

Resmed Sustainability Report 2026

Resmed

Table of contents

INTRODUCTION 03

About this report 03
Message from our Chairman and CEO 04
Key highlights 06

ABOUT RESMED 07

About Resmed 08
Our 2030 strategy 09
Our value chain 10
Recognitions and relevant awards 11

SUSTAINABILITY IN ACTION 12

Risk and sustainability governance 13
Materiality 15
Stakeholder engagement 16
Our sustainability strategy 17

RESPONSIBLE BUSINESS 19

Corporate governance and leadership 20
Ethics and integrity 21
Policy and advocacy 24
Cybersecurity and data privacy 25
Artificial Intelligence (AI) governance 28
Our approach to tax 29

OUR PLANET 30

Environmental sustainability 31
Product and packaging sustainability 32
Material selection and chemical safety 44
Sustainable care delivery 45
Responsible supply chain 50
Climate change 57
Energy and emissions 58
Environmental compliance 63
Waste management 64
Water stewardship 67
Office paper consumption 68
Protecting biodiversity 69
Other environmental initiatives 70

PEOPLE AND COMMUNITIES 73

Our people 74
Belonging, Inclusion, and Diversity for Success (BIDS) 75
Talent attraction, management and development 78
Employee benefits 84
Labor and management relations 86
Health, safety, and well-being 87
Community support 91

OUR PRODUCTS 93

Quality, innovation, and continuous improvement 94
Design for all patients 95
Research and development 97
Product quality 98
Product safety 100
Customer satisfaction 101
Marketing and labelling 103
Product price 104

SUSTAINABILITY METRICS 105

Sustainability data tables 106

APPENDIX 112

Appendix 1 113
Appendix 2 122
Appendix 3 123

About this report

Resmed's Sustainability Report focuses on economic, environmental, social, and governance issues encompassing our global operations.

This report was created to address relevant topics in our business with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards. In addition to the GRI Standards, this report has been informed by the Sustainability Accounting Standards Board (SASB) Conceptual Framework, along with results of the double materiality assessment conducted in 2025. The Appendices at the end of this report cross-reference the information in this report with the relevant GRI universal and topic disclosures, and SASB indicators.

This report covers the financial year ending June 30, 2026. The scope of this report is limited to all wholly and majority-owned entities and covers activities that are under operational control.

This report should be read alongside documents filed with the U.S. Securities and Exchange Commission, in particular, our 2026 Annual Report and our 2026 Form DEF 14A proxy statement for shareholders. These filed documents take precedence over this Sustainability Report in the event of any unintended inconsistency.

All references to dollars are in U.S. currency, and all years refer to fiscal years unless otherwise stated.

While this report has been prepared with due care, it has not been externally assured.

Further information can be obtained by contacting **investorrelations@resmed.com**, or by visiting the company's multilingual website at **www.resmed.com.**

Resmed Inc.
9001 Spectrum Center Blvd. San Diego, CA
92123 United States of America



Message from our Chairman and CEO



At Resmed, we envision a world where every person can achieve their full potential through better sleep and better breathing, with healthcare delivered in their own home. As we close fiscal year 2026 and step into 2027, that vision remains the constant behind every decision we make – how we innovate, how we grow, and how we serve millions more people each year.

Over the past year, our medtech devices, digital health products and cloud-based software solutions empowered approximately 162 million lives, moving us closer to our ambition to help 500 million people worldwide live healthier lives by 2030. Yet the need remains significant. More than 2.7 billion people globally are living with untreated or under-treated conditions including sleep apnea, insomnia, restless legs syndrome, chronic, obstructive pulmonary disease, and beyond. Our mission — to create life-changing health technologies that people love — drives us to help close that gap. By making healthcare more personalized, accessible, and connected, and enabling more of it to be delivered in the home, we can improve the experience of care while helping healthcare systems reach more people.

This year, we sharpened our sustainability strategy around three interconnected pillars: product and packaging sustainability, sustainable care delivery, and responsible supply chain. Each pillar reflects a different way our business can reduce environmental impact while expanding access to care. Our continued progress was recognized externally through Resmed's inclusion in Newsweek's "America's Greenest Companies 2027."

We deliver on all three pillars through the same foundation we rely on across the business: our people, our partnerships, and our products, increasingly supported by digital capabilities that make care more innovative, more efficient, and more responsibly delivered. That foundation only holds up if the fundamentals underneath it hold up too — the quality and safety of what we make, the integrity of how we operate, the strength of our innovation and intellectual property, and the cybersecurity of the data our products and services depend on.

Sustainable care delivery is central to how we intend to grow responsibly. As more diagnosis, therapy setup and ongoing healthcare move into the home, we see the potential to reduce the environmental footprint of traditional care pathways, while expanding access for people who face distance, mobility or system capacity barriers. This is not a single initiative but a direction we're building toward across our portfolio and markets — investing in the digital and connected health capabilities that make home-based care more personalized, efficient, and scalable. Done well, this can help us grow our business while reducing the resource intensity of the care we help deliver.

On product and packaging sustainability, we made further progress on our 2030 Product Sustainability Strategy. Our AirCurve 11 ST/ST-A non-invasive ventilator platforms became our first products to incorporate bio-attributed plastic in select components, and its redesigned packaging carton uses 20% less material than AirCurve 10. We continue to use independently reviewed life cycle assessments to guide our focus — from energy efficiency to packaging reduction — and to inform design decisions earlier in development.

Across our supply chain and operations, efficiency programs reduced manufacturing scrap, air freight reliance, and packaging material use, while new on-site solar installations at our Sydney and Malaysia sites added renewable generation capacity. Together with continued energy efficiency gains, these efforts helped reduce our Scope 1 and 2 emissions this year even as our business grew. We extended that same discipline to the suppliers we work with, strengthening due diligence across our supply chain and continuing to assess and manage supplier risks — including modern slavery.

We also strengthened how we govern emerging risks and opportunities. We enhanced our climate-related risk assessment and conducted qualitative scenario analysis, supporting our continued alignment with international climate disclosure frameworks. As artificial intelligence becomes more embedded in healthcare and in our own operations, we updated our Code of Business Conduct and Ethics to include the responsible use of AI and emerging technologies, reinforcing the governance principles that guide how we build and deploy these tools.

Looking ahead, we see continued opportunity to deepen sustainability across our business in ways that support profitable growth and create long-term value. Our focus is on practical action, from designing more sustainable products and packaging and delivering care in the home, to improving operational efficiency and working with our partners to strengthen responsible practices across our value chain. By aligning sustainability with how we innovate, operate, and grow, we can make progress toward our 2030 ambitions while improving lives, supporting healthcare systems, strengthening our business and reducing our environmental impact.

Thank you to every Resmedian, partner, and stakeholder who continues to contribute to this progress. With your commitment and collaboration, we can keep expanding access to better health and creating lasting impact for the people and communities we serve.

Sincerely,



Michael “Mick” Farrell
Chairman and CEO, Resmed



Key highlights

OUR PLANET

27,349 tonnes
of CO_2e in Scope 1 and 2 emissions

4.8 tonnes
of CO_2e/M $ revenue in emission intensity

The AirCurve 11 ST/ST-A bilevel ventilators became our first product to incorporate
bio-attributed plastic
in select components

28% reduction
in manufacturing scrap

8% reduction
in air freight volumes

OUR COMMUNITIES

Partnerships with schools, universities, and community organizations that support STEM education and workforce development opportunities.

OUR PRODUCTS

$5.7B
Net revenue

RESPONSIBLE BUSINESS

Responsible development and deployment of
AI technologies

OUR PEOPLE

>11,300
Total employees

53%
Percentage of female employees

29%
Percentage of female executives (VP+)

0
Fatalities

Awards
The 2026 Best Companies For The Future

TIME America's
Best Companies 2026

About Resmed

We are driving towards our 2030 goal to help 500 million people live healthier lives through innovation and sustainable growth.

About Resmed 08
Our 2030 strategy 09
Our value chain 10
Recognitions and relevant awards 11



About Resmed

We create life-changing health technologies that people love. We are relentlessly committed to pioneering innovative technology to empower millions of people in 140 countries to live happier, healthier lives. Our AI-powered digital health solutions, cloud-connected devices, and intelligent software make home healthcare more personalized, accessible, and effective. Ultimately, Resmed envisions a world where every person can achieve their full potential through better sleep and breathing, with care delivered in their own home.

Please refer to **2026 Annual Report** for a list of our owned and leased locations.

Mission

We create life-changing health technologies that people love.

KEY STATISTICS

Headquarters
San Diego, CA

Founded
1989

Listed (NYSE, ASX)
1995, RMD

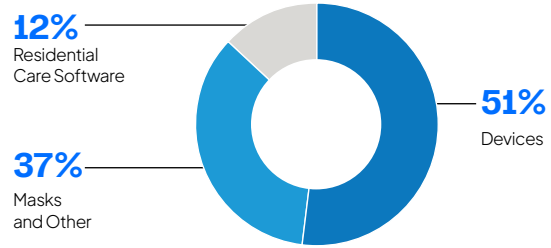
2026 Annual Revenue
$5.7 B

Countries Served
140+

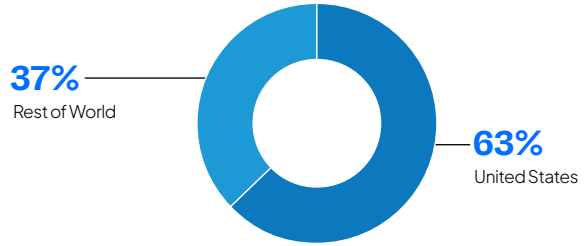
Total Employees
>11,300

2026 REVENUE

By business



By region



Our business

SLEEP

We are committed to advancing the diagnosis and treatment of sleep-disordered breathing, including obstructive sleep apnea, through innovative cloud-connected products and digital health solutions. Our therapies are designed to improve access to care, support therapy adherence, enhance patient outcomes, and help reduce the overall cost of healthcare.

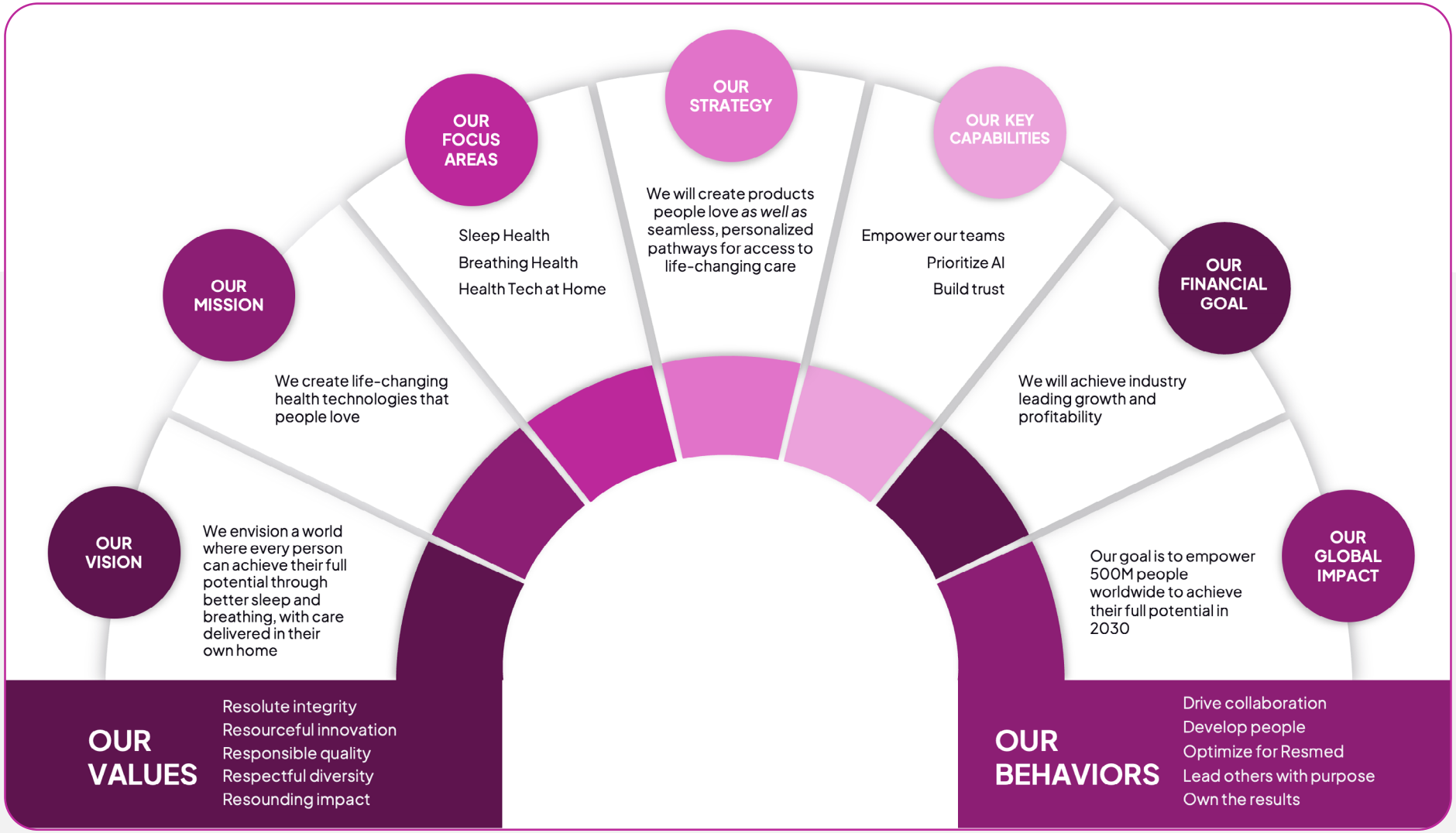
BREATHING HEALTH

Deliver market-leading breathing health solutions for patients with Chronic Obstructive Pulmonary Disease (COPD) and other chronical respiratory diseases through innovative respiratory care technologies that improve quality of life, support long-term respiratory health, reduce hospitalizations, and lower the overall cost of care by leveraging connected devices, digital health solutions, and data-driven clinical insights.

RESIDENTIAL CARE SOFTWARE

Provide a network of Residential Care Software (RCS) management solutions that helps providers deliver more personalized care, measurable results, and improved health outcomes across large populations with care delivered in their own home or care setting of their choice.

Our 2030 strategy



Our value chain



We work to minimize environmental impact and maintain ethical practices across our value chain — from raw material sourcing and component manufacturing through distribution, customer use, and end-of-life management. At each stage, we focus on reducing emissions, minimizing waste, and upholding labor, environmental, and human rights standards.

Sustainability considerations begin in the product design phase. Since 2021, we have integrated dedicated systems, processes, and design criteria into product development workflows to advance sustainable product and packaging design. Our manufacturing operations comply with applicable environmental regulations and apply industry best practices to reduce energy consumption and conserve natural resources.

Our global supply chain comprises component suppliers, contract manufacturers, and logistics partners. We engage with suppliers to support their efforts in reducing environmental impact and collaborate with logistics providers to improve transportation efficiency, thereby reducing fuel consumption and associated emissions. These efforts support our broader work to reduce emissions while maintaining the product quality and reliability that patients depend on.

Our Residential Care Software (RCS) business operates within the same environmental and social responsibility framework, with additional requirements related to data security, privacy, and ethical handling of health information. Our RCS solutions enable residential care providers to deliver more personalized care, track measurable health outcomes, and improve population health across large-scale care networks.

We track performance annually, adjust strategies in response to measured outcomes and stakeholder feedback, and continue to strengthen sustainability practices across the value chain.

There have been no significant changes to Resmed's value chain in FY2026.

Recognitions and relevant awards

We received the following recognitions in FY2026:

TIME America's Best Companies 2026
Resmed
TIME and Statista

Silver Effie Award: For 'Love is in the Air' campaign
Resmed
Effie Awards United States

America's Most Responsible Companies 2026
Resmed
Newsweek and Statista

Red Dot Design Award: Product Design 2026 – AirTouch™ F30i
Resmed
Red Dot

Atlantic Canada's Top Employers 2026
Resmed Halifax
Mediacorp Canada Inc.

America's Greenest Companies 2027
Resmed
Newsweek and Plant-A Insights Group

Nova Scotia's Top Employers 2026
Resmed Halifax
Mediacorp Canada Inc.

Gold Clio: For 'Love is in the Air' campaign
Resmed
Clio Health

Public Service Star
Mick Farrell
Singapore National Awards

American Australian Association Award
Mick Farrell
American Australian Association

Australian Design Pioneer
Resmed
Australian Design Council

The 2026 Best Companies For The Future
Resmed
The Wall Street Journal and and Bendable Labs

Sustainability in action

We ground our sustainability efforts in robust governance and oversight.

Risk and sustainability governance 13

Materiality 15

Stakeholder engagement 16

Our sustainability strategy 17



Risk and sustainability governance

Risk management

While our entire Board retains oversight of general risk, the committees listed to the right oversee specific risk areas and periodically update the full Board.

We manage risk through an Enterprise Risk Management (ERM) process, recognizing that different areas of the business require different approaches. Sustainability-related risks and opportunities, including climate-related risks, are considered within this broader process.

Management conducts a company-wide business risk analysis annually, with material findings reported through established governance channels to the Board.

Please refer to our **2026 Annual Report** to view our risk factors.

Please refer to our **2026 Proxy Statement** to read more.

Audit Committee

The Audit Committee's primary purpose is to assist the Board with its oversight responsibilities regarding:

- Management's conduct of, and the integrity of, our financial reporting;
- Our systems of internal control over financial reporting and disclosure controls and procedures;
- Our internal audit function, as well as capital and financial compliance risks delegated to the committee by the board; and
- The selection, appointment, retention, compensation, independence, and performance of our independent registered public accounting firm.

Nominating and Governance Committee

The Nominating and Governance Committee's primary purpose is to:

- Ensure the composition, practices, and operations of the board of directors contribute to value creation and effective shareholder representation
- Assist the Board with selecting Board and committee members, committee selection and rotation practices, evaluating Board effectiveness, and reviewing and considering developments in corporate governance practices.

Compliance, Privacy and Quality Committee

The Compliance, Privacy and Quality Committee's primary purpose is to assist the Board with oversight of legal and regulatory compliance regarding:

- Our Code of Business Conduct and Ethics
- Global corporate compliance
- Product quality and safety
- Privacy obligations
- Sustainability (including social, governance, and environmental issues)
- Other matters delegated by the Board

Compensation and Leadership Development Committee

The Compensation and Leadership Development Committee's primary purpose is to:

- Assist the Board with oversight of compensation for officers, directors, and executives, and human capital strategies.
- Advise the Board regarding the Company's compensation philosophies, practices, and procedures.
- Provide oversight on the processes for developing key leadership skills for senior employees that may be considered for future executive leadership. Advise the remainder of the Board on the leadership development efforts of the Company.

Sustainability governance

Board oversight: The Board oversees our sustainability strategy, policies, and goals, including material climate-related risks and opportunities. The Compliance, Privacy, and Quality Committee supports the Board's oversight of sustainability activities, including periodic meetings with the Chief Compliance Officer, review of the annual sustainability report, and evaluation of reporting and assurance obligations.

Management accountability: The Sustainability Executive Oversight Committee approves and oversees our sustainability strategy and receives progress updates from the Global Sustainability team semi-annually and on an ad hoc basis as needed. Material risks, progress, control findings and assurance outcomes are escalated through the relevant governance channels, with detailed performance reported in the relevant sections of this report.

Execution and controls: The Sustainability Reporting and Global Sustainability teams coordinate implementation across the organization, monitor performance and operate controls for sustainability reporting. The Sustainability Reporting team prepares disclosures, including the Annual Sustainability Report, the Carbon Disclosure Project (CDP) response, and responses to external assessments. Investor Relations and Legal teams review sustainability disclosures before publication, and the Chief Compliance Officer provides final management accountability for the Sustainability Report.

Cross-functional delivery: The Global Sustainability Working Group, comprising subject matter experts from product, supply chain, sustainability reporting, and global sustainability, develops recommendations, coordinates implementation and supports consistent management of sustainability-related risks and opportunities across operations, products, and supplier networks.

BOARD OF DIRECTORS

The Board is responsible for approving the organization's strategies, policies, and goals related to sustainable business and material sustainability topics.

SUSTAINABILITY EXECUTIVE OVERSIGHT COMMITTEE

Approves and oversees sustainability strategy, policies, and practices.

GLOBAL SUSTAINABILITY AND SUSTAINABILITY REPORTING TEAMS

Lead strategy implementation across global operations, oversee sustainability performance, and ensure compliance with all regulations and reporting frameworks.

GLOBAL SUSTAINABILITY WORKING GROUP

Develop recommendations, coordinate implementation, and support consistent management of sustainability-related risks and opportunities across operations, products, and supplier networks. Comprised of subject matter experts across the business.

Materiality

In 2025, we refreshed our materiality assessment with support from an external firm to identify the environmental, social, and governance issues most significant to Resmed and our stakeholders. Applying the principles of double materiality, we evaluated each topic for both its impact on our business and its broader societal relevance.

The process combined desktop research and stakeholder engagement. Research drew on sector and megatrend reports, peer assessments, media analysis, and other public and private sources. Internal leaders and external stakeholders refined the initial list, consolidated overlaps, and prioritized based on risks, opportunities, and potential impacts.

The outcome was a list of 18 material topics, each of which informs our sustainability strategy, guides decisions, and shapes our sustainability reporting and disclosures. We continued to use the outcomes of this assessment for our FY2026 reporting. As sustainability reporting requirements continue to evolve, we plan to enhance our materiality assessment approach in 2027 to align more closely with the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS) double materiality methodology.

Environment

- Climate change adaptation
- GHG emissions and energy efficiency
- Hazardous substances management
- Materials use and circularity including packaging
- Waste management
- Water stewardship

Social

- Corporate culture
- Employee belonging, inclusion and diversity for success (BIDS)
- Employee development
- Employee working conditions
- Health outcomes
- Inclusive access to products and services
- Working conditions in the supply chain

Governance

- AI
- Ethics and integrity
- Innovation, research and intellectual property
- Privacy and cybersecurity
- Product quality and safety

Stakeholder engagement

We use a range of mechanisms to engage with our stakeholder groups, including those who may be directly affected by our decisions, actions, and operations, as well as those who provide diverse perspectives and insights.

Through ongoing stakeholder engagement, we seek to understand stakeholder priorities, concerns, and expectations, enabling us to respond transparently, proactively, and effectively. Engagement outcomes help inform our strategy, decisions, sustainability priorities, and reporting disclosures.

Stakeholder groups

INVESTORS

Our management and Investor Relations team regularly engage with members of the investment community, including current and prospective shareholders and financial analysts. We utilize a variety of communication channels, including quarterly earnings releases and earnings calls, in-person and virtual meetings, bank-sponsored conferences, non-deal roadshows, and other events.

SUPPLIERS

Our suppliers are valued partners in the operation and success of our business. Throughout the year, we set up points of communication to foster trust and collaboration. We organize regular forums that include supplier business reviews and workshops with a focus on innovation and sustainability. Business reviews with critical suppliers are opportunities to review performance and gauge the alignment of business objectives.

We expect our suppliers to adhere to modern slavery prevention standards, and these expectations are communicated through a combination of policies, contracts and procedures. We actively engage with suppliers to identify, assess, and manage modern slavery risks in their operations.

CUSTOMERS

Our Customer Experience and Market Research teams survey our customers to understand how we can improve their experience. We conduct regular satisfaction surveys, leverage machine-learning tools, and provide an open channel for customer feedback through our field employees.

EMPLOYEES

We engage and communicate with our employees through virtual and in-person team meetings, regular pulse surveys, emails, internal events, training, Employee Resource Groups (ERGs), recognition platforms, and our intranet channels like MS Engage and Teams.

For our contingent workforce, we communicate through onsite supplier representatives so these workers are appropriately informed about operational changes.

For unionized employees, we communicate with industrial representatives and/or delegates of unionized employees.

LOCAL COMMUNITIES

We actively engage in the communities where we work, guided by our three giving pillars: sleep and respiratory health, health equity, and community impact. We engage through employee volunteering — including paid Volunteer Time Off — charitable donations, and community partnerships, supporting organizations for charitable causes worldwide in FY26. Showing up in our communities is core to our identity and is encouraged across the company.

GOVERNMENT AGENCIES

Our leaders and subject matter experts engage with policymakers, regulators, and key healthcare decision-makers with safety, quality, and patient-centricity in mind. We engage through our association partners on various policy or regulatory-related issues. Depending on the need, we engage with these groups during annual or periodic consultations. Some issues in which we engage include coding, coverage, and reimbursement on our products and services.

