



ESG Report

FY2024

February 2025

Going further together



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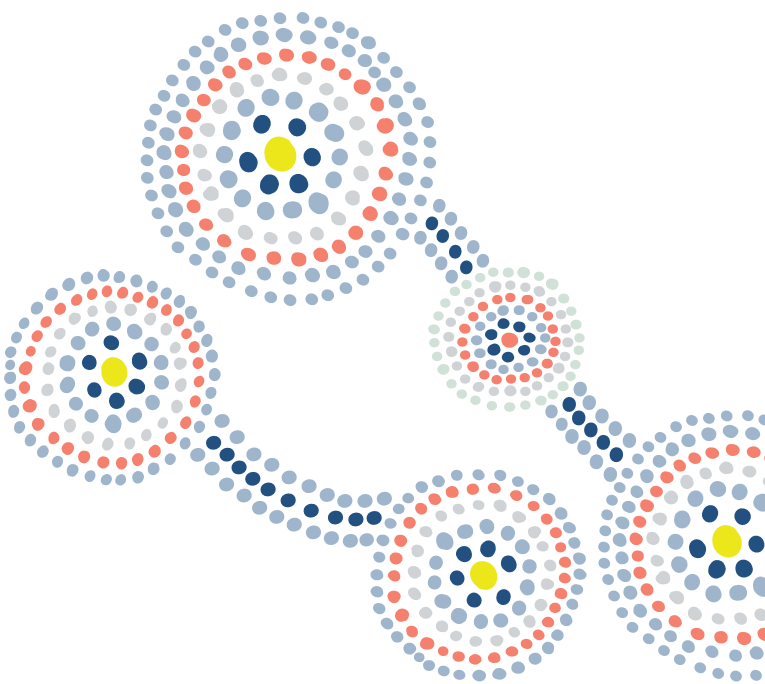
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BIC Consolidated acknowledges the Traditional Owners of Country throughout Australia and recognise their continuing connection to the land, waters and communities in which we live, work and play. We pay our respects to them and their cultures, and to Elders past and present.



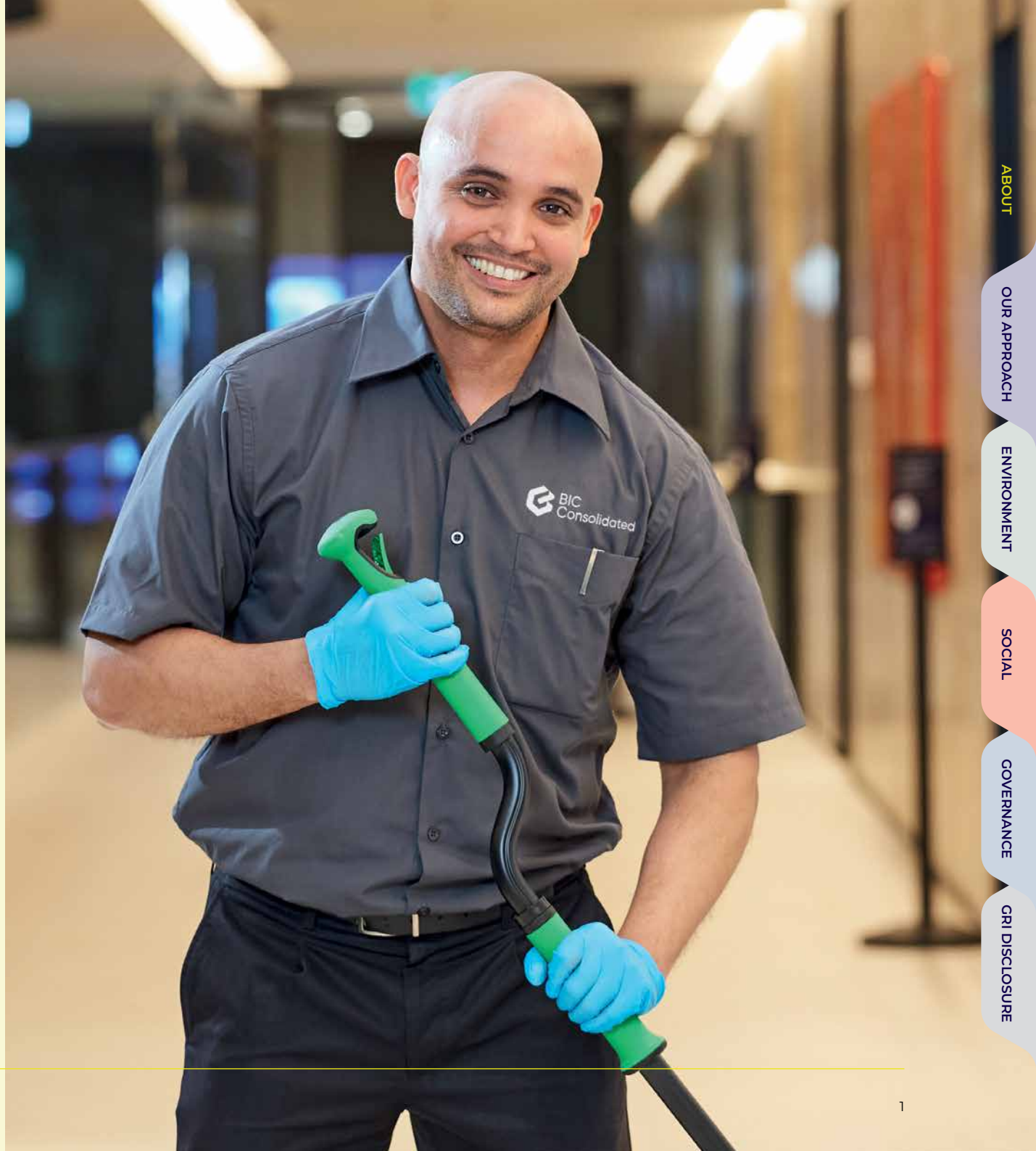
Welcome

Welcome to our first **BIC Consolidated** ESG Report. This report provides an overview of the performance and practices of BIC Services Pty Ltd, trading as **BIC Consolidated**¹, regarding environmental, social and governance matters for the financial year ended 30 June 2024.

As the first ESG report produced as BIC Consolidated, it includes data and metrics for the merged business and forms the baseline for future performance assessment and reporting. The report discloses information and data about our approach to, and performance across, our material issues and showcases key initiatives, progress towards goals and notable achievements. It may also reference activities that have occurred post the FY24 year that are relevant to our stakeholders.

In line with good practice, William Buck has provided limited assurance over selected performance metrics in this report. Independent verification provides an additional level of transparency and demonstrates our genuine commitment to sustainability. It also helps identify gaps and improve reporting practices and supports our preparation for the legislated Mandatory Climate Reporting requirements against which we will be required to report in future years.

¹ BIC Services Pty Ltd (BIC) and Consolidated Property Services Pty Ltd (CPS) are part of the Bidvest Group of Companies and sit within Bidvest Group Australia Pty Ltd (ABN 62 659 193 030). During FY24, BIC and CPS were merged under one single operating entity BIC Services Pty Ltd (ABN 40 003 700 301), trading as **BIC Consolidated**.



Our reporting approach

We report on our performance every year:



The GRI is an independent, international body that enables businesses and organisations to be accountable and transparent in relation to their operations and impacts. The GRI reporting framework is now the world's most widely accepted standard for accountability on ESG impacts. A GRI content index is included at the end of the report.



The UNGC encourages companies to align their strategies and operations with its Ten Principles on human rights, labour, environment and anti-corruption, and to take actions that advance better societal outcomes through collaboration and innovation. We are proud to have been a signatory to the UN Global Compact since 2020.



The United Nations SDGs are the blueprint to address global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. Our alignment to these sustainability goals are shown throughout the document.

A **Modern Slavery Statement** is a legal requirement for certain businesses, outlining the steps taken to identify, assess, and address risks of modern slavery within their operations and supply chains. It aims to promote transparency and accountability, ensuring companies actively work to prevent human trafficking, forced labour, and exploitation. Our latest statement can be found [here](#).

A **Reconciliation Action Plan** (RAP) in Australia is a strategic document developed by organisations to promote meaningful relationships and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Reconciliation Australia is the national organisation that supports businesses and communities in developing and implementing these plans to foster reconciliation. Our latest statement can be found [here](#).

These reports are available at www.bicconsolidated.au

We welcome all feedback and questions:

Christopher Errington
Chief Commercial Officer

T: 1800 683 863 E: esg@bicconsolidated.au

CEO foreword

Environmental, social, and governance (ESG) criteria have solidified as critical metrics for evaluating a company's impact, values, and competitiveness. Consequently, the demand for responsible business practices, particularly around ESG factors, is growing at an unprecedented rate. At BIC Consolidated, we recognise that this shift is not just a trend but a necessity for continued success in our industry. In fact, ESG has evolved into a fundamental requirement for doing business, and it is one that we embrace wholeheartedly.

Our role as a service supplier extends beyond the practical aspects of maintaining places and spaces. We are keenly aware that our operations have an impact on the world around us, and it is our responsibility to support our customers in achieving their sustainability goals. Every day, we work alongside customers who are striving to reduce their negative environmental impacts and increase positive social outcomes, and we understand that our efforts directly contribute to their success.

During FY24, BIC Services and Consolidated Property Services were merged under one single operating brand being BIC Consolidated. Throughout this coming together of two great businesses, we have remained focused on embedding ESG at the core of our business operations. It is not a standalone initiative but a key principle that drives decision-making across every department. From reducing waste, to identifying and working with like-minded suppliers, to ensuring that our teams are equipped with the necessary skills and resources to deliver high-impact, sustainable services, we are integrating ESG principles into every aspect of our operations.

As we continue on this journey, we are reaffirming our commitment to addressing climate change and reducing our carbon emissions. We are proud to align with the Science Based Targets initiative (SBTi) and will continue to work toward achieving Net Zero. This is not just a goal—it's a responsibility that

we take seriously, and we are committed to making meaningful progress.

The challenges we face today – such as combating climate change, eradicating modern slavery, and addressing inequality – are too vast for any one company to tackle alone. It is essential that we collaborate, share knowledge, and pool resources with others in our industry and beyond. *Going Further Together*, we can drive systemic change.

Finally, we embrace the Ten Principles of the United Nations Global Compact (UNGC), which guide us in fostering human rights, fair labour practices, environmental stewardship, and anti-corruption measures. These principles serve as a compass, ensuring that our actions align with the highest ethical standards as we continue to evolve as a responsible business.

We look forward to continuing this journey with you – our partners, customers, and stakeholders – and to making a positive impact on our world for generations to come.



A stylized handwritten signature in black ink, appearing to read 'Tony Gorgovski'.

