on the financial report and estimates with a significant risk of material adjustment in the next year are discussed in Note 2.

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been applied consistently to all periods presented and by each consolidated entity.

Parent entity financial information has been included in the financial statements for the year ended 30 June 2023 in Note 29.

Where necessary, comparative information has been restated to conform to the current year's disclosures.

### Significant Accounting Policies

### (a) Classification of insurance contracts

Contracts under which the Group accepts significant insurance risk from the policyholder or another party by agreeing to compensate the policyholder or other beneficiary if a specified uncertain future event adversely affects the policyholder or other beneficiary are classified as insurance contracts. Insurance risk is risk other than financial risk transferred from the holder of a contract to the issuer.

### (b) Revenue recognition

Revenues are recognised at fair value of the consideration received net of the amount of goods and services tax (GST). Exchanges of goods or services of the same nature and value without any cash consideration are not recognised as revenues.

#### i) Premium Revenue

Premium receivable is recognised as the amount due and is normally settled between 30 days and 12 months. The recoverability of premium receivable is assessed and provision is made for expected credit loss based on objective evidence and having regard to past default experience. Premium receivable is presented on the balance sheet net of any provision for expected credit loss.

Premium revenue comprises amounts charged to the policyholder, net of any discounts, excluding amounts collected on behalf of third parties, principally stamp duties and GST. The earned portion of premiums received and receivable, including unclosed business, is recognised as revenue. Premium is treated as earned from the date of attachment of risk. Premiums on unclosed business are brought to account using estimates based on the previous year's actual unclosed business with due allowance for any changes in the pattern of new business and renewals.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (continued)

**Significant Accounting Policies (continued)**

**(b) Revenue recognition (continued)**

i) Premium Revenue (continued)

The pattern of recognition of income over the policy or indemnity periods is based on time, where it closely approximates the pattern of risks underwritten. Where time does not approximate to the pattern of risk, premium is earned in relationship to the incidence of risk.

ii) Investment Revenue

Dividends and unit trust distributions are brought to account on the date that the underlying shares or units are quoted as ex-dividend or ex-distribution. Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

iii) Workers' compensation management fees

Revenue is measured based on the consideration specified in a contract with a customer in exchange for providing services to a customer, excluding amounts collected on behalf of third parties. Entities in the Group recognise revenue when they transfer control over a service to the customer.

The Group provides service at a point in time unless one of the following over time criteria is met:

(a) The customer simultaneously receives and consumes the benefits provided as the Group performs;

(b) The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and

(c) The Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

Contract Asset

A contract asset is recognised when the Group's right to consideration is conditional on something other than the passage of time. A contract asset is subject to impairment in accordance with Note 1(h).

Contract Liability

A contract liability is stated at cost and represents the obligation of the Group to transfer goods or services to a customer for which consideration has been received (or the amount is due) from the customers.

iv) Other income – revenue from Partnership

Employers Mutual Limited receives 50% of the profit from its Partnership with ASWIG Management Pty Ltd as Trustee for ASWIG Management Trust. The Partnership income is recognised as it accrues.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (continued)

**Significant Accounting Policies (continued)**

### (c) Workers' compensation statutory funds

The Group has been contracted to maintain statutory insurance funds for some external clients. The application of the statutory funds was restricted to the collection of premiums and the payment of claims, related expenses and other payments authorised under the relevant Acts. The Group is not liable for any deficiency in the funds or entitled to any surplus, nor does the group control or have capacity to control the statutory funds in terms of AASB 3 Business Combinations. Accordingly, the statutory funds are of a separate and distinct nature. The income and expenses of the statutory funds are not consolidated in the Group's Statement of Comprehensive Income and the assets and liabilities of the statutory funds are not consolidated in the Group's Statement of Financial Position.

### (d) Reinsurance and other recoveries

Reinsurance and other recoveries receivable on paid claims, reported claims not yet paid and incurred claims not yet reported are recorded as revenue. All recoveries receivable on outstanding claims are measured as the present value of the expected future receipts calculated on the same basis as the Outstanding Claims Liability. Reinsurance does not relieve the originating insurer of its liabilities to policyholders and is presented separately on the balance sheet. The details of discount and inflation rates applied are included in note 16.

### (e) Outwards reinsurance

Premium ceded to reinsurers is recognised as an expense in accordance with the pattern of reinsurance services received. Where appropriate, an unearned portion of outwards reinsurance premium is treated at the balance date as a deferred reinsurance expense.

### (f) Claims

Claims expense and a liability for outstanding claims are recognised as losses occur. The liability for outstanding claims includes claims reported but not yet paid, claims incurred but not yet reported (IBNR) and the anticipated direct and indirect costs of settling those claims. The outstanding claims liability is subject to external actuarial assessment.

The liability for outstanding claims for long-tail business is measured as the present value of the expected future payments. These payments are estimated on the basis of the ultimate cost of settling claims, which is affected by factors arising during the period to settlement, such as normal and superimposed inflation. The expected future payments are discounted to present value at balance date using a risk free rate.

The Group includes a prudential margin in its liability for outstanding claims. Under Prudential Standards issued by the Australian Prudential Regulation Authority (APRA), a licensed insurer must include a prudential margin in its actuarially assessed estimate of outstanding claims liabilities for reporting so that the estimated probability of the liability for outstanding claims being sufficient to meet all claims is approximately 75%.

### (g) Liability adequacy test

The liability adequacy test is an assessment of the carrying amount of the unearned premium liability and is conducted at each reporting date at an individual company level. If current estimates of the present value of the expected future cash flows relating to future claims arising from the rights and obligations under current general insurance contracts, plus an additional risk margin to reflect the inherent uncertainty in the central estimate, exceed the unearned premium

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

### Significant Accounting Policies (continued)

### (g) Liability adequacy test (continued)

liability (net of reinsurance) less related deferred acquisition costs, then the unearned premium liability is deemed to be deficient. Any deficiency arising from the test is recognised in profit or loss with the corresponding impact on the balance sheet recognised first through the write down of deferred acquisition costs for the relevant portfolio of contracts, with any remaining balance being recognised on the balance sheet as an unexpired risk liability. The test is performed at the level of a portfolio of contracts that are subject to broadly similar risks and that are managed together as a single portfolio.

### (h) Financial instruments

*Recognition and initial measurement*

Financial assets and financial liabilities are initially measured at fair value, except for trade receivables that do not have a significant financing component which are measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

On initial recognition, a financial asset is classified as measured at amortised cost, fair value through other comprehensive income ("FVOCI") or FVTPL. Financial assets are not reclassified subsequent to their initial recognition, unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial liabilities are recognised initially on the date at which the Group becomes a party to the contractual provisions of the instrument. The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expired. Financial assets and liabilities are offset and the net amount presented in the Statement of Financial Position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

*Subsequent Measurement*

*Amortised cost*

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

*Fair value through profit or loss*

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

### (h) Financial instruments (continued)

*Derecognition*

The Group derecognises a financial asset or part of it when, and only when, the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred, or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group generally derecognises a financial liability or part of it when, and only when, its contractual obligations are discharged or cancelled or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

*Impairment of financial assets*

The Group recognises allowance for impairment for expected credit loss (“ECL”) on financial assets and contract assets measured at amortised cost. The Group measures allowance for impairment at an amount equal to lifetime ECL, except for cash and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Allowance for impairment for receivables and contract assets are always measured at an amount equal to lifetime ECLs. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Group’s historical experience and informed credit assessment and including forward-looking information, where available.

### (i) Investments

The assets backing general insurance liabilities are those assets required to cover the technical insurance liabilities plus an allowance for solvency.

The Group has determined that all assets relating to its general insurance activities are held to support insurance liabilities. The Group’s investment strategy considers the expected pattern of future cash flows arising from insurance liabilities.

The accounting policies applying to assets held to back general insurance activities are that the Group values financial assets and any assets backing insurance activities at fair value through profit and loss, with any resultant unrealised profits and losses recognised in the Statement of Comprehensive Income.

The valuation methodology of the assets valued at fair value is summarised below:

- cash assets and bank overdrafts are carried at face value of the amounts deposited or drawn,
- shares, units in unit trusts and fixed interest securities are initially recognised at cost and the subsequent fair value is taken as the quoted bid price of the investment,
- unlisted investments are initially recognised at cost and subsequently valued using a valuation methodology.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

### Significant Accounting Policies (continued)

#### (j) Acquisition costs

A portion of acquisition costs relating to unearned premium revenue is deferred and recognised as an asset where it represents a future benefit to the Group. Deferred acquisition costs are measured at the lower of cost and recoverable amount. Any deferred acquisition costs not considered recoverable are written off as an underwriting expense in the year.

Deferred acquisition costs are systematically amortised over the period expected to benefit from the expenditure, which is generally no greater than 12 months

#### (k) Consolidation

(i) Subsidiaries

Subsidiaries are entities controlled by the Company. Control exists when the Company is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entities. The financial statements of the controlled entities are included from the date control commences until the date control ceases.

Investments in subsidiaries are carried at their cost of acquisition in the parent entity disclosures at Note 29 less any impairment losses.

(ii) Transactions eliminated on consolidation

Intra-group balances and transactions and any unrealised gains and losses or income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

#### (l) Taxation

Income tax on the Statement of Comprehensive Income for the periods presented comprises current and deferred tax. Income tax is recognised in the Statement of Comprehensive Income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

#### (m) Payables

Liabilities are recognised for amounts to be paid in the future for goods and services received. Trade accounts payable are normally settled within 60 days.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

### (n) Provision for mutual benefits

The Company provides mutual benefits through a number of initiatives which will improve outcomes in relation to injury management and occupational health and safety. The Company recognises a provision at the end of the year for those benefits that have been committed to.

### (o) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

The effect of GST on the ultimate settlement of claims has been included in the reported claims provision

### (p) Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents comprise cash balances and call deposits with original maturities of three months or less. Cash and cash equivalents are measured at fair value, being the principal amount. For the purpose of the cash flow statement, cash also includes other highly liquid investments not subject to significant risk of change in value, with short periods to maturity, net of any bank overdraft.

### (q) Joint arrangements

A joint venture is a type of an arrangement in which the Company has joint control, whereby the Company has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interest in the joint venture is accounted for using the equity method. It is recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Company's share of the profit or loss and other comprehensive income of equity accounted investees, until the date on which significant influence or joint control ceases.

### (r) Contingent liabilities

Contingent liabilities are not recognised on the Statement of Financial Position but are disclosed where the possibility of settlement is less than probable but more than remote. Provisions are not required with respect to these matters as it is not probable that a future sacrifice of economic benefits will be required or the amount is not reliably measurable. If settlement becomes probable, a provision is recognised. The best estimate of the settlement amount is used in measuring a contingent liability for disclosure. The measurement involves judgement.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

### Significant Accounting Policies (continued)

#### (r) Contingent liabilities (continued)

In the normal course of business, transactions are entered into that may generate a range of contingent liabilities. These include litigation arising out of insurance policies. It is not believed that there are any other potential material exposures to the Group.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

### Significant Accounting Policies (continued)

### (s) New standards and interpretations not yet adopted

(i) Australian Accounting Standards issued but not yet effective

As at the date of this financial report, there are a number of new and revised accounting standards published by the Australian Accounting Standards Board for which the mandatory application dates fell after the end of this current reporting year. None of these standards have been early adopted and applied in the current reporting period.

| Standard | Description | Operative Date | Note |
|---|---|---|---|
| AASB 2021-2 | Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates | 1 January 2023 | B |
| AASB 2021-5 | Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction | 1 January 2023 | B |
| Multiple | AAASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards (AASB7, 116, 124, 128,134, 1054, AASB Practice Statement 2) | 1 January 2023 | B |
| AASB 17<br>AASB 2020-5<br><br>AASB 2022-1 | Insurance Contracts<br>Amendments to Australian Accounting Standards – Insurance Contracts<br>Amendments to Australian Accounting Standards- Initial application of AASB 17 and AASB 9 – Comparative Information<br>Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments | 1 January 2023 | A |
| AASB 2023-1 | Amendments to Australian Accounting Standards – Supplier Finance Arrangements | 1 January 2024 | B |
| AASB 2020-1<br><br>AASB 2020-6<br><br>AASB 2022-6 | Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current<br>Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date<br>Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants | 1 January 2024 | B |
| AASB 2022-5 | Amendments to Australian Accounting standards – Lease Liability in a Sale and Leaseback | 1 January 2024 | B |
| AASB 2014-10<br><br>AASB 2015-10<br><br>AASB 2017-5 | Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture.<br>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128<br>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections. | 1 January 2025 | B |

Table Notes:

A: First time adoption of this Standard may have a financial impact and the potential effects are in the process of being assessed.