We engage with tax authorities directly and proactively, including in tax policy consultation through industry groups.

Our sustainability strategy

We envision a world where every person can achieve their full potential through better sleep and breathing, with care delivered in their own home.

Our sustainability strategy builds on this vision by advancing more efficient, digitally enabled, home-based care. It guides how we develop and deliver health technologies, design our products and packaging, work with suppliers across our value chain, and contribute to the communities in which we operate.



Informed by our enterprise-wide double materiality assessment, we focus our sustainability efforts across three interconnected pillars:

- **Product and packaging sustainability:** We work to reduce the lifecycle impact of our products and packaging by reducing emissions, minimizing waste, and advancing circular design.
- **Sustainable care delivery:** We support more efficient care pathways by enabling diagnosis, treatment, and ongoing care in the home. Our digital and home health solutions can improve access and healthcare productivity while helping reduce the resource and emissions intensity of traditional care delivery.
- **Responsible supply chain:** We promote responsible and ethical sourcing across our global value chain, working with suppliers to increase transparency, manage social and environmental risks, and drive continuous improvement in sustainability performance.

Our people, partnerships, and products enable us to deliver our strategy, supported by digital capabilities that drive innovation, efficiency, and the responsible transformation of care. This approach is grounded in core capabilities fundamental to our business: product quality and safety, ethics and integrity, innovation and intellectual property, and cybersecurity and data privacy.

Snapshot: Progress towards our strategy in FY2026

Product and packaging sustainability

Our recently released AirCurve 11 ST/ST-A devices were designed to reduce environmental impact while maintaining the comfort, reliability, and therapy performance expected from Resmed products. Key outcomes on these devices:

57%
bio-attributed content in select plastic components

20%
less carton material per unit compared with AirCurve 10

47–50%
recycled content in carton and shippers, both recyclable

We also conducted a critically reviewed life cycle assessment covering different device and accessory combinations, providing a clearer view of where the largest impacts occur across the product lifecycle.

Sustainable care delivery

Piloted
AirConnect Dx
a fully digital diagnostic pathway for obstructive sleep apnea, with three NHS organizations in England and Wales

Achieved a net reduction of approximately
6.8 tonnes
of CO_2 across patients completing the pathway, equivalent to avoiding approximately 26,000 miles of car travel

Eliminated two in-person hospital visits per patient,
improving access for patients
in rural areas such as North Wales

Responsible supply chain

Generated
1054.5 MWh
of renewable energy on-site by installing rooftop solar systems at our facilities

Reduced manufacturing scrap by
28%
through process improvements and enhanced production controls

Selected a new risk assessment, monitoring, and rating provider to
strengthen how we identify and manage
modern slavery risks across our supplier base

Enhanced our conflict minerals due diligence
scoping methodology to better target suppliers and components in higher-risk categories

Responsible business

We build trust through ethical conduct, robust governance, and responsible use of data and technology.

TOPICS COVERED IN THIS SECTION

- Corporate culture
- Ethics and integrity
- Privacy and cybersecurity
- AI

Corporate governance and leadership 20

Ethics and integrity 21

Policy and advocacy 24

Cybersecurity and data privacy 25

Artificial Intelligence (AI) governance 28

Our approach to tax 29



Corporate governance and leadership

The Board has adopted corporate governance guidelines to support its responsibilities in accordance with all applicable laws and regulations, representing our focus on strong governance. Guidelines are available on our investor website. Our Board will continue to evaluate its governance structures as our business evolves to ensure that we manage the business for the long-term interests of our shareholders and other stakeholders. A more detailed review of our governance is provided in our annual proxy statement to shareholders, issued under section 14(a) of the U.S. Securities Exchange Act.

Board of Directors[1]



Michael "Mick" Farrell
Chairman of the Board and Chief Executive Officer of Resmed Inc.



Peter Farrell
Founder and Chairman Emeritus of Resmed Inc.



Carol Burt
Senior Advisor, Consonance Capital Partners[2]



Jan De Witte
Operating Partner of GHO Capital Partners



Christopher DelOrefice
Chief Financial Officer of Ulta Beauty



Karen Drexler
Former Chief Executive Officer of Sandstone Diagnostics, Inc.



Harjit Gill
Former Chief Executive Officer of the Asia Pacific Medical Technology Association



John Hernandez
Head of Health Impact at Google



Nicole Mowad-Nassar
Senior Vice President, AbbVie, and President, Global Allergan Aesthetics



Desney Tan
Former Vice President of Innovation, Microsoft and Current Partner of SeaX Ventures

Audit Committee			✓	✓	Chair		✓	✓		
Compensation and Leadership Development Committee				✓		Chair	✓			✓
Compliance, Privacy, and Quality Committee			✓			✓	Chair	✓	✓	
Nominating and Governance Committee			Chair	✓		✓				✓
Independent			✓	✓	✓	✓	✓	✓	✓	✓

Board Composition

AGE

50 - 60
61 - 70
Over 81

GENDER

Female
Male

TENURE

0 - 5 years
6 - 10 years
11–15 years
>15 years

[1] Information is current as of the publication date of this report.
[2] On August 17, 2026, we announced that the board appointed Carol Burt to serve as lead director, effective November 15, 2026. Ms. Burt, who currently chairs the nominating and governance committee and serves on the audit and the compliance, privacy and quality committees, will succeed Ronald Taylor as lead director. On the same date, we also announced Mr. Taylor's decision to retire at the end of his current term, not to stand for reelection, and to resign as a member of the board as of the date of the annual stockholder meeting on November 18, 2026. In light of Mr. Taylor's decision, the board has voted to reduce the size of the board to ten members following the annual meeting. Mr. Taylor's retirement does not reflect any disagreement or conflict with the board or the company.

Ethics and integrity

At Resmed, ethical conduct is the foundation of how we do business. This section describes the structure, policies, and guiding principles of our global ethics and compliance program. It also outlines the standards that all employees, leaders, and business partners are expected to uphold.

Our ethical commitments

We are committed to the highest standards of integrity, honesty, and fairness in all business activities. We act ethically and transparently with our employees, customers, shareholders, suppliers, business partners, and community stakeholders worldwide.

Our ethics and compliance program reflects this commitment. It is built around the seven elements of an effective compliance program, as defined by the U.S. Office of Inspector General and the U.S. Federal Sentencing Guidelines. These standards guide our efforts to promote lawful and ethical behavior throughout our global operations.

Program governance and oversight

Office of Ethics and Compliance (OEC)

Our Office of Ethics and Compliance (OEC) works closely with senior leadership to oversee and embed our compliance program across all business units and regions. OEC staff:

- Support business and corporate functions
- Deliver ethics and compliance training
- Implement regional and country-specific compliance requirements
- Monitor program effectiveness

To strengthen proactive risk management, regional ethics and compliance committees — operating both inside and outside the U.S.—meet regularly to address emerging issues and regulatory developments.

Reporting channels

We encourage employees to seek ethical guidance and report concerns through a variety of confidential, retaliation-free options:

- Line managers
- Legal and Compliance teams
- People team
- Ethico[3]

The OEC manages these channels and investigates all reported concerns promptly. When violations are substantiated, we take appropriate remedial action, which may include:

- Performance discussions
- Written warnings
- Job realignment
- Demotion
- Dismissal (in severe cases)

All relevant metrics and investigative activities are reported to the Compliance, Privacy, and Quality Committee and integrated into our global risk assessment reviews.



[3] Our 24/7 anonymous and confidential global disclosure hotline available in multiple languages, accessible online, by email, or by phone.

Annual ethics and compliance engagement

Each year, we conduct Ethics and Compliance Week, a company-wide event that builds awareness of key topics, including:

- Anti-bribery and anti-corruption
- Interactions with healthcare professionals
- Business conduct expectations

This initiative reinforces our culture of honesty, trust, and open communication, serving as a cornerstone of employee engagement in our ethics and compliance program.

Code of business conduct and ethics

Our Code of Business Conduct and Ethics (the Code) sets expectations for responsible business conduct across Resmed. It is accessible globally in multiple languages and applies to all employees.

Key features include:

- Mandatory annual training
- Alignment with global laws and industry standards (e.g., AdvaMed, APACMed, MedTech Europe, Mecomed)
- Duty to report violations without retaliation
- Availability of Ethico for internal and external stakeholders

In the U.S., ethical performance is also linked to employee appraisal and remuneration processes. To ensure effectiveness, our compliance framework is periodically reviewed by independent third parties.

During FY2026 we conducted an annual review of the Code of business conduct and ethics. As part of this review, Responsible Use of Artificial Intelligence and Emerging Technologies was added as a key feature. This addition was approved in August 2026.

Chairman and CEO, Executive Leaders, and Board

Resmed's Board and senior executive leadership provide top-level oversight of the company's global ethics and compliance program. The Chief Compliance Officer reports directly to the Compliance, Privacy, and Quality Committee of the Board and delivers formal updates on program performance on a quarterly basis.

Chief Compliance Officer

The Chief Compliance Officer (CCO) is responsible for designing and leading the company's global ethics and compliance program and overseeing the Office of Ethics and Compliance (OEC). The CCO reports to the Compliance, Privacy, and Quality Committee, ensuring that compliance risks, ethics training, third-party due diligence, and investigations are managed consistently and aligned with international standards. The CCO also presents the annual compliance assessment and work plan to the committee and provides ongoing reporting on global compliance program activities.

Compliance, Privacy, and Quality Committee

The Compliance, Privacy, and Quality Committee of the Board is charged with overseeing Resmed's performance in areas including:

- Global ethics and regulatory compliance
- Product quality and employee safety
- Data privacy governance
- Implementation of the Code of Business Conduct and Ethics
- Strategic compliance program development
- Sustainability matters, including environmental, social, and governance topics

Third-party code of conduct

All distributors, dealers, resellers, and marketing representatives are expected to meet the same high ethical standards that guide our employees. Our Global Third Party Code of Conduct, publicly available, outlines expectations around:

- Anti-bribery and corruption
- Interactions with government officials and healthcare professionals
- Ethical due diligence and risk mitigation

We screen high-risk third parties and provide targeted training to ensure alignment with our compliance policies.

Anti-corruption

We prohibit all forms of bribery and facilitation payments. We comply with global anti-corruption laws worldwide, including:

- U.S. Foreign Corrupt Practice Act (FCPA)
- OECD Anti-Bribery Convention
- U.K. Bribery Act
- Brazilian Anti-Corruption Act

Employees and third-party partners must never offer or accept anything of value intended to influence decision-making. Training and regular communications help reinforce compliance with these requirements.

Fair competition and prevention of anti-competitive behavior

We comply with competition laws in all jurisdictions where we operate. These laws cover pricing, relationships with competitors, marketing practices, and terms of sale.

Because requirements differ by country, employees are instructed to consult with the legal department on region-specific guidance.

Looking ahead

Ethics and compliance are not static objectives. They require vigilance, adaptation, and leadership.

We continue to evolve our program in response to changing regulations and business needs. Stakeholders expect regular updates and accountability as part of this process.



Policy and advocacy

We engage in public policy discussions with policymakers, trade associations, and other thought leaders to encourage sound, evidence-based policies that expand access to our products and solutions, foster innovation, and address key issues related to our industry and products.

Political transparency

We do not make political contributions to individual candidates or parties, and we do not maintain a political action committee.

Advocacy and associations

To advance our mission of creating life-changing technologies that people love, we partner with patients, advocates, industry organizations, and providers. These partnerships help us:

- Promote the social and economic benefits of healthcare-related products, solutions, and services that are evidence-based and clinically relevant.
- Support policies and programs that enable sustainable and equitable healthcare ecosystems.

Our subject matter experts and leaders participate in all levels of industry associations and collaborate with key stakeholders to advance a more patient-centric and accessible healthcare ecosystem.

Globally, our teams conduct research that increases patient engagement, informs product development, and harnesses data insights to generate real- world evidence. These activities help us advocate for policies that protect patient interests and improve system-level outcomes.

We endeavor to improve and expand access to our products. Our research programs — including those we sponsor — are designed to recruit more diverse and equitable groups of study participants. We also enhance usability testing protocols to better reflect the needs of people with different abilities.

During FY2026, Resmed contributed over

$991,300

to trade associations, with the largest contributions directed to AdvaMed (over $644,200) , MedTech Europe (over $110,000) and Tech Council of Australia (TCA) (over $88,000).

This condensed list reflects global or regional medical technology or device industry groups that Resmed participates in:

AdvaMed, Advanced Medical Technology Association

APACMed, Asia Pacific Medical Devices Association

CTA, Consumer Technology Association

DigitalEurope, Digitally Transforming Industries

MedTech Europe, European Trade Association for Medical Technology

Cybersecurity and data privacy

As a global leader in digital health, we use technology and data responsibly and ethically to deliver on our mission. Protecting personal health information is central to building life-changing technologies that people trust and love. This responsibility is not only foundational to our reputation but also essential to maintaining patient dignity, trust, and ethical healthcare.



Customer data protection

We manage data with strong governance practices, adherence to global regulations, and internationally recognized certifications. Our principles of privacy and security by design guide the way we build our products and services. We aim to give users transparency and control over their data, while ensuring security and privacy are embedded at every stage.

Our investments in information security and privacy programs allow us to generate insights from de-identified data that support payers in refining value-based reimbursement, enable clinicians to deliver more personalized therapy, and help deliver safer, more equitable patient outcomes.

We have implemented administrative, technical, and organizational measures to protect personal and sensitive data, ensuring legal and ethical processing across our operations.

Data governance

We apply a full lifecycle approach to data and digital product governance, including solutions that use AI and machine learning. This covers data creation, storage, transmission, and use, with heightened care for personal health information.

Our privacy notices, published online, explain what personal data we collect, how it is used, and with whom it is shared. Country-specific notices are available on our local websites.

Our governance is reinforced through employee agreements, our Code of Business Conduct and Ethics, IT Information Security Policy, and ongoing training programs.

Security and privacy culture

Privacy and security are shared responsibilities across Resmed. All employees receive training and awareness updates. Our reporting channels allow employees to raise privacy or security concerns directly.

We maintain a documented and tested security incident response program, including tabletop exercises and third-party simulations. When we identify a potential data security or privacy incident, we promptly investigate and assess the situation to determine the appropriate response, including issuing notifications when required by applicable laws.

Board of Directors and Compliance, Privacy, and Quality Committee

Reviews compliance with privacy laws, assess the maturity of our privacy program, monitor significant privacy issues and evaluate our response to any data breaches.

Chief Executive Officer (CEO)

Oversees the security program strategy and receives monthly updates on the status of the program and any security issues.

Chief Information Security Officer (CISO)

Reports to the CEO and at least annually to the full Board.

Privacy Team

Reports to the Chief Compliance Officer and the Compliance, Privacy, and Quality Committee.

Regulations, standards, and certifications

We comply with data protection laws including:

- U.S. Health Insurance Portability and Accountability Act (HIPAA), as amended by the Health Information Technology for Economic and Clinical Health Act of 2009 (HITECH Act)
- SEC Cybersecurity Risk Management, Strategy, Governance, and Incident Disclosure Rule
- FDA Final Cybersecurity in Medical Devices Guidance
- European and UK General Data Protection Regulation (GDPR)
- China Personal Information Protection Act (PIPL)
- India Digital Personal Data Protection Act (DPDPA)
- Australian Privacy Act
- California Consumer Privacy Act (CCPA) and other U.S. state data protect laws
- EU AI Act

While laws in these jurisdictions cover most of the personal data we process, we also monitor and incorporate additional requirements into our privacy and security programs. These include state-level data protection and biometric laws, consumer protection regulations, and guidance issued by regulators.

We maintain HITRUST certification in the U.S., ISO 27001 certification in Europe, and validations including SOC-2, Japan's P-Mark certification, France's Hébergeurs de Données de Santé (HDS) certificate, and the UK NHS Data Security and Protection Toolkit (DPST).

Investment in data protection and technology

Our security investments are guided by risk-based assessments of people, processes, and technology. We evaluate third-party vendors for their ability to meet stringent privacy and security requirement, and our contracts obligate them to protect the data entrusted to us.

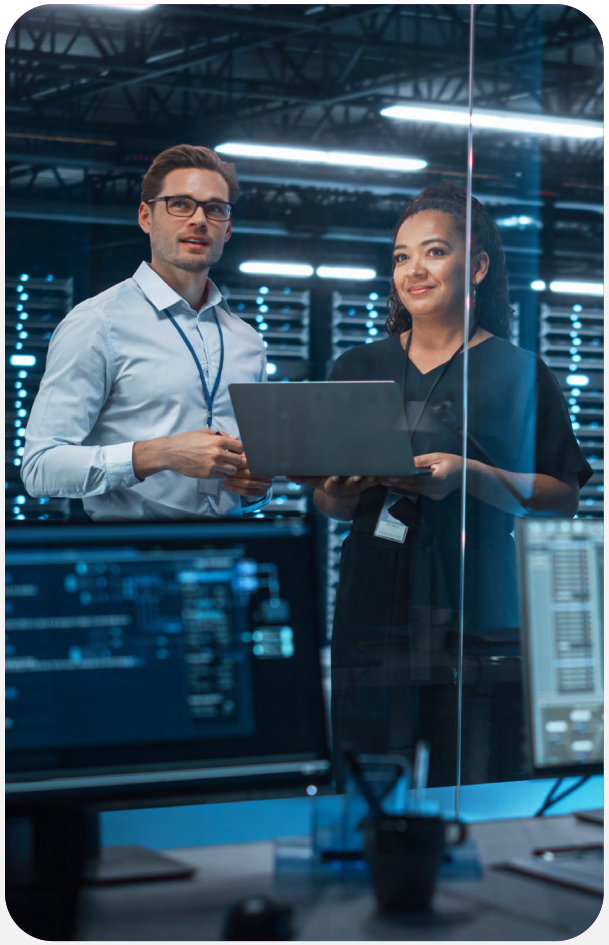
Our controls include advanced monitoring, firewalls, intrusion detection and prevention, penetration testing, vulnerability management, malware protection, and access controls. We apply secure coding practices, cloud security templates and regular third-party cloud configuration assessments.

We conduct regular third-party security and privacy assessments, document findings, and address risks through our security management program. We regularly test our systems through penetration tests and attack simulations on critical products, ensuring findings inform policies, procedures, and our risk register.

Our enterprise security team prioritizes incident prevention, with a focus on confidentiality, integrity, and availability. We also maintain a mature incident response program, supported by clear policies, standards, testing, and training. Further details of this program can be viewed here.

Technology solutions are central to our security program. Our measures include advanced monitoring, firewalls, intrusion detection and prevention, penetration testing, vulnerability management, threat intelligence, anti-malware, and access controls.

As a provider of medical software, we embed security throughout the product lifecycle. Our global security teams partner with designated "Security Champions" across the organization to safeguard code, digital solutions, and data — from design and development through deployment and operations.



We apply structured governance practices for cloud environments, using standard secure templates and assessing any exceptions against our policies. Independent third parties conduct regular cloud configuration assessments to validate compliance with our standards [4].

Our program's access controls have contributed to

Zero material security events

between 2024 and 2026.

Our Information Security team also publishes a sample of controls we use across Resmed and our subsidiaries to defend against threats and mitigate risks.

Responding effectively to security incidents is a priority. We maintain a certified incident response program, supported by documented procedures ("Resmed Computer Security Incident Response and Communication Plan"). Our security operations team runs tabletop exercises several times a year, complemented by global simulations with external experts.

As part of our vulnerability management program, we centrally monitor network activity, endpoints, servers, and cloud environments. We conduct penetration tests both internally and with external partners. Independent experts also simulate attacks on our most critical products, with results integrated into our risk register and used to strengthen policies and procedures.

[4] Further details of this program can be viewed here

Artificial Intelligence (AI) governance

Responsible artificial intelligence and data governance

Resmed recognizes the potential of artificial intelligence (AI) to support innovation, improve experiences, and advance healthcare delivery. As AI technologies continue to evolve, we seek to promote their responsible use through governance practices that support risk management, patient safety, privacy, security, regulatory compliance, and transparency.

Governance and oversight

Resmed has established an AI and Data Governance Framework designed to support the responsible and governed use of AI across the organization. AI oversight is supported through collaboration among business, technology, quality, privacy, security, legal, regulatory, compliance, and data governance functions.

Our approach is informed by evolving regulatory requirements, industry developments, and recognized practices for responsible AI governance. The framework incorporates both AI and data governance, reflecting the important role that trusted, well-governed data plays in supporting responsible AI and a risk-based approach to AI governance.

AI guiding principles

Resmed's approach to AI is informed by its AI Guiding Principles, which support the responsible development, deployment, and governance of AI-enabled technologies. The principles help guide decisions across areas such as innovation, quality, risk management, privacy, security, transparency, accountability, human oversight, fairness considerations, and patient impact.

Additional information regarding Resmed's AI Guiding Principles is available through the Ethics & Compliance section in our website.

Responsible use of data and risk management

Responsible AI depends on high-quality, well-governed data. Our AI governance activities are supported by broader data governance practices that promote data quality, stewardship, security, privacy, and appropriate use.

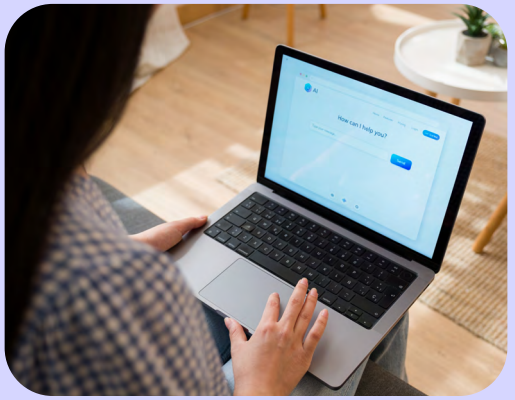
AI-related risks are considered within broader risk management activities and may include privacy, cybersecurity, patient safety, regulatory compliance, operational, reputational, and certain third-party technology and data-related considerations.

Building a responsible AI culture

Resmed provides employees with guidance, awareness activities, and educational resources regarding the responsible use of AI. These efforts are intended to support responsible decisions and appropriate use of AI-enabled technologies.

Our path forward

As AI technologies continue to evolve, Resmed remains committed to strengthening its governance capabilities, monitoring regulatory developments, and supporting responsible innovation.



Our approach to tax

We maintain a Tax Policy that sets our approach to tax governance, decision-making, and conduct. The policy aligns with our publicly available Code of Business Conduct and Ethics and is consistent with our business and sustainability strategies.

Our Tax Policy serves as our formal tax strategy and is available on our Investor Relations website. It outlines our approach to regulatory compliance, tax risk management, and ethical conduct.

The Audit Committee of the Board formally reviews and approves the Tax Policy. The policy is developed in collaboration with senior management and is reviewed periodically to ensure emerging risks are addressed. The Global Head of Tax is responsible for ensuring compliance with the policy.

Our tax governance framework is supported by associated manuals and procedures, which outlines how tax risks are identified, managed, and monitored. The Audit Committee oversees compliance with this framework, reinforcing accountability, and transparency.



Stakeholder engagement: External stakeholders can raise concerns, including tax-related matters, through the contact form on our website. This provides a channel for dialogue and accountability.

Public reporting and assurance: We are subject to statutory financial audits in all major jurisdictions, covering key business, financial, and tax information. In certain jurisdictions, these filings are publicly accessible. We comply with applicable tax reporting, disclosure, and transparency requirements in the jurisdictions in which we operate.

Our planet

From design to supply chain, we are cutting our footprint while delivering reliable, life-changing care.

TOPICS COVERED IN THIS SECTION

- Material use and circularity including packaging
- Hazardous substance management
- Climate change adaptation
- GHG emissions and energy efficiency
- Waste management
- Water stewardship

Environmental sustainability	31
Product and packaging sustainability	32
Material selection and chemical safety	44
Sustainable care delivery	45
Responsible supply chain	50
Climate change	57
Energy and emissions	58
Environmental compliance	63
Waste management	64
Water stewardship	67
Office paper consumption	68
Protecting biodiversity	69
Other environmental initiatives	70



Environmental sustainability

We work to minimize our environmental footprint across operations and throughout our supply chain.