Tony Gorgovski

Chief Executive Officer, BIC Consolidated

FY24 highlights



Achieved **Gold Ecovadis** rating for the second year running (April 2024)



Continued our commitment to CAF, certifying 14 buildings during FY24 and working towards achieving CAF Supplier Pre-qualification post FY24



Developed our first combined Greenhouse Gas Protocol Aligned carbon footprint, which has been externally assured (see [page 23](#))



Adopted the best-in-class waste weighing software – Bin Tracker



Merged our Enterprise Resourcing System, streamlining the core business processes including finance, supply chain, sales and procurement – with a unified view of activity and provides a single source of truth



Commitment to rolling out Dayforce, our new human resource management system (HRMS) which will help automate core HR processes and provide talent management



Published our **Innovate Reconciliation Action Plan** endorsed by Reconciliation Australia



Achieved annual ISO accreditation



Published our 2024 **Modern Slavery Statement**



Maintained Workplace Gender Equality Agency (WGEA) recognition for gender equality



Renegotiated our key supply chain contracts



About us

Our structure and operations

As one of Australia's leading service suppliers BIC Consolidated prides itself on being a business run on a strong foundation of ethics with a focus on service excellence. Two of Australia's largest and most admired commercial cleaning services BIC Services and Consolidated Property Services have come together, and we are now identified as BIC Consolidated. Our two businesses are strongly aligned in our family and ethical cultures, our delivery of reliable and high-quality services, and our unwavering commitment to our people and customers.

Our new merged entity under Bidvest Group Australia, retains our Australian values, benefiting from the economic sustainability of being one of the largest commercial cleaning companies in Australia. Our combined strength allows us to invest more in technology and sustainable practices to find more innovative and efficient ways of delivering value to our customers. While Bidvest owns BIC Consolidated, we are entirely managed and operated locally, with all profits reinvested back into the Australian economy. We employ over 6,000 people across the country, partner with local businesses, and support local community charities and foundations.

We are committed to:



**Strong
Customer Focus**



**Forward Thinking
Innovation**



**Seamless
Service**



**People-first
Culture**



**Locally
Operated**



Our services



Commercial cleaning

- Daily, periodical and specialist cleaning services
- Specialist services including carpet & fabric cleaning and polishing of hard floors
- Modern cleaning machinery & equipment
- Green cleaning chemicals and methodology
- Customised technology suite to support QA management
- Covid19 and infection control services



Waste management & recycling

- Site-specific waste management plans
- General office, wet waste, centralised bin stations, paper, hand towels & container recycling
- Audits conducted by in-house NABERS Auditor
- Data-driven reporting suite on contamination levels, by stream/level/tenant
- Targets for improvement and plans for implementation



Environmental services

- Full range of hygiene services & consumables
- Recycled hand towels & toilet paper, soap, sanitising sprays and other hygiene products
- End-of-trip towels
- Pest control



Pandemic services

- General preventative disinfection services
- Proactive cleaning & sanitising of all high-touch points
- Terminal cleaning services (AKA Pandemic Forensic Cleaning)
- Antiviral fogging of HVAC ducting and rooms
- Disinfection of AHUs & HVAC systems
- Electrostatic machine



Externals & high windows

- Internal & external windows, well including awnings and atriums
- Slip testing
- Grounds maintenance
- Gutter cleaning

Where we operate



Employees:

6,120



Client sites:

+3,200



State Offices:

5

(Sydney, Melbourne, Brisbane, Perth, Adelaide)



Revenue in FY24:

+\$400m



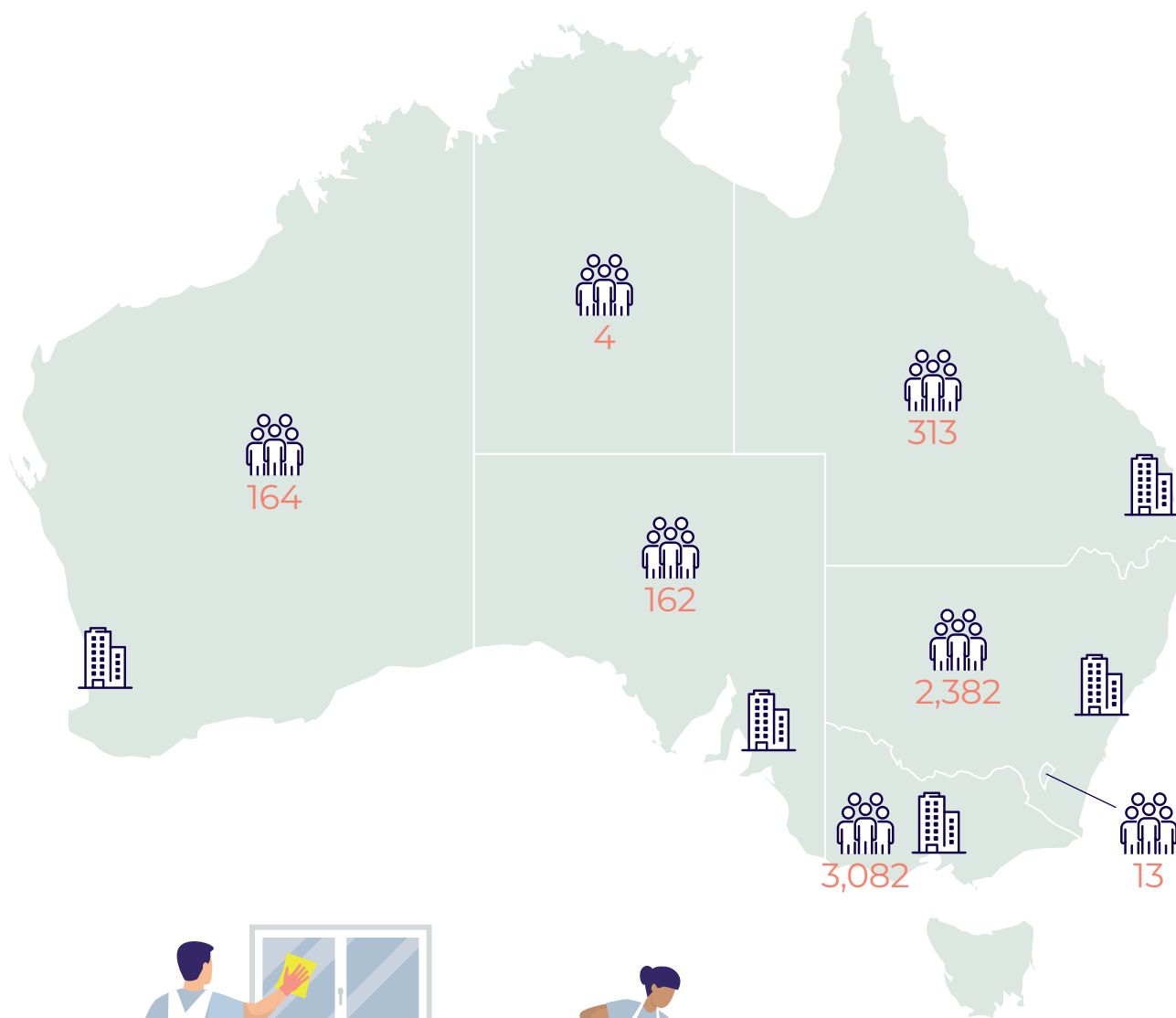
Female employees:

49%

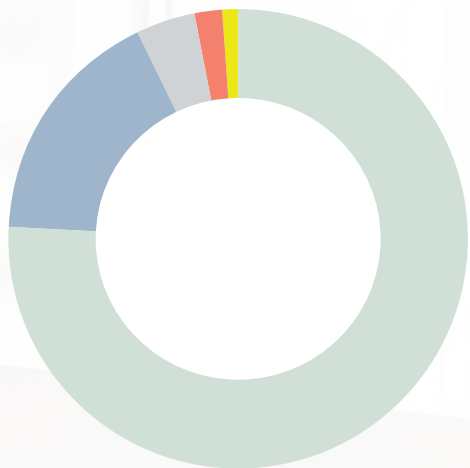


Countries represented across our culturally diverse workforce:

72

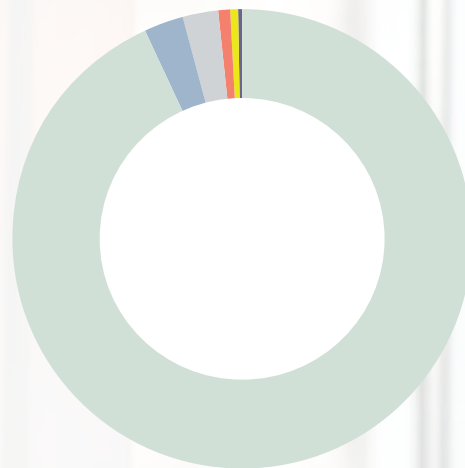


Where we source our revenue:



Our revenue by customer sector

| | |
|-----|-----------------------|
| 76% | Commercial |
| 17% | Retail |
| 4% | Education |
| 2% | Financial Institution |
| 1% | Government Owned Corp |



Our revenue by stream

| | |
|-------|------------------|
| 93.4% | Cleaning |
| 2.6% | Toiletries |
| 0.5% | Hygiene Services |
| 2.8% | Waste removal |
| 0.4% | Other |
| 0.3% | Carpet cleaning |



Memberships and partnerships

We are active members of several industry bodies and advocacy organisations:



EcoVadis Gold



United Nations Global Compact



Property Industry Foundation



TQSCI Yaran ISO Accreditation



Reconciliation Australia



Science Based Targets Initiative

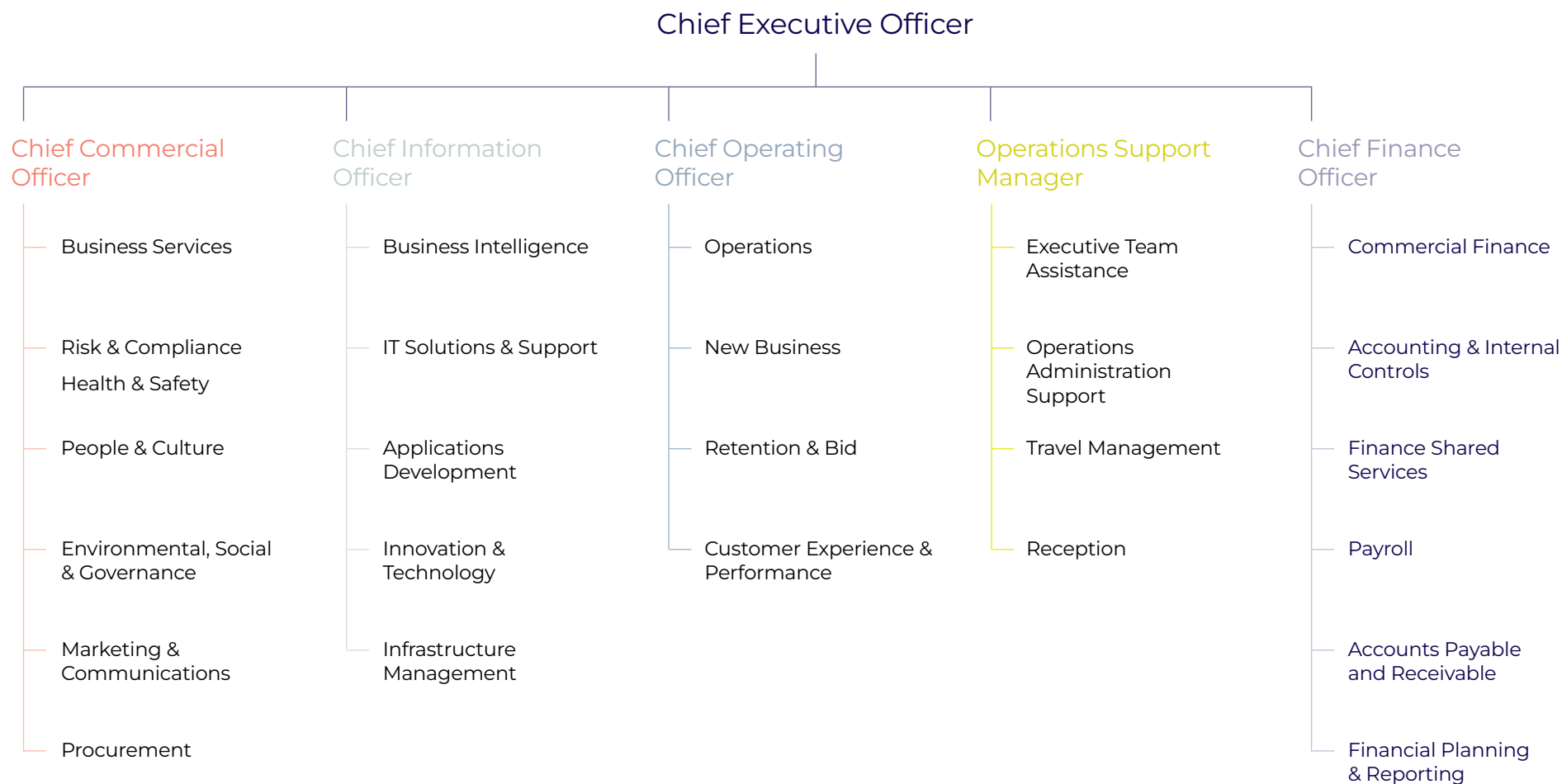


Supply Nation Member



Our people and organisational structure

We have developed an organisational structure that reflects management at a national, state, regional and site level to ensure the delivery of quality services to our customers.



Our people are the backbone of our company, as their skills, dedication, and expertise directly impact the quality of service we deliver to our customers. Consequently, we adopt a direct employment model. Our teams are responsible for maintaining the cleanliness and hygiene of facilities, and their attention to detail ensures a safe and pleasant environment for guests and occupants.

Moreover, customer service is key – strong relationships and effective communication with customers help build trust and long-term partnerships.

Our employees are also central to driving our values, including sustainability, safety, and operational excellence. Their knowledge and training in eco-friendly practices,

health protocols, and industry standards ensure that we remain competitive and meet the evolving expectations of our customers.

We know that investing in our people fosters a positive work culture, which leads to higher retention rates, reduced turnover, and improved productivity. When employees feel valued, they are more motivated to

go above and beyond, delivering exceptional service and contributing to our sustainability and growth. In a competitive industry like ours, we recognise that our success is directly tied to the performance and engagement of our people.



How we create value

Our Purpose

Transforming the property service industry and the people who work within it.

Who We Are

BIC Consolidated is Australia's premier property service supplier. We provide a full range of cleaning solutions including, maintenance, hygiene and waste management services for retail, commercial, industrial, education, aged care, health and public places across Australia.

Values

| | |
|-------------------------|--------------------------------|
| Safety | Respect |
| Honesty | Teamwork |
| Customer focused | Commitment to employees |

Our Material Issues

- Increasing customer satisfaction through innovative solutions
- Protecting and promoting human rights in our business and industry
- Collaborating with customers and their tenants to improve sustainability outcomes
- Managing uncertainty in our supply chain
- Producing useful, actionable information through transparent reporting

Our Inputs



Our Strategic Pillars

| | |
|--|---|
| <h3>Our People</h3> <p>We look after our people and our people look after our customers</p> | <h3>What this delivers</h3> <p>A safe, diverse and engaged workforce built on a direct employment model, fair payment and treatment, rigid health and safety standards, a standardised and consistent approach, the non-negotiable use of environmentally safe products and continuous education & training delivered through our intensive training sessions.</p> |
| <h3>Innovation</h3> <p>We invest in innovation to continually improve our service</p> | <h3>What this delivers</h3> <p>A data-rich solution that uses sensors, tracking beacons, tablets, smart devices and mobile apps to monitor and report – in real time – workforce movement, service delivery and tenant request feedback.</p> |
| <h3>Sustainability</h3> <p>We partner with our customers to create sustainable ways of working</p> | <h3>What this delivers</h3> <p>Mutually beneficial partnerships with our customers through customer-focused solutions for their cleaning requirements, investment in workforce training, positive relationships with tenants, and our data-driven technology that improves efficiency, reduces environmental impacts and helps them respond to sustainability disclosures.</p> |
| <h3>Transparency</h3> <p>We carry out all business operations with complete transparency</p> | <h3>What this delivers</h3> <p>A trusted & reputable national brand based on carefully considered policies and processes, a well-audited supply chain, expertise in environmental management and transparent disclosure & reporting.</p> |

Outputs



Our Stakeholders



Our Value Chain



How we engage our stakeholders

We take pride in fostering strong, trust-based relationships. We prioritise actively listening to and understanding the unique needs of our partners, which drives a dynamic and collaborative process of co-creation so that we can meet their evolving needs with tailored, innovative solutions over the long term, ensuring lasting partnerships.

Some of the key ways that we engage include:



Our people

- Townhall meetings led by Executive Team
- Regular team meetings lead by local and State
- Working groups and project involvement
- Wellbeing and learning programs
- Employee Engagement Surveys.
- Employee Assistance Program
- BIC Consolidated's Whistleblowing Service



Property owners, managers and tenants

- Formal / regular (at least quarterly) meetings with customer management.
- Day to day contact with customer management on site.
- Monthly / Quarterly performance reports.
- Activations and experiences
- Customer surveys



Suppliers

- BidVest Code of Ethical Purchasing requirements and collaborating on ethical purchasing activities
- Annual risk rating process
- Category A & B suppliers on CM3
- Monthly / quarterly meetings
- Information and education sharing



Union, government, industry groups and community

- Active member of industry groups
- Collaborative approach to working with the Australia Workers Union
- Contributing to industry consultations
- Collaboration with NGOs
- Participation in ESG and cleaning forums and conferences
- Employee volunteering
- Working with community partners
- Participating in local community events



Our ESG Framework and approach

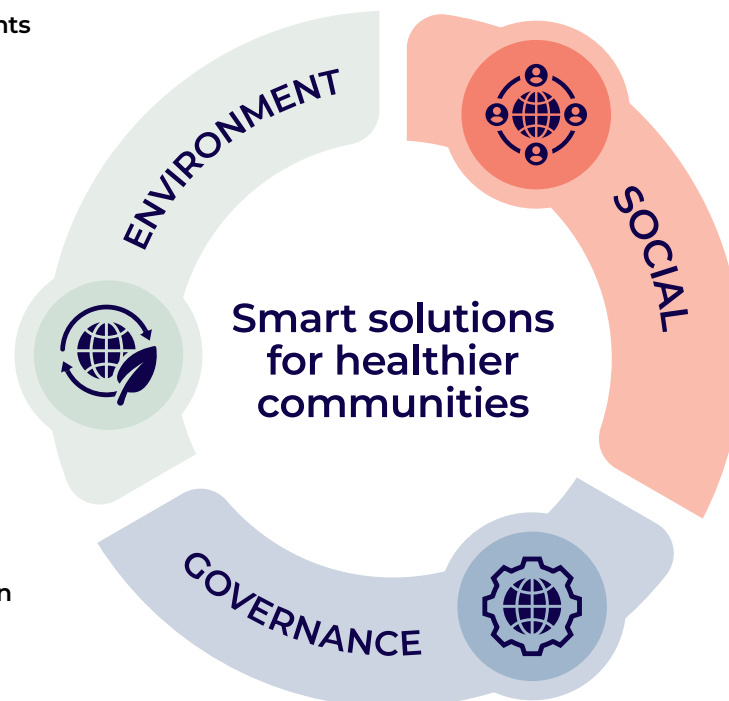
ENVIRONMENT

- Collaborating with clients and their tenants to improve sustainability outcomes
- Taking climate action
- Reducing our operational impact



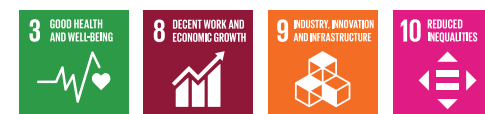
GOVERNANCE

- Managing uncertainty in our supply chain
- Providing actionable insights through transparent reporting
- Maintaining healthy environments
- Increasing diversity and inclusion in our business



SOCIAL

- Protecting and promoting human rights in our business and industry
- Increasing customer satisfaction through innovative solutions
- Supporting the development and wellbeing of our people
- Contributing to positive social impact in our communities



NB. Topics in bold were identified as material, however we believe the other topics listed are still important to address and to disclose goals and achievements in our sustainability report.

Our ESG approach

The Board holds the ultimate responsibility for overseeing and guiding BIC Consolidated's ESG agenda. Our CEO, as the senior representative based in Australia, leads the company's ESG integration and is pivotal in driving the integration of ESG into our business strategy, culture, and daily operations.

Each year, we review our material issues to ensure that our environmental, social and governance efforts continue to focus on the most relevant and important issues for our business, our customers, and our stakeholders. It is important to review our material issues annually as the ESG landscape is evolving fast and we need to ensure we are diverting attention and resource where we can have the greatest positive impact and influence. We undertake this review by testing our material issues through engagement with our employees, customers, suppliers, conducting desktop research, understanding emerging ESG issues, peer review, analysing the information requests and questions we receive, as well as the focus of audits of our business. Our material issues are then reviewed and approved by our Board and Executive Team.

We are committed to a more thorough review, led by an independent specialist triennially and more frequently if our business offerings or markets change significantly. This independent led review is scheduled for 2025.



Some of the global megatrends influencing our business:



Climate action: Growing demand for eco-friendly cleaning solutions and carbon reduction practices, pushing companies to adopt sustainable products, energy-efficient equipment, and green cleaning methods.



Circular economy: Emphasising waste reduction, recycling, and resource efficiency, prompting cleaning companies to minimise waste and adopt practices that align with a circular economy.



Health and hygiene awareness: The COVID-19 pandemic heightened the focus on hygiene and sanitisation, leading to a rise in demand for cleaning services that prioritise health, safety, and hygiene standards.



Regulatory Compliance: Increasing regulations around environmental impact, waste management, and labour rights are influencing cleaning companies to adopt better practices to comply with local and global standards.



Social Responsibility: Growing focus on ethical labour practices, including fair wages, diversity, equity, and inclusion, encouraging companies to ensure safe working conditions and fair treatment of employees.



Supply Chain Transparency: The push for greater transparency in supply chains encourages our suppliers to source eco-friendly products and ensure ethical labour practices in their supply chains.



Technology and Innovation: Advances in automation and AI-driven cleaning solutions improve operational efficiency, reduce resource consumption, and lower environmental impact.

These topics are addressed through the report.