B: These changes are not expected to have a significant, if any, financial and disclosure impact

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

**(s) New standards and interpretations not yet adopted (continued)**

(i) Australian Accounting Standards issued but not yet effective (continued)

The AASB adopted the new Accounting Standard "AASB 17 Insurance Contracts" in July 2017. Subsequently, the IASB issued Amendments to IFRS 17 which deferred the effective date from 1 January 2021 to 1 January 2023 and resulted in amendments to the Standard. These amendments were then adopted by the AASB in July 2020.

**Measurement of Insurance Contracts**

*Level of Aggregation*

The Group is a mono-line insurer that underwrites workers compensation policies in NSW in specific industries under two specialised insurer licenses. The insurance contracts written by the Group all have similar risks and are managed together and hence it has been determined that there is a single portfolio of insurance contracts for the Group.

*Measurement Models*

AASB 17 introduces the General Measurement Model (GMM) for accounting for insurance contracts. Under the GMM the liability for remaining coverage (representing future insurance coverage) is based on fulfilment cash flows (being the present value of expected future cash flows plus a risk adjustment) and a contractual service margin (being the unearned profit that is recognised in the profit or loss over the coverage period of the insurance contract).

The Standard also allows for the use of an alternative simplified measurement method, the Premium Allocation Approach, (PAA), which is similar to the current basis on which general insurance is accounted for under AASB1023. The PAA can be applied when one of two conditions is met. One of these conditions is that the coverage period of each insurance contract is one year or less. The Group satisfies this condition for all of its insurance contracts and, accordingly, the Group intends to use the simplified PAA measurement method to measure its insurance liabilities under the new Standard.

**Acquisition cash flows**

Acquisition cash flows are required to be deferred except where the coverage period of the insurance contract is one year or less, in which case an entity can elect to expense these. As the Group satisfies the coverage period condition, it intends to exercise the option to expense its acquisition cash flows.

**Reinsurance contracts**

*Level of aggregation*

The Group holds two types of reinsurance contracts, being Quota Share and Excess of Loss. The two have similar risks and are managed together, being purchased to complement one another. Accordingly, it has been determined that there is one portfolio of reinsurance contracts held for the Group under the new Standard.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

**(s) New standards and interpretations not yet adopted (continued)**

(i) Australian Accounting Standards issued but not yet effective

**Reinsurance contracts (continued)**

*Measurement Models*

Both the Quota Share and Excess of Loss reinsurance contracts held by the Group are risk attaching and therefore have a coverage period of up to two years. This means they do not satisfy the coverage period condition to qualify for use of the simplified PAA measurement method.

The other condition for use of the simplified PAA measurement method is that the entity reasonably expects that the resulting measurement under the PAA method would not differ materially from the result under the GMM method. The Group has engaged its Appointed Actuary to assist with the analysis and the initial results suggest that the PAA does not differ materially from the GMM. Accordingly, it is expected that the simplified PAA measurement method will be used to measure the Group's reinsurance contracts held.

**Onerous contracts**

AASB17 requires the identification of "groups" of onerous contracts that will be determined at a more granular level of aggregation than the level at which the liability adequacy test is performed currently under AASB1023.

Under the simplified measurement approach AASB 17 stipulates that insurance contracts are considered not to be onerous unless facts and circumstances indicate otherwise. There is no specific guidance in AASB 17 on what constitutes facts and circumstances.

The Group will assess the future expected profitability of insurance contracts using the pricing analysis prepared by the Appointed Actuary annually. The pricing analysis and the resultant reporting is undertaken at the Workers Compensation Industry Classification (WIC) code level. Accordingly, the Company will review whether insurance contracts are expected to be onerous, no significant chance of being onerous, or other at a WIC code level annually.

Should any of the WIC code groups be found to be onerous, the expected loss will be measured based on an estimation of fulfilment cash flows and the loss will be recognised in the Statement of Comprehensive Income. The loss may be mitigated somewhat by applicable reinsurance contracts and hence related income from reinsurance recoveries will be recognised (equal to the gross loss component multiplied by the quota share or excess of loss recovery rate).

**Risk adjustment**

Under AASB 17, a risk adjustment will be applied to the insurance contract liabilities. This replaces the risk margin applied under AASB 1023 General Insurance Contracts.

The risk adjustment adjusts for the uncertainty around the amount and timing of the cash flows arising from non-financial risk. It differs to the risk margin, which reflected the inherent uncertainty in the net discounted central estimate. The risk adjustment is expected to be determined using a confidence level approach and is required to be disclosed under AASB 17.

The Group continues to work through the requirements for determining the risk adjustment with its Appointed Actuary.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

**(s) New standards and interpretations not yet adopted (continued)**

(i) Australian Accounting Standards issued but not yet effective (continued)

**Discounting**

AASB1023 requires the net central estimate to be discounted using risk free rates. AASB17 requires estimates of future cash flows to be discounted to reflect the time value of money and financial risks related to those cash flows but does not prescribe a methodology for determining the discount rates used.

The fulfilment cash flows within the insurance contract liabilities are expected to be discounted in line with a risk-free discount rate based on Commonwealth Government Bonds. The Group is considering assuming a zero illiquidity premium as it believes the insurance liabilities are not illiquid and benefits cannot be cashed out. This methodology is the same as the approach taken currently under AASB 1023.

The Group is expected to recognise in full the insurance finance expense (being the unwinding of the discounting impact and the changes in the discount rates) in the Statement of Comprehensive Income.

**Presentation and disclosure**

The Standard introduces changes to the presentation and disclosure of insurance line items in the financial statements, introducing new line items on the Statement of Comprehensive Income and Statement of Financial Position and increased disclosure compared to existing requirements under AASB1023.

Existing insurance and reinsurance contract line items on the Statement of Financial Position will be replaced by insurance contract assets and liabilities and reinsurance contract assets and liabilities. Insurance contract liabilities under AASB17 will include all cash flows that directly relate to the fulfilment of insurance contracts, including acquisition, claim handling and policy administration costs. It also includes other costs such as direct overheads that are currently recognised in trade and other creditors in the Statement of Financial Position.

**Transition**

The Group intends to apply the full retrospective approach for transition of its insurance contracts issued and reinsurance contracts held except to the extent that it is impracticable to do so, in which case either a modified approach or fair value approach may be applied.

**Financial impact**

The Group's implementation of AASB17 is well progressed and work is ongoing to finalise the impacts and to restate comparative information for purposes of reporting in 2024.

AASB17 is not expected to change the underlying economics or cash flows of the Group but may slightly impact the timing of profit emergence, The Group continues to assess the quantitative impact of the application of AASB17 at this time. The requirements of AASB 17 are complex and the actual impact is subject to the finalisation of key assumptions in relation to certain of the components listed above.

Accordingly, at this time it is not practicable to quantify the impact of AASB17 on the Group's financial statements. Based on the work performed to date, however, the impact on the Group's net assets is expected to be modest and predominantly driven by the application of the AASB17 risk adjustment that will replace the risk margin that is currently included in the valuation of the Outstanding Claims Liability.

# Notes to the Financial Statements (continued)

## Note 1 Reporting Entity, Basis of Preparation and Significant Accounting Policies (Continued)

**Significant Accounting Policies (continued)**

**(s) New standards and interpretations not yet adopted (continued)**

(ii) Australian Accounting Standards issued and effective

Adoption of the new and amended accounting standards listed below has no material financial impact on the Group.

| Standard | Description |
|---|---|
| AASB 2020-3 | Amendments to Australian Accounting Standards- Annual Improvements 2018-2020 and other amendments. (Amendments to AASB 1,3,9,116,137,141) |
| AASB 2021-7(a-c) | Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections |

**(t) New standards implemented**

A number of new Standards, amendments to Standards and interpretations are effective for annual periods beginning on or after 1 July 2022. All of the new Standards do not apply to the Group for the year ended 30 June 2023.

# Notes to the Financial Statements (continued)

## Note 2 Accounting estimates and judgements

### (a) Accounting estimates and judgments

In preparing these financial statements, the Directors rely on management, whom have made judgements and estimates that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Management evaluates estimates and judgements incorporated in the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and performance outcomes based on current trends and economic data, obtained both externally and within the Group.

### (b) Key sources of estimation uncertainty

The key areas of estimation uncertainty for the Group are described below.

#### (i) Estimation of workers compensation management fees

Owing to the complex calculations underlying the performance and incentive fees and the delays in statutory authorities providing the supporting data, it may be the case that performance and incentive fees relating to a financial year are recognised in the current financial year to the extent that is probable. The Directors, as at the date of this report, have applied the accounting policy in Note 1(b) using data available at the date of this report.

#### (ii) Estimation of outstanding claims liability

Provision is made at year end for the estimated cost of claims incurred but not settled at the reporting date, including the cost of claims incurred but not yet reported (IBNR) to the Group. Refer to Note 16.

The Group takes all reasonable steps to ensure that it has appropriate information regarding its claims exposure. However, given the uncertainty in establishing claims provisions, it is likely that the final outcome will prove to be different from the original liability established.

The estimation of IBNR is generally subject to a greater degree of uncertainty than the estimation of the cost of settling claims already notified to the Group, where more information about the claim event is generally available. In calculating the estimated cost of unpaid claims, the Group uses a variety of estimation techniques, generally based upon statistical analyses of historical experience, which assumes that the development pattern of the current claims will be consistent with past experience.

Provisions are calculated gross of all recoveries. A separate estimate is made of the amounts that will be recoverable from reinsurers and other sources of recovery based upon the gross provisions.

The methods used to analyse past claims experience and to project future claims experience are largely determined by the available data and the nature and maturity of the portfolio.

#### (iii) Estimation of mutual benefits provision

The mutual benefits provision, as disclosed in Note 17, comprises a pool of committed funds which have been approved by the Board. This pool of committed funds has been created to assist members to improve claims and injury outcomes in the workplace. The funds have been allocated to a number of areas, including funding for specific proposals as submitted by members. The year-end provision represents a reasonable estimate of the expected cost of these initiatives.

# Notes to the Financial Statements (continued)

## Note 3 Actuarial assumptions and method

### (a) Process used to determine outstanding claims liabilities (actuarial methods)

The general approach to actuarial estimation of insurance liabilities is to analyse all available past experience, including numbers of reported, active and finalised claims, amounts of claim payments, changes in case estimates and incurred loss ratios. This analysis allows patterns to be identified in the past experience. Based on this, development patterns associated with the run-off of outstanding claims and premium liabilities at the balance date can be estimated.

The determination of the outstanding claims liabilities involves the following steps:

- The determination of the central estimate of outstanding claims at the balance date. The central estimate of outstanding claims includes an allowance for claims incurred but not reported (IBNR), the further development of reported claims and the direct and indirect costs of settling those claims.
- The central estimate has no deliberate bias towards either over or under estimation. Generally speaking, this means that the central estimate is assessed to have a 50% chance of being adequate.
- The determination of a risk margin and claims handling expense provision to be added to the central estimates of outstanding claims.

The actuarial techniques used to estimate the outstanding claims liabilities were:

- For the Employers Mutual Limited run-off portfolio – the outstanding claims liabilities were estimated using a claim number multiplied by claim size approach for all claim types except the weekly claims, which were valued using an annuity approach.
- For the underwritten workers compensation portfolio in Hospitality Industry Insurance Limited (“HII”), the outstanding claims liabilities were estimated using an Individual Claim Annuity methodology, the Payment per Active Claim and Payment per Claim Incurred methodologies and a common law utilisation module. The Individual Claim Annuity methodology projects weekly benefits based on characteristics specific to individual claims. The Payment per Active Claim methodology uses projections of active claims (i.e. the number of claims expected to receive weekly and medical benefit payments in the future) and expected average payments of weekly and medical benefits for those active claims. The Payment per Claim Incurred methodology uses average claim sizes, claim frequencies and patterns for the payment of claims for the lump sum, recoveries and legal, investigation and other benefit types. The common law utilisation model uses projections of common law claim lodgements, finalisations and average settlement sizes.