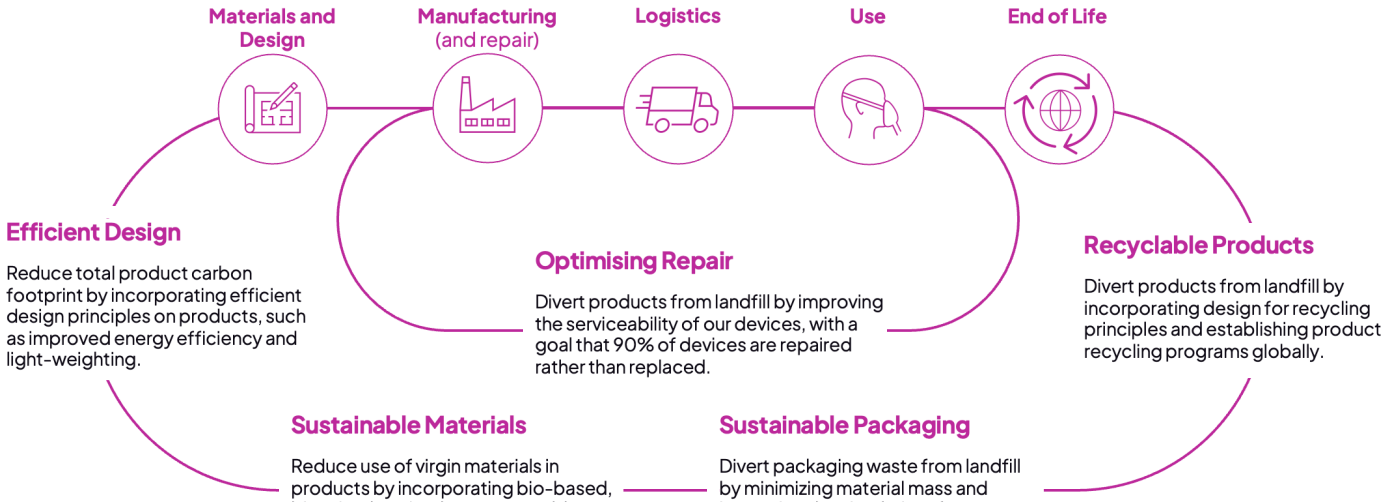
Our product development focuses on reducing environmental impact throughout the lifecycle — from materials and manufacturing to use and end-of-life. We monitor environmental performance across energy use, greenhouse gas emissions, water consumption, waste generation, and materials sourcing. This monitoring informs our efforts to improve operational efficiency and maintain regulatory compliance.



Product and packaging sustainability

Product and packaging sustainability is one of the three interconnected pillars of Resmed's sustainability strategy as outlined in the "Our sustainability strategy" section of this report. Our 2030 Product Sustainability Strategy sets five focus areas for reducing the lifecycle impacts of our products and advancing circularity: efficient design, sustainable materials, sustainable packaging, recyclable products, and optimizing repair.

2030 Product Sustainability Strategy



In FY2026, we continued to strengthen the processes and capabilities that integrate sustainability into how we design and deliver products. We refreshed how we engage with product teams at the start of product development programs, expanded design-for-environment capability, and introduced reduced-impact material and packaging solutions in new products. We also expanded our use of lifecycle evidence to understand environmental hotspots, evaluate design choices, measure outcomes, and inform priorities for future product generations.

We embed sustainability into product development through four complementary practices:

Integrating sustainability into product decisions

We bring sustainability considerations into product development from the start of each program, so they can be considered alongside patient needs, performance, quality, cost, and other product requirements.

Building design-for-environment capability

Each product team receives structured onboarding, guidance, and training on lifecycle thinking, circular design, and relevant environmental regulatory and commercial drivers.

Advancing sustainable innovation

We are building a pipeline of lower-impact technologies. In FY2026, bio-attributed plastics were incorporated into AirCurve 11 ST/ST-A, alongside continued development and de-risking of technologies for future product generations.

Connecting sustainability, compliance and value

We consult product teams to identify relevant environmental regulations, procurement and customer expectations, and sustainability opportunities. This helps teams prioritize actions that support compliance, reduce future rework, and align with broader product objectives.

Embedding sustainability into product development depends on having credible data to guide decisions and trade-offs. Lifecycle assessment provides the evidence base that supports this approach.

Building an evidence base through Life Cycle Assessment

We use Life Cycle Assessments (LCAs) to identify environmental hotspots and understand the impact of different design decisions across the product lifecycle, from materials and manufacturing through logistics, use, and end of life. Our LCA program involves a streamlined in-house tool used throughout product development and is primarily focused on cradle-to-gate impacts. Where broader lifecycle analysis is needed, for example, to understand the impacts of key initiatives across transport, product use, and end of life, or to support more comprehensive product-level assessments, more detailed assessments are conducted using industry-standard software. For selected products, including major launches and those relevant to customer Scope 3 reporting, we commission external LCA consultants and independent critical review aligned with ISO 14040 and ISO 14044.

Overall, our approach creates a continuous learning cycle that turns evidence into action — informing decisions during development, validating progress, and carrying lessons into future products.

OUR LCA PROCESS: FROM ENVIRONMENTAL HOTSPOTS TO DESIGN IMPROVEMENTS

1
Establish the benchmark early

We select an existing product or configuration as the baseline, supported by available lifecycle evidence. Design scenarios are then modeled to identify priority opportunities and targets for improvement.

2
Apply eco-design thinking throughout product development

Engineers use the in-house LCA tool to compare concepts as product knowledge develops. This helps teams influence environmental impacts while design flexibility is greatest, and make informed trade-offs as decisions are refined.

3
Validate the LCA method and outcome

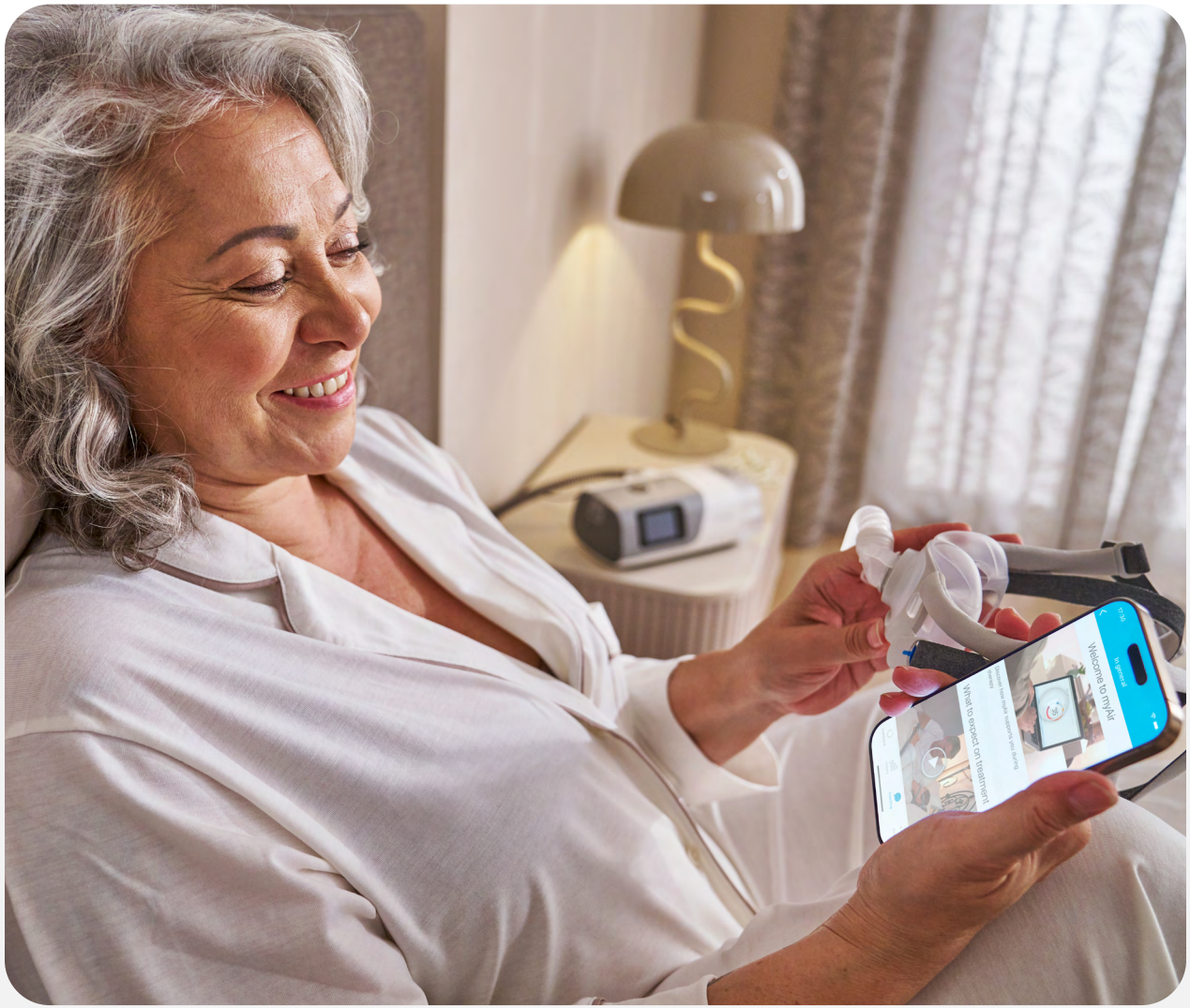
For selected products, we commission a comprehensive LCA conducted by an external consultant in alignment with ISO 14040 and ISO 14044. Selection criteria include product scale, environmental improvements achieved, and relevance to customers' Scope 3 calculations. Where appropriate, the assessment is independently critically reviewed.

4
Feed the findings into the next generation

We analyze the results to identify lifecycle hotspots and priority opportunities for improvement. These insights inform future product requirements and establish the benchmark for the next generation, bringing the process back to the first stage.

LCA case studies: from benchmark to product insight

The following case studies[5] show how this approach is being applied to product and packaging decisions, and how LCA findings are helping us focus future improvement efforts. These assessments were subject to independent critical review in alignment with ISO 14040 and ISO 14044.



[5] LCA results are modelled estimates based on the defined functional unit and system boundaries of each study. They should not be interpreted as applying to all products, configurations, masks, or use conditions. Results vary with product configuration, patient location, use pattern, electricity-grid mix, and are sensitive to data quality and the assumptions and boundaries of the assessment.

CASE STUDY

AirCurve 11 ST / ST-A Pressure Support Ventilators[6,7]

We designed AirCurve 11 ST/ST-A ventilators to deliver the quality and reliable therapy performance expected from Resmed products, while also reducing environmental impact.

KEY OUTCOMES

57% bio-circular
attributed plastic in select components

20% less
carton material per unit compared with AirCurve 10

47-50% recycled
content in carton and shippers, both recyclable

A critically reviewed LCA covering different device and accessory combinations provided a clearer view of where the largest impacts occur. The use phase represented approximately 77–90% of the footprint, identifying energy efficiency as the main opportunity for further improvement. We also assessed a range of device configurations to better understand how different product choices influence the lifecycle footprint. The analysis showed that environmental impact varied across accessory combinations, specifically with choices relating to tubing and humidification.

The materials and manufacturing phase represented approximately 7–14% of the total product carbon footprint, highlighting another priority area. On AirCurve 11 ST/ST-A, we incorporated plastic with a 57% bio-circular feedstock allocation through a mass-balance chain-of-custody approach into select components, including the fascia, name plaque, and SD card cover, and reduced carton material by approximately 20% per unit. Together, these changes reduced material impacts across the product and packaging system.

DESIGN INSIGHT

While electricity use represents the largest share of the lifecycle footprint, opportunities to reduce impact exist across the product system. For AirCurve 11 ST/ST-A, we focused on areas where design choices could deliver practical improvements, including reduced-impact material grades, reduced packaging material, and increased recycled content. The LCA also helps identify priorities for future product development.

[6] AirCurve 11 ST and ST-A functional unit: provision of mechanical breathing support at 2–30 cm H2O for one patient for five years following recommended use. The modelled systems accounted for the tube, humidifier tub, AirFit F40 mask, replacement of accessories, use, transport, and end-of-life through the use of assumptions

[7] Currently available in North America only, as of FY2026.

CASE STUDY

AirFit F40 versus AirFit F20[8] Full Face Masks

Compared with the AirFit F20 mask, the AirFit F40 mask achieves approximately:

KEY OUTCOMES

21% reduction
in the mask's cradle-to-gate emissions

11% less
material used in the mask

7% lower
transport emissions

These results were independently reviewed by a third party in alignment with ISO 14040 and ISO 14044. The AirFit F40 mask's cradle-to-gate emissions were 21% lower than AirFit F20. Across the broader lifecycle boundary, the mask's cradle-to-grave footprint was 7% lower. When packaging is included, the combined product-and-packaging footprint was 2% lower, highlighting the importance of continuing to address packaging impacts alongside improvements to the mask itself. Where packaging remains necessary to protect product performance, we are focused on reducing its material impact and improving circularity.

For AirFit F40:

- The polypropylene support tray contains up to 25% post-industrial recycled content. The tray is required to preserve the comfort and seal performance achieved by the thin, flexible mask cushion; where support trays remain necessary, we focus on reducing virgin material use and improving recyclability.
- Frame spares use fiber-based, recyclable packaging, supporting our shift toward more recyclable packaging solutions for highly regulated products.

DESIGN INSIGHT

Reduced-impact material selection, lighter mask components, and a more localized supply chain with assembly in Singapore contributed to these improvements. The packaging design also illustrates an important trade-off: where a support tray remains necessary to protect product performance, we focus on reducing its impact through recycled content and improved recyclability.

[8] AirFit F40 versus AirFit F20 functional unit: provision of a connection between a Resmed CPAP device and a patient's respiratory system through a face mask for mechanical sleep support for six months. The reference flow was one packaged mask, delivered to and used daily by one patient for six months.

CASE STUDY

AirSense™ 11 AutoSet™ CPAP device[9]

Compared to its predecessor, AirSense™ 10 AutoSet™ therapy device, the AirSense 11 therapy device achieves:

KEY OUTCOMES

25% more
devices in a shipper

8.5% lower
energy consumption[10]

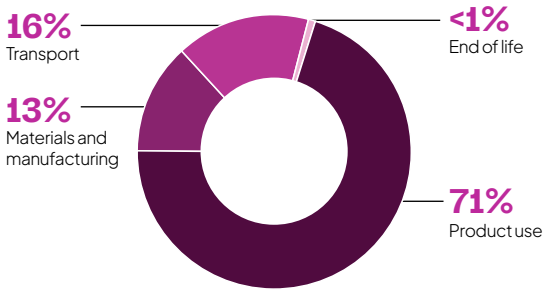
42% less
cardboard packaging

AirSense 11 was an important milestone in our LCA program, representing our first full product LCA to undergo independent critical review aligned with ISO 14040 and ISO 14044.The assessment showed that product use is the largest source of emissions, accounting for 71% of the total footprint, followed by transport and materials and manufacturing. These insights help us focus future improvement efforts on the areas with the greatest potential impact, while continuing to improve packaging, repairability and end-of-life design.

The assessment also established a lifecycle baseline for future product generations, helping us measure progress over time and prioritize design opportunities using a consistent evidence base.

The contribution to total carbon footprint by lifecycle stage is shown below.

These insights help focus our design improvements where they can have the greatest impact.



DESIGN INSIGHT

For connected therapy devices, the use phase can dominate the footprint. LCA therefore helps us prioritize energy efficiency, while also highlighting the value of materials, packaging, and logistics improvements.

[9] AirSense 11 functional unit: provision of mechanical sleep support at 4–20 cm H2O for one patient for five years following recommended use. The results above cover one AirSense 11 machine with a single set of accessories and its associated packaging, as supplied to the patient. The AirFit F20 mask and replacement accessories were included within the study boundaries but are excluded from the lifecycle stages shown above.

[10] Estimated based on comparative power-supply efficiency testing and standby power measurements for AirSense 10 and AirSense 11, using a modelled daily use profile of 7.5 hours on therapy and 16.5 hours in standby.

Progress in context: What we have achieved and what's ahead

The case studies above illustrate how our product sustainability approach is being applied to individual products. Across our broader portfolio, we continued to build the capabilities, design practices, and technologies needed to advance our 2030 Product Sustainability Strategy.

The table below summarizes our progress and our future direction across the five focus areas of the strategy.

FOCUS	WHAT HAS BEEN ACHIEVED?	FUTURE DIRECTION
Efficient design 	• Achieved a 21% reduction in the AirFit F40 mask's cradle-to-gate carbon footprint, driven by an 11% reduction in mask material use compared with AirFit F20. • Improved AirSense 11 CPAP energy efficiency by 8.5% per unit based on real-world average use data compared with AirSense 10. • Improved our understanding of power consumption across device generations and configurations, including heated and standard tubing, helping us identify opportunities to improve energy efficiency. • Identified opportunities to simplify and reduce user guides, lowering paper use while improving usability and exploring electronic instructions for use. • Developed an in-house LCA tool enabling engineers to compare design options and calculate cradle-to-gate emissions.	• Continue improving device and humidification energy efficiency, with particular attention to use-phase hotspots identified through LCA. • Investigate and adopt lower-waste manufacturing methods, particularly in textiles. • Reduce the size of user guides and advocate for electronic instructions for use (eIFUs). • Develop AI-enabled in-house tools to simplify and accelerate LCAs, supported by a carbon footprint database for products and components.

FOCUS

Sustainable packaging

WHAT HAS BEEN ACHIEVED?

- Reduced packaging material and improved circularity across launched products. The AirCurve 11 platform carton uses approximately 20% less carton material than the previous generation, is recyclable, and contains up to 47% recycled content.
- AirTouch N30i foam cushion masks and F30i foam cushion masks packaging support trays were eliminated, avoiding approximately 7 tonnes of polypropylene material in FY2026.
- AirFit F40 packaging includes a polypropylene support tray containing up to 25% post-industrial recycled content.
- AirSense 11 packaging improvements include increased payload efficiency, a 42% reduction in packaging mass compared with AirSense 10, and fully recyclable cartons and shippers with 100% recycled content in the carton and 70% in the shipper.
- AirFit™ N30i cushion spares moved from clamshells to autobags, improving packing efficiency by allowing 66% more units per shipper.

FUTURE DIRECTION

- Continue reducing single-use plastics in packaging systems.
- Refresh legacy-product packaging to make it more compact and recyclable.
- Expand the use of recyclable packaging technologies.
- Validate packaging compatibility with global recycling infrastructure.

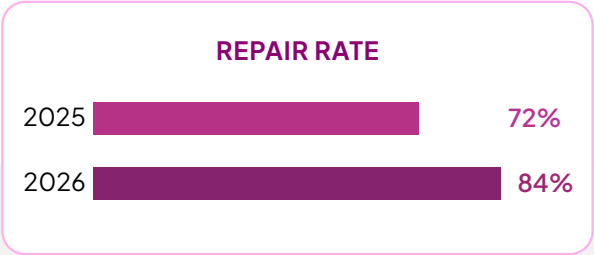
FOCUS	WHAT HAS BEEN ACHIEVED?	FUTURE DIRECTION
Sustainable materials	• Launched myNight™ eye masks with recycled textiles. • Developed a sustainable materials roadmap and embedded sustainability as a criterion in material selection, considering circularity, renewable content, and emissions. • Introduced plastic housing components for AirCurve 11 ST/ST-A with up to 57% bio-circular feedstock attributed through a mass-balance approach.	• Work with suppliers to expand the sustainable materials roadmap, prioritizing materials supported by robust LCA data and third-party certifications. • Incorporate suitable sustainable material grades into new product offerings. • Continue investigating recycled alternatives to high-impact, non-contact-sensitive materials.
Recyclable products	• Incorporated design-for-disassembly principles on AirFit F40, improving the modularity of mono-material components in anticipation of future recycling pathways. • Advanced recycling solutions through feasibility trials with specialist partners, alongside Design for Recycling training to strengthen circular design capability across product development. • Established e-waste collection and recycling pathways in Australia, France, Denmark and Germany.	• Continue exploring recycling solutions for hard-to-recycle materials such as silicone and textiles. • Improve product modularity and the dismantling and sorting process through internal technical development and partner trials. • Design products containing high-value materials, electronics, batteries, and blowers with ease of recovery and recyclability in mind.

FOCUS

Optimizing repair

WHAT HAS BEEN ACHIEVED?

- Successfully repaired over 181,012 devices globally, achieving a repair rate of 84% — a 17% improvement compared to the previous year.



- Embedded serviceability requirements into product development, promoting sub-assembly modularity, part accessibility, simplicity, and cost-effective repair.

FUTURE DIRECTION

- Develop a Design for Repair education program for engineers.
- Promote early collaboration with service technicians during the product development process.
- Improve service center capabilities to further reduce device repair turnaround times.

Regulatory readiness as an enabler of sustainable design

The direction of travel in key regulations such as the EU Packaging and Packaging Waste Regulation (PPWR), EU Ecodesign of Sustainability Products Regulations (ESPR), and global waste management requirements (including Extended Producer Responsibility schemes) is closely aligned with the objectives of our 2030 Product Sustainability Strategy: reducing carbon emissions, reducing waste, and advancing circularity.

Throughout FY2026, we strengthened the systems, data, and processes needed to respond to these requirements and support more informed product and packaging decisions.

Packaging and Packaging Waste Regulation (PPWR)

We established a dedicated PPWR compliance program for packaging associated with Resmed-branded products placed on the EU market. Beyond compliance, this work provides a stronger foundation for packaging sustainability by improving visibility of material use, recyclability, and recycled content across our portfolio. These insights help inform packaging design decisions and support our efforts to reduce material use and advance circularity. As implementation progresses, we will continue to align our packaging approach with evolving regulatory requirements and circularity objectives.

Extended producer responsibility (EPR)

We coordinate EPR activities across applicable markets for packaging, e-waste, and batteries. During FY2026, we strengthened our reporting processes by reviewing product scope, mapping products, packaging components, and materials to applicable reporting categories, calculating relevant material weights, and applying market-specific requirements. This work improves our understanding of material flows and end-of-life responsibilities, while strengthening the data needed to support waste reduction and circularity.



Material selection and chemical safety

The materials used in our products are selected to support patient safety, product quality, and reduced environmental impact. We assess the materials and components we use against applicable regulatory requirements and recognized international standards, and we work with our suppliers to understand their composition. The sections below outline our approach to material selection, biocompatibility, and chemical safety.

Material selection

Patient safety, therapy performance, and regulatory compliance are the essential requirements behind every material we choose. We assess candidate materials and the declarations provided by our suppliers to understand their composition and to identify substances of concern. Where it can be done without compromising safety, quality, or therapy performance, we look for opportunities to lower the environmental impact of our material choices—for example, by considering durability, recyclability, and emissions, and by selecting more sustainable material grades where suitable.

Biocompatibility testing

Resmed must satisfy global regulations for every product. Biological evaluations are intended to confirm the biocompatibility of materials that come into contact with the human body, as required by the international standard ISO 10993–1, Biological evaluation of medical devices. For materials in the breathing gas pathway, we also apply ISO 18562 series (Biocompatibility evaluation of breathing gas pathways in healthcare applications), which addresses substances a patient may be exposed to through the inhaled gas stream. Where an animal study is unavoidable, we employ a 3Rs approach—Replacement, Reduction, and Refinement—and take all practicable steps to ensure that we meet the required standards of animal care and welfare specified by ISO 10993–2. These considerations are reflected in our internal work instructions during biocompatibility evaluation.

Restricted and hazardous substances

We identify and control the restricted and hazardous substances used in our products to support compliance with applicable international regulations, including (but not limited to) the EU Medical Device Regulation (MDR), EU REACH, EU RoHS, California Proposition 65, the EU Persistent Organic Pollutants (POP) Regulation, and Canada's prohibitions on certain toxic substances.

Our approach covers four areas:

1. Regulatory adherence
Our products are designed to comply with the applicable substance requirements of the regulations listed above, and we monitor regulatory developments so our designs can adapt as those requirements change.

2. Substance evaluation
We assess material and supplier declarations to identify substances of concern and to consider potential future restrictions as part of our material choices.

3. Supply chain management
We work with our suppliers to obtain material compliance information and to help ensure the components and materials we use meet our safety and environmental requirements.

4. Laboratory testing
Where appropriate, we use testing to verify that our products meet the applicable substance restrictions in these regulations.