We recognise that every employee plays a critical role in helping us achieve our ESG goals and we continue to engage with our people through different forums and mediums including newsletters, townhalls and training. We actively seek their input and feedback on our ESG priorities and raise awareness and build understanding of how each individual can actively contribute

to our ESG performance and identify new opportunities for action and improvement.

We provide monthly updates to our Executive Team to discuss key ESG topics and provide an update on how we are progressing in achieving our goals and targets.

Our Material topics

| Material topic | ESG framework area of focus | Connection to megatrend |
|---|---|--|
| Measuring and managing our emissions | Taking climate action / reducing our operational impact | Climate action/ Regulatory Compliance / Circular economy |
| Workforce health and safety | Supporting the development and wellbeing of our people | Health and hygiene awareness / social responsibility |
| Resource management, specifically cleaning chemicals and waste management | Collaborating with customers and their tenants to improve sustainability outcomes/Reducing our operational impact | Circular economy |
| Responsible supply chain management | Managing uncertainty in our supply chain | Supply chain transparency / Circular economy |
| Transparent reporting practices | Providing actionable insights through transparent reporting | Regulatory Compliance |
| Customer health and safety | Maintaining healthy environments | Health and hygiene awareness / Social Responsibility |
| Human rights | Protecting and promoting human rights in our business and industry | Social responsibility |
| Delivering quality services | Increasing customer satisfaction through innovative solutions | Technology and innovation |
| Engaging with our stakeholders / community investment | Contributing to positive social impact in our communities | Social responsibility |
| Equal opportunity and non-discrimination | Increasing diversity and inclusion in our business | Social responsibility |



United Nations Global Compact

In December 2020 we became a Signatory to the United Nations Global Compact (UNGC) and pledged to support the Ten Principles on human rights, labour, environment, and anti-corruption. We continue to integrate the Ten Principles into our strategy, culture, our day-to-day operations, and engage with collaborative projects that advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Our annual Communication on Progress can be found [here](#).

Our alignment to the SDGs

As can be seen, our ESG Strategy is unpinned by the United Nations' 17 Sustainable Development Goals (SDGs) as we recognise their significance in driving change to address global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice, to create a more sustainable, equitable, and prosperous world by 2030. We are fully dedicated to advancing them through concrete actions. We have prioritised eight key SDGs where our business can make the greatest impact, and these are recognised throughout the Report.



An aerial photograph of a river meandering through a lush, green forest. The river is a light brown color, contrasting with the vibrant green of the trees. The forest is dense and covers the entire landscape. In the top left corner, there is a large, semi-transparent green hexagonal graphic with a white border. The word "Environment" is written in white, bold, sans-serif font inside this hexagon.

Environment



Why do we need to act?

We need to act to address global environmental challenges because the health of our planet directly impacts every aspect of life – economic stability, public health, biodiversity, and future generations. Environmental issues like climate change, deforestation, pollution, and loss of biodiversity

threaten ecosystems that humans rely on for food, water, air, and resources. If these challenges go unchecked, they can lead to more frequent natural disasters, resource scarcity, and social unrest.

Acting now ensures we can mitigate the environmental harm we are causing and reduce

the worst impacts, protect vulnerable communities, preserve natural habitats, and create a more sustainable future.

Our approach

BIC Consolidated is dedicated to operating sustainably and minimising environmental impact. This commitment is vital for tackling climate change and supporting the global shift to net-zero emissions. We support the United Nations Sustainable Development Goals that promoting responsible resource use and consumption and regularly assess the risks and opportunities related to climate change and factor these into our decision-making processes.

Companies like us can play a significant role in promoting environmental sustainability by not only implementing eco-friendly practices within our own operations but advocating for broader environmental awareness and action. This extends to offering cleaning services using environmentally friendly products, using energy efficient equipment, supporting our customers in waste reduction initiatives and recycling programs, training our people on environmentally sound practices, sharing our knowledge and expertise with our customers and supporting them in Green Building Certifications such as WELL. We advocate for the use of products that are safer for the environment and actively work with our suppliers to drive reductions in packaging. We are also a long term supporter of Clean Up Australia demonstrating our commitment to environmental stewardship.

While urgent climate action is necessary, we also recognise the potential human rights challenges associated with rapid decarbonisation. This is a key concern in the context of "intersectionality," which acknowledges that climate change and decarbonisation efforts can disproportionately affect vulnerable and marginalised communities.

We are also increasingly being asked to provide more information on how we identify the biodiversity impacts of our business. This is a growing area and one that we will be focusing on in the coming year, to identify our material biodiversity impacts and ensure that we are diverting attention and action to the most significant issues.



Our people helping to Clean Up Australia

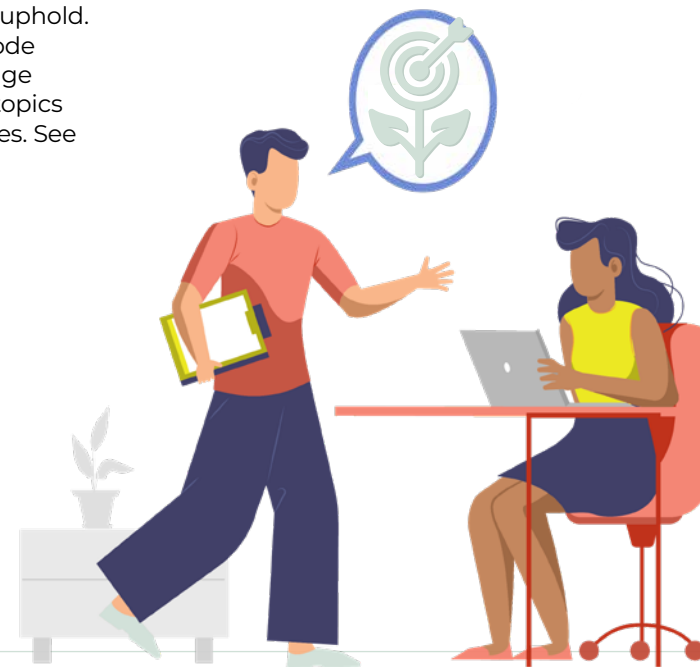
Our Environmental Policy, supported by our ISO 14001-certified Environmental Management System (EMS) that covers 100% of our operations, clearly outlines our approach to environmental sustainability. This is supported by our governance approach which is anchored in a clear organisational structure described earlier in this report, with defined roles and responsibilities.

Our environmental policy focuses on:

- Managing and reducing our carbon footprint.
- Setting measurable environmental objectives, assigning responsibilities, and creating action plans.
- Engaging employees in our EMS approach.
- Tracking and reviewing progress toward our environmental goals to ensure continuous improvement.
- Ensuring compliance through regular internal and external audits and management reviews.
- Publicly reporting our performance on a regular basis.
- Continuously improving our EMS practices.
- Protecting biodiversity and the natural environment.
- Assessing climate change risks and opportunities and aligning our approach to the legislated Mandatory Reporting Requirements.
- Reducing material consumption and prioritising recycled and reusable materials. We have a significant focus on supporting many of our customers in minimising environmental impacts through consumables selection and waste management practices.

Our Environmental Policy is also supported by our Green Cleaning Policy which prioritises eco-friendly cleaning products, techniques and equipment to minimise harm to the environment and are safer for the occupants of the buildings that we clean. Our Sustainable Procurement Policy drives us to acquire products and services in a way that considers environmental, social, and economic sustainability. Our goal is to ensure that our procurement process not only meets the immediate needs of our business but contributes positively to society and the environment, both now and in the future.

We expect our suppliers and stakeholders to meet the same high environmental standards we uphold. This expectation is outlined in the Bidvest Code of Ethical Purchasing, and we regularly engage with our highest-priority suppliers on these topics through meetings and due diligence activities. See supplier section for more information.



Collaborating with customers and their tenants to improve sustainability outcomes

As a company, we are uniquely positioned to support and improve waste management in buildings as we already handle waste removal to the dock as part of our cleaning services. Our goal is to collaborate with customers to reduce waste, identify innovative products and solutions, and decrease the waste generated. We also engage with stakeholders to emphasise the importance of waste reduction within our industry.

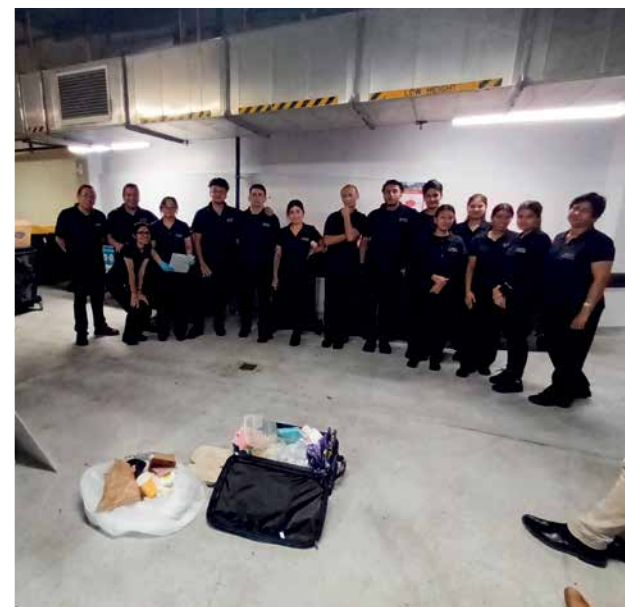
We play a key role in waste management, helping customers meet and track their waste reduction and resource recovery goals. Committed to best practices, we continuously improve how we engage customers, tenants, and users to enhance their sustainability efforts. This sees us support our

customers through the development of waste management plans, engaging signage, periodic audits, contamination feedback, townhall and tenant engagement meetings and regularly reporting on waste performance to enable insight and action.

Goal 2030



Help our customers achieve 80% resource recovery from their assets by 2030. Achieve 80% resource recovery from our own office sites.