### (b) Actuarial assumptions

The key actuarial assumptions for the determination of the outstanding claims liabilities are as follows:

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Underwritten Workers Compensation | Workers Compensation Run-off | Combined | Underwritten Workers Compensation | Workers Compensation Run-off | Combined |
| Average term to settlement years* | 5.37 | 7.80 | 5.46 | 5.63 | 8.59 | 5.28 |
| Average claim sizes $ | 25,079 | 32,918 | 25,123 | 22,945 | 38,270 | 23,028 |
| Expense rate | 7.0% | 5.4% | 6.9% | 5.8% | 5.4% | 5.8% |
| Discount rate | 4.25% | 4.20% | 4.23% | 3.60% | 3.74% | 3.63% |

** varies depending on the insurance terms of the policy*

# Notes to the Financial Statements (continued)

## Note 3 Actuarial assumptions and method (continued)

### (c) Process used to determine actuarial assumptions

A description of the processes used to determine the key actuarial assumptions is provided below:

#### (i) Future number of workers compensation claims

For asbestos claims in the Employers Mutual Limited run-off portfolio, estimated future numbers of claims are based on the assumed latency period of the Company's exposures and the Company's assumed level of asbestos exposure relative to the industry. The key assumptions are the number of claims expected to be reported in 2021/2022, the future period over which reporting will occur as well as the period at which the peak for reporting occurs. Due to the relatively small size of the Company's asbestos exposures, external benchmarks regarding the peak period and the pattern of future reporting have been considered.

For all other claim types (excluding weekly claims) future claim numbers have been estimated based on the "decay rate" of claim reports for each claim type observed in recent years.

#### (ii) Average claim size for workers compensation claims

The average claim size for each type of future workers compensation claim for the Employers Mutual Limited run-off portfolio has been determined based on inspection of the Company's historical settlement experience.

In relation to Hospitality Industry Insurance Limited ("HII"), the future loss costs have been estimated based on assumed average claim sizes, claim frequencies and assumed payment development patterns. Separate projections are carried out for the weekly, medical, lump sum, common law, recoveries, legal, investigation and other benefit types. These assumptions have been based on analysis of the HII's claims experience.

#### (iii) Average term to settlement – underwritten workers compensation

A payment pattern has been selected based on HII's historical experience due to the limited experience to 30 June 2023. This implies an average discounted term to settlement shown in the assumptions above.

For Employers Mutual Limited run-off claims a payment pattern has been selected based on the Group's historical experience. This implies an average discounted term to settlement shown in the assumptions above.

#### (iv) Expense rate

For the Employers Mutual Limited run-off portfolio, the adopted claims handling expense rates were based on the schedule of expenses agreed between the Company and the Partnership.

HII's claims handling expense rates were based on the schedule of expenses agreed between the HII and Employers Mutual Management Pty Ltd, its outsourced service provider.

#### (v) Discount rate

The central estimates of the outstanding claims liabilities of all portfolios in the Group were discounted to allow for future investment income attributable to the assets backing the liabilities during the run-off period. The future investment earnings assumptions are estimates of the future annual risk free rates of return. They have been based on the yield curve on Australian Government Bonds as at 30 June 2023.

# Notes to the Financial Statements (continued)

## Note 3 Actuarial assumptions and method (continued)

### (c) Process used to determine actuarial assumptions (continued)

(vi) Sensitivity analysis

The outstanding claims liabilities included in the reported results are calculated based on the key actuarial assumptions as disclosed above. The movement in any of the above key actuarial assumptions will impact the performance and equity of the Group. The table below describes how a change in each of the assumptions will affect the outstanding claims liabilities.

| 2023<br>Key actuarial assumptions | Changes | Impact on central estimate of outstanding claims liabilities<br>$000 |
|---|---|---|
| **All classes Employers Mutual Limited run-off** | | |
| Expense rate | +1% / -1% | 46 / (46) |
| Normal inflation rate | +1% / -1% | 446 / (446) |
| Discount rate | +1% / -1% | (389) / 389 |
| Gross average claim size | +10% / -10% | 443 / (443) |
| Number of future claims reported | +10% / -10% | 440 / (440) |
| **All classes HII** | | |
| Expense rate | +1% / -1% | 812 / (812) |
| Discount rate | +1% / -1% | (4,094) / 4,756 |
| Average claim size | +10% / -10% | 8,119 / (8,119) |
| Term to settlement | +10% / -10% | (1,822) / 1,939 |

| 2022<br>Key actuarial assumptions | Changes | Impact on central estimate of outstanding claims liabilities<br>$000 |
|---|---|---|
| **All classes Employers Mutual Limited run-off** | | |
| Expense rate | +1% / -1% | 44 / (44) |
| Normal inflation rate | +1% / -1% | 486 / (486) |
| Discount rate | +1% / -1% | (498) / 498 |
| Gross average claim size | +10% / -10% | 466 / (466) |
| Number of future claims reported | +10% / -10% | 462 / (462) |
| **All classes HII** | | |
| Expense rate | +1% / -1% | 769 / (769) |
| Discount rate | +1% / -1% | (3,976) / 4,642 |
| Average claim size | +10% / -10% | 8,322 / (8,322) |
| Term to settlement | +10% / -10% | (1,525) / 1,610 |

# Notes to the Financial Statements (continued)

## Note 4 Risk management

### (a) Risk appetite

The Board has adopted a Risk Appetite Statement (RAS) that articulates the level of risk the Group is prepared to accept. The RAS states the Board's tolerance for risk across a number of exposure or risk areas:

- Capital, earnings and return targets
- Insurance risk
- Regulatory and compliance risk
- Asset risk
- Operational risk
- Strategic and reputation risk
- People and capability risk
- Governance risk

### (b) Risk management framework

The Group has established a risk management framework for managing the risks it faces. The Group has a designated Risk and Governance function which is responsible for the development and maintenance of the framework. In accordance with Prudential Standard CPS 220 Risk Management, issued by the Australian Prudential Regulation Authority ("APRA"), the risk management framework is summarised in the Risk Management Strategy (RMS). The Reinsurance Management Strategy (ReMS) also forms part of the risk management framework. The RMS and ReMS are both developed by management and approved by the Board. The Group also meets the requirements of the Prudential Standard CPS220 Risk Management.

The risk management framework (and the RMS) have been developed and designed to ensure that the Group operates within the Board's risk tolerances as stated in the RAS. The risk management framework operates with the objective of ensuring risks are managed within tolerance or if a risk should move outside of tolerance that strategies are put in place to return the risk to tolerance as soon as practical.

The RMS and ReMS identify the Group's policies and procedures, processes and controls that comprise its risk management and control systems. These systems address all material risks, financial and non-financial, likely to be faced by the Group. Annually, the Board certifies to APRA that adequate strategies have been put in place to monitor those risks, that the Group has systems in place to ensure compliance with legislative and prudential requirements and that the Board has satisfied itself as to compliance with the RMS and ReMS.

### (c) Capital, earnings and return targets

The Employers Mutual Limited Level 2 Group has set a target capital adequacy ratio of 2.5 to 3 times its prescribed capital amount (PCA) which is the minimum level of capital required in APRA's capital standards (assessed at the level 2 Group). The Group has established an internal capital adequacy assessment process (ICAAP) which it uses to monitor and project its capital position, stress test its capital resiliency and to assess the capital and financial impact of business opportunities. Further detail on capital management is included in Note 28.

The Group has adopted a target return on capital for underwritten businesses of 15% p.a. before tax over rolling 3 years and return on expenses (for other businesses) of more than 15% over a business or contract cycle. While the intention is to limit earnings' volatility, it is acknowledged that the nature of the business has an inherent level of uncertainty and below target returns are acceptable in periods of material change, such as significant business growth or major legislative change, it is acknowledged that the expected return on capital may be lower in any one year as set out in the business plan covering the underwritten scheme.

# Notes to the Financial Statements (continued)

## Note 4 Risk management (continued)

### (d) Insurance risk

The Group has established policies for accepting insurance risks. The risk under any one insurance contract arises out of the uncertainty surrounding the timing and severity of claims under the contract.

The Group manages its insurance risk through underwriting limits, approval procedures for transactions that involve new products or that exceed set limits, pricing guidelines, centralised management of reinsurance and monitoring of emerging issues. Methods of monitoring performance include internal risk measurement models, scenario and stress testing and regular review of performance by product.

The principal risk is that the frequency and severity of claims is greater than expected. Insurance events are, by their nature, random, and the actual number and size of events during any one year may vary from those estimated using established statistical techniques.

The Group has an objective to control insurance risk, thus reducing the volatility of operating profits. In addition to the inherent uncertainty of insurance risk, which can lead to significant variability in the loss experience, profits from insurance business are affected by market factors, particularly competition and movements in asset values. Short-term variability is, to some extent, a feature of insurance business.

The Group writes insurance risks only in Australia and currently only underwrites workers compensation in NSW. The Group will consider further underwriting opportunities where a business case demonstrates that the capital adequacy and the level of return to shareholders remain within risk tolerances.

The underwriting strategy is to ensure that the Group is able to meet the insurance needs of the majority of customers, whilst achieving the risk management and financial objectives of the Group.

### (e) Reinsurance strategy

The Group adopts a conservative approach towards its reinsurance risk management. The Board has determined the level of risk which is appropriate for the Group having regard to its financial resources, premium volume and the usual concepts of prudence and regulatory constraint. It uses reinsurance products to mitigate capital and financial risk.

This approach is summarised in the Reinsurance Management Strategy (ReMS) and approved by the Board. The Group has an Underwriting Committee that assesses the effectiveness of the reinsurance management process. The control mechanisms include annual review of reinsurance arrangements, reinsurance programs and criteria for selection of reinsurers.

### (f) Concentration of insurance risk

Concentration of insurance risk occurs where multiple exposures or policyholders are subject to losses from the one event and are particularly relevant in the case of catastrophes including natural disasters. The Group has estimated a maximum event retention and purchases excess of loss reinsurance to provide protection above that retention to a level well in excess of its assessed probable maximum loss determined by modelling aggregated exposures and projected losses from catastrophes. The Group reviews its maximum event retention and probable maximum loss regularly to ensure adequate reinsurance coverage.

### (g) Regulatory and compliance risks

The Group is subject to regulatory supervision by APRA. It is also subject to supervision by State workers compensation regulators: State Insurance Regulatory Authority (SIRA), Return to Work SA, WorkSafe Victoria and Comcare. The Group works closely with regulators and monitors regulatory developments to assess any potential impact on its ongoing ability to meet the various regulatory requirements. The Group is also subject to other regulatory requirements including corporate law, taxation law, privacy law, workplace health and safety laws and state records laws.

The Group utilises a comprehensive enterprise wide program of internal and external audit to assist in managing its regulatory and compliance risk.

# Notes to the Financial Statements (continued)

## Note 4 Risk management (continued)

### (h) Asset risks

The Group has a low tolerance for investment risk for assets backing insurance liabilities and seeks to limit the scope for asset–liability mismatch risk. Asset liability modelling, using dynamic financial analysis techniques, is undertaken annually to match asset and liability durations and to underpin a review of the investment mandate. The investment mandates are established each year by the Board and provides limited scope for the Investment Manager to make tactical investment decisions around an approved benchmark portfolio.

### (i) Liquidity risk

Liquidity risk is the risk that there are insufficient cash resources available to meet current obligations as they fall due without affecting the ongoing operations or the financial or capital position of the Group. Actual and expected cash flow for its businesses are actively monitored and reviewed to ensure that all businesses within the Group have, and continue to have, sufficient funds.

### (j) Credit risk

Credit risk is the risk of financial loss resulting from the failure of a customer, an intermediary or counterparty to settle its financial and contractual obligations to the Company as and when they fall due. The Group's primary exposure to credit risk arises through its investment in fixed income securities, its receivables arising from its claim management activities and its receivables arising from sales of insurance policies and obligations of reinsurers through reinsurance contracts.

The Group has put in place credit policies and investment guidelines as a part of its overall credit risk management framework which includes the following:

- Evaluation of a debt instrument issuer's credit risk is undertaken by the Finance function in consultation with the Group's Investment Manager where applicable. Monitoring of credit and concentration risk is carried out by Finance and is supported by Risk Management.
- Cash and deposits in Australia are generally placed with banks and financial institutions licensed under APRA

Receivables arising from claims management activities and its insurance and reinsurance contracts are monitored to ensure adherence to the Group's credit policy.

As part of the overall risk management strategy, the Company cedes insurance risk through proportional and non-proportional treaties and facultative arrangements as deemed necessary. The Group monitors the credit quality and financial conditions of its reinsurers on an ongoing basis and review its reinsurance arrangements periodically. The Group typically cedes business to reinsurers that have a good credit rating and concentration of risk is avoided by adhering to policy guidelines in respect of counterparties' limits that are set each year by the Board of Directors. When selecting its reinsurers, the Group considers their relative financial security. The security of the reinsurer is assessed based on public rating information and annual reports.