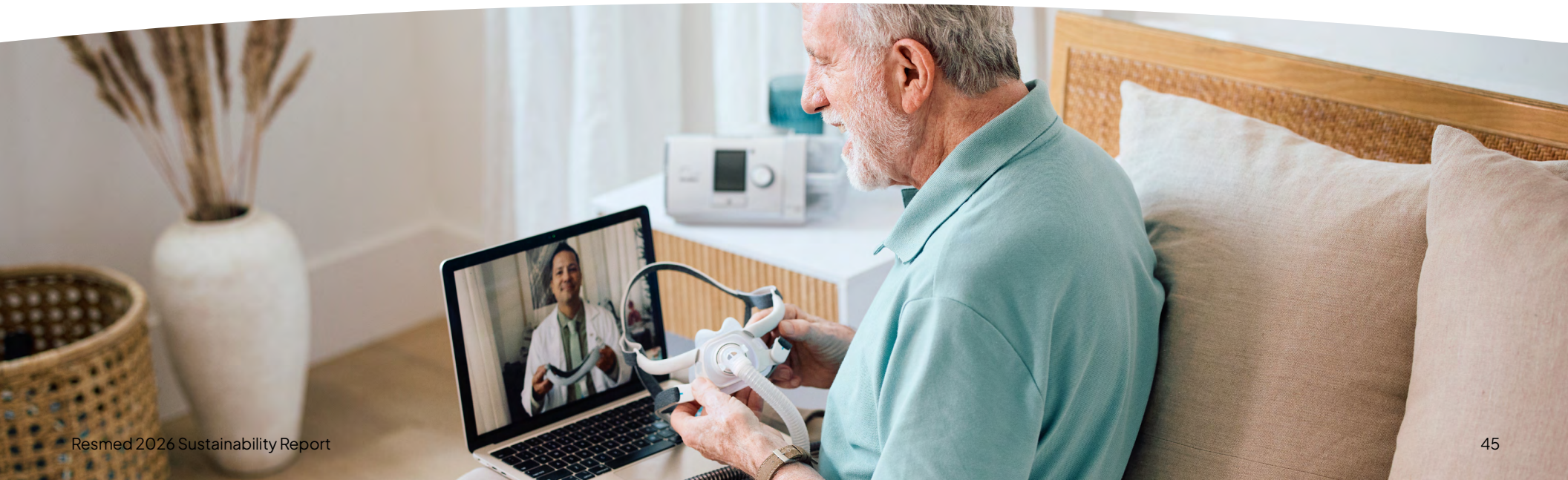
Sustainable care delivery

We envision a world where people can access high-quality diagnosis, treatment, and ongoing care in their own homes, supported by digital health technologies. This approach creates a two-fold opportunity: improving healthcare access and productivity while reducing emissions linked to traditional models of care.

Traditional care pathways for sleep and respiratory conditions often require multiple in-person visits to healthcare facilities for diagnosis, equipment fitting, and ongoing supply collection. Each patient journey generates transport emissions, consumes facility resources, and creates access barriers for patients in rural areas or with mobility limitations.

Our digital and home health solutions offer an alternative pathway. By enabling diagnosis and ongoing support in patients' homes, we help reduce the resources and emissions associated with conventional care delivery while improving access and convenience. In FY2026, we piloted and scaled programs that demonstrate how connected care technologies can deliver measurable environmental and patient benefits at key stages of the care pathway, from initial diagnosis through long-term therapy support.

These initiatives show how home-based care can support health-system sustainability goals. As healthcare providers work toward emissions-reduction targets, digital pathways that reduce the need for patient travel while remaining within clinically governed pathways offer a practical approach to reducing transport-related emissions associated with healthcare delivery.



CASE STUDY

AirConnect Dx — Digital diagnostics improve access and reduce patient travel emissions

AirConnect Dx demonstrates how connected, home-based care can deliver measurable benefits for both patients and the environment. We piloted this digitally enabled home-based diagnostic pathway for obstructive sleep apnea across three NHS organizations in England and Wales. The pathway uses a home-based diagnostic device with electronic referral, remote triage, and cloud-based analysis, avoiding the routine diagnostic visits required by the conventional pathway.

Across patients completing the pathway in FY2026, we avoided approximately

6.8 tonnes
of CO_2

equivalent to approximately

26,000 miles

The conventional pathway, which requires two in-person visits, generates approximately 6.4 kg CO_2 per patient from travel. The home-based pathway avoids those routine diagnostic visits and introduces only minimal courier emissions, approximately 0.17 kg CO_2 per patient.

The patient benefits extend beyond emissions reduction. In rural North Wales, where patients often travel considerable distances to reach sleep clinics, the home-based pathway improves access to diagnosis and avoids two routine hospital trips required by the conventional pathway. Patients can receive faster results through remote analysis, reducing waiting times while remaining within clinically governed pathways. This pilot shows how digital health technologies aligned with our Sustainable Care Delivery pillar can reduce transport-related emissions while improving patient access and experience across the diagnostic journey.



CASE STUDY

AirConnect Remote Onboarding: Reducing travel associated with therapy setup

Following diagnosis, patients starting sleep therapy may attend an in-person appointment for device setup, mask fitting, and training before beginning treatment. For suitable patients, AirConnect-supported remote onboarding enables these activities to be completed at home, reducing the need for an additional clinic visit.

UK modeling conducted in 2023 estimated that remotely onboarding a cohort of 200 patients within one Integrated Care System could avoid approximately

1.5 tonnes

of CO_2, primarily through reduced patient travel



CASE STUDY

AirConnect ReSupply: Home delivery reduces patient travel

AirConnect ReSupply extends our connected care approach beyond diagnosis to ongoing therapy support, delivering sleep therapy supplies directly to patients' homes. This can avoid a hospital collection visit, improving convenience and therapy continuity while reducing transport emissions.

Across projected volumes, this delivery model could avoid approximately

4.8–6.6 tonnes

of CO_2 annually in the UK alone by reducing the need for patient travel.

Based on UK emissions modeling, home delivery via Royal Mail delivery, approximately

205 g

CO_2 per parcel, generates substantially lower transport emissions than patients traveling to hospitals for collection

approximately

2,131 g

CO_2 per trip

This comparison focuses specifically on the transport emissions associated with home delivery and avoided patient travel. It does not represent a full lifecycle assessment of products, packaging, or logistics. We recognize that resupply also has environmental impacts across the lifecycle of the products and packaging being supplied. Through our Product and packaging sustainability strategy, we are working to reduce these broader impacts.

For patients managing chronic conditions, regular access to replacement supplies supports continuity of therapy and removes a potential barrier to continued equipment use. The home delivery model can support consistent equipment use, particularly for patients with mobility challenges, transport limitations, or those in rural areas.



Together, the AirConnect Dx pilot, AirConnect Remote Onboarding, and AirConnect ReSupply modeling illustrate how digital and home-based services can improve access and reduce travel-related emissions at different stages of the sleep care pathway. We plan to refine and apply this modeling in selected markets beyond the UK, using local data on existing care pathways, patient travel, delivery models, and service volumes. This will help us identify where digitally enabled care can deliver meaningful patient, health-system, and environmental benefits, while recognizing that outcomes will vary by market.



Responsible supply chain

Our supply chain

We endeavor to maintain a supply chain grounded in social responsibility and environmental sustainability. Our goal is to support thriving businesses and communities by ensuring safe workplaces and sustainable practices.

Our medical devices, digital health solutions, and out-of-hospital care rely on a global, multi-tiered supply chain. We source over 2,000 parts from direct suppliers for manufacturing in Australia, China, France, Malaysia, Singapore, the United States, and the rest of the world. These suppliers provide critical expertise in electronics, materials, and manufacturing. Indirect suppliers meet our diverse needs in areas such as IT, logistics, and corporate services — often sourced locally.

We collaborate with suppliers to increase transparency, particularly in high-risk areas. This enables us to identify and address risks such as modern slavery, labor rights concerns, and environmental impacts. Through these efforts, we strengthen decision-making, enhance risk management, and drive continuous sustainability improvements.

Sustainable procurement

Achieving sustainability in our operations requires collaboration across our value chain, including with our suppliers. We prioritize sourcing goods and services from suppliers that demonstrate a commitment to ethical conduct, environmental stewardship, and sustainable business practices.

Our responsible sourcing process includes:

- Selecting suppliers based on value, quality, service, reputation, compliance, and sustainability considerations
- Setting supplier expectations through our Global Third Party Code of Conduct and Global Supplier Manual
- Applying and improving risk-based screening during supplier selection and onboarding by using third-party tools to monitor for sanctions, adverse media, and broader sustainability risks

During supplier selection and onboarding, we apply risk-based screening, with enhanced due diligence for suppliers operating in high-risk jurisdictions or providing critical products and services. We use third-party tools to monitor economic sanctions, adverse media, and sustainability-related risks, including environmental, social, and governance (ESG) factors. These processes support informed supplier decisions and help promote responsible business practices across our supply chain.



Understanding and managing environmental and social impacts in our supply chain

Much of our environmental and social impact occurs upstream through the goods and services we purchase. Improving our performance depends on strong collaboration with our suppliers. Our approach is to learn from, educate, and support them to achieve better environmental and social outcomes. This collaboration takes place through workshops, supplier review meetings, surveys, and questionnaires. Our Global Supplier Alliance (GSA) team oversees the Supplier Sustainability Program, which guides suppliers in sourcing responsibly and adopting process innovations that minimize environmental impacts. We encourage suppliers to measure, monitor, and reduce their environmental footprint. Our Supplier Manual sets out our environmental expectations clearly for all suppliers.

By increasing transparency in these areas, we work collaboratively with our suppliers to identify strategies to further reduce environmental impacts. We use a proactive and structured process to evaluate suppliers across our global supply chain. These assessments (both desktop and physical) are designed to build supplier capacity and capability, promote transparency, and ensure alignment with our standards for responsible sourcing. The process covers the entire supplier lifecycle, from onboarding through ongoing engagement. We have established a baseline for supplier maturity in key sustainability areas, which helps us plan targeted actions and initiatives. Importantly, the assessments provide suppliers with feedback to identify gaps and areas for improvement. This supports supplier capability-building in issues such as modern slavery, labor rights, conflict minerals, and climate-related risks, reinforcing our commitment to ethical and responsible business practices.

> “Improving our performance depends on **strong collaboration with our suppliers.**”



Operational efficiencies across supply chain

Operational excellence and environmental stewardship go hand in hand at Resmed. We foster a culture of continuous improvement, where improving efficiency not only strengthens business performance but also reduces our environmental footprint. By embedding sustainability into the way we design, manufacture, and deliver our products, we create long-term value for both our business and the communities we serve.

Throughout FY2026, we implemented initiatives across our manufacturing and logistics operations that reduced waste, improved resource efficiency, and lowered emissions. We also continued to optimize the flow of materials across our global supply chain, reducing the total number of shipments required while increasing the proportion of freight transported using more efficient transportation modes. Together, these initiatives advance both our operational excellence objectives and our commitment to more sustainable outcomes.

Key initiatives included:

- Reducing manufacturing scrap through process improvements and enhanced production controls, lowering material waste while improving production efficiency
- Improving demand, supply, and transportation planning to reduce reliance on air freight while maintaining high levels of customer service
- Enhancing supply chain and freight planning to improve transport capacity utilization, reducing the total number of shipments required
- Installing rooftop solar systems at manufacturing facilities to increase on-site renewable electricity generation and reduce operational greenhouse gas emissions
- Optimizing packaging designs to reduce material consumption while maintaining product protection and transportation performance

KEY INSIGHTS

28% reduction
in manufacturing scrap

8% reduction
in air freight volumes

3% increase
in container utilization

1054.5 MWh
of renewable energy generated from on-site solar

737,960
packaging components eliminated

Managing human rights and modern slavery

We are committed to protecting the health, safety, and well-being of our employees and stakeholders, including individuals working directly and indirectly within our suppliers. As a global company, we are subject to the requirements of the United Kingdom's Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023, and the Norwegian Transparency Act of 2022.

Our approach to managing modern slavery risks is structured around four pillars:

1. Governance and policies
2. Training and communication
3. Identifying and assessing risks
4. Internal and external resources

This framework supports our strategy to proactively identify, assess, and address modern slavery risks across our operations and supply chains.

Governance and policies

Our governance framework is supported by policies that guide ethical conduct and compliance across our operations and supply chain. For employees, the Code of Business Conduct and Ethics and the Global Procurement Policy set expectations for ethical behavior, legal compliance, and responsible sourcing. These policies reinforce our commitment to human rights and explicitly prohibit practices associated with modern slavery.

For our suppliers and business partners, the Global Third Party Code of Conduct and the Global Supplier Manual outline our standards on labor practices, human rights, and modern slavery. These documents require third parties to comply with applicable laws and to take reasonable steps to prevent modern slavery in their operations and supply chains. The Global Third Party Code of Conduct is publicly available on our corporate website, providing transparency and serving as a reference for current and prospective suppliers.

Governance oversight is embedded within Resmed's broader sustainability governance framework. Our Board, through the Compliance, Privacy, and Quality Committee, oversees our sustainability strategy, policies, and goals — including risks and opportunities related to ethical sourcing and labor. Accountability also sits with management through the Sustainability Executive Oversight Committee, which reviews ethical labor and sourcing issues as part of its oversight function.

Matters are addressed through the cross-functional governance structure, ensuring that subject-matter experts from across the organization collaborate to identify risks and drive improvements. This integration enables us to align supplier oversight with our broader obligations around responsible business and transparent reporting.

Training and communication

We deliver mandatory modern slavery training to employees identified as having higher exposure to detecting modern slavery risks. The training includes a retention quiz to reinforce learning. In FY2026, we continued to require employees to complete the training, which focuses on raising awareness of modern slavery, recognizing warning signs, and understanding how to report concerns through appropriate channels.

In addition to this dedicated module, our internal policies — including the Code of Business Conduct and Ethics and the Global Procurement Policy — are reinforced through onboarding programs, internal communications, and targeted training sessions. These efforts help employees understand their responsibilities and Resmed's expectations regarding ethical conduct and compliance with modern slavery legislation.

Supplier training and engagement

As part of our supplier assessment program, we provide suppliers with access to sustainability-related training modules and resources through our external partners. These materials are available in multiple languages and cover key topics such as modern slavery, labor rights, conflict minerals, and climate-related risks. The assessment process itself serves as an opportunity to build supplier awareness, capacity, and alignment with Resmed's commitment to ethical and responsible business practices.

We also engage suppliers through ongoing communication of our expectations, including the Global Third Party Code of Conduct and the Global Supplier Manual. These documents are shared during onboarding, reinforced in contractual agreements, and supported by ongoing supplier communications.

Identifying and assessing risks

We take a risk-based approach to identify and manage modern slavery risks across our operations and supply chains. We conduct due diligence on our suppliers using third-party and publicly available sources, such as the Walk Free Global Slavery Index to assess inherent risks associated with specific geographies, sectors, commodities, and labor practices. This enables us to focus our efforts on areas where modern slavery risks are most pronounced.

As part of our onboarding process, new suppliers, particularly those in high-risk geographies or sectors, are screened for indicators such as forced labor sanctions and adverse media. Where serious concerns are identified, onboarding may be declined. All screened suppliers are subject to ongoing monitoring to support ethical sourcing and responsible procurement.



Based on our assessments, we have identified the following high-risk areas:

High-risk factors:

- Labor-intensive services
- Temporary labor hire and recruitment
- Raw materials sourcing
- Migrant workers

High-risk sectors:

- Electronics
- Manufacturing
- Information technology
- Logistics and transport
- Packaging
- Textile

Investment in internal and external resources

We continue to strengthen our approach to managing modern slavery risks through a combination of internal governance, technology, and expert input. Cross-functional reviews involving compliance, procurement, legal, and sustainability teams are conducted regularly to evaluate program effectiveness and address emerging risks.

In FY2026, we selected a new benchmarking, monitoring, and rating provider to further strengthen our modern slavery approach, with implementation planned for FY2027. We also continue to use existing third-party technologies to support the identification, assessment, and screening of modern slavery risks across our supply chain, helping detect red flags in real time.

In addition, we consult with both internal subject matter experts and external partners to ensure our approach stays aligned with evolving regulatory expectations and industry best practices.

Grievance mechanism

We provide accessible and confidential channels for raising concerns about unethical or unlawful conduct, including sustainability-related issues such as modern slavery. Our Global Reporting and Handling Potential Misconduct Policy provides employees, suppliers, and supplier workers with a safe channel to raise concerns without fear of retaliation. For further details, please refer to the Ethics and Integrity section.

These mechanisms support our due diligence efforts by helping us identify potential risks and adverse human rights impacts. Our Code of Business Conduct and Ethics encourages individuals to speak up and ensures access to an objective and confidential reporting process. Where a modern slavery-related incident or adverse impact is confirmed, we take appropriate action to remediate the issue.

During the reporting period, we did not verify any instances of modern slavery and therefore did not take specific remedial action. We continue to monitor closely to ensure risks are identified and addressed early.

Conflict minerals

We understand our obligations to source responsibly and address risks associated with conflict minerals. In line with legislation governing the source of tin, tantalum, tungsten, and gold from the Democratic Republic of the Congo and adjoining countries, we conduct annual due diligence across our supply chain annually using a third-party platform and the Conflict Minerals Reporting Template to collect supplier information and analyze it against the Responsible Minerals Initiative's database. Through this process, we work to ensure transparency and compliance with applicable regulations, while encouraging our suppliers to strengthen their own due diligence practices.

In FY2026, Resmed enhanced its scoping methodology to better identify suppliers and components with a higher likelihood of containing necessary 3TG. This refinement focused on higher-risk categories, including electronics, motor-related components, and assemblies incorporating electrical or metallic elements. As a result, the scope of suppliers and components surveyed reflects a more targeted and risk-focused population.

Resmed believes this approach improves the accuracy, completeness, and reliability of the data collected and provides a more representative view of its supply chain risk profile.



To learn more about our commitment to human rights see our **Modern Slavery and Human Trafficking Statement.**

Critical materials risk management

In alignment with SASB Standard HC-MS-430a.3, we manage the supply-chain risks associated with critical materials, that are essential to product function yet subject to the risk of supply restriction, including limited availability or access, price volatility, and regulatory or reputational pressure. For Resmed these include certain metals and rare earth elements - such as cobalt, gallium, tungsten, and the rare earths used in magnets and advanced electronic components. This is a matter of supply continuity and resilience, distinct from the product-safety and restricted-substance controls covered in the Restricted and hazardous substances section above.

To mitigate these risks, we:

1

Diversify

suppliers and sourcing regions to reduce reliance on high-risk geographies

2

Screen

material risk early in development and monitor global regulatory movements

3

Phase out

certain high-risk or regulated materials in advance of enforcement deadlines, while maintaining product safety and performance

4

Collaborate

with suppliers to develop compliant, qualified alternatives that meet stringent medical standards

5

Participate

in global industry coalitions such as MedTech Europe, AdvaMed, APACMed, and the EU Chemicals Working Group to help shape practical implementation strategies and foster industry-wide alignment on sustainable material use

We continue to strengthen our internal capabilities for monitoring material origin, substitution potential, and exposure tracking—enabling our teams to proactively respond to regulatory, supply, and societal expectations. This approach ensures that we are well-positioned to deliver high-quality, regulatory-aligned products in a rapidly evolving global landscape.

Climate change

In FY2026, we enhanced our climate-related risk and opportunity assessment by building on the foundational assessment completed in 2024. We undertook a more detailed evaluation of climate-related risks and opportunities, including qualitative scenario analysis to assess the potential impacts of climate change across our operations and value chain under different climate futures. The assessment considered both physical and transition-related risks and opportunities, with stakeholder workshops used to evaluate potential business impacts, existing mitigation measures, and resilience actions. The work was supported by an external climate risk and sustainability advisory and informed by internationally recognized climate disclosure frameworks.

As part of this process, climate-related risks and opportunities were assessed, prioritized, and incorporated into a climate-related risk and opportunity register. Risks and opportunities were evaluated across a range of time horizons and climate scenarios, including higher-warming and lower-emissions transition pathways. The resulting insights informed the identification of key exposures and opportunities across our supply chain, operations, technology, regulatory environment, and broader value chain. These outcomes support our strategic planning, risk management activities, and climate-related financial disclosures.

The assessment and scenario analysis also supported our first year of reporting under AASB S2 and broader alignment with climate-related disclosure requirements, including ISSB S2 and California's Climate Accountability Package (SB 253 and SB 261). We continue to monitor evolving regulatory developments and assess potential climate-related targets, including emissions reduction targets and alignment with the Science Based Targets initiative (SBTi), as methodologies and guidance continue to evolve.

Looking ahead, we intend to continue refining our climate-related risk and opportunity assessments and scenario analysis capabilities to strengthen organizational resilience, support informed decisions, and enhance transparency for stakeholders regarding climate-related risks, opportunities, and impacts.

The assessment applied stakeholder workshops and risk prioritization methodologies aligned with TCFD principles, and considered both physical and transition risks. Two internally defined scenarios, a high-emissions (~4°C) pathway and a Paris-aligned below 2°C pathway, were used to support risk identification. The results highlight key supply chain, operational, and regulatory exposures, while identifying opportunities related to resilience and emission reduction.



Energy and emissions

We maintain a consistent approach to measuring and reporting greenhouse gas (GHG) emissions across our operations and value chain. Our disclosures align with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Organizational boundaries:

We apply an operational control approach to establish organizational boundaries. Joint ventures are excluded

- **Scope 1 and 2:** Trend data for Scope 1 and 2 emissions and energy use are disclosed in the Sustainability metrics section, covering FY2024–2026. In addition to the global Scope 1 and Scope 2 emissions disclosure, we also report emissions for entities within the Australian Sustainability Reporting Standards (ASRS) reporting scope in accordance with ASRS requirements. Scope 2 emissions are calculated using the location-based approach, applying regional or subnational grid average emission factors.
- **Scope 3:** We disclose Scope 3 emissions through the Carbon Disclosure Project (CDP) framework.



Emission sources:

- **Scope 1:** Includes fuel consumption in company-owned assets such as manufacturing facilities, distribution centers, offices, and fleet vehicles. Common fuels include gasoline, diesel, natural gas, heating oil and liquified petroleum gas (LPG).
- **Scope 2:** Primarily arises from grid electricity used for heating, ventilation, air conditioning (HVAC) processes, laboratory operations, test equipment, and lighting.

We are strengthening our approach to measuring, monitoring, and tracking energy use and emissions across our global operations and value chain. As our data collection, management, and verification processes continue to mature, we are improving the quality and consistency of the information used to support sustainability reporting and evolving regulatory requirements. The figures presented reflect our current understanding of energy and material flows in FY2026 and may be updated as additional data become available. By establishing consistent benchmarks across our operations, we are building a clearer pathway to reduce our environmental footprint and support long-term business resilience.

CASE STUDY

Investing in renewable energy

Renewable energy is an important step in reducing our reliance on fossil fuels and managing energy costs. We are beginning to integrate renewable solutions into our operations, focusing first on on-site generation and procurement opportunities where they are most practical.

In FY2026, we began the design and implementation of a 1.055 MW solar system for our Manufacturing Center roof in Bella Vista, Sydney. On December 15, 2025, the system was officially switched on.

This large-scale, zero-export installation will generate approximately

1,450 MWh
of renewable electricity annually.



The system will supply roughly 16% of Bella Vista Manufacturing's total electricity needs, and more than half of the Manufacturing Center's daytime demand during peak summer months, offsetting around

950 tonnes
of CO_2-equivalent emissions annually.

In Senai i-Park (Unit 80 & 81), we successfully commissioned our solar system in November 2025 which is expected to generate

237.9 MWh
per year.

These initiatives represent early but significant steps toward increasing the share of renewable energy we use across our facilities. As we build experience and strengthen our data collection systems, we will continue to evaluate opportunities to expand renewable energy adoption.

MediFox DAN's headquarters in Hildesheim, Germany, operates a rooftop solar system that generated a total of

56.18 MWh
of renewable electricity during the most recent reporting period, covering January 2025 through December 2025[11].

Installed in April 2022, the system powers the office building and electric vehicle charging infrastructure, reducing both grid electricity demand and Scope 2 emissions from the site.

[11] Renewable electricity data in MediFox Dan headquarters are collected on a calendar-year basis; therefore, the reported figure represents the most recent 12-month data available at the time of reporting (January 2025 to December 2025).

CASE STUDY

Resmed UK net zero target

In FY2024, our UK business published a Carbon Reduction Plan required by the UK Government's Procurement Policy Note (PPN) 06/21 and NHS net zero targets, committing to achieve net zero emissions by FY2050. This plan was updated in FY2026. We have also completed the NHS Evergreen Sustainable Supplier Assessment, which helps suppliers demonstrate their sustainability performance to the NHS.



CASE STUDY

Car fleet electrification across Europe

We accelerated the transition to low-emission and zero-emission vehicles across our European fleet in FY2026.