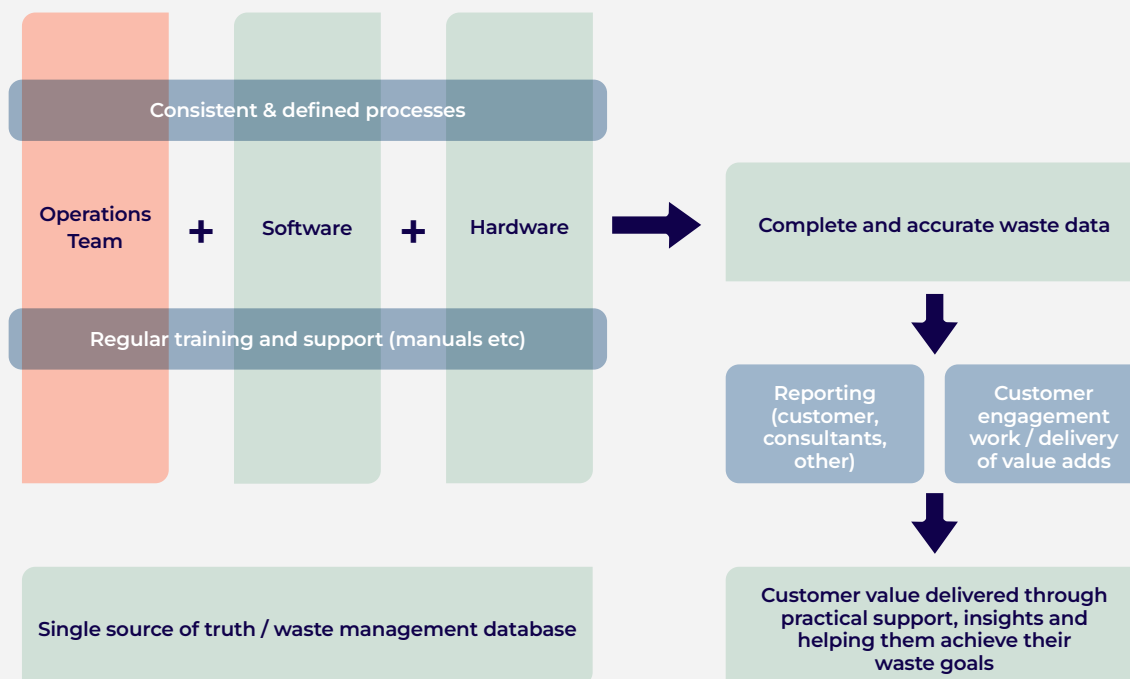


Investing in technology is also critical to shaping a more sustainable future, making innovation a central part of our business strategy. To this end, in late FY24 and into early FY25, BIC Consolidated formed a partnership with Gurru to deploy their Bin Tracker waste weighing software across every site where waste services are provided. The Bin Tracker software enables the scanning, counting and weighing of waste, with NABERS quality waste data provided in near-real time and ensures that our business is using the best in market waste software to capture critical waste data at site.

Over the past year we have had the opportunity to combine two effective waste weighing approaches to optimise the way our teams weigh and manage waste at customer sites. By leveraging the strengths of both processes we have simplified our procedure to ensure consistency of process that drives high quality waste data outcomes to support great decision making at a site and NABERS Waste ratings.



A framework for successful waste management on site:



“At Gurru, we are proud to partner with BIC Consolidated with our best-in-class waste software, enabling them to track, manage, and optimise waste management in real-time. This partnership not only enhances operational efficiency but also supports BIC Consolidated’s commitment to sustainability and data-driven decision-making for a cleaner, greener future.”

.....

Chad Holland, Gurru.

Taking climate action and reducing our operational impact

We understand the important role that the private sector has in directly and indirectly contributing to a decarbonised economy. And this action also provides tangible benefits to us as a business at the same time.

Taking climate action helps manage risks related to climate change, such as regulatory compliance (particularly in light of the Mandatory Climate Reporting legislation that has been introduced), supply chain disruptions, and resource scarcity. It can also lead to significant cost savings. Energy efficiency measures, waste reduction, and sustainable sourcing often result in lower operational costs over time. Additionally, companies adopting green technologies and practices can improve operational efficiency, creating a more resilient and cost-effective business model. We know that addressing climate change can unlock new market opportunities, particularly as governments, businesses, and consumers prioritise sustainable outcomes.



Goal 2030

Increasing the proportion of low environmental impact consumables purchased.



Goal 2035/2050

Achieve Net Zero Science Based Targets Initiative (SBTi) reduction goals.



Goal 2030

Source 100% renewable electricity by FY2030.

BIC Consolidated is committed to meeting the need for products and services in a way that attains value for money and generates benefit for the Company, to society and the communities we support, whilst minimising the impact on the environment. Our Sustainable Procurement Policy articulates our goal to reduce environmental impact, improve operational efficiency, and align with growing customer and regulatory demands for sustainability through the products and services that we buy. By sourcing eco-friendly products, such as non-toxic cleaning solutions and energy-efficient equipment, we can minimise waste, reduce carbon emissions, and conserve natural resources. This not only contributes to a healthier environment but also ensures compliance with environmental regulations. Specific examples of how we do this include:

- Using GECA certified cleaning solutions, and concentrated cleaning solutions such as the EnviroPlus range that reduce packaging waste and minimise plastic use and transportation emission.
- Electrifying our cleaning equipment, ensuring that we are using the most energy and water efficient equipment possible.
- Actively working with our suppliers to build greener supply chains. This involves identifying emissions hotspots within our supply chain to inform targeted scope 3 reduction strategies, as scope 3 emissions account for most of our carbon footprint. All new suppliers are screened using environmental criteria, recognising their varying levels of maturity, and adopting a continuous improvement approach to enhance sustainability over time
- Working with customers to identify their specific sustainability requirements and analysing our purchases to identify more environmentally friendly alternatives.

- Adopting sustainable transportation approaches that include less frequent but larger deliveries to site.
- Equipping our cleaning staff with knowledge on sustainable practices, such as efficient use of cleaning products and equipment, and health and safety protocols related to eco-friendly products.

Our commitment to Net Zero SBTi is also a tangible way for us to reduce our operational impact. In October 2001 the BIC business had scope 1, 2 and 3 emissions targets validated by the SBTi. The merged BIC Consolidated business has re-committed to SBTi and we are currently establishing updated Science Based Targets that are being submitted to SBTi for validation, with FY24 the business's new baseline for all future reductions.

Managing Climate Risk

We integrate climate risk into our broader risk management strategy by identifying potential climate-related threats, including extreme weather events and regulatory changes. We do this by assessing potential impacts on our operations, supply chain, and employees.

Our FY24 Carbon GHG Emissions

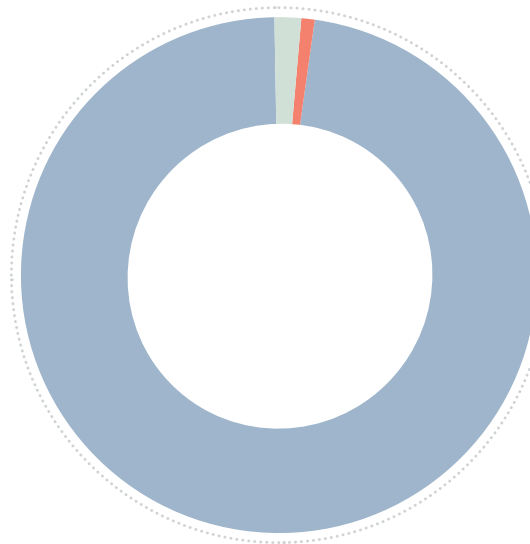
Managing emissions according to the Greenhouse Gas Protocol (GHG Protocol) is a globally recognised framework for organisations aiming to measure, report, and reduce their greenhouse gas emissions. The GHG Protocol provides a standardised approach for accounting and managing emissions, which is internationally respected and widely adopted.

Emissions management in line with the GHG Protocol generally includes identifying emission sources, measurement and data collection, calculating emissions, reporting and reduction and mitigation. By adhering to the GHG Protocol, we ensure a systematic approach to emissions management, driving continual progress toward our sustainability goals.

The largest portion of our emissions comes from our value chain, specifically from Scope 3 upstream emissions. Within our Scope 3 emissions, 56% is attributed to purchased goods and services. Given the significant impact of Scope 3 emissions on our business, we are prioritising sourcing reduced- or zero-carbon products and minimising the volume of products used, all while maintaining the quality of our cleaning services.

Through regular engagement, we have identified several opportunities to reduce product usage, specifically by working closely with customers and tenants to reduce waste sent to landfills, minimise contamination, and improve the recovery of recyclable materials to support sustainability goals.

We are committed to continuously improving our practices to reduce emissions and support a circular economy.



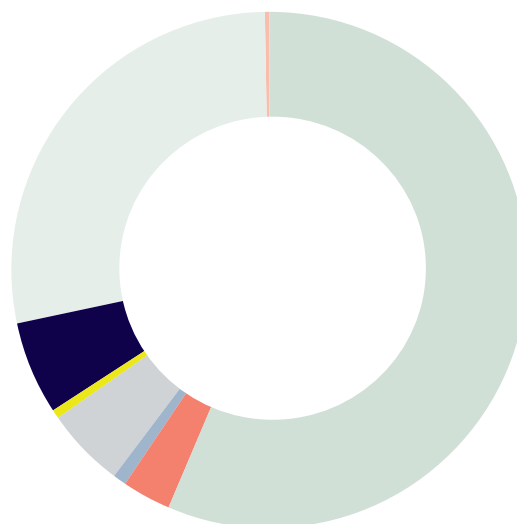
Total emissions

9,116 tCO2e Total emissions

175 tCO2e Scope 1

67 tCO2e Scope 2

8,874 tCO2e Scope 3



Scope 3

5,008 tCO2e S3-1 Purchased goods and services

271 tCO2e S3-2 Capital goods

81 tCO2e S3-3 Fuel and other energy related activities

446 tCO2e S3-4 Upstream transport and distribution

52 tCO2e S3-5 Waste generated in operations

508 tCO2e S3-6 Business travel

2,502 tCO2e S3-7 Commuting and Teleworking

7 tCO2e S3-15 Investments

Our environmental metrics



GHG

9,116 tCo2e



Fuel

148,241 L



Electricity

Grid

82,591 kWh

Green

76,161 kWh

(48%) total energy consumed



Waste

| | | |
|-------------------|----------------|-----|
| General Waste | 1,149kg | 40% |
| Paper & Cardboard | 621kg | |
| Commingled Waste | 848kg | 60% |
| Organic | 264kg | |
| Total | 2,882kg | |

(Estimated based on one State office data)



Water

1,416,244 L

(estimated as all water charged included in rental outgoings)

BIC Consolidated has invested in the Jawoyn Savannah Fire Management project in the Northern Territory. This project involves strategic and planned burning of savanna areas in the high rainfall zone during the early dry season to reduce the risk of late dry season wildfires. It also supports the employment of old and young people in the region which facilitates the reconnection with cultural values and protection of important cultural sites.

Energy

Actions taken to reduce our energy footprint include purchasing green power, energy efficient lighting, and engaging our people in energy practices such as turning off lights and computers when not in use and using natural light when possible. We will be transitioning to more green power usage in the future to meet our 2030 commitment of 100% renewable electricity.

Water

Engagement and focus on reductions extends to water management. Water consumption at our corporate offices is not significant so we prioritise the way we deliver our service such as:

- Using microfiber cloths – which use significantly less water than transitional cloths.
- Lower water usage equipment, like low flow pressure washers
- Concentrated eco-friendly cleaning solutions – using concentrated products that require fewer chemicals and less water to dilute.
- Training our employees on the importance of water conservation – by education our staff they can adopt mindful practices like ensuring water is off when not in use and using only the necessary amount of water.
- Optimising cleaning schedules and cleaning only when necessary, helps to avoid unnecessary water use.

Waste

We have a responsibility to adopt a great waste management approach that goes beyond just reducing waste—it's about being responsible, sustainable, and efficient in how we handle waste at every step of our operations. The nature of our business means that most of the waste we dispose of occurs at customer sites, where we deliver our services, with only a small proportion of our people based at corporate head office. For BIC Consolidated this includes:

- Waste stream Categorization and Segregation – that is separating waste into recyclables, non-recyclables, hazardous waste, organic waste etc, and training our people to sort the waste appropriately and with confidence.