The Group's credit risk exposure also arises from premiums receivables from its policyholders and management fees receivables from its workers compensation claims management statutory and corporate clients. The Group has policies to monitor credit risk from these receivables with a focus on day to day monitoring of the outstanding position by the applicable credit control function. The Group also has guidelines to evaluate intermediaries before their appointment as well as setting credit terms to these appointees.

The Group uses the ratings assigned by external rating agencies to assess the credit risk of debt securities, fixed and call deposits and reinsurance receivables.

# Notes to the Financial Statements (continued)

## Note 4 Risk management (continued)

### (k) Operational risks

Operational risk is the risk of financial loss (including lost opportunities) resulting from internal processes, people and systems which fail to perform as required or are inadequate. When operational controls break down, an operational incident may occur that results in financial loss, breach of regulatory, legal and contractual obligations, fraud or damage to reputation.

The Group's Risk Management Strategy includes consideration of operational risk and the Group uses a framework of operational controls to manage its operational risk exposures – a control framework is established for each business operation. Operational Risk is identified and assessed on an ongoing basis. Management and staff are responsible for identifying, assessing and managing operational risks in accordance with their roles and responsibilities. The Group utilises the Risk Management function and the Internal Audit function of the Group as second and third lines of defence to monitor and verify the effectiveness of processes, procedures and controls surrounding operational risk.

### (l) Strategic and reputation risks

Strategic and reputation risks are the risk that a failure or weakness in business strategy and business planning may lead to poor decision making and financial losses. Regulated entities in the Group establish business plans for their operations which articulate business strategy and incorporate three year budgets, with non-regulated entities having detailed annual budgets that feed into the three year business plans as appropriate. The Group aims to grow its business and considers opportunities in both underwritten and non-underwritten business as they arise. Business cases are required to be approved for any material business opportunity in accordance with the business appraisal requirements of the risk management framework. Business cases are required to demonstrate how they meet the Group's strategic objectives and fit within its risk appetite including, but not limited to, target returns and capital adequacy levels.

### (m) People and capability risks

A key critical resource for the business is its people and their capability. People and capability risk is the risk that the business does not have sufficient resources or the available resources are not sufficiently skilled to meet the needs of the business. The Group has a range of strategies in place to manage its people risks by recruiting the right staff, providing appropriate training and implementing strategies to improve employee engagement and staff retention.

### (n) Governance risks

Governance risk is the risk that a breakdown in governance may lead to financial loss, reputational impacts or regulatory or compliance issues. The Company maintains an independent Board with an effective, robust committee structure to provide arms-length strategic oversight of the business of the Group and ensure that the interests of the members are maintained.

# Notes to the Financial Statements (continued)

## Note 5 Operating profit

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **(a) Insurance revenue** | | |
| Premium revenue – direct | 92,154 | 63,079 |
| Reinsurance commission revenue | 8,943 | 7,265 |
| | **101,097** | **70,344** |
| **(b) Other underwriting expenses** | | |
| Acquisition costs | (1,005) | (810) |
| Management fees paid | (12,420) | (9,221) |
| Workers Compensation Operational Fund levy | (4,067) | (2,784) |
| | **(17,492)** | **(12,815)** |
| **(c) Investment revenue** | | |
| Dividends from external parties | 632 | 739 |
| Dividends from related parties | - | 88 |
| Interest revenue | 6,460 | 3,190 |
| Trust distributions | 19 | 6 |
| Realised gains / (losses) on sale of investments | (1,751) | (1,013) |
| Unrealised investment gains/(losses) | 4,198 | (11,948) |
| | **9,558** | **(8,938)** |
| **(d) Management fees revenue** | | |
| Workers' compensation management fee revenue | 459,850 | 366,275 |
| Other | 31,486 | 31,768 |
| | **491,336** | **398,043** |
| **(e) Other revenue** | | |
| Share of profits of Partnership | 52,568 | 33,558 |
| Other income | 1,960 | 1,018 |
| | **54,528** | **34,576** |
| **(f) Management fees paid** | | |
| Management fees paid to related entity * | (459,850) | (366,275) |
| Other | (33,683) | (33,750) |
| | **(493,533)** | **(400,025)** |

* Partnership of Employers Mutual Limited & ASWIG Management Pty Ltd as Trustee for ASWIG Management Trust.

# Notes to the Financial Statements (continued)

## Note 6 Taxation

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **(a) Income tax expense** | | |
| Prima facie income tax expense calculated at 30% on operating profit | 17,059 | 7,154 |
| Increase/(decrease) in income tax expense due to: | | |
| Imputation gross-up on dividends received | 68 | 94 |
| Franking credits on dividends received | (227) | (315) |
| Permanent differences | (7) | (53) |
| Income tax expense attributable to profit | 16,893 | 6,880 |
| (Over) / under provision for tax expense in previous years | (20) | 97 |
| **Tax expense attributable to operating profit** | **16,873** | **6,977** |
| Income Tax Expense is made up of: | | |
| Current tax | 13,350 | 9,225 |
| Under provision in prior year | (20) | 97 |
| Deferred tax | 3,543 | (2,345) |
| | **16,873** | **6,977** |
| **(b) Net Current tax assets/(liabilities)** | | |
| Provision for income tax (payable)/ receivable | (7,888) | (3,619) |
| **Net Current tax (liabilities)/ assets** | **(7,888)** | **(3,619)** |
| **(c) Net deferred tax assets/(liabilities)** | | |
| **Deferred tax assets** | | |
| Claims handling expenses | 2,505 | 1,989 |
| Mutual benefit provision | 1,143 | 1,252 |
| Unrealised loss on investments | - | 2,183 |
| Accumulation / (utilisation) of tax losses | 200 | 294 |
| Deferred tax on management fee expenses | 13,295 | 18,834 |
| Other | 269 | 203 |
| (ii) Amounts set off against deferred tax liabilities | (15,927) | (19,758) |
| | **1,485** | **4,997** |
| **Deferred tax liabilities** | | |
| (i) Amounts recognised in profit | | |
| Deferred tax on management fee revenue | (16,574) | (19,629) |
| Accrued investment income | (21) | (15) |
| Unrealised gain on investments | 877 | - |
| Other | (209) | (114) |
| (ii) Amounts set off against deferred tax assets | 15,927 | 19,758 |
| | - | - |

# Notes to the Financial Statements (continued)

## Note 6 Taxation (continued)

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **(d) Net deferred tax** | | |
| **Reconciliation of Deferred Tax Asset** | | |
| Balance at 1 July | 4,997 | 3,614 |
| Prior year (under) / over provision | 31 | (961) |
| Debited/(Credited) to Statement of Comprehensive Income | (3,543) | 2,344 |
| **Balance at 30 June** | **1,485** | **4,997** |
| **Franking Account** | | |
| 30% franking credits | 85,651 | 84,458 |

Balance of franking account is adjusted for:

- franking credits that will arise from the payment of the amount of the provision for income tax;
- franking debits that will arise from the payment of dividends recognised as liability at the reporting date; and
- franking credits that will arise from the receipt of dividends recognised as receivables at the reporting date.

## Note 7 Trade and other receivables

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **Current** | | |
| Trade debtors | 11,027 | 11,407 |
| Other Debtors | - | 5 |
| Quota share commission | 10,488 | 8,120 |
| Amounts due from Related Entities^ | 23,894 | 2,879 |
| Unbilled Revenue | 28,391 | 20,147 |
| Contract Asset – Accrued income | 69,509 | 45,013 |
| GST receivable | 324 | 684 |
| Premium receivable | 100,116 | 49,921 |
| Expected credit loss provision | (58) | (101) |
| | **243,691** | **138,075** |
| **Non-current** | | |
| Amount due from related entities^ | 9,091 | 1,991 |
| | **9,091** | **1,991** |

^ Partnership of Employers Mutual Limited & ASWIG Management Pty Ltd as Trustee for ASWIG Management Trust.

# Notes to the Financial Statements (continued)

## Note 7 Trade and other receivables (continued)

**Premium Receivable**

The Premium Receivables balance includes an amount for unclosed business, which reflects a return to normal business conditions in the hospitality industry (and the flow-on effect to employment levels, wage levels and ultimately wage rolls and premiums) and the recommencement of underwriting activities by Employers Mutual Limited with effect from 30 June 2023 following the granting of a specialised licence by the State Insurance Regulatory Authority (SIRA). The prior year balance reflects the an unclosed business estimate for Hospitality Industry Insurance Limited that anticipated a gradual return to more normal business conditions in the hospitality industry post COVID-19.

**Expected Credit Loss Provision**

The Group has no significant concentrations of credit risk, with the Premium Receivables balance spread across a large number of different customers. The underwriting team completed a detailed review of Premium Receivables balances both at year end and also post year end and arrived at a specific provision of $58k. This is in excess of the calculated economic credit loss provision of $18k. Management increased the ECL amount at 30 June 2023 to the higher amount.

## Note 8 Reinsurance and other recoveries receivable

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Reinsurance and other recoveries – current | 12,449 | 11,643 |
| Reinsurance and other recoveries - non-current | 26,978 | 25,569 |
| **Total reinsurance and other recoveries receivable** | **39,427** | **37,212** |
| | | |
| Reinsurance and other recoveries on claims paid | 3,586 | 3,244 |
| Expected future reinsurance and other recoveries on outstanding claims liability | 35,841 | 33,968 |
| **Total reinsurance and other recoveries receivable** | **39,427** | **37,212** |

## Note 9 Deferred reinsurance expense

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Deferred reinsurance expense | 26,016 | 17,112 |
| **Reconciliation of changes in deferred reinsurance expense:** | | |
| Balance at 1 July 2022 | 17,112 | 14,073 |
| Deferral of reinsurance premiums on current year contracts | 26,016 | 17,112 |
| Earning of reinsurance premiums previously deferred | (17,112) | (14,073) |
| **Balance at 30 June 2023** | **26,016** | **17,112** |

# Notes to the Financial Statements (continued)

## Note 10 Deferred acquisition costs

| | 2023 $000 | 2022 $000 |
|---|---|---|
| Deferred acquisition costs – current | - | - |
| **Total Deferred Acquisition Costs** | - | - |
| | | |
| **Reconciliation of changes in deferred acquisition costs:** | | |
| Balance at 1 July 2022 | | - |
| Acquisition costs incurred in year | 1,005 | 810 |
| Amortisation charged to income | (1,005) | (810) |
| **Balance at 30 June 2023** | - | - |

## Note 11 Other assets

| | 2023 $000 | 2022 $000 |
|---|---|---|
| **Current** | | |
| Prepayments / Deferred Management Fees | 87,649 | 92,369 |
| Specialised Insurer Security Deposit* | 46,303 | 22,802 |
| | **133,952** | **115,171** |
| **Non-current** | | |
| Prepayments /Deferred Management Fees | 9,299 | 7,982 |
| Fixed Assets | - | - |
| | **9,299** | **7,982** |

* As part of its specialised insurance licenses, the Group is required to lodge a Security Deposit with the State Insurance Regulation Authority (SIRA). The Security Deposit is held by SIRA on behalf of the Group and can be in the form of cash or securities issued or guaranteed by the Commonwealth or NSW State Government.

The Group's Security Deposit at 30 June 2023 consists of $24.0m (2022: $20.2m) in CPI indexed bonds, $16.7m (2022: $13.7m) in fixed interest bonds issued by the Commonwealth and NSW State Governments and $46.3m (2022: $22.8m) in Cash. The cash component is part of Other Assets, whilst the CPI indexed bonds and fixed interest bonds components are included in the Government and other public securities investments balance in Note 12 - Financial Assets.

# Notes to the Financial Statements (continued)

## Note 12 Financial assets

| | 2023 $000 | 2022 $000 |
|---|---|---|
| **Current** | | |
| Bank accepted bills of exchange | 31,793 | 32,906 |
| | **31,793** | **32,906** |
| **Non-current financial assets** | | |
| Shares in listed companies and unit trusts | 15,021 | 10,114 |
| Floating rate notes | 42,357 | 31,649 |
| Government and other public securities* | 134,721 | 127,086 |
| | **192,099** | **168,849** |
| **Total financial assets** | **223,892** | **201,755** |

All financial assets are designated as fair value through profit and loss.