The UK achieved

88%
zero- or low-emission vehicles

With the core fleet now
100%
electric or plug-in hybrid

14 g/km
average CO_2 emissions

Norway's company car fleet is fully electric.

France stopped ordering diesel vehicles and began the transition to electric vehicles, supported by home charging station installations for employees. More than 20 electric vehicle charging stations are planned for the Lyon site to support continued fleet electrification. Germany introduced subsidies for private home charging stations, encouraging employees to adopt plug-in hybrids and electric vehicles.

In Germany, MediFox DAN's fleet shifted to

28.4%
electric vehicles

31.3%
plug-in hybrid vehicles

For the broader German fleet, we are developing a phased strategy to transition high-mileage drivers to lower-emission vehicles, targeting

50%
low or zero-emission vehicles by FY2030.

In the Netherlands, our fleet transition aligns with the country's move toward zero-emission company vehicles from FY2027.

These country-level programs collectively reduce Scope 1 emissions from our vehicle fleet while improving air quality in the communities where our teams operate, demonstrating our commitment to reducing the environmental impact of business operations across Europe.



Global energy use

Compared with FY2025, we reduced our combined Scope 1 and Scope 2 carbon emissions and overall non-renewable energy consumption in FY2026. Beginning in FY2026, we also started tracking energy generated from on-site renewable sources and the associated energy intensity metrics. Our gross energy intensity — calculated as total energy consumption relative to revenue — remained low in FY2026, underscoring the efficiency of our operations as we scale.

By broadening the scope and quality of our data collection, we now have a clearer baseline for tracking our carbon footprint across Scope 1 and 2 emissions. This visibility is shaping our next steps on energy efficiency and emissions reduction so that, as our business grows, we continue to identify opportunities for decoupling emissions from revenue growth.

Greenhouse Gas Emissions

For our global Scope 1 and Scope 2 emissions, please refer to Sustainability metrics section. We remain well below the thresholds that trigger mandatory emissions reporting or liabilities in the countries where we operate.

These statistics do not encompass the Scope 3 greenhouse gas emissions associated with Resmed's upstream and downstream value chain.

Total emissions

27,349 tonnes of CO_2e

TOTAL ENERGY CONSUMPTION (GJ)



SCOPE 1 EMISSIONS (TONNES OF CO_2e)



SCOPE 2 EMISSIONS (TONNES OF CO_2e)



ENERGY INTENSITY (SCOPE 1 AND 2) (GJ/M$ REVENUE)



EMISSIONS INTENSITY (SCOPE 1 AND 2) (TONNES OF CO_2e/ M$ REVENUE)



Environmental compliance

We are committed to conducting business responsibly and ensuring our operations adhere to all applicable environmental regulations in the countries where we operate.

Environmental Management System (EMS)

Resmed's ISO 14001:2015–certified Environmental Management System (EMS) provides a consistent framework for managing environmental impacts across our Sydney (Australia) and Singapore operations. Operating under a single multi-site certification, the EMS integrates environmental considerations into product development, manufacturing, warehousing, procurement, and facilities management, helping ensure compliance, manage risk, and drive continual improvement.

The EMS applies a lifecycle approach to understanding and reducing the environmental impacts of our products, services, and operations. Through this framework, we monitor environmental performance, identify opportunities for improvement, and support progress toward our environmental and sustainability objectives. Key focus areas include emissions reduction, renewable energy adoption, resource efficiency, waste minimization, recycling, and circular economy initiatives.

Environmental performance is reviewed annually by senior leadership, with oversight covering regulatory compliance, environmental risks, opportunities, audit findings, corrective actions, stakeholder feedback, and progress against environmental objectives. Independent surveillance and recertification audits are conducted by TÜV SÜD, with Resmed successfully achieving a renewed three-year multisite ISO 14001:2015 certification covering Sydney, Tuas, and Galaxis through September 2028.

By embedding environmental management into operational decisions and governance processes, the EMS supports Resmed's commitment to responsible growth, regulatory readiness, operational resilience, and long-term value creation for stakeholders.

A recertification audit was successfully completed in September 2025, and an ISO14001:2015 multi-site certificate, valid through September 2028 was obtained. Our environmental policy is publicly available on our website. Our ISO 14001:2015 certification is available on request[12].

We remain subject to the German Energy Services Act (EDL-G), which requires in-scope companies to conduct a comprehensive energy audit every four years. Our most recent BAFA audit review was successfully completed in FY25, confirming compliance with applicable requirements.

We have not received any regulatory notices, complaints, or issues raised by external parties, and we are not aware of any environmental issues raised against our major suppliers during the reporting year.

[12] Resmed will commence the transition to the new ISO 14001:2026 Standard, with certification to the revised standard targeted for completion by September 2028

Waste management

We integrate waste management into our broader approach to quality, safety, and environmental stewardship, with a focus on improving operational efficiency and environmental outcomes.

We monitor both hazardous and non-hazardous waste across our operations. At all manufacturing sites, non-hazardous waste is segregated to support recycling and responsible disposal. In FY2026, we measured waste sent to landfill and waste recycled across all major sites. For waste generation data, please refer to Sustainability metrics.

We track waste disposal methods across our operations to support responsible waste management and transparency. In FY2026, all of our waste was either sent to landfill, incinerated by third parties, or recycled. No waste was incinerated on-site.



CASE STUDY

Reducing waste in our Singapore site

We continue to strengthen waste reduction initiatives that support our environmental sustainability goals. In FY2026, we introduced dedicated recycling bins for plastic bottles and aluminum cans at our Singapore Galaxis office to encourage effective recycling and improve waste segregation. Through enhanced recycling infrastructure and employee engagement, the site contributed to maintaining an overall recycling rate of approximately 90% and supported our broader efforts to reduce operational waste.

90%
overall recycling rate

CASE STUDY

Product recycling in Europe

We continued to expand end-of-life product recovery systems across Europe in FY2026, working within evolving regulatory frameworks to increase take-back and recycling rates.

At our Gremsdorf and Bremen sites in Germany, we collected approximately 60 tonnes of electrical waste through established take-back systems. In Italy, we partnered with municipal recycling centers and authorized national schemes to process Waste Electrical and Electronic Equipment (WEEE) and batteries. France's Lyon site processed cardboard, plastics, batteries, and WEEE through site-level collection systems.

Across the Nordics, we scaled e-waste recovery programs. Denmark now operates a rebate-based recycling program alongside structured systems for WEEE and batteries, supported by registration with Producer Responsibility Organizations (PROs). Sweden implemented monthly reporting to track recovery volumes and piloted a demonstration unit recycling initiative to test alternative recovery models.

We are now embedding design-for-recyclability principles earlier in product development to increase the proportion of materials that can be recovered at end-of-life.

CASE STUDY

Office waste reduction initiatives in Australia

In our Sydney head office, we continued to reduce single-use waste by eliminating approximately 320,000 disposable paper cups annually and advancing a project to eliminate paper towel use across our operations.

Reduce single-use waste by eliminating approximately

320,000
disposable paper cups annually

CASE STUDY

Diverting product waste from landfill in Sydney

In FY2026, we continued to partner with a secure destruction and recycling provider to manage product waste across our Sydney-based operations, including our Bella Vista campus, Northmead Service Centre, Kings Park manufacturing site, and various retail stores.

As a result, we diverted 100% of our product waste in Sydney away from landfill,

73.2 tonnes
sent for energy recovery and

0.2 tonnes
recycled.

In our Australian retail stores, we offer device take-back and recycling services to promote responsible end-of-life management. Customers can return devices for e-waste recycling when they purchase a new product.

While energy recovery reduces landfill disposal and generates useful energy, we recognize it does not achieve the same level of circularity as recycling. Looking ahead, we are taking steps to improve outcomes by:

- Increasing the proportion of product waste directed to material recycling streams, particularly plastics, metals, and electronics.
- Enhancing traceability and data capture across waste streams to better track recovery pathways.
- Strengthening collaboration with accredited recycling providers for responsible, high-value treatment of end-of-life materials.

These efforts are part of our broader strategy to reduce the environmental impact of our products beyond the use phase and to progressively build more sustainable and transparent waste management practices.



Water stewardship

We recognize that water is a shared and limited resource, and we continue to focus on managing its use responsibly across our global operations. All of our sites source water from public utilities, and consumption is primarily associated with research and testing, HVAC systems, staff amenities, cleaning, and landscape irrigation. Water used directly in manufacturing processes remains minimal. We do not directly withdraw water from surface water, groundwater, or seawater, nor do we discharge water directly into natural water bodies.

In FY2026, we continued to focus on managing water use efficiently across our sites, including through improved data tracking. At our major facilities in Moreno Valley, San Diego, and Sydney, previously implemented measures such as low-flow fixtures, tap aerators, and sensor-operated fittings continued to help us manage demand and reduce unnecessary consumption. As the leased footprint was reduced, on-site water consumption also decreased accordingly. For Resmed's water usage data, please refer to Sustainability metrics.

Looking ahead, we are assessing additional opportunities to improve efficiency and explore the use of alternative water sources where appropriate. These actions are part of our broader efforts to reduce the environmental footprint of our operations and contribute to responsible water stewardship in the communities where we operate.



MINIMIZING THE USE OF NATURAL RESOURCES

In our

12-hectare

Sydney campus, all irrigation needs are met using captured rainwater rather than mains supply. Rainfall is collected from rooftops, pathways, driveways, and car parks, then directed into a network of ponds connected by weirs and pumps. These ponds not only store water for reuse but are also maintained through natural bio-filtration systems that help keep the water clean.

Beyond supporting efficient irrigation, the landscaped water features enhance the site's surroundings and provide habitat for local wildlife. Native birds, reptiles, and other species are regularly seen around the ponds, highlighting how sustainable water management can also contribute to biodiversity and a more welcoming environment for employees and visitors.

Office paper consumption

Minimizing paper consumption remains a consistent focus across our global operations. Many of our sites now encourage digital-first communication and billing, and where printing is required, we promote double-sided and centralized printing to reduce waste.

Several locations have already moved key processes online, replacing paper-based records with electronic systems. For example:

- Sites including Moreno Valley, Lyon, and Denmark continue to advance the digitization of records and administrative processes, helping to reduce paper use and minimize the need for physical document storage.
- Globally, in many parts of the organization, such as the Australia retail business, MediFox DAN Germany, the Ireland office, and the Japan office, we are reducing paper use by transitioning to digital forms and email-based invoicing where practical.
- In New Zealand, Korea, and China, we reduced paper waste by promoting paper recycling and limiting unnecessary printing.



These actions illustrate how we are embedding efficiency into everyday operations by adopting digital workflows and better equipment. We continue to pursue efforts to reduce paper usage over the long term. Our ongoing efforts contributed to a reduction in paper consumption during FY2026. For Resmed's office paper usage data, please refer to Sustainability metrics.

Protecting biodiversity

Management of biodiversity impact

We continue to monitor the interaction between our facilities and their surrounding environments. Because our sites are located in established commercial and industrial areas, our operations have a limited direct impact on local ecosystems. Importantly, none of our sites are situated within or directly adjacent to recognized biodiversity hotspots, reducing the likelihood of significant interaction with sensitive ecosystems or areas of high biodiversity value. We monitor the relationship between our facilities and surrounding environments and consider biodiversity-related factors in site management where relevant.

We recognize that our impacts on biodiversity can also occur indirectly through our use of resources and activities across our value chain. While we do not directly engage in forestry or other nature-intensive operations, we seek to reduce pressure on natural resources through initiatives that promote responsible material use and resource efficiency. These include reducing paper consumption through digitization, recycling materials where practicable, and incorporating efficiency and circularity principles into our product and packaging design processes. Through these efforts, we aim to support the responsible use of materials and help minimize potential upstream impacts on habitats and ecosystems.

We are also incorporating efficiency and circularity principles into product and packaging design, which supports the responsible use of raw materials and helps limit unnecessary consumption.

For more information, please visit our Waste management, Office paper consumption and Product and packaging sustainability sections.

Habitat protection

We aim to minimize potential impacts on habitats and ecosystems associated with our operations. For example, our Sydney campus incorporates water-wise landscaping with drought-tolerant vegetation, and original creeks and associated riparian buffer areas were preserved during site development, helping maintain natural habitat features and support local biodiversity. The site includes a pond and interconnected weirs, designed in line with WaterNSW guidance. Water quality is maintained through a combination of oil and grease traps, trash racks, sediment pits, and a biological filtration system. Routine maintenance and weed management are carried out by qualified contractors to protect the health of the ecosystem. We continue to promote responsible land management practices across our campuses where opportunities exist.

Community contribution to ecosystems

Our MediFox DAN office maintains a 6,000 m² wildflower meadow on undeveloped land adjacent to its Hildesheim headquarters. Planted in FY2020, the meadow provides habitat for local wildlife and supports pollinator populations. We plan to refurbish the area and replant wildflowers in FY2027 to maintain its ecological value.



Other environmental initiatives

Multiple sustainability projects underway to improve waste-to-landfill and recycling rates

Multiple waste reduction mechanisms are in place across our value chain. Many of our sites use reusable cartons and pallets for internal logistics, and we collaborate with suppliers to return or reuse packaging where possible. Additionally, we partner with local suppliers to minimize shipping and consolidate warehouses, reducing transportation impacts.

Packaging improvements in our European warehouses

Our European warehouse operation reduced packaging material use and simplified its packaging supply chain through two changes.

Thinner plastic bags for Skypod operations:

In August 2025, we introduced thinner plastic bags as part of our consumables review program. The bags maintain operational functionality while using less material, reducing plastic consumption, waste generation, and the environmental footprint of Skypod operations.

Packaging supply chain optimization

In January 2026,we removed one step from the packaging supply chain through a targeted supplier change. This resulted in a simplified supply chain, reduced logistics complexity, and a more streamlined and efficient material flow.



Real estate rationalization driving environmental impact

In response to evolving workplace needs post-COVID and the global shift toward hybrid working, Resmed launched a global Real Estate Rationalization Initiative to optimize our global real estate footprint.

In FY2026, we continued our real estate right-sizing initiative across our network of more than 200 global locations, with seven sites exited, two downsized, and one subleased, aligning space more closely with business requirements and employee preferences. This consolidation has reduced our consumption of energy, water, waste, and office paper. By streamlining our physical footprint, we are using resources more efficiently and advancing our efforts around sustainable operations.

Road congestion management

At our major manufacturing sites, our traffic management initiatives delineate the procedures for managing vehicle and pedestrian traffic, specifying the proper use of roads and parking facilities to ensure the safe movement of both pedestrians and vehicles. A preventive procedure to alleviate local traffic congestion was implemented, particularly during the entry and exit of trucks at the warehouse.

Boundary noise measurement

Under Singapore's Environmental Protection regulations, organizations must conduct boundary noise assessments to ensure compliance with noise emission limits. Our Singapore site conducted measurements, and all results were within regulatory noise limits.



Odor and air pollution measurement

Resmed implements proactive air quality and odor control measures across the Sydney and Singapore facilities through targeted engineering solutions and operational practices. These include the deployment of mist collectors, fume extractors, and particulate filtration systems, tailored to site-specific requirements.

In Sydney, stationary source emissions tests have been conducted to confirm low levels of harmful emissions. Additionally, some of the equipment referred to includes emergency backup generators and fire pumps, which operate only briefly during maintenance tests. In Singapore, mobile fume extractors are deployed to support soldering operations, while varnish room activities are managed through dedicated ventilation systems to maintain localized air quality control.

Although neither facility is subject to statutory stack monitoring requirements, periodic air emission sampling is conducted on critical infrastructure, including exhaust outlets and backup generators. These assessments consistently demonstrate compliance with local permissible exposure limits (PEL), with results indicating emissions are well within acceptable thresholds. These measures support environmental compliance and are part of Resmed's broader sustainability and operational risk strategy.



EV charging station at Singapore manufacturing site

Singapore successfully installed and commissioned EV charging stations at the Tuas site, supporting the transition to greener transportation options. This initiative demonstrates our commitment to environmental responsibility and sustainable facility development while encouraging employees to adopt more sustainable commuting practices. While the installation does not directly contribute to emissions reductions at the site level, it supports broader decarbonization efforts by promoting the adoption of electric vehicles as a lower-emission alternative to conventional fuel-powered transportation. The project also enhances employee well-being by providing greater access to sustainable commuting options.

Environmental and sustainability campaign awareness

Singapore successfully launched its first Environmental & Sustainability Awareness Campaign in FY2026, marking a key milestone in fostering a culture of sustainability across the organization. The campaign was designed to strengthen environmental awareness and stakeholder engagement by encouraging employees to adopt environmentally responsible behaviors both in the workplace and in their daily lives. Through a series of awareness initiatives and activities, the campaign helped reinforce sustainable practices and support Resmed's broader environmental and sustainability objectives.

Sustainability knowledge transfer to long-term care sector

MediFox DAN employees shared sustainability expertise with Germany's long-term care sector in FY2026. Two employees with ESG responsibilities published "Nachhaltigkeitsmanagement in der Altenhilfe" (Sustainability Management in Long-Term Care) in February 2025, providing theoretical background and practical guidance for implementing sustainability management in care facilities. In FY2026, they presented the book's content at the ProCare trade fair in Hanover and the Pflege Plus trade fair in Stuttgart, raising awareness among decision-makers and care sector employees about sustainable practices and their implementation.

People and communities

We empower our people to thrive and strengthen communities through inclusion, wellbeing, and shared impact.

TOPICS COVERED IN THIS SECTION

- Employee BIDS
- Employee development
- Employee working conditions
- Health outcomes

Our people 74

Belonging, Inclusion, and Diversity for Success (BIDS) 75

Talent attraction, management and development 78

Employee benefits 84

Labor and management relations 86

Health, safety, and well-being 87

Community support 91



Our people

Our people are fundamental to Resmed's growth and success. Across our global offices, manufacturing sites, distribution centers, and other locations, we strive to foster a workplace where employees are supported, respected, and able to contribute and grow.

At the end of FY2026, we had more than 11,300 employees, excluding contingent workers. Contingent workers represented approximately 17% of our total workforce.

Our Code of Business Conduct and Ethics, together with policies and practices addressing workplace behavior, nondiscrimination, harassment prevention, health and safety, career development, and employee engagement, provides a framework for a respectful, ethical, and inclusive workplace.

These commitments help guide how we work together and support our people across the business.

We prioritize employee well-being, fair remuneration, engagement, and opportunities for learning and development. We believe a strong employee experience helps build trust, resilience, and high-performing teams, and enables our people to contribute to Resmed's success and the communities in which we operate.



Belonging, Inclusion, and Diversity for Success (BIDS)

At Resmed, belonging, inclusion, and diversity are interconnected and shape how we create an environment where people can contribute and thrive. We lead with belonging because it reflects the experience we aim to create.

Diversity and inclusion create the conditions for belonging, and belonging, in turn, drives success. Diversity reflects the different backgrounds, experiences, perspectives, and strengths our employees bring. Inclusion is reflected in the everyday behaviors, decisions, and practices that help ensure those perspectives are heard and valued. Belonging is the sense of connection and respect that helps people feel they can contribute fully. Together, these create the conditions for Success for our people, our teams, and the customers and communities we serve.

BIDS is an important part of how we bring our values and behaviors to life and support a respectful, inclusive, and high-performing workplace. By bringing together different perspectives and experiences, we aim to strengthen collaboration, support innovation, and better serve the people and communities who rely on Resmed.



Our approach

We embed belonging, inclusion, and diversity across the employee experience through leadership practices, workplace policies and processes, employee-driven communities, learning opportunities, and partnerships across the business. In addition, we value communities and actively support initiatives that create meaningful opportunities around cultural awareness and social learnings for our employees. Everything we do is voluntary and influenced by our desire for all team members to experience belonging and feel heard, valued, and accepted.



Inclusive leadership

We embed belonging, inclusion, and diversity across the employee experience through leadership practices, workplace policies and processes, employee-driven communities, learning opportunities, and partnerships across the business. In addition, we value communities and actively support initiatives that create meaningful opportunities around cultural awareness and social learnings for our employees. Everything we do is voluntary and influenced by our desire for all team members to experience belonging and feel heard, valued, and accepted.



Accessibility and inclusive design

We work to identify and reduce barriers and support more accessible and inclusive experiences for employees and the people we serve. This includes collaboration across functions such as Medical Affairs, Product, and other business partners to advance accessibility and inclusive design as core principles across our work.



Employee-driven communities

Our volunteer Employee Resource Groups (ERGs) provide opportunities for employees to connect across shared experiences, interests, backgrounds, cultures, life stages, abilities, and regional perspectives. ERGs support learning, mentorship, leadership development, cross-functional collaboration, and community resources, global engagement activities, including opportunities to give back in the communities where we live and work.



Community impact

Through our Corporate Giving program, community partnerships, and employee volunteering, we support causes aligned with Resmed's mission, values, and giving priorities. These efforts provide opportunities for employees to contribute to their communities and support areas such as health equity, sleep and respiratory health, accessibility, and community wellbeing.

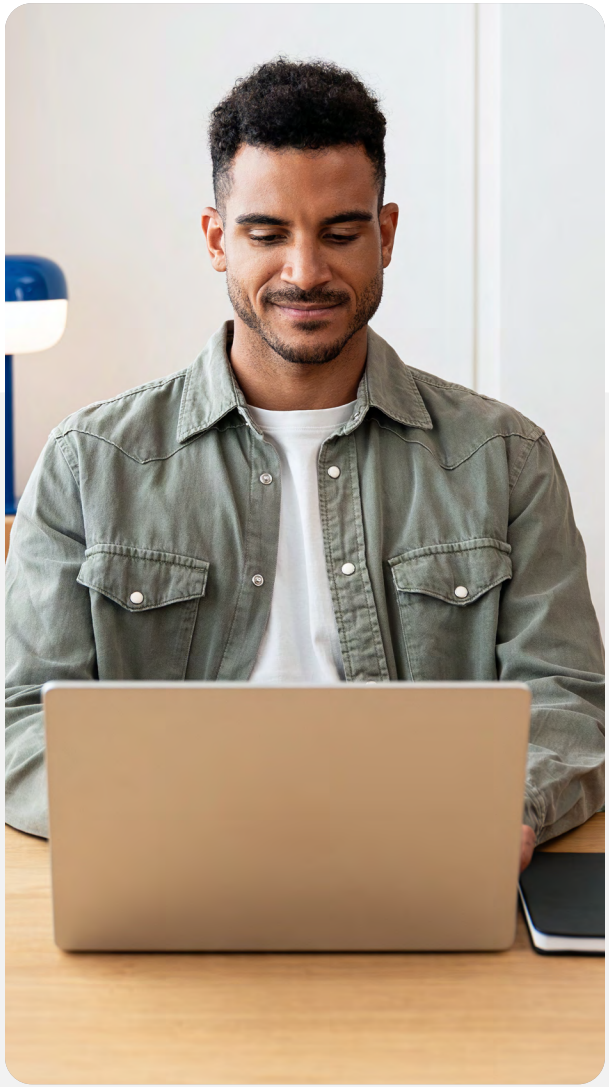
Employee engagement and feedback

Our employee experience strategy is grounded in listening to employees, creating opportunities for engagement, and using feedback to inform our approach.

Our People Experience team supports a listening strategy that spans the employee lifecycle, from hire to retire. We use multiple listening touchpoints, including new hire surveys, global engagement surveys, exit surveys and localized check-ins. These channels give employees opportunities to share feedback, ask questions, and provide input on their experience.

We support employee engagement through opportunities to connect, develop, contribute, and support well-being. This includes training and development programs, employee-led communities, volunteering, and wellbeing initiatives.

We use employee feedback, engagement survey results, participation measures, and program-specific feedback to understand employee experiences and inform our people programs and priorities. These measures help us identify areas of strength and opportunities for attention.



Inclusive learning opportunities

We offer voluntary learning opportunities that support inclusion, leadership, and connection across Resmed. Topics include cultural awareness, well-being, disability inclusion, accessibility, inclusive leadership, and mentoring, as well as behaviors that help foster belonging, psychological safety, collaboration, and trust.

These learning experiences help employees build awareness and skills, work effectively across different perspectives and experiences, and contribute to a workplace where people feel respected, supported, and included.

Talent attraction, management and development

Resmed's integrated talent approach ensures we attract, develop, and deploy the people and capabilities needed to deliver our long-term strategy. We combine internal talent development with targeted external and early-career hiring to build strong, future-ready talent pipelines. Strategic workforce planning, succession, and internal mobility help match talent to critical roles and opportunities, while regular development & career conversations connect individual aspirations with business needs.