- Eco-Friendly Cleaning Products – Use cleaning supplies with minimal packaging and environmentally friendly formulations. This can reduce the amount of waste generated from containers and harsh chemicals.
- Minimising the consumption of single use supplies and adopting reusable cleaning cloths, refillable bottles and cloth mops.

We recognise that some cleaning chemicals, batteries, light bulbs, or other materials can be classified as hazardous waste and need special handling. At BIC Consolidated we partner with a reputable waste management companies that can properly remove this waste from customer sites and dispose of these materials in a way that avoids environmental contamination.

Social





Why do we need to act?

For BIC consolidated, it is not just about what you do but how you do it. To maintain our leadership and commitment to innovation, BIC Consolidated understands that ethical practices and responsible business operations are just as crucial as service excellence. This extends beyond operational efficiency to upholding the fundamental rights of every individual, ensuring a positive impact on both our workforce and the communities we serve.

We understand that to maintain a leadership position in the industry, we need to invest in and utilise innovative ideas that can help produce exceptional service delivery. We use technology to gather data to make insightful decisions about how we best deliver our services, and address concerns or issues raised as a matter of priority.

At the same time, affording all people basic human rights is essential for fostering a society based on equality, respect, and justice. These rights protect individuals from oppression and exploitation, ensuring that everyone can live with dignity and contribute to their communities. When human rights are upheld, societies thrive with greater social stability, economic development, and human potential.

Globally, there is an increasing expectation for companies to adopt the UN Guiding Principles on Business and Human Rights (UNGPs), driven by both regulatory and societal pressures. Governments, investors, and consumers are increasingly prioritising corporate responsibility regarding human rights. Companies are expected to proactively identify, prevent and address any adverse human rights impacts across their supply chains and operations, conduct human rights due diligence to assess potential risks and take actions to mitigate them and report on these actions and outcomes transparency.



Protecting and promoting human rights in our business and supply chain

Here in Australia, the cleaning industry has faced criticism regarding human rights issues, such as low wages, poor working conditions, and exploitation of migrant workers. We know that this can be exacerbated by cultural and language barriers that can prevent workers from voicing concerns or knowing their rights. However, efforts to improve through industry regulations, ethical practices, and compliance with labour laws are increasing to ensure consistent and better treatment and protection of workers' rights.

A comprehensive approach to human rights extends beyond addressing modern slavery and encompasses a range of fundamental rights, including fair wages, safe working conditions, freedom from discrimination, and the right to dignity and respect in the workplace.

We are committed to ensuring every employee is treated with respect, dignity, and safety. BIC Consolidated upholds this commitment through our comprehensive policy framework, which includes policies on employee well-being, conduct, and safety. Our policy framework also extends to our commitments regarding our engagement with and impact on the broader community; while our operations do not have specific negative impacts on the communities where we operate, as a company we have an active role to play in contributing to thriving communities, and this is detailed in our Sustainability and Community Engagement Policy.

We have mapped our operations and business relationships as far as we possibly can to identify our salient human rights risks. Engaging with stakeholders and experts, including workers, local communities, and NGOs, has supported us in this process.

Consequently, our Human Rights Policy calls out zero tolerance for:

- Forced labour, bonded or compulsory labour.
- Child labour.
- Human trafficking.
- Discrimination.
- Harassment or abuse.
- Unsafe working conditions.
- Violations of freedom of association and collective bargaining.
- Inadequate wages and benefits, or excessive working hours.
- Unfair treatment in the workplace.
- Retaliation against employees who report a human rights abuse.
- Invasion of privacy.
- Violations against the rights of Indigenous people.
- Environmental harm.

Note: we review our salient human rights risks on an annual basis. All operational sites that have been subject to human rights impact assessments

To ensure these identified risks are addressed consistently across the organisation, we have outlined our expectations in essential policies, including our Code of Conduct, Workplace Health and Safety, Equal Employment Opportunity (EEO) and Anti-Discrimination Policy, Bullying and Harassment Policy, Grievance Resolution Procedure, and Human Rights Policy. All policies are accessible to employees and stakeholders on our website and upon request. In addition, governance and oversight is embedded into our existing governance frameworks. While our ESG Committee is responsible for overseeing and reporting through to the Executive Team and Board on many of these issues

In addition to employee welfare, our policy framework emphasises positive community engagement and sustainable impact. We ensure that our operations do not harm the communities we operate in and are dedicated to making a positive impact and supporting thriving communities, as outlined in our Sustainability & Community Engagement Policy.



Goal

Comprehensive due diligence approach to identifying and addressing salient human rights issues



Goal

CAF supplier pre-qualification of the BIC Consolidated business



Goal

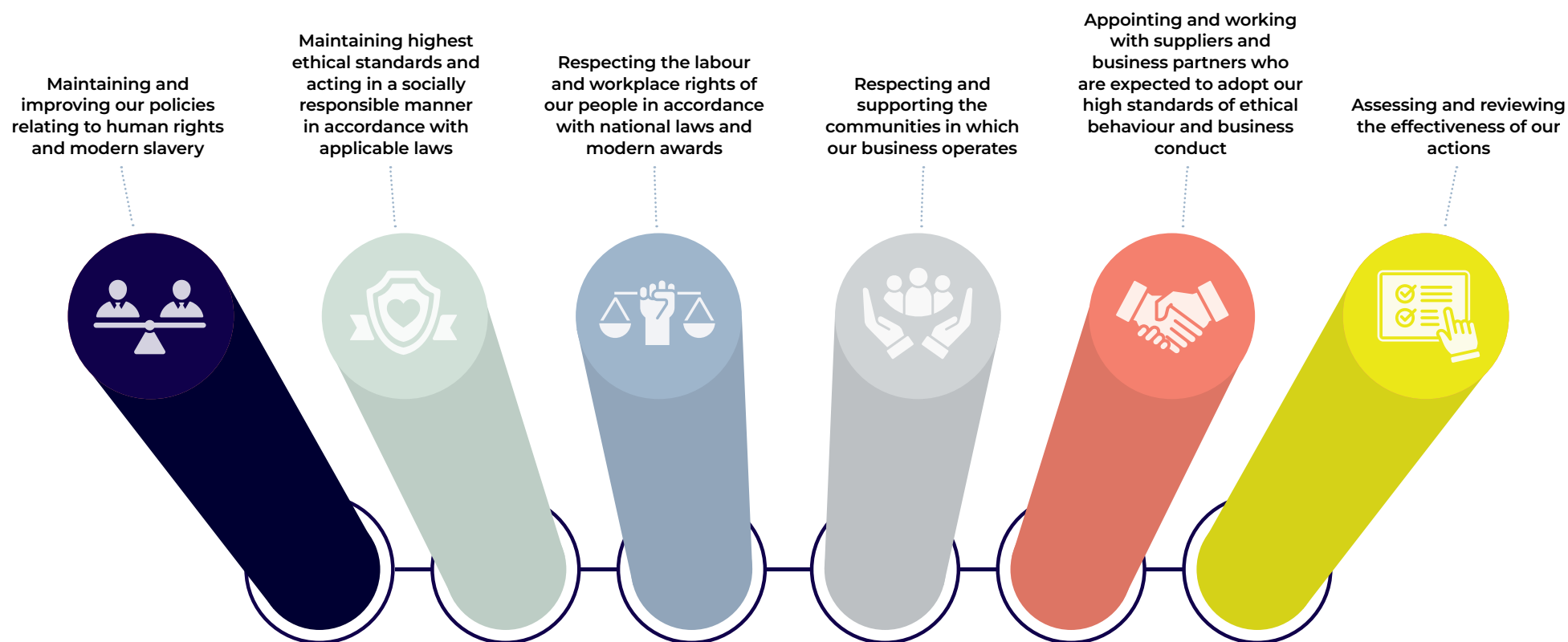
Continue to work with customers to deliver CAF Certified buildings



Goal

Annual reporting on addressing Modern Slavery

Key pillars of our approach



Assessing the progress and effectiveness of our actions is critical. We adopt different approaches to do this, including tracking the themes of reports of labour and human rights incidents across our business and supply chain raised through our grievance mechanisms and other complaints channels. We also review the training that we provide (the content of and feedback on it and completion rates), compliance breaches, audit findings and corrective actions. As members of

the United Nations Global Compact Network Australia we regularly participate in dialogues and workshops to understand how other organisations, even outside of our industry, are identifying and managing these risks.

Additional metrics for review in the future may include suggestions for improvement on our formal and informal grievance procedures to strengthen process.

For a detailed discussion on how we address the risks of forced labour, bonded or compulsory labour, child labour and human trafficking in our operations and supply chain, see our [FY24 Modern Slavery Report](#).

Unfair treatment in the workplace

Unfair treatment in the workplace can manifest in various ways, such as discrimination based on race, gender, age, or disability, unequal pay for the same work, or favouritism towards certain employees. It can also include bullying, harassment, exclusion from opportunities, or retaliation for speaking up. Employees may face unfair treatment if they are denied reasonable accommodations, given disproportionate workloads, or subjected to unwarranted disciplinary actions. Any behaviour that undermines an individual's dignity, excludes them from opportunities, or creates a hostile work environment constitutes unfair treatment.

At BIC Consolidated we have the following in place to stop any unfair treatment of our people:

- As described earlier in this report, our policy framework establishes and communicates clear, comprehensive anti-discrimination, anti-harassment, and equal treatment policies that define unacceptable behaviours.
- We regularly train our people, including leadership, on recognising and preventing discrimination and harassment and promote the differing ways our people can report a concern or incident.
- We provide safe, confidential channels for employees to report concerns or incidents of discrimination, harassment, or unfair treatment, being clear that we do not tolerate any form of retaliation for reporting.
- Two-way communication system in place to facilitate employee voice on working conditions.
- We take all complaints seriously and conduct thorough investigations, acting promptly to resolve issues. This includes following through with appropriate disciplinary actions when necessary.
- We promote diversity and inclusion by fostering respect and celebrating different backgrounds and perspectives. (see [page 49](#) of this report for more details)

- We offer support, such as counselling through our Employee Assistance Programs, to those affected by discrimination, harassment, or abuse.

Importantly, we regularly assess our workplace culture, conduct surveys, and gather feedback to ensure that we maintain a fair and respectful environment.

Inadequate wages and benefits, or excessive working hours

Every employee of BIC Consolidated receives a Contract of Employment which clearly articulates entitlements and benefits of employment. This is supported with Fair Work documentation providing information on basic rights and entitlements at work to ensure all our people understand what they are entitled to.

Importantly, more than 95% of our employees are employed under the Cleaning Services Award. This Modern Award for cleaners is designed to ensure fair wages, benefits, and working conditions within the cleaning industry. It sets out minimum pay rates, ensuring workers receive a fair wage based on their role, experience, and hours worked. The Award also regulates working hours to prevent excessive workloads, ensuring workers are compensated appropriately for overtime and irregular hours. Additionally, the Modern Award addresses important benefits such as annual leave, sick leave, and penalty rates for work during weekends or public holidays. By establishing these minimum standards, the Award helps protect workers from exploitation, ensuring that their rights are upheld and that they are fairly remunerated for their labour. Through these provisions, the Modern Award reduces the risk of inadequate wages and working conditions, creating a more equitable and secure environment for cleaners across Australia.