*Government and other public securities includes $24.0m (2022: $20.2m) of CPI indexed bonds and $16.7m (2022: $13.7m) of fixed interest bonds held by the State Insurance Regulation Authority (SIRA) as a Security Deposit on behalf of the Group as part of its specialised insurance licenses conditions.

## Note 13 Investment in controlled entities

**Summarised information of interests in controlled entities is as follows:**

| | Reporting date | Principal place of business | Principal activity | Consolidated Ownership Interest 2023 % | Consolidated Ownership Interest 2022 % |
|---|---|---|---|---|---|
| Employers Mutual NSW Limited* | 30 June | Australia | Workers compensation claims administration | 100 | 100 |
| Hospitality Industry Insurance Limited* [1, 2] | 30 June | Australia | Insurance underwriting | 50 | 50 |
| EML Foundation** | 30 June | Australia | Dormant | 100 | 100 |
| EML Vic Pty Ltd** | 30 June | Australia | Workers compensation claims administration | 100 | 100 |
| Employers Mutual SA Pty Ltd** | 30 June | Australia | Workers compensation claims administration | 100 | 100 |
| EMNational Pty Ltd** | 30 June | Australia | Workers compensation claims administration | 100 | 100 |

* Audited by Deloitte Touche Tohmatsu (Deloitte) (2022: KPMG)

** These entities are audited by Deloitte for the Employers Mutual Limited consolidated financial statements. No separate financial statements are issued by these entities

[1] Employers Mutual Limited holds 50% of the ordinary share capital of Hospitality Industry Insurance Limited (formerly Hospitality Employers Mutual Limited), with the remaining 50% owned equally by the Australian Hotels Association (NSW) and ClubsNSW. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The majority of Hospitality Industry Insurance Board members are appointed by Employers Mutual Limited and hence it is deemed that control is exercised by Employers Mutual Limited.

# Notes to the Financial Statements (continued)

## Note 13 Investment in controlled entities (continued)

[2] Employers Mutual Limited has an additional investment of $12.8 million of subordinated debt, classified as equity under AASB 132 *Financial Instruments: Presentation*, in Hospitality Industry Insurance Limited. This subordinated debt carries no voting rights. The ultimate Australian entity and parent entity is Employers Mutual Limited.

None of the controlled entities are listed on a stock exchange. There is no unrecognised share of losses arising from the above controlled entities, both for the reporting year and cumulatively.

Disclosure is based on the financial statements prepared in accordance with Australian Accounting Standards (AASBs) under Group accounting policies. The following summarised information represents the financial position and performance of the entities as a whole and not just Employers Mutual Limited's share.

| 2023 | Employers Mutual NSW Limited $000 | Hospitality Industry Insurance Limited $000 | EML Vic Pty Limited $000 | EML Foundation $000 | Employers Mutual SA Pty Ltd $000 | EM National $000 |
|---|---|---|---|---|---|---|
| **Summarised Statement of Comprehensive Income** | | | | | | |
| Revenue | 344,669 | 73,901 | 74,641 | - | 40,663 | - |
| Profit / (loss) after tax | 79 | 14,214 | - | (1) | - | - |
| Other comprehensive income | - | - | - | - | - | - |
| Total comprehensive income | 79 | 14,214 | - | (1) | - | - |
| Summarised balance sheet | | | | | | |
| Total assets | 132,880 | 343,377 | 21,124 | 505 | 3,905 | - |
| Total liabilities | 132,296 | 276,685 | 21,124 | 2 | 3,905 | - |
| **Net assets as at reporting date** | **584** | **66,692** | **-** | **503** | **-** | **-** |

| 2022 | Employers Mutual NSW Limited $000 | Hospitality Industry Insurance Limited $000 | EML Vic Pty Limited $000 | EML Foundation $000 | Employers Mutual SA Pty Ltd $000 | EM National $000 |
|---|---|---|---|---|---|---|
| **Summarised Statement of Comprehensive Income** | | | | | | |
| Revenue | 263,213 | 51,613 | 67,238 | - | 35,857 | - |
| Profit / (loss) after tax | (10) | 8,252 | - | (1) | - | - |
| Other comprehensive income | - | - | - | - | - | - |
| Total comprehensive income | (10) | 8,252 | - | (1) | - | - |
| Summarised balance sheet | | | | | - | - |
| Total assets | 190,387 | 287,810 | 22,000 | 506 | 9,205 | - |
| Total liabilities | 189,883 | 229,143 | 22,000 | 2 | 9,205 | - |
| **Net assets as at reporting date** | **504** | **58,667** | **-** | **504** | **-** | **-** |

# Notes to the Financial Statements (continued)

## Note 14 Trade and other payables

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **Current** | | |
| Trade creditors | 13,724 | 89,321 |
| Levies payable | 5,182 | 2,965 |
| Reinsurance payable | 27,186 | 22,337 |
| Amounts due to related entities^ | 82,968 | 21,975 |
| Other creditors | 12,975 | 2,515 |
| | **142,035** | **139,113** |
| **Non-current** | | |
| Amounts due to related entities | 137 | 664 |
| | **137** | **664** |
| **Total trade and other payables** | **142,172** | **139,777** |

Trade and other payable transactions with related entities have been made on terms equivalent to arm's length transactions.

^ Partnership of Employers Mutual Limited & ASWIG Management Pty Ltd as trustee for ASWIG Management Trust, Employers Mutual Management Pty Ltd, The Registered Clubs Association of NSW and Australian Hotels Association (NSW) Holdings Pty Ltd.

## Note 15 Unearned premium liability

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Unearned premium liability – current | 107,626 | 58,867 |
| **Reconciliation of changes in unearned premium liability** | | |
| Balance at 1 July | 58,867 | 47,505 |
| Premiums written during the year | 140,913 | 74,441 |
| Premiums earned during the year | (92,154) | (63,079) |
| **Balance at 30 June** | **107,626** | **58,867** |

The unearned premium liability reflects assumptions about the pattern of the expiration of risk of the policies written by the Group.

# Notes to the Financial Statements (continued)

## Note 16 Outstanding claims

| | | 2023<br>$000 | 2022<br>$000 |
|---|---|---|---|
| (a) | **Outstanding claims liability** | | |
| | Outstanding claims liability – current | 34,462 | 32,352 |
| | Outstanding claims liability – non-current | 108,599 | 102,352 |
| | **Total outstanding claims liability** | **143,061** | **134,704** |
| | Central estimate | 162,288 | 147,632 |
| | Prudential margin | 17,915 | 16,964 |
| | Claims handling allowance | 9,227 | 7,246 |
| | Discount to present value | (46,369) | (37,138) |
| | **Gross outstanding claims liability** | **143,061** | **134,704** |

### (b) Inflation and discount rates used

The following average annual inflation (normal and superimposed) rates and discount rates were used in measuring the liability for outstanding claims and recoveries for the succeeding and subsequent financial years:

| | 2023<br>Employers Mutual Limited | 2023<br>Hospitality Industry Insurance Limited | 2022<br>Employers Mutual Limited | 2022<br>Hospitality Industry Insurance Limited |
|---|---|---|---|---|
| For the succeeding and subsequent years: | | | | |
| AWE inflation rate | 3.50% | 3.35% | 3.50% | 3.30% |
| CPI inflation rate | n/a | 2.55% | n/a | 2.70% |
| Superimposed inflation rate* | 1.75 | 2.00% | 1.73% | 2.00% |
| Discount rate | 4.20% | 4.25% | 3.74% | 3.60% |

* The superimposed inflation assumption applies to medical claims costs

### (c) Weighted average term to settlement

The weighted average expected term to settlement of the outstanding claims from balance date is as follows.

| | Average Term to Settlement (years) | |
|---|---|---|
| | Combined 2023 | Combined 2022 |
| Employers Mutual run-off | 7.80 | 8.59 |
| Hospitality Industry Insurance | 5.37 | 5.63 |
| Consolidated | 5.46 | 5.28 |

# Notes to the Financial Statements (continued)

## Note 16 Outstanding claims (continued)

**(d) Risk Margin**

**Process used to determine the risk margin**

The risk margin is an additional allowance for uncertainty in the ultimate cost of claims. The overall margin adopted is determined by the Board of each company after considering the uncertainty in the portfolio, industry trends and each company's risk appetite.

To determine the margin adopted, the Appointed Actuary has in each instance reviewed the factors impacting the portfolio to establish a recommended margin at the level required by the Boards. Factors considered include:

- variability of claims experience of the portfolio
- quality of historical data
- diversification between different classes within the portfolio

The level of uncertainty varies between classes of business. As such, the adopted prudential margin varies between business classes. The prudential margin is applied to the gross central estimate with the appropriate reinsurance recoveries provided.

The aggregate risk margin, after diversification allowance, is intended to approximate a 75% probability of sufficiency.

The risk margins applied to the portfolio for a 75% level of sufficiency are:

| | 2023 | 2022 |
|---|---|---|
| Workers' compensation: Hospitality Industry Insurance | 12.0% | 13.0% |
| Workers' compensation: Employers Mutual Run-Off | 45.4% | 45.4% |

**(e) Reconciliation of Changes in Discounted Net Outstanding Claims**

| Consolidated | 2023 Gross $000 | 2023 Reinsurance $000 | 2023 Net $000 | 2022 Gross $000 | 2022 Reinsurance $000 | 2022 Net $000 |
|---|---|---|---|---|---|---|
| Balance at 1 July | 134,704 | 33,968 | 100,736 | 154,728 | 38,687 | 116,041 |
| Current claims incurred | 56,594 | 14,555 | 42,039 | 34,120 | 8,598 | 25,522 |
| Change in previous years' claims | (10,604) | (1,423) | (9,181) | (14,636) | (1,563) | (13,073) |
| Current year claims paid/reinsurance recovered | (11,673) | (3,502) | (8,171) | (5,528) | (1,659) | (3,869) |
| Previous year claims paid/reinsurance recovered | (25,960) | (7,757) | (18,203) | (33,980) | (10,095) | (23,885) |
| **Discounted outstanding claims** | **143,061** | **35,841** | **107,220** | **134,704** | **33,968** | **100,736** |

# Notes to Financial Statements (continued)

## Note 16 Outstanding claims (continued)

### (f) Claims development table

Claims development tables are disclosed in order to put the claims estimates included in the financial statements into a context allowing comparison of those claims estimates with the claims results seen in previous years. In effect, the table highlights the Group's ability to provide an estimate of the total value of claims. The top part of the table provides a review of current estimates of cumulative claims and demonstrates how the estimated claims have changed at subsequent reporting or accident year-ends. The lower part of the table provides a reconciliation of the total reserve included in the Statement of Financial Position and the estimates of cumulative claims.

| Consolidated Outstanding claims | Underwriting Year | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Pre 2014* | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 | $000 |
| Estimate of ultimate claims cost | | | | | | | | | | | | |
| At the end of accident year | 85,661 | 19,150 | 19,090 | 22,283 | 21,441 | 24,112 | 24,694 | 19,172 | 24,348 | 20,597 | 33,424 | |
| One year later | 84,923 | 22,914 | 23,868 | 24,758 | 21,825 | 27,233 | 31,791 | 31,032 | 29,769 | 30,705 | | |
| Two years later | 80,387 | 21,011 | 22,282 | 22,269 | 19,644 | 26,255 | 38,602 | 34,384 | 28,249 | | | |
| Three years later | 78,296 | 19,807 | 19,697 | 20,128 | 17,717 | 27,414 | 36,744 | 30,714 | | | | |
| Four years later | 72,206 | 17,270 | 17,127 | 20,048 | 17,478 | 26,910 | 38,469 | | | | | |
| Five years later | 71,050 | 16,715 | 16,549 | 19,421 | 16,417 | 26,128 | | | | | | |
| Six years later | 67,673 | 14,749 | 16,809 | 18,683 | 15,720 | | | | | | | |
| Seven years later | 63,270 | 14,802 | 17,043 | 18,359 | | | | | | | | |
| Eight years later | 62,038 | 14,788 | 15,806 | | | | | | | | | |
| Nine years later | 61,999 | 14,381 | | | | | | | | | | |
| Ten years later | 62,587 | | | | | | | | | | | |
| Current estimate of ultimate claims cost | 62,587 | 14,381 | 15,806 | 18,359 | 15,720 | 26,128 | 38,469 | 30,714 | 28,249 | 30,705 | 33,424 | 314,543 |
| Cumulative payments | 54,343 | 13,359 | 14,690 | 15,872 | 11,919 | 17,982 | 22,007 | 17,874 | 14,188 | 11,222 | 6,544 | 200,000 |
| Outstanding claims – undiscounted | 8,246 | 1,021 | 1,116 | 2,487 | 3,801 | 8,145 | 16,463 | 12,841 | 14,061 | 19,484 | 26,880 | 114,543 |
| Discount | 2,525 | 361 | 323 | 703 | 900 | 2,129 | 5,288 | 3,441 | 3,453 | 4,356 | 5,317 | 28,796 |
| Outstanding claims | 5,720 | 660 | 793 | 1,784 | 2,901 | 6,017 | 11,175 | 9,400 | 10,608 | 15,128 | 21,562 | 85,749 |
| Claims handling expense | 282 | 0 | 0 | 0 | 0 | 0 | 51 | 350 | 1,019 | 2,389 | 4,259 | 8,350 |
| Risk margin | 2,352 | 89 | 107 | 240 | 390 | 810 | 1,504 | 1,265 | 1,427 | 2,036 | 2,901 | 13,121 |
| Total net outstanding claims liabilities | 8,354 | 749 | 900 | 2,024 | 3,291 | 6,826 | 12,730 | 11,015 | 13,055 | 19,552 | 28,723 | 107,220 |
| Reinsurance and other recoveries on outstanding claims liabilities | 1,178 | 285 | 343 | 772 | 1,258 | 2,606 | 4,842 | 4,072 | 4,595 | 6,551 | 9,339 | 35,841 |
| Total Gross Outstanding Claims | 9,532 | 1,034 | 1,242 | 2,796 | 4,550 | 9,432 | 17,572 | 15,087 | 17,650 | 26,104 | 38,062 | 143,061 |