Development is embedded in the flow of work through experience, exposure, education, and targeted leadership and capability programs. Increasingly, AI, automation, and workforce insights enable more personalized development and informed talent decisions across the organization .

Talent attraction and acquisition approach

Hiring is a critical competitive advantage, and attracting, selecting, and retaining exceptional talent is a shared responsibility across our organization. Our approach focus on identifying, assessing, and hiring people with the capabilities, experience, and potential to deliver our business strategy.

We begin by recognizing and developing the strength of our internal talent, while strategically recruiting externally to address capability gaps, emerging skill needs, and areas of talent scarcity. Hiring decision is based on merit, with a focus on performance, capabilities, experience, and potential.

We also invest in developing future talent through partnerships with local universities and community organizations. These collaborations help build awareness of careers in medtech and digital health through activities such as facility tours, industry engagement, and career exploration.



Internship and graduate programs

Our early career programs are a key component of our global talent strategy, helping to build diverse, future-ready talent pipelines across Australia, Singapore, India, Germany, Canada, and the United States. Through partnerships with leading universities and educational institutions, we provide students and emerging professionals with meaningful work experiences that foster learning, innovation, and career development.

As our workforce needs evolve, we continue to strengthen a globally aligned early careers framework that supports long-term talent pipeline development, broadens access to opportunities, and improves conversion into full-time roles. This approach aligns early talent hiring with strategic workforce planning and the capabilities most critical to our future success.

Our early careers ecosystem includes internships, apprenticeships, working student programs, and graduate pathways that provide practical experience, professional development, and exposure to real-world business challenges across functions including Engineering, Technology, Product Development, Marketing, Finance, and Corporate Services.

While our programs are guided by a consistent global framework, they retain the flexibility to respond to regional talent market needs. Through structured development experiences, mentorship, and merit-based selection practices, we create meaningful pathways for emerging talent while strengthening our future leadership and technical capability.



Our Graduate and Internship Program Partnerships

United States

- **MIT (Massachusetts Institute of Technology) LGO (Leaders for Global Operations) program:** For students in their MBA dual degree program.
- **UC San Diego (UCSD) Rady School of Management:** Opportunities to engage with MBA and graduate students specializing in innovation, technology management, analytics, and entrepreneurship.
- **San Diego State University (SDSU):** A leading public research university with strong programs in engineering, business, information systems, and healthcare-related fields.
- **California State University, Northridge (CSUN):** Offers strong programs in engineering, computer science, business, and health sciences, preparing students for careers in innovation and technology.

Singapore

- **NTU (Nanyang Technological University) REP (Renaissance Engineering Program):** Designed to develop future engineering leaders who graduate with a Bachelor's Degree in Engineering Science and a Master's in Technological Management.
- **NUS (National University of Singapore):** One of Asia's leading universities, providing access to high-caliber talent across engineering, computing, business, and life sciences disciplines.

Australia

- **UNSW (University of New South Wales, Sydney):** Partnerships include the Peter Farrell Cup (PFC), UNSW's most prestigious competitive ideas program designed to fast-track the next generation of entrepreneurs and start-ups. Also includes undergraduate thesis projects in engineering and co-op student programs.
- **UTS (University of Technology Sydney):** Recognized for strong industry-connected programs in engineering, technology, data analytics, design, and business, providing students with practical learning experiences and exposure to real-world innovation.
- **Western Sydney University:** Partnerships support student engagement, industry collaboration, and pathways into careers across engineering, technology, and business disciplines.

India

- **NIT (National Institute of Technology), Surathkal:** Ranked 12th among engineering universities in India.
- **MIT (Manipal Institute of Technology):** One of India's leading engineering institutions, recognized for developing talent across engineering, technology, data science, and innovation-focused disciplines.
- **VIT (Vellore Institute of Technology), Vellore:** Ranked 11th for engineering universities in India and 19th overall.

Canada

- **Dalhousie University:** A leading research-intensive university known for strong programs in engineering, computer science, health sciences, and business.

Talent management

We strengthened our strategic workforce planning by establishing a consistent enterprise-wide process to assess our global workforce. New forecasting capabilities now connect workforce planning with financial and business planning, providing leaders with greater visibility into the capability, role, location, and investment decisions required to execute future priorities.

Internal mobility continued to mature as a strategic driver of growth, capability development, and retention. We introduced a data-informed monthly talent planning forum to support movement into senior and business-critical roles, refined our promotion and internal hiring practices, and expanded development opportunities through initiatives such as stretch assignments.

We also enhanced our approach to identifying and developing critical talent by defining the roles most essential to our future success, strengthening succession planning for senior leadership, and establishing a more consistent enterprise-wide philosophy for talent decisions.

To support these efforts, we continued to embed artificial intelligence and automation across our talent processes while expanding the use of integrated workforce data and analytics. These capabilities provide deeper visibility into our workforce, enabling leaders to identify emerging capability needs, anticipate talent risks, and make more informed workforce decisions as business priorities evolve.

Together, these initiatives are transforming talent management into a connected enterprise capability—helping Resmed deploy the right talent to the highest-value opportunities, strengthen organizational capability, and build a future-ready workforce that supports sustained growth.



Talent development

At Resmed, we view talent development as an integrated system that connects workforce planning, career development, succession, learning, and internal mobility to ensure we have the capabilities required to deliver our strategy today and into the future. Continuing our evolution through advances in artificial intelligence and automation, our approach focuses on building the skills, leadership, and adaptability needed for colleagues to thrive in an increasingly AI-enabled workplace.

Our approach to talent development is underpinned by three key elements:

- Identification of future capability needs and business-critical roles through strategic workforce planning
- Regular career and development conversations between people leaders and team members
- Career growth and personalized development experiences aligned with individual and business needs

We recognize that career growth is unique to every individual. Success may come through leadership, technical expertise, project delivery, or broadening experiences across the organization. Our integrated talent approach provides flexible career pathways that help colleagues identify meaningful opportunities aligned with their skills, aspirations, and long-term career goals.

AI-enabled talent tools increasingly support colleagues by providing personalized career insights, recommending development opportunities, and helping them prepare for career and development conversations. These capabilities empower colleagues to make informed career decisions while enabling people leaders to better support individual growth and capability development.

Experience, Exposure, and Education (3Es)

Our development philosophy is anchored in the Experience, Exposure and Education (3Es) framework, recognizing that the most meaningful learning occurs through experience.

- **Experience:** Leading projects, stretch assignments, job rotations, and solving real business challenges.
- **Exposure:** Learning through mentoring, coaching, cross-functional collaboration, peer networks, and diverse perspectives.
- **Education:** Formal learning that builds knowledge, technical expertise, and professional capability.

Through our digital learning platform, Develop@Resmed, colleagues have access to more than 16,000 self-directed learning resources, enabling continuous learning tailored to individual development needs.

Building on the self-serve learning options available through our platforms, we offer dedicated development journeys tailored to the unique needs of leaders at every stage — from first-time people leaders to experienced executives. These programs are designed to build the capabilities essential for effective leadership in a rapidly evolving business environment, and are fully aligned with our strategic priorities and leadership expectations. People leaders are supported through structured, stage-specific development - from building foundational leadership skills to strengthening executive-level capabilities. The focus is on fostering inclusive, high-performing teams, enabling individual growth, and driving sustained organizational success.

Across all levels, we invest in building core capabilities that are critical to our culture and growth, including AI fluency, leading through change, growth mindset, and coaching for performance and development. These capabilities empower our colleagues to guide their teams through transformation, embrace continuous learning, and unlock the potential in others.



Leadership and capability development

We provide structured leadership development programs that support people leaders throughout every stage of their leadership journey, from first-time leaders to senior executives. These programs are aligned with our leadership expectations and strategic priorities, equipping leaders to build high-performing teams, lead through change, develop others, and deliver sustained business performance.

Across the organization, we continue to invest in the capabilities that will differentiate our future workforce, including AI fluency, leading through change, coaching for performance and development, and cultivating a growth mindset. We are also establishing capability pathways for business-critical roles, providing focused development, succession planning, and targeted learning that strengthen leadership and technical capability in the areas most critical to our long-term strategy.

In addition to leadership development, we provide role-specific technical and professional learning across all functions, complemented by compliance training covering areas such as our Code of Business Conduct and Ethics, Health and Safety, and other regulatory requirements. In many countries where we operate, we also provide financial assistance to support external education and professional development.

Learning in the flow of work

Learning at Resmed extends well beyond formal training. While we continue to provide instructor-led programs, compliance training, and role-specific learning, colleagues increasingly develop through coaching, mentoring, stretch assignments, digital resources, communities of practice, conferences, AI-enabled learning tools, and self-directed learning embedded in everyday work.

Many of these development experiences are intentionally designed to be accessible without formal registration requirements, encouraging participation and reducing barriers to learning. As a result, reported training hours and learning investment represent only a portion of our overall investment in capability development and do not fully capture the breadth of learning that occurs across the organization.

Employee benefits

Compensation and benefits

Our Total Rewards philosophy ensures employees are compensated strategically, fairly, equitably, and competitively. We communicate openly about how compensation decisions are made and design our programs to be clear, purposeful, and aligned with our strategy.

Equal opportunity and pay equity are central to this approach. We benchmark compensation and benefits across levels and geographies against peer companies to attract, retain, and motivate talent. Annual and long-term incentives are tied to both business and individual performance, balancing short- and long-term priorities. Our formal, cyclical promotion and compensation review processes anchor decisions in business need, sustained impact, and role growth — with calibration across the organization to ensure fair, consistent, and equitable application of standards.

We provide a competitive Employee Stock Purchase Plan (ESPP) that enables employees to share in Resmed's success as shareholders at a discounted price. Non-financial benefits — including health insurance, retirement, life insurance, and leave — conform to local regulations and practices and align with our values. We strive to pay a fair, living wage in the markets where we operate.

To reinforce fairness, we conduct regular internal pay equity reviews and partner with external experts to identify and address potential gaps, and we monitor evolving pay transparency requirements to stay ahead of them. We also listen by using employee feedback to strengthen our offerings over time.

Our benefits are robust, offering flexible time off, volunteer time off, and resources for well-being, exercise, mental health, caregiving, and financial literacy. We work to deliver holistic benefits, flexible work arrangements, and a culture where employees can grow and thrive.



Our programs are designed to:

- Reflect and support Resmed's culture, mission, values, and behaviors as we work to deliver on our patient-centric, digitally enabled strategy.
- Pay our people strategically, fairly, equitably, and competitively.
- Recognize that all employees contribute to the success of our company and are rewarded based on collective results.
- Provide strong alignment with shareholders.
- Empower team members to live healthier, higher-quality lives.
- Adapt to the changing needs of our diverse, global business, and team members.

Work-life balance

We support our people and their families with flexible working arrangements, paid time off, and consideration in scheduling. Paid time off varies with local conditions but is generally available for sick leave, parental-community-care provider leave, bereavement leave, volunteer services and military service where required by local laws. We encourage more flexible working arrangements, such as job-share arrangements and condensed week options, where roles allow.

Every year, we give all employees a "Resmed Day" — encouraging employees to take the day off to do something that brings them joy and to rest. We have an intranet page where employees share pictures and stories on how they spent the day off. This is a benefit our employees greatly appreciate.

Our parental leave policies are well above minimum legal requirements and very market competitive in key locations — Australia and the U.S. Additional unpaid leave is available for a range of other personal reasons, such as elder care.

We support community engagement through a volunteer program that enables colleagues to integrate volunteering into their lives. In some countries, this includes paid time off for volunteer work.



Labor and management relations

We endeavor to maintain fair, productive and cooperative labor–management relationships across our global operations. Consistent with local laws and practices, these relationships may take different forms in different jurisdictions. In some countries, we engage workers through employee representative bodies, works councils, or other established consultative mechanisms in order to ensure compliance with minimum notice periods and related obligations.

We comply with applicable laws and regulations relating to labor-management relations and respect employees' rights to join, form or be represented by trade unions, employee associations or other lawful representative bodies. As an equal opportunity employer, we support employees' freedom of association in accordance with applicable laws and the rules of the relevant representative organization.

In certain jurisdictions, including France and parts of our German business, employees are represented by works councils. We engage with these employee representative bodies on matters affecting employees, including health and safety, working conditions and organizational changes, as required by applicable laws and established consultation processes.



Health, safety, and well-being

We know that a healthy workforce is essential to our success, and we take a holistic view of well-being. At our major campuses in Sydney, San Diego, and Singapore, employees have access to on-site fitness facilities and regular health screenings, including checks for blood pressure, cholesterol, and glucose.

We also provide a range of health and wellness programs tailored to local needs. These include:

- Seasonal flu vaccinations
- Subsidized programs to support smoking cessation
- Sleep apnea screening
- Confidential counseling and referral services for stress and mental health support
- Financial contributions toward gym memberships
- Company-sponsored private health insurance in some regions

By investing in both physical and mental well-being, we aim to support our people in building healthy, sustainable lifestyles that benefit them at work and beyond.

Working environment

At Resmed, we believe great health technologies start with great workplaces. Across our global network of offices, research centers, manufacturing facilities, and innovation hubs, we create environments that help people connect, collaborate, and perform at their best. Our workplace strategy is designed to bring together diverse teams, accelerate innovation, and support the wellbeing of our employees throughout their careers.

Our major campuses, including Sydney, San Diego, and Singapore, are designed to foster collaboration between corporate, engineering, research and development, and manufacturing teams. For example, our integrated campus in Sydney enables close interaction between product development and manufacturing functions, helping accelerate the journey from concept to commercialization. The Sydney Innovation Centre incorporates environmentally sustainable design principles, including extensive access to natural light and energy-efficient building features that enhance both employee experience and operational performance.

We complement our physical workplaces with flexible work practices that support wellbeing, inclusion, and connection while maintaining a culture of accountability, innovation, and high performance. Our approach reflects a high-trust culture empowering employees to work in ways best supporting both business outcomes and individual needs.

Employee health, safety, and wellbeing remain fundamental priorities. We maintain policies, programs, and management systems that promote safe, respectful, and inclusive workplaces, supported by regular monitoring of workplace conditions such as indoor air quality, lighting, noise, accessibility, and safety performance. Across our global operations, we strive to provide environments where employees feel supported, valued, and encouraged to unlock their full potential.

This investment in people and workplaces strengthens our ability to attract and retain talent, foster innovation, and create long-term value for patients, employees, communities, and shareholders.



Health and safety

We believe that maintaining a physically safe and mentally healthy working environment is essential in supporting our people. We resource our commitment by having a business partner and advisory support model for our leaders, driving accountability and management for health and safety.

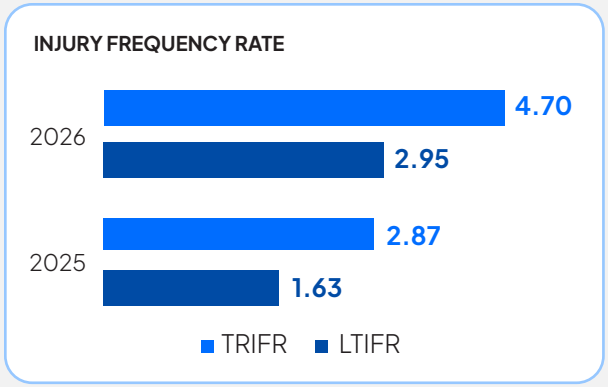
Our local health and safety management systems are integrated with our certified quality and environmental management systems. We leverage commonalities such as the learning management system, trainings, inductions, and document management system. We also integrate risk management activities, including emergency response, incident reporting, chemical, contractor, and change management processes. We align our health and safety management systems with the ISO 45001 Health and Safety Management System, an international standard, and hold certification for our Singapore locations.

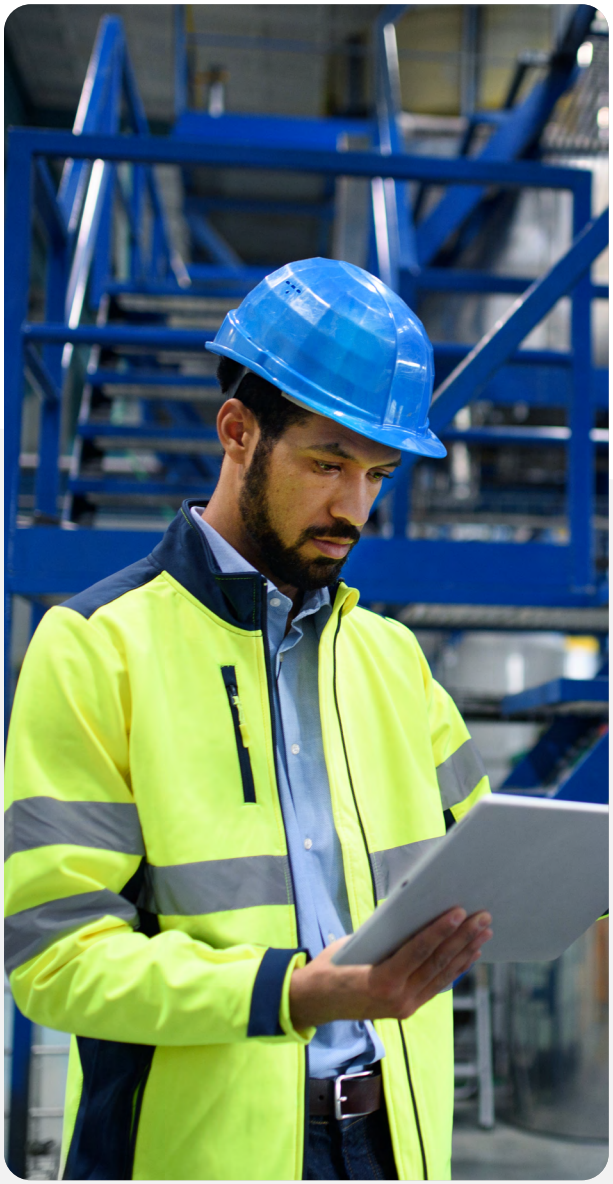
As part of our ongoing global standardization program, we conducted comprehensive Health and Safety Management System internal audits across all our manufacturing operations network and implemented a Global Personal Protective Equipment (PPE) Program across all manufacturing sites to strengthen consistency in worker protection.

We stay informed of our supply chain health and safety risk profile through the health and safety risk register, our global performance scorecard, and our online incident reporting and risk management system. An incident escalation process provides visibility of all supply chain priority incidents involving medical treatment or impacting one of the four identified high-consequence operational risks: powered mobile plant, powered machinery, electricity, and heights.

During 2026, the Lost Time Injury Frequency Rate (LTIFR) increased from 1.63 to 2.95, while the Total Recordable Injury Frequency Rate (TRIFR) increased from 2.87 to 4.70 compared with 2025. Importantly, no fatalities were recorded during the reporting period.

To address the identified trends, targeted interventions were implemented across operations, including facility layout optimization, strengthened safety controls, comprehensive ergonomic assessments of work activities, and enhanced employee awareness through proactive communication initiatives. These actions are expected to further reduce workplace risks, prevent injuries, and support sustained improvement in the organization's overall health and safety performance.





Health programs and promotion

We start by helping our people get a quality night's sleep to awaken and be their best through facilitating access to the very same products, services, and technology that benefit our customers. The programs vary around the world to suit the diagnostic and treatment pathways, but in essence aim to provide discounted equipment to our people and varying degrees of financial relief to immediate family members, close relatives, and friends.

Our internal Living Life Well wellness brand in the U.S. includes all stages of health and well-being as equally important parts of a whole person that we want to support and promote. We aim to be inclusive of not only different stages of well-being but also different approaches focused on the physical, emotional, financial, and social aspects of health. In the U.S., our medical insurer is involved in carrying out this customized and targeted program.

Through Living Life Well, we offer access to a wellness platform that helps employees meet their personal health goals and earn redeemable points. Activities include self-guided courses to build healthy habits, health checks to identify possible health risks, practical tips to maintain or improve well-being, a personalized care checklist to provide reminders around preventive care, plus challenges where teams can participate in healthy competition, and many other opportunities to learn and engage in health.

At our U.S. Distribution Centers, we are strengthening our culture of safety through community and team-building events, such as Family Safety Day, which combines learning, recognition, and family engagement to reinforce safety at home and in the workplace. Facility upgrades, such as traffic striping and racking reconfigurations, help reduce operational risks. Our Life-Saving Rules initiative drives accountability in high-risk areas, contributing to milestones such as two years without a lost-time injury at our Atlanta site.

Across Resmed Malaysia Operations (RMO) Tebrau and i-Park sites, employees recorded over 2,295 instances of participation in health and safety initiatives, including screenings, safety talks, and certified trainings.



With a concierge-level support team, our people have access to[13]:

- Enhanced coverage of sleep diagnostics and treatment
- Family forming benefits including infertility treatment and focused pregnancy care
- Free virtual visits with pediatricians, primary care doctors, mental health professionals, and dermatologists through a preferred provider network
- Free preventive prescriptions for asthma, diabetes, high blood pressure, heart disease, mental health, and osteoporosis
- Free digital health program that provides personal support for those high blood pressure or at risk for or diagnosed with type 2 diabetes
- Free virtual physical therapy program for musculoskeletal issues and pain
- Free digital program focused on pelvic health
- Free chronic condition coaching to help those with serious health conditions
- Lifestyle coaching programs focused on stress and nutrition
- Caregiver support platform that helps coordinating care for a loved one

We complement our offerings with a comprehensive communication approach (utilizing town halls, lunch and learns, webinars, videos, emails, websites, apps, AI, LCD screens, newsletters, posters, and mail campaigns) to ensure we reach our diverse workforce.

In addition to medical coverage, we provide dental, vision, short and long-term disability insurance and leave, life and accidental death and dismemberment (AD&D) insurance, pre-tax savings and spending accounts, retirement savings plan, and access to financial consultants to aid U.S. employees and their families as they plan for the future.

In Australia and New Zealand, we provide access to a global medical network of specialists for a medical second opinion and specialist care to guide those through the diagnostic and treatment pathways where a mental illness is indicated.

[13] These programs are available in certain geographies.



We have a variety of tailored programs and wellness facilities to address the well-being needs of our diverse workforce such as[14]:

- Walking trails
- Corporate fitness centers
- Free flu vaccinations
- Cafeterias that offer fresh and healthy meal options
- Relaxed areas for coffee, ping pong, pool tables, and gaming spaces
- Mothers' rooms providing a secure and comfortable space
- Wellness initiatives that raise awareness and help people 'know my numbers' such as blood pressure, cholesterol, and glucose
- Subsidized or free smoking cessation programs and smoke-free campus
- Meditation classes
- Gym discounts or reimbursement
- Executive health assessments
- Lunch and learns with doctors and health experts
- Financial wellness tools and education and retirement essentials
- On-site physiotherapy
- Tuition reimbursement
- Corporate entry to sporting, theater, and community events
- Support for global health awareness-raising initiatives such as RUOK? Day, Daffodil Day, World Mental Health Day, Breast Cancer Awareness Month, and more

We are very active on the subject of mental health and have trained employees through our network of 40 mental health first aiders. Since 2019, we have organized training and awareness sessions via conferences and online sessions on the themes of depression and burnout

We offer tailored psychological support with an external provider to prevent situations of mental overload or to support an employee during a period of psychological vulnerability (after a long-term sick leave, for example). It is a tripartite approach that includes the employee, the manager, and an occupational psychologist. This allows us to address the issue of mental health in a specific professional context.

We offer various wellness programs in virtual formats, expanding our reach across time zones and geographies. These include live and recorded sessions, ranging from instructor-led cardio classes to sound therapy and ergonomics, in order to reinforce the importance of making time for wellness and increasing collaboration as people make different connections through wellness. We also recognize the importance connecting to the community plays in fostering wellbeing.

We have many passionate team members who support a variety of organizations and causes such as Breast Cancer Awareness, Amyotrophic Lateral Sclerosis (ALS), Curebound, Cancer Research Center Leon Bérard in France, Salvation Army Giving Tree, food banks in San Diego, Atlanta, and Los Angeles, and many local efforts to support first responders, healthcare workers, and those impacted by disasters.

[14] These programs are offered across geographies; each location offers something different to meet employee needs and interests.

Community support

Supporting the communities where we live and operate is a core part of Resmed's culture and purpose. Through economic investment, volunteerism, and social engagement, we seek to create a positive and lasting impact beyond our business operations.