How to raise a grievance

We encourage our people to raise concerns and share any issues they face in a safe environment, without fear of retaliation. It's essential to ensure our people trust the channels available to raise concerns. We provide multiple trusted reporting channels, including informal discussions with a direct manager, more formal communication with our People & Culture Team, and confidential, anonymous reporting through our independently managed Whistleblower hotline. These channels cover concerns related to ethics, human rights, compliance, bullying, harassment, or misconduct. We all have a responsibility to act and report behaviours that impact us or others in the workplace. Our policy clearly states that retaliation in any form is strictly prohibited.

The balance of our workforce (approximately 4%) is paid in line with market expectations for their role, taking into account performance.

This is all supported by a transparent and accurate payroll system to calculate wages, benefits, and overtime pay correctly.

In particular, BIC Consolidated regularly participates in pay reviews to assess our compliance with modern awards and entitlements and takes part in customer-led independent auditing of our practices. We have also been working with the Cleaning Accountability Framework (CAF) for several years on building certifications and post FY24 are working to achieve CAF supplier Prequalification.

- 14 CAF building certifications achieved
- Structured communications in place with CAF representatives

We foster a transparent and strong working relationship with Workers Unions, particularly the United Workers Union. We support freedom of association and welcome the opportunity for our employees to access information and to ask questions of an independent third party.

Reconciliation

We address the risk to the rights of indigenous people through our approach to Reconciliation. Reconciliation refers to the process of building respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It involves acknowledging the injustices of the past, including colonisation, displacement, and discrimination, while addressing the ongoing impacts of these historical wrongs.

Reconciliation is important because it promotes equality, social justice, and cultural respect. It helps to bridge the gap in education, healthcare, and employment opportunities that continues to disadvantage Indigenous Australians. By fostering mutual understanding, it also contributes to social cohesion and a stronger, more united national identity.

Being part of reconciliation allows us to recognise and address the past, support the healing process for Indigenous peoples, and work toward a more inclusive future. It also emphasises the need for moral responsibility, as reconciliation involves recognising the rights and dignity of Indigenous Australians and valuing their unique culture and history.

Shortly after FY24 we released our first BIC Consolidated Innovate Reconciliation Action Plan. Endorsed by Reconciliation Australia, it explains our commitments including a focus on creating a culturally safe work environment, developing more procurement and employment opportunities (employment currently sits at 0.1% of our workforce) as well as transparency in reporting on how we are progressing. To do this we are focused on establishing strong and strategic partnerships with Indigenous businesses, people and community organisations.

You can find our Reconciliation Action Plan [here](#).



To the best of our knowledge, BIC Consolidated has not been involved in any incidents of violations involving the rights of indigenous peoples.

Increasing customer satisfaction through innovative solutions



Goal

Further using sentiment and IoT sensor data to develop a framework for predictive service delivery

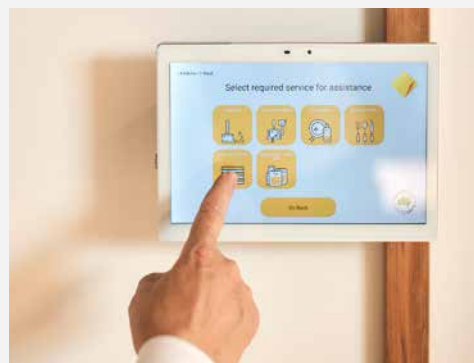
Traditional cleaning service models often rely on fixed routines, which may overlook opportunities for proactive improvement. These routines tend to be reactive, addressing service complaints instead of enhancing service quality. To provide a more proactive, tailored service, we developed our Interactive Customer Experience Platform (ICXP). ICXP provides real-time data, enabling instant notifications and service management improvements. By prioritising customer needs in the workflow, it creates efficiencies and helps reduce service hours, consumables, and can even reduce expenditures on periodicals. The initial investment in ICXP leads to measurable cost savings over the life cycle of a long-term contract, delivering long-term value for both BIC Consolidated and our customers.

ICXP at South Eveleigh

We use ICXP for the CBA building in South Eveleigh. The technology was so successful that ICXP was nominated and shortlisted as a finalist for the Property Council of Australia's Project Innovation Award 2020. Overall outcomes included:

- Cost Savings: Targeted service delivery meant overall service was improved by creating efficiencies, not just cutting costs
- High satisfaction rating scores: 4.4/5 for kitchens and 4.4/5 for bathrooms
- Impressive engagement levels: over 30,000 satisfaction ratings and 6,500 service requests when first introduced.

Our work with CBA in South Eveleigh demonstrated how building occupants respond to the real-time technology, and because issues are addressed immediately, occupant satisfaction levels also improve. Instead of having to wait 6-12 months to fill out a Customer Satisfaction Survey, occupants can log service requests, feedback, and benefit from a proactive response.



In line with many other organisations, BIC Consolidated adopts the ISO 9001 Quality Management System. However, our point of differentiation is aligning our process with the Guidelines of ISO 10002 – Customer Satisfaction. We do this by ensuring that our integrated management system enhance customer satisfaction by ensuring that our processes related to customer management are reviewed from the initial stages of customer requirement assessment, making sure service delivery meets and exceeds those requirements.

Currently deployed in over 40 buildings

Full transparency & workforce tracking

Customer feedback function

Recorded 228,000+ interactions & ratings

Actioned 17,000+ service requests

Investment in future technologies

BIC Consolidated currently utilises a range of specialised robotics for autonomous cleaning solutions across various environments.

This includes autonomous cleaning solutions for the water around the wharf at Circular Quay, floor scrubbers in common malls in retail assets, and robotic vacuums in commercial spaces. Autonomous cleaning technology continues to evolve, enhancing efficiency and effectiveness. As the industry advances, we remain committed to monitoring innovations and adopting cutting-edge solutions to improve our processes.



Supporting the development and wellbeing of our people



Goal

Zero harm to employees and partners

We recognise that our employees are integral to our sustained success and growth, and we prioritise their needs and contributions in every decision we make. We are committed to supporting the personal and professional development, as well as the wellbeing, of each employee, ensuring job security and offering rewarding, long-term employment opportunities for a sustainable future. We believe it is a fundamental human right for every employee to feel safe, respected, and valued at work. We implement proactive health and safety measures to ensure a secure and supportive work environment. We are committed to continuously improving our workplace policies to ensure the ongoing development and wellbeing of our workforce. Together, we create an inclusive, safe and accountable workplace that fosters growth and success for all.



Goal

Annual ISO 45001 accreditation

Development of our people

Our people are central to our long-standing success and growth, and we continue to place them at the forefront of every decision we make. Our BIC Consolidated Training Academy is an innovative and industry-first approach to ensuring our employees receive best in class training. This state-of-the-art facility has been purpose-built to allow our teams to receive hands-on training in multiple cleaning environments and delivers tailor-made training programs to our frontline cleaners and managers. Programs include a Certificate III in Cleaning Operations and a Certificate IV in Cleaning Management.

All new employees participate in a four-hour induction program, and our cleaners, who make



Goal

High Employee Engagement

up most of our workforce, undertake a more comprehensive induction program. This includes but is not limited to cleaning duties, work health and safety, electrical awareness, environmental awareness, manual handling, company policies, security, Safe Work Method Statements, Safety Data Sheets, injury and rehabilitation procedures, personal presentation, and personal hygiene. Our online onboarding platform is now embedded in our business operation. The platform makes employee onboarding efficient and consistent across the country. This is followed up with an onsite-specific induction with a health and safety focus, to ensure our operational procedures and any site-specific requirements are understood by our cleaning team.



Chamara Edirisinghe – Operations Manager, BIC Consolidated

Chamara's journey began as a site-based cleaner in November 2019. His learning began with an understanding of the importance of following instructions, asking questions, and ensuring that his actions fulfilled client expectations. Over the next couple of years, he worked closely with the site-based customers, which gave him a deep understanding of service expectations and ultimately motivated him to work towards managing a site of his own, a goal he achieved in December 2021.

Chamara's career progression includes roles such as Site Supervisor, Area Supervisor, Contract Manager, Area Manager, and now Operations Manager. One of his main challenges has been improving communication during shift handovers, which he addressed by designating a communication bridge through the manager, minimising conflicts and improving site efficiency.

Key to his development have been mentorships, particularly from his Regional

Manager, who provided on the job training in human resource management, customer interactions, invoicing, and payroll. Chamara also benefited from ongoing team-building activities and software training, which improved his ability to prioritise tasks and manage team KPIs.

Looking ahead, Chamara aims to step into a General Manage Operations role but knows that career growth at BIC Consolidated can be either vertical or horizontal.

Wellbeing of our people

We have developed and implemented procedures to ensure the health and safety of our people, as well as contractors, our customers and their visitors. Our approach is aligned to ISO 45001, against which we are certified each year, and our Workplace Health & Safety Policy clearly articulates our commitment to prioritising safety and wellbeing. Importantly this is supported by our Executive team who are driving a safe culture and encouraging our people to raise concerns or incidents.

Safety planning

At the planning stage, we have in place documented methods for the identification of health and safety hazards and risks and the associated development of controls. This requires us to obtain and maintain relevant information on all legal (and other) requirements. Health and Safety Plans are developed which support the delivery of our health and safety objectives across the business.

Consultation

Critical to this approach is consultation with employees on health and safety matters. This consultative approach ensures that we are taking every step possible to reduce or eliminate hazards and risk and encourage participation from our people in how we set up our ways of working. We know that having our people involved in the design and implementation of our safety systems results in healthier and safer workplaces, better decisions on health and safety matters, a stronger commitment by everyone to implement decisions, and greater cooperation and trust between our people and the business.

Consultation takes place during the implementation and integration phase with key personnel, to gain their active

support and ownership of the health and safety system. All members of the Health and Safety Project Team, supervisors and employee representatives, and particularly those who will be directly involved with the integration and operation of the system, are consulted. Participation and consultation are undertaken through:

- Toolbox Meetings
- Risk Assessments
- Safe Work Method Statements
- Safety walks
- One-on-one consultation and participation

In addition, we have established specific forums for health and safety consultation with employees. At a corporate level, health and safety matters may be discussed, and safety issues may be raised during operational meetings and senior management meetings. At worksites the Site Manager or Site Supervisor will conduct toolbox meetings where safety information is discussed with our people and feedback requested. There are no limits to consultation, and it can occur at any time. Our people are advised during induction that their manager/supervisor is their safety representative and can be contacted whenever they deem it necessary. Our people can also contact the Safety & Compliance Manager at our Head Offices if they have health and safety issues. Importantly, outcomes of the consultation process drive updates and continuous improvement to our IMS policies and procedures, including objectives and targets, registers, Safety Work Method Statements, risk assessments and controls.

Employee health and safety risk assessments are conducted at 100% of our sites.