** Includes the payments made since 30 June 2003. Pre 1987 Workers Compensation reserve relates only to treaties written prior to 1987. To demonstrate the development, the analysis has commenced from the projected ultimate claims at 30 June 2013.*

** Includes Public Liability for Thoroughbred Racing Industry and Lawn Bowling Clubs, wound up in 2012/13 and 2015/16 respectively*

# Notes to the Financial Statements (continued)

## Note 16 Outstanding claims (continued)

**(g) Liability Adequacy Test**

The Liability Adequacy Test (LAT) has been conducted using the central estimate of premium liabilities together with the appropriate margin for uncertainty for each portfolio of contracts that are managed as a single portfolio and are subject to broadly similar risks. The test is based on prospective information and so is heavily dependent on assumptions and judgements.

The LAT test undertaken for HII as at 30 June 2023 has identified a surplus of $10.6m (2022: $8.2m). For the purposes of the LAT test, the present value of expected future cash flows for future claims (including the risk margin) of $46.9m (2022: $33.5m) comprises the discounted central estimate (including allowances for claims handling and policy administration expenses) of $41.4m (2022: $29.5m) and a risk margin of $5.4m (2022: $4m). The risk margin used as a percentage of the central estimate is 13% (2022: 14%). The probability of sufficiency represented by LAT is 75%. (2022: 75%).

The LAT test undertaken for Employers Mutual Limited as at 30 June 2023 has identified a surplus of $2.1m (2022: nil). For the purposes of the LAT test, the present value of expected future cash flows for future claims (including the risk margin) of $22m (2022: nil) comprises the discounted central estimate (including allowances for claims handling and policy administration expenses) of $19m (2022: nil) and a risk margin of $3m (2022: nil). The risk margin used as a percentage of the central estimate is 16% (2022: nil). The probability of sufficiency represented by LAT is 75%. (2022: nil).

## Note 17 Provisions

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| **Current** | | |
| Mutual benefits provision | 3,811 | 4,172 |
| | **3,811** | **4,172** |
| | | |
| Balance at 1 July | 4,172 | 1,636 |
| Amount incurred | 16,373 | 17,493 |
| Amount utilised | (16,734) | (14,957) |
| **Balance at 30 June** | **3,811** | **4,172** |

## Note 18 Contract Liability - Unearned income

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Contract Liability - Unearned income – current | **74,233** | **84,525** |

The amount recognised as Contract Liability in 2022 was fully recognized in the Statement of Comprehensive Income in 2023. Further to this, no reversals of the said amounts were made.

# Notes to the Financial Statements (continued)

## Note 19 Reserves

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| General reserve (accumulated funds) | **25,307** | **25,307** |

### General reserve

The amount standing to the credit of the General Reserve has resulted from prior period allocations of retained profits for future operating requirements. Transfers back to retained profits will occur if required in the future.

## Note 20 Net claims expense

| Consolidated | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Current Year $000 | Prior Years $000 | Total $000 | Current Year $000 | Prior Years $000 | Total $000 |
| Gross claims and related expenses – undiscounted | 67,000 | (11,779) | 55,221 | 39,972 | (4,311) | 35,661 |
| Less: discount | (10,406) | 1,175 | (9,231) | (5,852) | (10,324) | (16,176) |
| Gross claims and related expenses – discounted | 56,594 | (10,604) | 45,990 | 34,120 | (14,635) | 19,485 |
| Reinsurance and other recoveries – undiscounted | 17,302 | (1,676) | 15,626 | 10,135 | 1,062 | 11,197 |
| Less: discount | (2,747) | 280 | (2,467) | (1,537) | (2,600) | (4,137) |
| Reinsurance and other recoveries - discounted | 14,555 | (1,396) | 13,159 | 8,598 | (1,538) | 7,060 |
| **Net Claims expense** | **42,039** | **(9,208)** | **32,831** | **25,522** | **(13,097)** | **12,425** |

The increase in net claims expense in 2023 is the result of an increase in the actuarial valuations of the Outstanding Claim Liabilities by the Appointed Actuary.

The increase in Hospitality Industry Insurance Ltd's ("HII") net claims expense in 2023 is driven by an increase in underlying risk exposure associated with increased client wage rolls partially offset by actuarial releases caused by favourable changes in economic assumptions, mainly from the effect of increased discount rates, and better than expected claims experience.

There has also been an increase in the net claim expense of Employers Mutual Limited's run-off portfolio largely driven by an actuarial strengthening caused by the higher than expected number of new reported malignant dust disease claims partially offset by the effect of favourable changes in economic assumptions.

# Notes to the Financial Statements (continued)

## Note 21 Remuneration of auditor

| | 2023<br>$ | 2022<br>$ |
|---|---|---|
| **Audit and review services** | | |
| Statutory and Regulatory Audits and Reviews | 345,040 | 267,756 |
| **Total audit and review services** | **345,040** | **267,756** |
| **Other services** | | |
| Other Professional Services* | 2,750 | 2,804 |
| **Total other services** | **2,750** | **2,804** |
| **Total Auditor Remuneration** | **347,790** | **270,560** |

*relates to annual audit of SIRA NSW Levy return.

Employers Mutual Limited has changed auditors from KPMG for the year ended 2022 to Deloitte Touche Tohmatsu for the year ended 2023.

## Note 22 Key management personnel disclosure

The following were the key management personnel of the Company at any time during the reporting period:

### Directors

- Catherine A. King
- Paul R. Baker
- Patrick Gurr
- Bruce Hatchman
- Nicole Britt

### Executives

- Anthony Fleetwood* (Chief Executive Officer) Resigned 30.03.2023 as Company Secretary
- Matthew Wilson (Chief Risk Officer) Resigned 30.03.2023 as Company Secretary
- Justine Brindley* (General Counsel and Company Secretary) Resigned 12.05.2023
- George Srdic* (Chief Financial Officer)
- Benjamin Gray* (Company Secretary) Appointed 30.03.2023

** Employed by a related party*

### Transactions with key management personnel

The key management personnel compensation is:

| | 2023<br>$ | 2022<br>$ |
|---|---|---|
| Short-term employee benefits | **481,092** | **440,000** |

This compensation represents Directors fees only. Executives are employed and paid by Employers Mutual Management Pty Ltd, a related entity.

# Notes to the Financial Statements (continued)

## Note 23 Related party disclosures

### Ultimate Parent Entity and Controlling Entity

The ultimate parent entity in the consolidated entity is Employers Mutual Limited, a public company limited by guarantee, domiciled in Australia.

### Related Party Transactions

The aggregate amounts included in the Statement of Comprehensive Income that resulted from transactions with related parties are:

| | 2023<br>$ | 2022<br>$ |
|---|---|---|
| **Paid by Employers Mutual Limited** | | |
| Partnership of Employers Mutual Limited & the Trustee for ASWIG Management Trust | 26,063,834 | 31,071,016 |
| Employers Mutual Management Pty Ltd | 9,463,030 | 12,748,421 |
| **Paid by Hospitality Industry Insurance Limited** | | |
| Employers Mutual Management Pty Ltd | 16,878,215 | 11,278,002 |
| Partnership of Employers Mutual Limited & the Trustee for ASWIG Management Trust | 373,139 | 356,150 |
| Australian Hotels Association (NSW) Holdings Pty Ltd | 1,337,304 | 903,639 |
| The Registered Clubs Association of NSW | 1,050,986 | 781,974 |
| EM Safe Pty Ltd | 137,681 | 136,800 |

The outstanding balances on related party receivables and payables at year end are:

| | 2023<br>$ | 2022<br>$ |
|---|---|---|
| **Receivable/(Payable) by Employers Mutual Limited** | | |
| Partnership of Employers Mutual Limited & the Trustee for ASWIG Management Trust | (81,915,159) | (24,061,077) |
| Employers Mutual Management Pty Ltd | (974,699) | 75,086 |
| **Receivable/(Payable) by Hospitality Industry Insurance Limited** | | |
| Employers Mutual Management Pty Ltd^ | 8,313,422 | 7,561,081 |
| Australian Hotels Association (NSW) Holdings Pty Ltd | (108,421) | (73,629) |
| The Registered Clubs Association of NSW | (85,104) | (75,347) |
| Partnership of Employers Mutual Limited & the Trustee for ASWIG Management Trust | (66,490) | (30,361) |
| EM Safe Pty Ltd | - | - |

^ the balance comprises Deferred Management Fees, Administration Fees Payables and Profit Share Fees Payable

The Company entered into a quota share reinsurance agreement on an arms length basis with Hospitality Industry Insurance Limited commencing 30 June 2023. Under this reinsurance arrangement the Company will receive 7.5% of Gross Written Premiums and pay exchange commission of 26%.

# Notes to the Financial Statements (continued)

## Note 23 Related party disclosures (continued)

### Related Party Transactions (continued)

The Company has entered into a banking arrangement which includes provision of various bank guarantees and financial security deeds as required under certain contracts with clients and office leasing contracts. The financial security deeds in relation to clients' contracts are issued on behalf of the Company and its 100% owned subsidiaries. The principal lessee under the office leases is Employer Mutual Management Pty Ltd. In these instances, the Company's bank guarantees are issued on behalf of Employer Mutual Management Pty Ltd as at 30 June 2023 totalled $8.4m (2022: $9.4m). The total value of all bank guarantees and financial security deeds on issue as at 30 June 2023 was $15.6m (2022: $16.5m).

## Note 24 Equity accounted investees

### (a) Joint venture

Employers Mutual Limited is a 50% partner in the Partnership of Employers Mutual Limited and ASWIG Management Pty Ltd as Trustee for the ASWIG Management Trust ("the Partnership"). The financial report includes the financial position, the results from operations and cash flows of the joint venture entity in accordance with the accounting policy described in Note 1(q). The principal place of business of the joint venture entity is in Australia.

The Partnership is structured as a separate vehicle and Employers Mutual Limited has a residual interest in its net assets. Accordingly, Employers Mutual Limited has classified its interest in the Partnership as a joint venture which is equity accounted.

The following is summarised financial information for the Partnership, based on its financial statements prepared in accordance with all applicable Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board.

### Summary Financial Information of Partnership

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Revenue | 515,594 | 412,795 |
| Profit from continuing operations | 103,312 | 66,880 |
| Total comprehensive income | 103,312 | 66,880 |
| | | |
| Current assets | 196,917 | 150,676 |
| Non-current assets | 16,918 | 3,135 |
| Current liabilities | (196,917) | (150,676) |
| Non-current liabilities | (16,918) | (3,135) |
| Net assets | - | - |

# Notes to the Financial Statements (continued)

## Note 24 Equity accounted investees (continued)

### (a) Joint venture (continued)

**Movement in carrying amount in investment in Partnership**

| | 2023 $000 | 2022 $000 |
|---|---|---|
| Group's interest in net assets of investee at the beginning of the year | | - |
| Share of total comprehensive income | 51,656 | 33,440 |
| Partnership distribution | (51,656) | (33,440) |
| Carrying amount of interest in investee at end of the year | - | - |

### (b) Partnership's expenditure commitments

There is no capital or other commitments or contingent liabilities arising from the investment in the Partnership that are significant to the consolidated entity.