Across our global locations, employees actively participate in community outreach, STEM education and workforce development initiatives, health advocacy efforts, and activities that advance access, affordability, and well-being. We empower employees to support the causes that matter most to them and their communities through our three giving pillars: sleep and respiratory health, health equity, and community impact.

Volunteering and fundraising

Our commitment to community is reflected in a wide range of contributions, including volunteering, charitable donations, community partnerships, and the donation of employee time, expertise, and resources.

In many countries, employees receive up to two days of paid Volunteer Time Off (VTO) each year to support organizations and initiatives aligned with our giving pillars[15]. In locations where formal VTO programs are not available, teams regularly organize volunteer activities that foster connection, purpose, and community impact.

In some markets, employees can also donate accrued paid leave. Donated leave is converted into a monetary contribution, and Resmed matches 50% of the value of each employee donation.

We continue to encourage leaders to model community engagement and empower their teams to give back in meaningful ways that align with Resmed's mission and giving priorities. Whether supporting sleep and respiratory health, advancing health equity, or strengthening local communities, these efforts bring our values to life and reinforce our commitment to improving lives through service, partnership, and collective action.





Global community engagement highlights:

Examples of community engagement activities across our global operations include:

- Resmed Day, a global paid day off that recognizes employee contributions while encouraging wellbeing, connection, and acts of service within local communities.
- Partnerships with schools, universities, and community organizations that support STEM education and workforce development opportunities.
- Volunteer and charitable giving initiatives, including food bank support, blood donation drives, youth mentoring programs, and seasonal food, gift, and back-to-school campaigns.
- Public and healthcare provider education campaigns that increase awareness and understanding of obstructive sleep apnea (OSA), including global initiatives such as Let's Face It.
- Programs that advance sleep health awareness and education, including participation in Sleep Apnea Education Week.
- Support for underserved populations through initiatives such as hygiene kit assembly and distribution for individuals experiencing housing insecurity.
- Environmental stewardship activities, including neighborhood, park, and beach cleanups.



These activities strengthen the communities we serve while fostering connection, belonging, and pride among employees. Across our global operations, leaders embrace community engagement as a meaningful way to build trust, strengthen team connections, and create opportunities for employees to connect beyond their day-to-day work. Through service, partnership, and shared purpose, we remain committed to creating a lasting positive impact both within our organization and in the communities we serve.

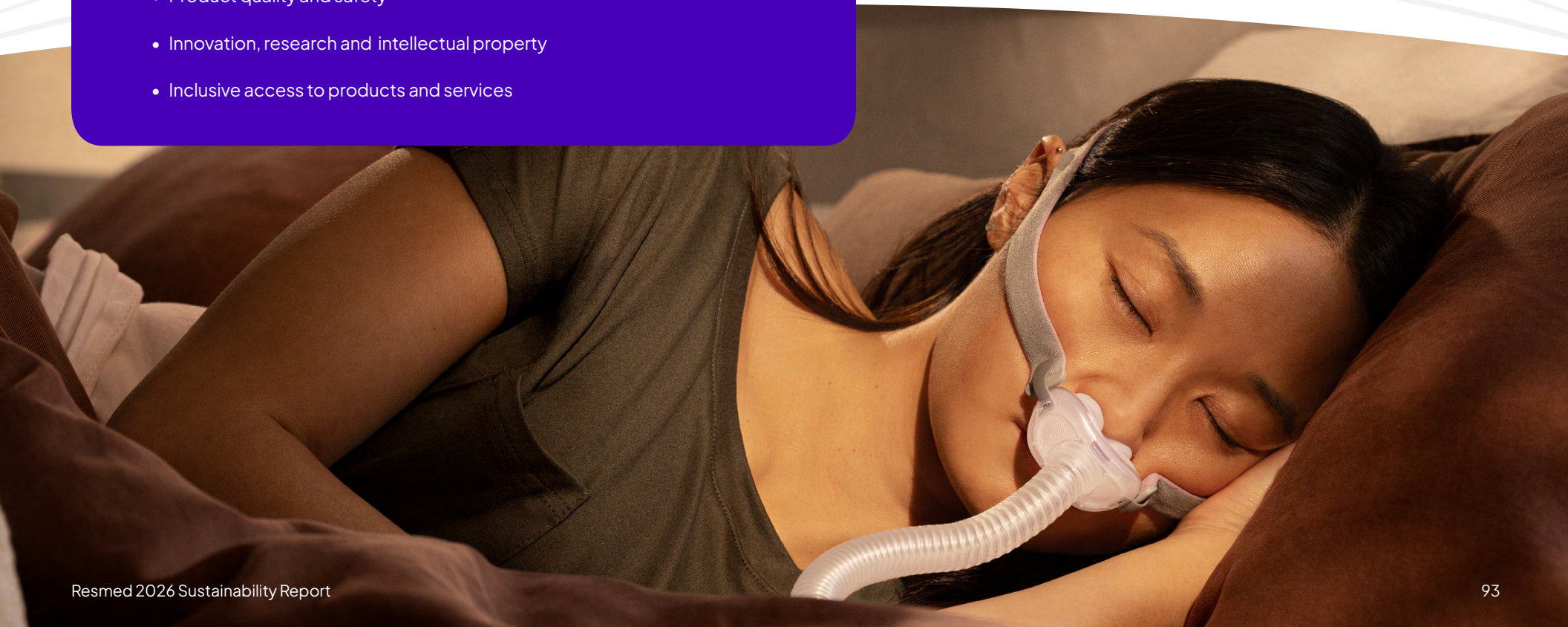
Our products

Every product we create combines innovation, safety, and sustainability to improve lives worldwide.

TOPICS COVERED IN THIS SECTION

- Health outcomes
- Product quality and safety
- Innovation, research and intellectual property
- Inclusive access to products and services

Quality, innovation, and continuous improvement 94
Design for all patients 95
Research and development 97
Product quality 98
Product safety 100
Customer satisfaction 101
Marketing and labelling 103
Product price 104



Quality, innovation, and continuous improvement

Delivering safe, effective, and reliable products is central to Resmed's mission. Patient safety is our top priority. Our quality approach is designed to ensure that every device we bring to market meets the highest standards.

Our global Quality Management System (QMS) aligns with leading international requirements, including ISO 13485 for medical devices, the U.S. FDA's Quality Management System Regulation (QMSR), 21 CFR Part 820, the European Medical Device Regulation (EU 2017/745) and Medical Device Directive (93/42/EEC), Japan's MHLW Ministerial Ordinance No. 169, and other applicable market standards. The QMS provides a structured framework that integrates quality practices, resources, and continuous improvement activities

Key elements include:

- Organizational and environmental management systems that establish clear responsibilities and maintain safe operating conditions.
- Change control and document management processes to ensure consistency and traceability.
- Corrective and Preventive Action (CAPA) and risk management programs to address issues and prevent recurrence.
- Post-market surveillance to monitor performance once products are in use and feed insights back into design and manufacturing.

All employees participate in training tailored to their roles, including core elements of the QMS and Good Manufacturing Practice (GMP), which emphasize safe behaviors such as personal hygiene, appropriate protective equipment, and accurate record-keeping.

We also run a robust internal audit program, conducting more than 50 audits each year across our global operations. These audits help us confirm compliance, identify potential risks, and strengthen our culture of continuous improvement.



Design for all patients

Inclusive design and accessibility

Our Product Leadership Team embeds principles of patient accessibility and inclusive design into our product roadmaps. Resmed products are tested on users and patients throughout their development process. We conduct testing in different geographic locations to ensure our products meet the needs of diverse populations, and we take care to include diversity across race/ethnicity, gender, and ability when gathering feedback. Initiatives include recruitment practices that preferentially reach out to people typically underrepresented in product development studies, offering additional flexibility to ensure these groups are included, and structuring evaluations across different parts of the world to ensure broader inclusion of voices as we develop our products.

We continue to refine our internal language and strengthen collaboration across product design, medical research, mask testing, social media, and patient outreach to ensure accessibility and inclusivity remain core considerations throughout product development.

In FY2025, we began shaping a companywide approach to accessibility by identifying organizations that support International Web Content Accessibility Guidelines (WCAG). This fiscal year, we expanded this work by advancing digital accessibility across employee and customer experiences. We also continued integrating accessibility considerations into our product development practices to support more inclusive design over time. By aligning with internationally recognized standards, including WCAG, we help ensure our workplaces, digital experiences, and technologies are designed to be more inclusive and accessible.

As part of this broader strategy, we continued expanding our Accessibility Lab, also known as the Empathy Lab, which launched in Sydney in partnership with our Disability and Neurodiversity ERG, Inclusive Design, and Customer Experience teams to mark Global Accessibility Awareness Day (GAAD). This fiscal year, we brought the experience to Singapore, San Diego, Halifax, and Dublin. Featuring 15 interactive tools and simulations, the lab enables employees to engage with accessibility barriers through immersive learning, deepening understanding and inspiring more inclusive products, services, and workplace experiences.



Expanding access to care

Our mission is to ensure that our products and services support people living with sleep and breathing disorders, regardless of their age, gender, geography, or ability. We create accessible, inclusive technologies that enhance quality of care while respecting individual needs, building stronger, more connected care communities.

To expand access, we work with key opinion leaders in regions including Japan, China, Europe and the U.S. who are focused on improving sleep health, access to healthcare, and personalized sleep treatments for women. We consider variables such as age, race, gender, and ability in our trials and studies to ensure representation across our user base.

This fiscal year, we continued expanding partnerships with patient advocacy organizations, clinicians, and opinion leaders to increase awareness of obstructive sleep apnea (OSA) and improve patient access to education and care. Through ongoing collaboration and initiatives such as Sleep Apnea Education Week — including partnerships with patient advocacy organizations supporting Resmed's annual Global Sleep Survey in Australia and the UK — we strengthened education, expanded digital outreach, and generated local insights to better understand patient experiences and inform future awareness and access initiatives.



Research and development

For all prospective clinical trials, we follow Good Clinical Practice (GCP) and ISO 14155 guidelines. These guidelines require that trials are registered on publicly accessible registries such as ClinicalTrials.gov and that results are disclosed once studies are complete.

To ensure broad access to results, we share findings through conference presentations, scientific meeting abstracts, and peer-reviewed journal publications. This information is made available to a wide range of stakeholders, including:

- Payers
- Regulators
- Health Technology Assessment bodies
- Healthcare professionals
- Patient advocacy groups
- Patients and caregivers

The results we disseminate cover a spectrum of study types, including clinical trials, post-launch observational research, cost-effectiveness assessments, and health economics analyses. While patient-level data are not routinely shared, we review requests on a case-by-case basis, always ensuring compliance with applicable privacy and consent requirements.



We provide more detailed information about R&D in our **2026 Annual Report**

Product quality

We maintain a robust Quality Management System (QMS) to ensure our products consistently meet patient needs and performance requirements.

Our approach integrates engineering and scientific principles into product design, manufacturing, and lifecycle management — from conception through commercialization. We design manufacturing processes to meet defined quality attributes and apply continuous improvement practices throughout a product's lifecycle.

Resmed has established and maintains Quality Objectives and Metrics that are aligned with our Quality Policy. Within this, we collect and analyze data from multiple quality subsystems, including product development, supplier performance, manufacturing process controls, equipment reliability, field performance, complaint management, audits (internal, external, and supplier), and product risk assessment. Monitoring these data trends allows us to identify issues and take corrective or preventive actions as needed.

All our devices, accessories, and related products are assigned Unique Device Identifiers (UDI), as required by regulators in global markets. These identifiers are tracked through our enterprise resource planning (ERP) system, enabling full traceability across the product lifecycle.

We have not received any FDA Form 483 notices, FDA Warning Letters, nor equivalent notices from other agencies as a result of production plant inspections by regulatory authorities in the last four years (2023–2026).





Quality with suppliers

We apply a comprehensive supplier approval process that includes risk-based assessments and audits. Our standards for suppliers cover communication, responsibilities, quality systems, traceability, and environmental requirements. Details are available through our SupplierConnect platform.

We require suppliers to establish and maintain, at a minimum, third-party certified ISO 9001 or an equivalent QMS, and to comply with applicable standards for electronic components, including JEDEC, IPC, ANSI, J-STD, and SAE. In some cases, we may approve a supplier that does not hold ISO 9001 certification, provided our audit confirms their quality system is robust and documented controls are in place.

We conduct ongoing audits based on initial supplier assessments, subsequent performance, and the nature of supplied goods. Audit frequency ranges from 6 to 48 months. On average, our supplier audit team reviews approximately 60 suppliers each year. Components are also inspected prior to use to confirm compliance with specifications. Where defects are identified, corrective actions are implemented, escalating to termination of contracts if issues are not resolved.

Product safety

We take our product safety obligations seriously and rely on a comprehensive Quality Management System to meet stringent regulatory requirements and standards in all global markets. Risk management is embedded across the product lifecycle — from design and manufacturing through commercialization and post-market surveillance.

We proactively collect and review experience gained from devices on the market to assess the risk–benefit profile and identify potential corrective or preventive actions. Field performance and product safety are continuously monitored. We collaborate with customers and regulators to ensure safety and effectiveness throughout the entire product lifecycle, with oversight calibrated to the risk profile of each product.

During 2026, we issued one safety-based (voluntary) product field action for our devices globally. In June 2026, we communicated with customers regarding a potential issue affecting a subset of Astral 100 and Astral 150 ventilators manufactured prior to October 2024. In rare cases, an internal electrical component (super capacitor) may leak electrolyte over time, potentially damaging circuitry and causing the ventilator to stop delivering therapy.

Customers were reminded to follow the Instructions for Use, including ensuring ventilator-dependent patients have appropriate backup ventilation equipment available, that caregivers are trained to respond to alarms, and that recommended service and maintenance schedules are followed. Due to constrained availability of replacement components, Resmed implemented a phased correction approach prioritizing patients at highest clinical risk while continuing to evaluate additional corrective actions and communicate further updates as appropriate. Astral ventilators were not physically recalled as part of this action.

The Astral 100/150 field action described above is listed on the FDA MedWatch Alert Page. No other Resmed products are currently listed.

During 2026, we did not receive any U.S. FDA enforcement actions in response to GMP or other violations, and had no fatalities reported to the FDA directly linked to a failure of a Resmed device.

**Resmed products are designed for therapeutic purposes and are not designed for military use.*



Customer satisfaction

We collect and securely manage detailed feedback to better understand perceptions of our products, services, and overall experience.

Because we primarily sell through medical and health product resellers rather than directly to end users, much of our quality and service data is gathered from surveys of these wholesale partners. As experienced providers who also distribute comparable healthcare products, their perspectives offer us benchmarks for evaluating our performance and identifying opportunities for improvement.

We supplement this information with insights from post-market surveillance activities, service interactions, and direct feedback from patients and healthcare professionals, enabling us to build a more complete view of product quality and user experience.

Resellers

CUSTOMER EXPERIENCE SURVEYS

To better support our resellers, Resmed uses customer surveys and metrics such as Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES) to capture insights along the customer journey. The surveys provide insights on their level of satisfaction and loyalty.

End users

END-USER FEEDBACK

In markets where we directly sell to end users, our end user sentiment is obtained through direct customer surveys. The feedback from end users presents genuine experiences and opinions regarding our products, interactions, and brand, aiding us in gaining insights into user sentiment and identifying opportunities for continuous enhancement of the Resmed experience.

B2C

ONLINE PRODUCT PERFORMANCE RATING

The use of end user generated reviews allows customers to rate and share genuine experiences with our products. This feedback can also be viewed by other end users to inform their purchasing decisions.

We utilize post-interaction CSAT and NPS surveys globally and leverage market intelligence through various channels such as blogs and social media.

Post CSAT surveys

We actively seek feedback from our customers to gauge their satisfaction levels and identify areas for improvement when interacting with our customer service associates. Our post-interaction CSAT surveys are a crucial part of this process.

Structured questionnaires
We design surveys that are concise yet comprehensive, focusing on key aspects of the customer experience. These surveys are sent to customers shortly after they interact with our products or services.

Net Promoter Score (NPS)
We use NPS to measure the likelihood our customers will recommend our products or services to others. NPS provides us with a clear indicator of overall satisfaction and loyalty.

Customer Effort Score (CES)
We measure our customers' experience based on how easy it is to work with our support teams and processes.

Open-ended questions
We include open-ended questions to allow customers to provide detailed feedback and insights. These responses often contain valuable suggestions for improvement.

Real-time feedback
Whenever possible, we enable real-time feedback collection to address issues promptly and enhance the customer experience.

Utilizing market intelligence

Customer satisfaction is not solely determined by our direct interactions but is also influenced by the broader perception of our brand in the market. To harness this aspect, we employ market intelligence through blogs, social media, and other channels.

Social media monitoring
We actively monitor social media platforms for mentions of our brand, products, and services. This helps us gauge public sentiment, identify trends and respond to customer inquiries, or concerns promptly.

Blog and news analysis
We analyze industry-related blogs, news articles, and reviews to gain insights into customer sentiment and market trends. This informs our strategy and helps us adapt to changing customer expectations.

Competitor analysis
We benchmark our customer satisfaction against competitors to ensure that we remain competitive and strive for excellence in the eyes of our customers.

Customer persona development
By synthesizing data from various market intelligence sources, we refine our customer personas to better understand their needs, preferences, and pain points.

Marketing and labelling

Resmed complies with product marketing and labelling requirements set by medical device regulators in every country where we operate, including the Australian Therapeutic Goods Administration (TGA) and the U.S. Food and Drug Administration (FDA). All marketing and labelling materials undergo both regulatory and legal review to ensure that performance claims are accurate and substantiated.

Our Quality Management System (QMS) integrates controls to ensure compliance with labeling requirements, including translation into local languages where required. Internal quality audits also cover product marketing, user guides, and clinical guides to confirm consistency and compliance across all markets.

Market leading compliance

Our Code of Business Conduct and Ethics affirms our commitment to market-leading compliance in the sales and promotion of our products. Employees are required to engage with healthcare professionals, patients, and consumers responsibly and in full compliance with applicable national, state, and local regulations.

Our approach to responsible marketing includes:

- **Clear and accurate communications:** Ensuring marketing content aligns with approved product labelling and verified performance claims.
- **Ethical interactions with healthcare professionals**: Guided by our global policy on Interactions with Healthcare Professionals, which mandates a documented and legitimate business purpose for all engagements. Any payments must reflect fair market value.
- **Responsible use of communication channels:** Applying the same high standards to social media, digital platforms, in-person discussions, and educational activities.
- **Robust oversight:** Conducting routine audits, monitoring interactions, enforcing contractual obligations, and investigating potential misconduct

We also maintain a strict prohibition against promoting off-label uses of our products. Our distributors are contractually required to refrain from altering, misbranding, or marketing products beyond their approved uses. These requirements are integral to our broader compliance and governance framework.

We did not receive any material non-compliance notices during 2026. Our internal audit identified and corrected several minor issues, and the business received some notices of minor nonconformance from regulatory authorities.

Product price

Our products and services are sold through a wide range of channels globally, and we have many ways of communicating and negotiating prices with our customers. The term "customers" refers to various types of purchasers.

Prices may be set through formal contracts, participation in government, hospital, or healthcare system tenders, or through direct sales in retail and e-commerce settings. Depending on the purchaser and country, sales prices may be influenced by regulation, payer reimbursement, purchase volume, and other contractual terms.

In all cases, the selling price is agreed upon at the time of the transaction and is bound by the applicable terms and conditions. As sales agreements are typically unique to each transaction, the associated terms — including price ranges and other metrics — are not disclosed publicly.



Sustainability metrics

We track what matters most, sharing transparent sustainability-related data to hold ourselves accountable.



Sustainability metrics

Sustainability metrics	Unit	FY26	FY25	FY24
Economic performance				
Total Revenue ($)		5,653,443	5,146,327	4,685,297
Economic value distributed - operating costs ($)		2,494,404	2,277,427	2,233,932
Employee costs and benefits		1,195,079	1,106,148	1,051,988
Payments to providers of capital		299,748	306,766[16]	328,028
Payments to government	USD (1000s)	396,123	276,843	243,847
Total monetary contributions to political campaigns, political organizations, lobbyists or lobbying organizations		0	0	0
Community investments		551	227[17]	1784[18]
Donations to research foundation		626	657[19]	835

Responsible business	Unit	FY26	FY25	FY24
Number of incidents of corruption	Number	0	0	0
Number of incidents of discrimination	Number		see note[20]	
Number of legal actions pending or completed regarding anti-competitive behavior	Number	0	0	0
Incidents of material non-compliance concerning marketing communications	Number	0	0	0
Incidents of material non-compliance concerning product and service information and labelling	Number	0	0	1

Responsible business	Unit	FY26	FY25	FY24
Incidents of breaches concerning conflicts of interest	Number	0	0	0
Incidents of breaches concerning money laundering and insider trading	Number	0	0	0
% of employees received training on anti-bribery, anti-corruption, compliance and code of conduct[21]	%	82.85%	89.44%	91.00%
% of new employees received training on code of business conduct and ethics[22]	%	82.25%	91.11%	97.00%
% of employees received training on workplace health and safety[23]	%	91.50%	89.56%	75.31%
Monetary losses as a result of legal proceedings associated with bribery or corruption	USD	0	0	0
Cybersecurity and data privacy				
Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

Our planet	Unit	FY26	FY25	FY24
Energy and emissions				
Scope 1 emissions	Tonnes of CO_2e	3,583	3,957	4,236
Scope 2 emissions	Tonnes of CO_2e	23,766	23,573	24,422
Total greenhouse gas emissions	Tonnes of CO_2e	27,349	27,530	28,658
Emissions intensity (Scope 1 and Scope 2)	Tonnes of CO_2e/M$ Revenue	4.84	5.35	6.10
Total electricity consumption	MWh	51,114	46,890	48,570

Our planet	Unit	FY26	FY25	FY24
Total non-renewable energy consumption	GJ	243,153	247,667	242,588
Non-Renewable Energy intensity (Scope 1 and Scope 2)	GJ/M$ Revenue	43.01	48.13	51.80
Total renewable energy generated	GJ	3,976	data not applicable	
Renewable Energy Intensity (Scope 1 and Scope 2)	GJ/M$ Revenue	0.67	data not applicable	
Waste management				
Non-hazardous waste to landfill[24]	Tonnes	1,614	1,068	1,894
Non-hazardous recycling waste[25]	Tonnes	6,302	6,140	5,578
Non-hazardous recycling per employee	Tonnes/ headcount	0.54	0.57	0.19
Total non-hazardous waste	Tonnes	7,916	7,208	7,472
Recycling rate	%	79.61	85.18	75.00
Recycled Hazardous waste[26]	Tonnes	164	147	136
Hazardous waste per employee	Tonnes/ headcount	0.01	0.01	0.01

Our planet	Unit	FY26	FY25	FY24
Water stewardship				
Water withdrawal[27]	kL	132,745	209,791	193,344
Water withdrawal intensity	kL/M$ Revenue	23.48	40.77	41.30
Water withdrawal per employee	kL/ headcount	11.36	19.33	18.89
Untreated wastewater discharged directly to natural water bodies	kL	0	0	0
Wastewater discharged into the municipal sewage system at manufacturing sites[28]	kL	27,407[29]	17,895	24,854
Paper stewardship				
Paper consumption[30]	Sheets ('000)	7,616	11,424	9,420
Paper consumption[31]	Tonnes	38	57	47
Paper consumption intensity	Sheets/ headcount	651.78	1,052.52	920.00
Used paper recycled	Tonnes	19	8	12