### (c) Equity interest investees

The Group has equity interests in three unlisted companies through its Partnership with ASWIG Management Pty Ltd as Trustee for the ASWIG Management Trust (the Partnership):

- Riverwise Pty Ltd, which exceeds 20%, when combined with its indirect interest via its 50% ownership in the Partnership
- EMLife Pty Limited, where it owns 50% of the investee's equity which represents significant influence.
- Fleet Network Pty Limited, where it owns 50% of the Partnership's 18.4% stake in the investee. The combined shareholding coupled with a director appointment by the Partnership on the Board of Directors of Fleet Network Pty Ltd constitutes significant influence.

As the Group has significant influence over EMLife Pty Ltd and Fleet Network Pty Limited, it applies the equity method of accounting for these investment.

Management have assessed both direct and indirect shareholdings in Riverwise Pty Ltd and deem that the Group has neither control nor significant influence over this entity. While the combined unit holdings of the Partnership and Employers Mutual Limited in Riverwise Pty Ltd exceeds 20%, the individual shareholdings are significantly below this threshold. As Employers Mutual Limited does not exercise control over the Partnership and has no voting control over its equity interest shareholding, there is no significant influence and, accordingly, the equity method of accounting is not applicable for this investment. Riverwise Pty Limited has been treated as an equity investment and is carried at fair value in accordance with AASB 13 *Fair Value Measurement*. Refer to Note 26(d)(ii).

# Notes to the Financial Statements (continued)

## Note 25 Notes of the statement of cash flows

### (a) Reconciliation of cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents includes cash on hand and at bank and short term deposits. Cash and cash equivalents at the end of the financial year are reconciled to the related items in the Statement of Financial Position as follows:

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Cash and cash equivalents | 14,984 | 86,406 |

### (b) Reconciliation of profit from ordinary activities after income tax to net cash provided by operating activities

| | 2023<br>$000 | 2022<br>$000 |
|---|---|---|
| Total comprehensive income for the year | 39,990 | 16,868 |
| Add/(less): | | |
| Profit/(loss) on sale of investments | 1,751 | 1,013 |
| Increase / (decrease) in market value of investments | (4,198) | 11,948 |
| **Net cash provided by operating activities before change in assets and liabilities** | **37,543** | **29,829** |
| **Changes in assets and liabilities:** | | |
| (Increase) in debtors and accrued income | (96,935) | (7,842) |
| Decrease / (Increase) in prepayments | 4,343 | (25,905) |
| (Decrease) / Increase in reinsurance & other recoveries | (2,216) | 4,278 |
| (Increase) in deferred reinsurance expense | (8,903) | (3,039) |
| Increase in income tax payable | 4,268 | 4,310 |
| Decrease/ (Increase) in deferred tax balances | 3,565 | (1,383) |
| Increase/ (Decrease) in payables | (1,408) | 46,382 |
| (Decrease)/ Increase in provision for mutual benefits | (361) | 2,536 |
| (Decrease)/ Increase in other liabilities | (10,292) | 23,902 |
| Increase / (Decrease) in outstanding claims liability | 8,357 | (20,024) |
| Increase in unearned premium | 48,759 | 11,362 |
| | **(50,823)** | **34,577** |
| **Net cash (used in) /provided for operating activities** | **(13,280)** | **64,406** |

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments

The activities of the Group expose it to a variety of financial risks such as market risk (including cash flow and fair value interest rate risk and price risk), credit risk and liquidity risk. The Board and senior management of the Group have developed and maintain a Risk Management Strategy (RMS), which is discussed in more detail in Note 4. The Group's risk management framework recognises the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

The key objectives of the Group's asset and liability management strategy are to ensure sufficient liquidity is maintained at all times to meet the Group's obligations, including its settlement of insurance liabilities and, within these parameters, to optimise investment returns for policyholders and shareholders.

### (a) Market risk

#### (i) Price risk

The Group is exposed to price or market value risk on its investments in government and other public securities and shares in listed companies and unit trusts. To manage its price risk, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group. The potential impact of movements in the market value of securities on the Group's Statement of Comprehensive Income and Statement of Financial Position is shown in Note 26 (a) (iii).

#### (ii) Cash flow and fair value interest rate risk

The Group is exposed to interest rate risk arising on interest bearing assets. Assets with floating rate interest expose the Group to cash flow interest rate risk. Fixed interest rate assets expose the Group to fair value interest rate risk. The Group's strategy is to invest in high quality, liquid fixed interest securities and cash and to actively manage duration. The investment portfolios are actively managed to achieve a balance between cash flow interest rate risk and fair value interest rate risk bearing in mind the need to meet the liquidity requirements of the insurance business.

The Group is also exposed to interest rate risk arising from long-term interest bearing liabilities.

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments (continued)

### (a) Market risk (continued)

#### (iii) Summarised sensitivity analysis

The following table summarises the sensitivity of the Group's financial assets to interest rate risk and other price risk.

| | Carrying amount $000 AUD | Interest rate risk -1% Profit $000 | Interest rate risk +1% Profit $000 | Other price risk -10% Profit $000 | Other price risk +10% Profit $000 |
|---|---|---|---|---|---|
| **2023** | | | | | |
| Cash and Cash Equivalents | 14,984 | 1 | (1) | - | - |
| Bank Accepted Bills of Exchange | 31,793 | 26 | (26) | - | - |
| Government and Other Public Securities | 134,721 | 6,977 | (6,977) | (13,472) | 13,472 |
| Shares in Listed Securities and Unit Trusts | 15,021 | | | (1,502) | 1,502 |
| Floating Rate Notes | 42,357 | 60 | (60) | (4,236) | 4,236 |
| | **238,876** | **(7,064)** | **(7,064)** | **(19,210)** | **19,210** |
| **2022** | | | | | |
| Cash and Cash Equivalents | 86,406 | 1 | (1) | - | - |
| Bank Accepted Bills of Exchange | 32,906 | 35 | (35) | - | - |
| Government and Other Public Securities | 127,086 | 7,205 | (7,205) | (12,709) | 12,709 |
| Shares in Listed Securities and Unit Trusts | 10,114 | | | (1,011) | 1,011 |
| Floating Rate Notes | 31,649 | 20 | (20) | (3,165) | 3,165 |
| | **288,161** | **7,261** | **(7,261)** | **(16,885)** | **16,885** |

### (b) Credit risk exposures

Credit risk is the risk of loss from a counterparty failing to meet their financial obligations. The Group's credit risk arises predominantly from investment activities, management fees receivable from claims management activities and premium receivable and reinsurance receivables arising from underwriting activities.

The Group is exposed to credit risk on insurance contracts as a result of exposure to individual clients, intermediaries or reinsurers. The Group does not have any material exposure to individual clients or intermediaries which would materially impact the operating profit. The credit risk to reinsurers is managed through the Group having a pre-determined policy on the appropriate rating a reinsurer must have to participate in the reinsurance programme.

The Group's maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the carrying amount of those assets as indicated in the Statement of Financial Position.

As at 30 June 2023, except for credit exposure to reinsurance receivables and to the NSW Treasury through the Company's Investments, there are no significant concentrations of credit risk. As at 30 June 2023 the fair value of reinsurance receivables with Hannover Re amounted to $9.5 million (2022: $9.0 million) and Swiss Re amounted to $19.2 million (2022: $ 27.1 million). As at 30 June 2023 the fair value of investments held with NSW Treasury amounted to $26.5 million (2022: $47.5 million).

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments (continued)

### (b) Credit risk exposures (continued)

Ageing of the Group's trade and other receivables, reinsurance and other recoveries receivable is provided below. The amounts are aged according to their original due date.

| | Trade and other receivables $'000 | Reinsurance and other recoveries receivable $'000 |
|---|---|---|
| **2023 Consolidated** | | |
| Neither past due nor impaired | 242,052 | 39,427 |
| Past due 0-30 days | 7,823 | - |
| Past due 31-120 days | 2,848 | - |
| More than 120 days | 59 | - |

| | Trade and other receivables $'000 | Reinsurance and other recoveries receivable $'000 |
|---|---|---|
| **2022 Consolidated** | | |
| Neither past due nor impaired | 128,876 | 37,212 |
| Past due 0-30 days | 3,923 | - |
| Past due 31-120 days | 59 | - |
| More than 120 days* | 7,208 | - |

*of which $5.6m has been received post 30th June 2022.

The allowance for impairment loss at the end of the year was as follows:

| | 2023 $000 | 2022 $000 |
|---|---|---|
| Balance at 1 July | 101 | 306 |
| Impairment loss/(write back) recognised | 7 | (123) |
| Amounts written off | (50) | (82) |
| Balance at 30 June | 58 | 101 |

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments (continued)

### (b) Credit risk exposures (continued)

The table below provides information regarding credit exposure of the Group according to the S&P credit rating of the counterparties:

| | AAA<br>$000 | AA<br>$000 | A<br>$000 | BBB<br>$000 | Not rated<br>$000 | Total<br>$000 |
|---|---|---|---|---|---|---|
| **2023** | | | | | | |
| Cash and Cash Equivalents | - | 12,820 | 2,164 | - | - | 14,984 |
| Financial Assets – Interest Bearing | 116,952 | 36,194 | 40,705 | 15,020 | - | 208,871 |
| Trade and Other Receivables | 95,451 | 10,514 | 8,954 | 1,302 | 136,561 | 252,782 |
| Reinsurance and Other Recoveries Receivable | - | 38,355 | 700 | - | 372 | 39,427 |
| Other Assets | 46,303 | - | - | - | 96,948 | 143,251 |
| | **258,706** | **97,883** | **52,523** | **16,322** | **233,881** | **659,315** |
| **2022** | | | | | | |
| Cash and Cash Equivalents | - | 85,018 | 1,388 | - | - | 86,406 |
| Financial Assets – Interest Bearing | 126,746 | 28,875 | 25,027 | 10,993 | - | 191,641 |
| Trade and Other Receivables | 61,434 | 8,120 | 14,386 | - | 56,126 | 140,066 |
| Reinsurance and Other Recoveries Receivable | - | 36,157 | 694 | - | 361 | 37,212 |
| Other Assets | 22,803 | - | - | - | 100,350 | 123,153 |
| | **210,983** | **158,170** | **41,495** | **10,993** | **156,837** | **578,478** |

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments (continued)

### (c) Liquidity risk

Liquidity risk is the risk of there being insufficient cash resources to meet payment obligations without affecting the daily operations or the financial condition of the Group. Liquidity facilitates the ability to meet expected and unexpected requirements for cash. The liquidity position is derived from operating cash flows, investment portfolios and access to outside sources of liquidity.

Management of liquidity risk includes assets and liability management strategies. The assets held to back insurance liabilities consist of fixed interest securities and other very high quality securities which can generally be readily sold or exchanged for cash. The assets are managed so as to effectively match the maturity profile of the assets with the expected pattern of claims payments. The money market securities are restricted to investment grade securities with concentrations of investments managed as per the respective Investment Mandates. Details of the Group's financial assets are provided in Note 12.

| | Less than 1 year<br>$000 | 1-2 years<br>$000 | 2-5 years<br>$000 | Over 5 years<br>$000 | Total<br>$000 |
|---|---|---|---|---|---|
| **2023** | | | | | |
| Trade and Other Payables | 142,035 | - | - | 137 | 142,172 |
| Outstanding Claims Liability | 34,462 | 22,370 | 38,354 | 47,875 | 143,061 |
| | **176,497** | **22,370** | **38,354** | **48,012** | **285,233** |
| **2022** | | | | | |
| Trade and Other Payables | 139,113 | - | - | 664 | 139,777 |
| Outstanding Claims Liability | 32,352 | 20,573 | 35,077 | 46,702 | 134,704 |
| | **171,465** | **20,573** | **35,077** | **47,366** | **274,481** |

### (d) Net fair values

The Group's financial assets and liabilities are carried in the Statement of Financial Position at amounts that approximate fair value.

The carrying amounts of all financial assets and liabilities are reviewed to ensure they are not in excess of the net fair value.

#### (i) Fair value hierarchy

The investments carried at fair value have been classified under the three levels of the IFRS fair value hierarchy as follows:

- Level 1: quoted prices (unadjusted) in active markets for an identical instrument
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

# Notes to the Financial Statements (continued)

## Note 26 Financial instruments (continued)

### (c) Net fair values (continued)

#### (i) Fair value hierarchy (continued)

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

The table below analyses financial instruments, measured at fair value at the end of the reporting period, by level in the fair value hierarchy into which the fair value measurement is categorised:

| | Level 1 $000 | Level 2 $000 | Level 3 $000 | Total $000 |
|---|---|---|---|---|
| **2023** | | | | |
| Bank Accepted Bills of Exchange | 31,793 | - | - | 31,793 |
| Government and Other Public Securities | 134,721 | - | - | 134,721 |
| Shares in Listed Securities and Unit Trusts | 15,021 | - | - | 15,021 |
| Floating Rate Notes | 42,357 | - | - | 42,357 |
| | **223,892** | **-** | **-** | **223,892** |

| | Level 1 $000 | Level 2 $000 | Level 3 $000 | Total $000 |
|---|---|---|---|---|
| **2022** | | | | |
| Bank Accepted Bills of Exchange | 32,906 | - | - | 32,906 |
| Government and Other Public Securities | 127,086 | - | - | 127,086 |
| Shares in Listed Securities and Unit Trusts | 10,114 | - | - | 10,114 |
| Floating Rate Notes | 31,649 | - | - | 31,649 |
| | **201,755** | **-** | **-** | **201,755** |

Total unrealised gains and losses recognised in profit and loss have been included in investment revenue.

#### (ii) Valuation of Riverwise Pty Limited

Riverwise is an investment in unlisted shares that was impaired to $Nil in 2019. This investment is an area of accounting judgement as the shares are unlisted.

The impairment level was based on a value in use impairment review performed by management that assessed future cashflows and forecasts of results for a 4 year period that showed an overall projected trading loss. The position has not been revisited through a formal impairment review in the current year as the financial performance following the business restructure that occurred in Riverwise in the prior year has not improved to the levels expected.

# Notes to the Financial Statements (continued)

## Note 27 Other information

Employers Mutual Limited, incorporated and domiciled in Australia, is a public company limited by guarantee. Certain persons and corporations may be eligible for membership as per the Employers Mutual Limited Constitution. Admittance to membership of Employers Mutual Limited is at the Board's sole discretion.

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## Note 28 Capital Management

### (a) Capital management strategy

The Group's capital management strategy plays a key role in managing risk to create shareholder value whilst providing an appropriate level of capital to protect policyholders' and claimants' interests and to satisfy regulators. Capital finances operating activities, capital expenditure and growth. It also provides support in the of unexpected outcomes arising from the Group's insurance and other investment activities that are unfavourable.

The Group manages its capital and the adequacy of its capital through its internal capital adequacy assessment process (or "ICAAP"). The Board has adopted an ICAAP designed for the size and nature of the Group which is summarised in the ICAAP Summary Statement and also incorporates its capital management plan that sets out capital triggers and responses. The Group utilises its ICAAP to monitor its capital position on an ongoing basis, to assess whether it is operating within its stated risk tolerances and to assess the likelihood of breaching a risk tolerance.

The determination of the capital amount and mix is built around two core considerations:

#### (i) Regulatory capital

Employers Mutual Limited and its subsidiary, Hospitality Industry Insurance Limited, are regulated by the Australian Prudential Regulatory Authority ("APRA") as general insurers and are subject to APRA's prudential standards. These standards establish the basis for calculating the prescribed capital amount ("PCA") which is a minimum level of capital

that the regulator deems must be held. To ensure the PCA is not breached the Group targets capital levels of at least 2.5 to 3 times the PCA. The Group uses the standardised framework for calculating the PCA detailed in the relevant Prudential Standards and referred to as the prescribed method which is determined to be the sum of the capital charges for asset risk, asset concentration risk, insurance risk, insurance concentration risk and operational risk to assess its prescribed capital requirement. Capital calculations for regulatory purposes are in part based on the premium liabilities model which is different to the deferral and matching model which underpins the measurement of assets and liabilities in the financial statements. The premium liabilities model assesses future claim payments arising from future events insured under existing policies. This differs to the measurement of the Outstanding Claims Liability on the Statement of Financial Position which considers claims relating to events that occur only up to and including the reporting date.

# Notes to the Financial Statements (continued)

## Note 28 Capital Management (continued)

### (a) Capital management strategy (continued)

#### (ii) Economic capital

In conjunction with the considerations set out above, which are important to the functioning of the business, consideration is given to the operational capital needs of the business. The capital objectives are achieved through dynamic management of the Statement of Financial Position and capital mix, the use of a risk based capital adequacy framework for capital needs that relies on explicit quantification of uncertainty or risk and the use of modelling techniques to provide valuable input to the capital management process and provide the capacity to quantify and understand this risk/return trade-off.

### (b) Capital composition

Total capital is calculated as equity as shown in the Statement of Financial Position.

### (c) Regulatory capital compliance

Under the Prudential Standards issued by the Australian Prudential Regulatory Authority (APRA), the prescribed capital amount (PCA) is calculated by assessing the risks inherent in the business, which comprise:

- The risk that the provision for outstanding claims is not sufficient to meet the obligations to the policyholders arising from losses incurred up to the reporting date (outstanding claims insurance risk);
- The risk that the unearned premium amount is insufficient to meet the obligations to policyholders arising from losses incurred after the reporting date on existing policies (premium liabilities insurance risk);
- The risk of a catastrophe giving rise to major claims losses up to the retention amount under existing reinsurance arrangements (insurance concentration risk);
- The risk that the value of assets is diminished (asset risk);
- The risk of concentrations in exposures to a particular asset, counterparty or group of related counterparties resulting in adverse movements in the capital base (asset concentration risk);
- The risk of loss resulting from failed internal processes, people and systems or from external events (operational risk); and,
- The allowance for diversification between asset and insurance risks (aggregation benefit).

# Notes to the Financial Statements (continued)

## Note 28 Capital Management (continued)

### (c) Regulatory capital compliance (continued)

These risks are quantified to determine the minimum capital required under the Prudential Standards. This requirement is compared to the capital held by the Company. Any provisions for outstanding claims and insurance risk in excess of the amount required to provide a level of sufficiency at 75% is classified as capital.

| Regulatory capital requirements – 2023 | 2023 Company $000 | 2023 Consolidated $000 |
|---|---|---|
| **Common Equity Tier 1 (CET1) capital** | | |
| General reserves | 25,307 | 25,307 |
| Retained earnings | 152,510 | 177,733 |
| Excess technical provisions | 2,268 | 6,448 |
| Non-controlling interest | | 7,216 |
| **Common equity Tier 1 capital deductions** | | |
| Regulatory capital requirement of investment in subsidiaries | (22,400) | - |
| Net deferred tax liability/ (asset) | 1,361 | (1,485) |
| Other common equity Tier 1 capital adjustments | - | |
| **Total regulatory capital** | 159,046 | 215,219 |
| Outstanding claims insurance risk charge | 985 | 14,683 |
| Premium liabilities insurance risk charge | 4,696 | 15,096 |
| Insurance concentration risk charge | 2,100 | 2,500 |
| Diversified asset risk charge | 12,139 | 27,939 |
| Operational risk charge | 1,532 | 6,230 |
| Aggregation benefit | (4,246) | (13,493) |
| **Prescribed capital amount (PCA)** | 17,206 | 52,955 |
| **Surplus** | 141,840 | 162,264 |
| | | |
| **PCA Multiple** | 9.24 | 4.06 |

# Notes to the Financial Statements (continued)

## Note 28 Capital Management (continued)

### (c) Regulatory capital compliance (continued)

| Regulatory capital requirements – 2022 | 2022 Company $000 | 2022 Consolidated $000 |
|---|---|---|
| **Common Equity Tier 1 (CET1) capital** | | |
| General reserves | 25,307 | 25,307 |
| Retained earnings | 123,122 | 142,130 |
| Excess technical provisions | - | 7,028 |
| Non-controlling interest | - | 6,017 |
| **Common equity Tier 1 capital deductions** | | |
| Regulatory capital requirement of investment in subsidiaries | (19,296) | - |
| Net deferred tax asset | (1,555) | (4,997) |
| Other common equity Tier 1 capital adjustments | - | - |
| **Total regulatory capital** | 127,578 | 175,485 |
| Outstanding claims insurance risk charge | 945 | 13,910 |
| Premium liabilities insurance risk charge | - | 6,950 |
| Insurance concentration risk charge | 2,000 | 1,000 |
| Diversified asset risk charge | 7,907 | 20,283 |
| Operational risk charge | 139 | 3,521 |
| Aggregation benefit | (1,879) | (9,484) |
| **Prescribed capital amount (PCA)** | 9,112 | 36,180 |
| **Surplus** | 118,466 | 139,305 |
| **PCA Multiple** | 14.00 | 4.85 |

The PCA calculations for the consolidated entity provided above are based on applying APRA Level 2 insurance group requirements.

# Notes to the Financial Statements (continued)

## Note 29 Parent entity financial information

| | 2023 $000 | 2022 $000 |
|---|---|---|
| **Income statement information for the financial year** | | |
| Total Revenue | 96,821 | 64,198 |
| Total Expenses | (67,433) | (55,653) |
| Profit after tax for the year | 29,388 | 8,545 |
| Total comprehensive income | 29,388 | 8,545 |
| **Balance sheet information as at the end of the financial year** | | |
| Current assets | 207,817 | 107,531 |
| Non-current assets | 103,811 | 85,923 |
| Current liabilities | 132,450 | 38,027 |
| Non-current liabilities | 1,361 | 6,999 |
| **Equity** | | |
| Reserves | 25,307 | 25,307 |
| Retained earnings | 152,510 | 123,122 |
| **Total Equity** | **177,817** | **148,429** |

## Note 30 Dividends Paid

Dividends from Hospitality Industry Insurance Limited (formerly Hospitality Employers Mutual Limited).

| Declared and Paid during 2023 | | | | | | |
|---|---|---|---|---|---|---|
| **Share Class** | **Dividend** | **Franking** | **Amount per share $** | **Shares Issued** | **Dividend Paid $** | **Payment Date** |
| Ordinary A | Final | Fully Franked | 0.1393 | 12,000,000 | 1,672,155 | 12/09/2022 |
| Ordinary B | Final | Fully Franked | 0.1701 | 12,000,000 | 2,041,282 | 12/09/2022 |
| | | | | **Total Ordinary** | **3,713,437*** | |
| Subordinated Debt | Final | Fully Franked | - | - | 2,475,624 | 12/09/2022 |
| | | | | **Total Paid** | **6,189,061** | |

*50% Dividend on Ordinary Shares paid to Employers Mutual Limited $1,856,719

| Declared and Paid during 2022 |
|---|
| No Dividend Paid in 2022 |

# Notes to the Financial Statements (continued)

## Note 31 Subsequent events

Other than the impact of AASB 17 Insurance Contracts which comes into effect from 1 July 2023 and is discussed in Note 1(s)(i), no other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect:

- The Group’s operations in future financial years;
- The results of those operations in future financial years; and
- The Group’s state of affairs in future financial years.

There have been no other events subsequent to balance date which would have a material effect on the Group's financial statements at 30 June 2023.

# Directors' Declaration

1. In the opinion of the Directors of Employers Mutual Limited ('the Company'):
    a. the consolidated financial statements and notes set out on pages 10 to 63 are in accordance with the Corporations Act 2001, including:
        i. giving a true and fair view of the Group's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
        ii. complying with Australian Accounting Standards and the Corporations Regulations 2001; and
    b. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. The Directors draw attention to Note 1 to the financial statements, which includes a statement of compliance with International Financial Reporting Standards.

Signed in accordance with a resolution of the Directors:

Dated at Sydney this day of 5 September 2023

**Paul R. Baker**

*Chair*

**Patrick J. Gurr**

*Director*

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# Independent Auditor's Report to the Members of Employers Mutual Limited

## *Opinion*

We have audited the financial report of Employers Mutual Limited and its controlled entities (the "Group") which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the Group's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

## *Basis for Opinion*

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## *Other Information*

The directors are responsible for the other information. The other information comprises the information included in the Directors' Report the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### *Responsibilities of the Directors for the Financial Report*

The directors of the Company are responsible for the preparation of a financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

### *Auditor's Responsibilities for the Audit of the Financial Report*

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Group financial report. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Stuart Alexander
Partner
Chartered Accountants

Sydney, 5 September 2023

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