People and communities	Unit	FY26	FY25	FY24
Workforce by Gender and by Contract				
Total number of employees - Headcount[32]	Number	11,685	10,854	10,236
% of employees (M) – Headcount	%	45.90%	46.25%	46.16%
% of employees (F) – Headcount	%	53.40%	53.63%	53.69%
Total contingent workers - Headcount	Number	2,342	1,950	1,787
% of contingent workers - Headcount	%	16.70%	15.23%	14.86%
Total number of employees - FTE	Number	11,409	10,595	9,987
% of employees (M) - FTE	%	46.47%	46.76%	46.70%
% of employees (F) - FTE	%	52.90%	53.12%	53.16%
Total contingent workers - FTE	Number	2,272	1,886	1,730
% of contingent workers - FTE	%	16.61%	15.12%	14.76%
Workforce by gender and by contract (Headcount basis)				
% of permanent full-time employees (F)	%	43.57%	43.94%	43.81%
% of permanent full-time employees (M)	%	41.81%	41.98%	41.97%
% of permanent part-time employees (F)	%	4.21%	3.95%	4.04%
% of permanent part-time employees (M)	%	0.79%	0.78%	0.80%
% of temporary full-time employees (F)	%	4.76%	4.90%	4.74%
% of temporary full-time employees (M)	%	2.71%	2.80%	2.75%
% of temporary part-time employees (F)	%	0.95%	0.84%	1.10%
% of temporary part-time employees (M)	%	0.61%	0.68%	0.64%
Workforce by gender and by contract (FTE basis)				
% of permanent full-time employees (F)	%	44.61%	45.01%	44.90%
% of permanent full-time employees (M)	%	42.81%	43.01%	43.00%
% of permanent part-time employees (F)	%	3.04%	2.76%	2.80%
% of permanent part-time employees (M)	%	0.58%	0.57%	0.60%
% of temporary full-time employees (F)	%	4.87%	5.02%	4.80%
% of temporary full-time employees (M)	%	2.77%	2.87%	2.80%
% of temporary part-time employees (F)	%	0.42%	0.32%	0.60%
% of temporary part-time employees (M)	%	0.31%	0.32%	0.30%
Workforce by gender and by region (Headcount basis)				
Number of employees (F) in APAC	Number	2,885	2,676	2,541
Number of employees (M) in APAC	Number	2,397	2,187	2,003
Number of employees (F) in Americas	Number	1,932	1,764	1,632
Number of employees (M) in Americas	Number	1,578	1,495	1,421
Number of employees (F) in EMEA	Number	1,433	1,381	1,323
Number of employees (M) in EMEA	Number	1,390	1,338	1,301
Workforce by gender and by region (FTE basis)				
Number of employees (F) in APAC	Number	2,832	2,636	2,510
Number of employees (M) in APAC	Number	2,374	2,169	1,995
Number of employees (F) in Americas	Number	1,917	1,753	1,620
Number of employees (M) in Americas	Number	1,577	1,493	1,419
Number of employees (F) in EMEA	Number	1,289	1,237	1,179
Number of employees (M) in EMEA	Number	1,350	1,291	1,249

People and communities	Unit	FY26	FY25	FY24
Diversity of employees by gender and age group (Headcount basis)				
Number of employees of age < 30 (F)	Number	1,455	1,119	1,137
Number of employees of 30 < age < 50 (F)	Number	3,523	3,386	3,117
Number of employees of age > 50 (F)	Number	1,244	1,316	1,242
Number of employees of age <30 (M)	Number	1,178	899	856
Number of employees of 30<age<50 (M)	Number	3,165	3,015	2,850
Number of employees of age > 50 (M)	Number	1,010	1,106	1,019
Diversity of employees by gender and age group (FTE basis)				
Number of employees of age <30 (F)	Number	1,049	1,082	1,102
Number of employees of 30<age<50 (F)	Number	2,741	3,285	3,017
Number of employees of age > 50 (F)	Number	652	1,260	1,190
Number of employees of age <30 (M)	Number	1,144	867	829
Number of employees of 30<age<50 (M)	Number	3,148	2,997	2,829
Number of employees of age > 50 (M)	Number	998	1,091	1,006
Diversity of employees by band/share of women in all management positions (Headcount basis)				
% of Executive employees (VP and above) (F)	%	28.57%	26.67%	30.77%
% of Senior employees (F)	%	35.49%	35.08%	33.87%
% of Mid-Junior employees (F)	%	46.24%	46.05%	45.27%
% of Production employees (F)	%	67.07%	66.17%	66.85%
% of Executive employees (VP and above) (M)	%	71.43%	73.33%	69.23%

People and communities	Unit	FY26	FY25	FY24
% of Senior employees (M)	%	64.43%	64.69%	66.13%
% of Mid-Junior employees (M)	%	53.44%	53.91%	54.73%
% of Production employees (M)	%	32.93%	33.67%	33.15%
Number of Executives (VP and above) of age <30	Number	0	0	0
Number of Executives (VP and above) age >30<50	Number	6	4	5
Number of Executives (VP and above) age >50	Number	8	11	8
Number of Senior employees of age <30	Number	17	3	2
Number of Senior employees age >30<50	Number	1,005	855	780
Number of Senior employees age >50	Number	426	456	401
Number of Mid-Junior employees of age <30	Number	830	553	523
Number of Mid-Junior employees age >30<50	Number	3,362	3,196	2,983
Number of Mid-Junior employees age >50	Number	879	955	866
Number of Production employees of age < 30	Number	1,708	1,465	1,473
Number of Production employees of age > 30 < 50	Number	2,333	2,354	2,208
Number of Production employees of age > 50	Number	946	1,002	987

People and communities	Unit	FY26	FY25	FY24
Diversity of employees by band/share of women in all management positions (FTE basis)				
% of Executive employees (VP and above) (F)	%	28.57%	26.67%	30.77%
% of Senior employees (F)	%	35.29%	34.96%	33.73%
% of Mid-Junior employees (F)	%	53.89%	45.78%	44.97%
% of Production employees (F)	%	66.48%	65.80%	81.71%
% of Executive employees (VP and above) (M)	%	71.43%	73.33%	69.23%
% of Senior employees (M)	%	64.71%	64.81%	66.27%
% of Mid-Junior employees (M)	%	46.11%	54.18%	55.03%
% of Production employees (M)	%	33.52%	34.04%	33.54%
Number of Executives (VP and above) of age <30	Number	0	0	0
Number of Executives (VP and above) age >30<50	Number	6	4	5
Number of Executives (VP and above) age >50	Number	8	11	8
Number of Senior employees of age <30	Number	17	3	2
Number of Senior employees age >30 <50	Number	1001	851	776
Number of Senior employees age >50	Number	424	453	398
Number of Mid-Junior employees of age <30	Number	829	551	523
Number of Mid-Junior employees age >30<50	Number	3337	3169	2952
Number of Mid-Junior employees age >50	Number	867	944	856
Number of Production employees of age < 30	Number	1664	1397	1411
Number of Production employees of age > 30 < 50	Number	2241	2265	2122
Number of Production employees of age > 50	Number	890	943	934

People and communities	Unit	FY26	FY25	FY24
Talent retention and hiring by gender (Headcount basis)				
New employee hires (F)	Number	1,208	1,032	769
New employee hires (M)	Number	1,041	942	718
Employee turnover (F)	%	12.94%	11.36%	16.60%
Employee turnover (M)	%	13.10%	12.37%	18.40%
Voluntary employee turnover rate (F)	%	8.50%	8.08%	10.00%
Voluntary employee turnover rate (M)	%	7.69%	7.68%	8.07%
% of open positions filled by Internal candidates in APAC (F)	%	2.67%	4.36%	2.90%
% of open positions filled by Internal candidates in APAC (M)	%	2.26%	6.34%	2.00%
% of open positions filled by Internal candidates in Americas (F)	%	3.40%	9.40%	25.80%
% of open positions filled by Internal candidates in Americas (M)	%	1.83%	18.45%	23.90%
% of open positions filled by Internal candidates in EMEA (F)	%	2.19%	0.83%	1.20%
% of open positions filled by Internal candidates in EMEA (M)	%	2.33%	1.77%	0.80%
Talent retention and hiring by gender (FTE basis)				
New employee hires (F)	Number	1,143	998	741
New employee hires (M)	Number	1,005	923	703
Employee turnover (F)	%	12.00%	11.24%	16.60%
Employee turnover (M)	%	13.09%	12.22%	18.40%
Voluntary employee turnover rate (F)	%	8.09%	7.96%	10.00%
Voluntary employee turnover rate (M)	%	7.06%	7.59%	8.07%

People and communities	Unit	FY26	FY25	FY24
Health, safety, and well-being[33]				
Lost time injury (LTI) - employees	Number	59	34	39
Work hours – employees	Million Hours	19.98	20.91	19.10
Lost time injury frequency rate (LTIFR)	Per million hours worked	2.95	1.63	2.03
Fatalities	Number	0	0	0
Total recordable injury frequency rate (TRIFR)	Per million hours worked	4.70	2.87	3.48

Our products	Unit	FY26	FY25	FY24
Monetary losses as a result of legal proceedings associated with bribery or corruption	USD	0	0	0
Monetary value of fines and sanctions for production of market-related non-compliance	USD	0	0	0
Total amount of Monetary losses as a result of legal proceedings associated with false marketing	USD	0	0	0
Material breaches of marketing and labeling regulations	Number	0	0	0
Percentage of entity's facilities participating in third party audit programs for manufacturing and product quality	Percentage	100%	100%	100%
Percentage of Tier I suppliers' facilities participating in third party audit programs for manufacturing and product quality	Percentage	95+%	95+%	95+%

16 From 2025, Resmed is now in a net interest income position and this is reflected in this figure.
17 In FY25, we separated charitable giving efforts for the communities where we work and education and research efforts for sleep health. Going forward we are tracking education and charitable efforts separately.
18 Inclusive of Donations to research foundation.
19 In FY25, we separated charitable giving efforts for the communities where we work and education and research efforts for sleep health. Going forward we are tracking education and charitable efforts separately.
20 Resmed maintains a zero-tolerance policy toward discrimination of any kind and is committed to fostering an inclusive, respectful, and equitable work environment. All employees are encouraged to raise concerns — including anonymously — through our global reporting platform, Ethico or other available internal channels. We take every report of misconduct seriously and maintain a strict non-retaliation policy. Where a concern is substantiated, we respond promptly and take appropriate corrective action, which may include training, performance measures, disciplinary action, or termination. We have refined our reporting to emphasize how we manage and resolve concerns, underscoring the importance we place on fairness, consistency, and non-retaliation.
21 Since FY24, Resmed has integrated anti-bribery, anti-corruption, compliance and code of conduct training into a single module for existing employees, with separate onboarding training provided for new hires. Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100%
22 Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100%
23 Training completion data is reported based on assignment or registration dates, not completion dates. Mandatory training is assigned individually upon employee onboarding and automatically renews every 365 days, resulting in varied completion timelines across the workforce. To ensure consistency and comparability, data is captured close to the report's publication date each year. Due to factors such as employee turnover and differing completion timelines, the completion rate may not reflect 100%
24 Limited to sites with accessible data.
25 Limited to sites with accessible data.
26 Limited to sites with accessible data.
27 Limited to sites with accessible data.
28 Limited to sites with accessible data.
29 In certain locations, the utility provider increased the discharge factor to the highest tier because of an administrative change in classification, not because actual water use physically increased.
30 Limited to sites with accessible data.
31 Limited to sites with accessible data.
32 Employee headcount reflects HR system data extracted at the time of reporting. As the report used does not preserve a static historical snapshot, subsequent retrospective updates to employee records, including terminations, employment changes and acquisition-related data, may result in differences from headcount previously reported as at 30 June 2026
33 Data does not include Residential Care Software business.

Appendix

TOPICS COVERED IN THIS SECTION

- GRI Index
- References to SASB Topics
- 2025 Double Materiality Assessment

Appendix 1 113

Appendix 2 122

Appendix 3 123



Appendix 1

GRI Index 1 – General Disclosures

GRI Standard	GRI Disclosure	Content Source
General Disclosures (GD)		
The Organization and its Reporting Practices		
2–1	Organizational details	About Resmed >> About Resmed
2–2	Entities included in the organization's sustainability reporting	Introduction >> About this report
2–3	Reporting period, frequency and contact point	Introduction >> About this report
2-4	Restatements of information	Sustainability metrics
2-5	External assurance	Introduction >> About this report
Activities and Workers		
2-6	Activities, value chain and other business relationships	About Resmed >> About Resmed About Resmed >> Our value chain
2-7	Employees	About Resmed >> About Resmed People and communities >> Belonging, Inclusion, and Diversity for Success (BIDS) Sustainability metrics >> People and communities
Governance		
2-9	Governance structure and composition	Responsible business >> Corporate governance and leadership
2-10	Nomination and selection of the highest governance body	2026 Proxy Statement >> Nominating and governance committee
2-11	Chair of the highest governance body	2026 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters

GRI Standard	GRI Disclosure	Content Source
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability in action >> Risk and sustainability governance 2026 Proxy Statement >> Board and governance matters >> Board oversight role
2-13	Delegation of responsibility for managing impacts	Sustainability in action >> Risk and sustainability governance 2026 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters
2-14	Role of the highest governance body in sustainability reporting	Sustainability in action >> Sustainability reporting and governance structure 2026 Proxy Statement >> Board and governance matters >>Sustainability oversight
2-15	Conflicts of interest	Corporate governance guidelines >> Conflicts of interest
2-16	Communication of critical concerns	Responsible business >> Ethics and integrity
2-17	Collective knowledge of the highest governance body	2026 Proxy Statement >> Board and governance matters >> Skills and experience
2-18	Evaluation of the performance of the highest governance body	Nominating and Governance Committee Charter
2-19	Remuneration policies	2026 Proxy Statement >> Compensation Discussion and Analysis (CD&A)
2-20	Process to determine remuneration	2026 Proxy Statement >> Compensation Discussion and Analysis (CD&A)
2-21	Annual total compensation ratio	2026 Proxy Statement >> Executive compensation tables
2-22	Statement on sustainable development strategy	Message from our Chairman and CEO Sustainability in action >> Our sustainability strategy 2026 Proxy Statement >> Board and governance matters >>Sustainability, environmental and social governance matters
2-23	Policy commitments	Please refer here for our all policies and corporate governance guidelines
2-24	Embedding policy commitments	Responsible business
2-25	Processes to remediate negative impacts	Responsible business >> Ethics and integrity

GRI Standard	GRI Disclosure	Content Source
2-26	Mechanisms for seeking advice and raising concerns	Responsible business >> Ethics and integrity
2-27	Compliance with laws and regulations	Discussion in the various sections of the Sustainability Report. Responsible business >> Ethics and integrity Responsible business >> Cybersecurity and data security >> Regulations, standards and certifications Our products >> Market leading compliance Our planet >> Environmental compliance
2-28	Membership associations	Responsible business >> Policy and advocacy >> Advocacy and associations
2-29	Approach to stakeholder engagement	Sustainability in action >> Stakeholder engagement
2-30	Collective bargaining agreements	People and communities >> Labor and management relations
Disclosures on Material Topics		
3-1	Process to determine material topics	Sustainability in action >> Materiality
3-2	List of material topics	Sustainability in action >> Materiality
3-3	Management of material topics	Discussed in various sections of the Sustainability Report

GRI Index 2 - Topic Disclosures

GRI Standard	GRI Disclosure	Content Source
GRI 201 Economic Performance		
201	Topic management disclosure	Message from our Chairman and CEO
201-1	Direct economic value generated and distributed	Sustainability metrics >> Economic performance
201-2	Financial implications and other risks and opportunities due to climate change	Resmed conducted a preliminary identification and assessment of climate-related risks and opportunities in 2025. In FY 2026, we conducted a qualitative scenario analysis to understand impacts of our identified risks and opportunities. None of the climate-related risks and opportunities were assessed to have material impact on our business.
201-3	Defined benefit plan obligations and other retirement plans	People and communities >> Employee benefits
GRI 203 Indirect Economic Impacts		
203	Topic management disclosure	People and communities
203-1	Infrastructure investments and services supported	People and communities
203-2	Significant indirect economic impacts	People and communities >> Community support
GRI 205: Anti-corruption		
205	Topic management disclosure	Responsible business >> Ethics and integrity
205-1	Operations assessed for risks related to corruption	Responsible business >> Ethics and integrity >> Anti-corruption
205-2	Communication and training about anti- corruption policies and procedures	Responsible business >> Ethics and integrity >> Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Sustainability metrics >> Responsible business
GRI 206: Anti-competitive Behavior 2016		
206	Topic management disclosure	Responsible business >> Ethics and integrity >> Fair competition and anti-competitive behavior

GRI Standard	GRI Disclosure	Content Source
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability metrics >> Responsible business
GRI 207: Tax 2019		
207	Topic management disclosure	Responsible business >> Our approach to tax
207-1	Approach to tax	Responsible business >> Our approach to tax
207-2	Tax governance, control, and risk management	Responsible business >> Our approach to tax
207-3	Stakeholder engagement and management of concerns related to tax	Sustainability in action >> Stakeholder engagement
GRI 302: Energy 2016		
302	Topic management disclosure	Our planet >> Energy and emissions
302-1	Energy consumption within the organization	Our planet >> Energy and emissions >> Global energy use Sustainability metrics >> Energy and emissions
302-3	Energy intensity	Our planet >> Energy and emissions >> Global energy use Sustainability metrics>> Energy and emissions
302-4	Reduction of energy consumption	Our planet >> Other environmental initiatives
302-5	Reductions in energy requirements of products and services	Our planet >> Sustainable product and packaging design
GRI 303: Water and Effluents 2018		
303	Topic management disclosure	Our planet >> Water stewardship
303-1	Interactions with water as a shared resource	Our planet >> Water stewardship
303-3	Water Withdrawal	Our planet >> Water stewardship Sustainability metrics >> Water stewardship
GRI 101: Biodiversity 2024		
101	Topic management disclosure	Our planet >> Protecting biodiversity
101-2	Management of biodiversity impacts	Our planet >> Protecting biodiversity
GRI 305: Emissions 2016		
305	Topic management disclosure	Our planet >> Energy and emissions

GRI Standard	GRI Disclosure	Content Source
305-1	Emissions 2016	Our planet >> Energy and emissions Sustainability metrics >> Energy and emissions
305-2	Energy indirect (Scope 2) GHG emissions	Our planet >> Energy and emissions Sustainability metrics >> Energy and emissions
305-3	Other indirect (Scope 3) GHG emissions	Carbon Disclosure Project (CDP) Climate Change Questionnaire 2025 (Scope 3 emissions for 2025 have been disclosed)
305-4	GHG emissions intensity	Our planet >> Energy and emissions Sustainability metrics >> Energy and emissions
GRI 306: Waste 2020		
306	Topic management disclosure	Our planet >> Waste management
306-1	Waste generation and significant waste- related impacts	Our planet >> Waste management
306-2	Management of significant waste related impacts	Our planet >> Waste management
306-3	Waste generated	Sustainability metrics >> Waste management
306-4	Waste diverted from disposal	Sustainability metrics >> Waste management
306-5	Waste directed to disposal	Sustainability metrics >> Waste management
GRI 308: Supplier Environmental Assessment 2016		
308	Topic management disclosure	Our Planet >> Responsible supply chain >> Understanding and managing environmental and social impacts in our supply chain
GRI 401: Employment 2016		
401	Topic management disclosure	People and communities
401-1	New employee hires and employee turnover	People and communities >> Talent attraction, management and development >> Talent attraction and acquisition approach Sustainability metrics >> People and communities
401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	People and communities >> Employee benefits

GRI Standard	GRI Disclosure	Content Source
GRI 402: Labor/Management Relations 2016		
402	Topic management disclosure	People and communities >> Labor and management relations
402-1	Minimum notice periods regarding operational changes	People and communities >> Labor and management relations
GRI 403: Occupational Health and Safety 2018		
403	Topic management disclosure	People and communities >> Health, safety, and well-being
403-1	Occupational health and safety management system	People and communities >> Health, safety, and well-being >> Health and safety
403-2	Hazard identification, risk assessment, and incident investigation	People and communities >> Health, safety, and well-being >> Health and safety
403-3	Occupational health services	People and communities >> Health, safety, and well-being People and communities >> Health, safety, and well-being >> Health and safety
403-6	Promotion of worker health	People and communities >> Health, safety, and well-being People and communities >> Health, safety, and well-being > Health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relations	People and communities >> Health, safety, and well-being >> Managing health and safety People and communities >> Health, safety, and well-being >> Health and safety
403-9	Work-related injuries	Sustainability metrics >> People and communities >> Health, safety, and well-being
GRI 404: Training and Education 2016		
404	Topic management disclosure	People and communities >> Talent attraction, management and development
404-2	Programs for upgrading employee skills and transition assistance programs	People and communities >> Talent development

GRI Standard	GRI Disclosure	Content Source
GRI 405: Diversity and Equal Opportunity 2016		
405	Topic management disclosure	People and communities >> Belonging, Inclusion, and Diversity for Success (BIDS)
405-1	Diversity of governance bodies and employees	Sustainability metrics >> People and communities >> Diversity of employees by gender and age group Responsible business >> Corporate governance and leadership
GRI 406: Non-discrimination 2016		
406	Topic management disclosure	Responsible business >> Ethics and integrity >> Code of conduct
406-1	Incidents of discrimination and corrective actions taken	Sustainability metrics >> Responsible business
GRI 413: Local Communities 2016		
413	Topic management disclosure	Community support
413-1	Operations with local community engagement, impact assessments, and development programs	People and communities >> Community support
413-2	Operations with significant actual and potential negative impacts on local community	No operations have been identified as having significant actual or potential negative impacts on local communities.
GRI 414: Supplier Social Assessment 2016		
414	Topic management disclosure	Our planet >> Sustainability in our supply chain >> Managing human rights and modern slavery
414-1	New suppliers that were screened using social criteria	Our planet >> Sustainability in our supply chain >> Managing human rights and modern slavery
414-2	Negative social impacts in the supply chain and actions taken	Our planet >> Sustainability in our supply chain >> Managing human rights and modern slavery
GRI 416: Customer Health and Safety 2016		
416	Topic management disclosure	Our products
416-1	Assessment of the health and safety impacts of product and service categories	Our products >> Product safety

GRI Standard	GRI Disclosure	Content Source
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Our products >> Product safety
GRI 417: Marketing and Labelling 2016		
417	Topic management disclosure	Our products >> Marketing and labelling
417-1	Requirements for product and service information and labelling	Our products >> Marketing and labelling
417-2	Incidents of non-compliance concerning product and service information and labelling	Our products >> Market leading compliance Sustainability metrics >> Responsible business
417-3	Incidents of non-compliance concerning marketing communications	Our products >> Marketing and labelling Sustainability metrics >> Responsible business
GRI 418: Customer Privacy 2016		
418	Topic management disclosure	Responsible business >> Cybersecurity and data privacy >> Data governance
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Responsible business >> Cybersecurity and data privacy >> Investment in data protection and technology Sustainability metrics >> Responsible business >> Cybersecurity and data privacy

Appendix 2

References to SASB Topics

SASB Topic	Accounting Metric Code	Sections	Page
Affordability and Pricing	HC-MS-240a.2	Product price	104
Affordability and Pricing	HC-MS-240a.3	We do not report such data	N/A
Product Safety	HC-MS-250a.1	Product safety	100
Product Safety	HC-MS-250a.2	Product safety	100
Product Safety	HC-MS-250a.3	Product safety	100
Product Safety	HC-MS-250a.3	Product safety	100
Ethical Marketing	HC-MS-270a.1	Sustainability metrics	105
Ethical Marketing	HC-MS-270a.2	Ethics and Integrity	21
Ethical Marketing	HC-MS-270a.2	Product quality	98
Ethical Marketing	HC-MS-270a.2	Marketing and labelling	103
Product Design and Lifecycle Management	HC-MS-410a.1	Product and packaging sustainability	32
Product Design and Lifecycle Management	HC-MS-410a.2	Product and packaging sustainability	32
Supply Chain Management	HC-MS-430a.1	Sustainability metrics	105
Supply Chain Management	HC-MS-430a.2	Responsible supply chain	50
Supply Chain Management	HC-MS-430a.2	Product and packaging sustainability	32
Supply Chain Management	HC-MS-430a.2	Product quality	98
Supply Chain Management	HC-MS-430a.2	Product and packaging sustainability	32
Business Ethics	HC-MS-510a.1	Sustainability metrics	105
Business Ethics	HC-MS-510a.2	Ethics and integrity	21
Business Ethics	HC-MS-510a.2	Marketing and labelling	103
Number of units sold by product category	HC-MS-000.A	We do not report such data	N/A

Appendix 3

2025 Double Materiality Assessment

We refreshed our materiality assessment to identify environmental, social and governance-related strategic priorities to mature our approach to sustainability and inform its strategy, engagement, and reporting.

Resmed's Prioritized List of Sustainability Material Topics

Health outcomes	Social	
GHG emissions and energy efficiency **Climate change adaptation**	Environmental	
Employee belonging, inclusion and diversity for success (BIDS)	Social	
Water stewardship	Environmental	
Innovation, research and intellectual property **AI**	Governance	
Inclusive access to products and services	Social	
Material use and circularity including packaging **Waste management** **Hazardous substance management**	Environmental	

Working conditions in the supply chain **Corporate culture**	Social	
Product quality and safety	Governance	
Employee working conditions	Social	
Employee development	Social	
Privacy and cybersecurity **Ethics and Integrity**	Governance	

Our Top Four strategic SDGs