Training

Training is a means of sharing knowledge and developing or improving skills and can also assist to change attitudes and perceptions towards health and safety and influence behaviour to improve work performance and practices that include health and safety considerations in everything we do. As an organisation, we must learn from risks/opportunities, failure/success and near miss to capture experiences of our people and gather knowledge from our customers and suppliers. Training forms an essential element of our approach to embedding a culture of safety across our organisation. Our people must be properly trained so that they can carry out their health and safety responsibilities. The types of training included are:

- Induction Training. As soon as someone joins the business, they received detailed health and safety training
- Task specific training
- Training delivered after an incident occurring.

Organisational Risk Evaluation

Risk awareness is central to decision making at the Company. The HSEQ system performance, is monitored and managed through all levels of our operations (Enterprise, Operational, Head Office and Site) with registers capturing the different types of risk, how they affect the business, and controls to manage the risk. Regular meetings allow consultation and participation to identify and manage risk.

Risk oversight and management is at the centre of decision making at BIC Consolidated. The Company runs a fully operational Integrated Management System (IMS), which includes risk awareness, risk oversight and management of risk in the areas of service delivery, health, safety and environmental sustainability. Our system assesses, measures, controls and monitors levels of risk, reviewing BIC

Consolidated, always striving for the best solution and continuous improvement.

Hazard and risk control

At the centre of our safe work approach is the recognition, reporting and control of hazards and risks that may be present in the workplace. Hazards pose a risk to the health and safety of our people and others at work – the ability to identify these in the workplace, how work is performed and adapt work processes and work environments to mitigate and control risk is of the utmost importance

BIC Consolidated has documented a clear process for the identification, risk assessment and control of hazards, and this is documented our IMS procedures.

Risk Assessment

Following identification of a hazard, an evaluation and assessment of it is required to determine the correct control. Ideally that involved elimination of the risk, however there is a hierarchy of controls that is adopted where totally elimination is not possible. Tasks may only be performed by our people if they fall within the acceptable level of risk.

Incident reporting, investigation and review

The Company has a detailed process for reporting all incidents and injuries, which includes triage of information and investigation to support the health and safety of our team and the broader community. We review all information to learn from hazards and near miss, to reduce the likelihood of incidents and injuries in the future. Data is also shared up and down through our company for communication and consultation on health, safety, environmental and quality risks, to improve our knowledge, culture and service delivery.

Corrective and Preventative Actions

Corrective and preventative actions that are raised

from incident investigations or ongoing quality or health and safety site inspections and/or third-party audits are reviewed by operations and closed out, to assist with the protection of our team and to support continual improvement.

Oversight and reporting

BIC Consolidated has in place comprehensive reporting and oversight mechanisms which include:

- Any incident is notified immediately to the Site Manager or Site Supervisor, the Safety & Compliance Manager and to People & Culture.
- Reportable incidents are reported to the relevant regulatory authority by the Safety & Compliance Manager. This Manager completes an investigation and will work with the authority in their investigation.
- Reporting of new hazards identified, risks assessed, and controls implemented is done through toolbox meetings on site and office meetings, as necessary.
- Results of safety performance, IMS issues and relevant corrective and preventive actions are reported and discussed in multiple forums such as Monthly Meetings, Risk Working Group, ET Monthly Report and during reviews with senior management.

BIC Consolidated WHS performance:

Fatalities: 0

Lost Time Injury Frequency Rate: 1.77

During FY24, BIC Consolidated did not receive any fines, penalties or warnings regarding non-compliance with regulations.

Supporting the mental health of our people

Managing psychosocial health in the workplace is crucial for ensuring the overall well-being of our people, promoting a positive work environment, and enhancing productivity. Poor psychosocial health can lead to burnout, stress, anxiety, and other mental health issues, which negatively affect employee performance, morale, and retention. By proactively addressing psychosocial risks, we can reduce absenteeism, improve employee engagement, and create a culture of support and trust.

Key steps that we are taking include:

1. Recognising and promoting mental well-being in our Workplace Health and safety policy and support employees experiencing mental health challenges.
2. Providing training for managers and people to recognise the signs of psychosocial issues and create a supportive environment for open discussions.
3. Offering access to our Employee Assistance Programs (EAP), which includes access to counselling services.
4. Promoting flexibility in working hours, remote work options, and regular breaks to reduce stress and maintain a healthy work-life balance.
5. Promoting inclusivity, open communication, and employee recognition to create a safe and supportive work environment.

Through these actions we are helping to safeguard the mental health of our people and contribute to a more resilient and productive workforce.

Contributing to positive social impact in our communities



Goal

Increase our community and social investment impact



Goal

Identify indigenous community and employment programs

Australia is home to many diverse communities, including those facing significant challenges such as homelessness, discrimination, limited access to critical services, food insecurity, and more. As a result, we believe businesses must actively contribute to supporting local communities and addressing their needs. By helping improve the quality of life for as many Australians as possible, businesses can create lasting positive change within these communities.

We aim to actively engage our employees in community activities and volunteering opportunities. To achieve this goal, we have conducted a comprehensive review of our community investment strategy and social impact. Additionally, we have formulated a strategy and action plan to foster innovative, multi-stakeholder partnerships with community organisations and other businesses. Our strategy is designed to collaboratively tackle key societal challenges, achieve measurable social outcomes, and enhance our overall impact. We believe that active employee involvement is crucial for creating meaningful social change.

For BIC Consolidated, community investment goes beyond just financial contributions; it also encompasses social procurement and creating employment opportunities for disadvantaged

and marginalised groups. By prioritising local suppliers, services, and businesses owned by underrepresented communities, companies can foster economic growth and empowerment. Additionally, offering job opportunities and skills development programs for marginalised individuals can help break the cycle of disadvantage, providing a pathway to long-term stability and inclusion. This holistic approach to community investment ensures that businesses contribute to positive social change, not only through monetary donations but by actively supporting sustainable, equitable opportunities for those who need it most.

- Reviewed our approach to community engagement
- Engaging our employees in community volunteering
- Launched and implementing our Innovate RAP
- Continued support for the Property Industry Foundation
- Deepened our relationship with Kids Foundation



**Supporting KIDS Foundation
Camp Phoenix 2024 - Injury and
Trauma Recovery Camp**

Governance





Why do we need to act?

Good corporate governance is essential to ensure transparency, accountability, and ethical behaviour in their operations. It helps create a structure where management is held responsible for their actions, and decisions are made in the best interest of shareholders, employees, and other stakeholders.

1. **Building Trust:** Effective corporate governance establishes trust with investors, customers, employees, and regulators. This trust is vital for retaining customers, attracting employees and maintaining a positive reputation.
2. **Risk Management:** Strong governance frameworks help identify and manage risks early, reducing the likelihood of financial crises, legal issues, or unethical behaviour. It ensures compliance with laws and regulations, protecting the company from penalties or reputational damage.
3. **Long-Term Value Creation:** Governance practices promote sustainable decision-making that balances short-term profits with long-term growth, ensuring the company's success and stability over time.
4. **Enhanced Decision-Making:** Clear governance structures, such as independent boards, ensure more objective and informed decisions, helping companies navigate challenges effectively.



Our approach

BIC Consolidated's Executive Team is focused on delivering long-term sustainable value to our investors and stakeholders. This responsibility requires effective management of our operations to meet strategic goals and ensure sustainable performance. We foster a culture of accountability to unlock our full potential, integrating our core values through the code of conduct and aligning our risk appetite with the long-term interests of our stakeholders.

BIC Consolidated Board

Our Board oversees our business and sustainability strategy, policies, risks and opportunities, including how we integrate ESG considerations across the business. Our Board is composed of majority independent non-executive directors who bring to the table a wide range of skills, experience and perspectives.

Chief Executive Officer

The Chief Executive Officer leads the daily operations and sets the strategic direction of the business, while fostering a culture that integrates ESG principles into the core business strategy.

Executive Team

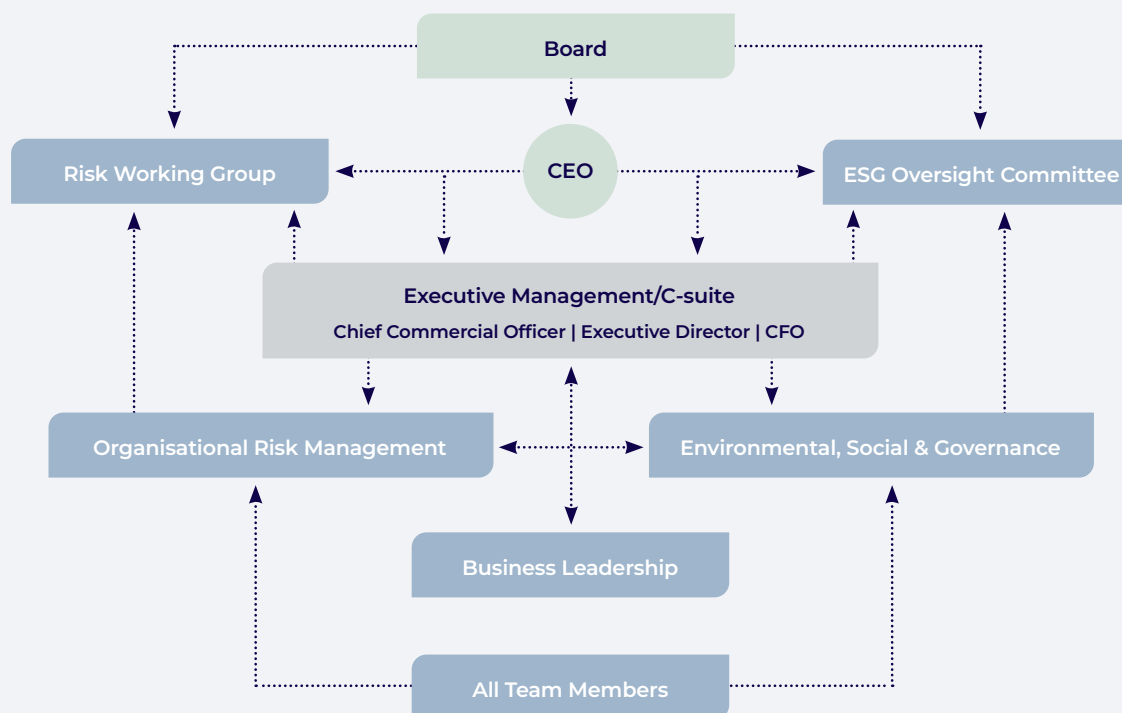
The Executive Team is responsible for implementing our ESG strategy throughout the business. Both the Executive Team and the Board share accountability for the governance and overall execution of ESG programs of work across the business, with the Chief Commercial Officer serving as the key sustainability representative on the Executive Team. This Team regularly engages with stakeholders—including customers, suppliers and employees—on the ESG impacts of our operations through meetings, updates, employee surveys, and direct consultation.

ESG Committee

Our ESG Committee oversees the development and implementation of our ESG strategy. Comprising representation from across the business, this invites a wide variety of perspectives and diversity of approach and ensures it that our ESG approach is consistently embedded across the organisation and in everything that we do and is focused on addressing the most important (material) issues for our business and stakeholders. They provide advice and guidance to the BIC Consolidated Board and Executive Team.

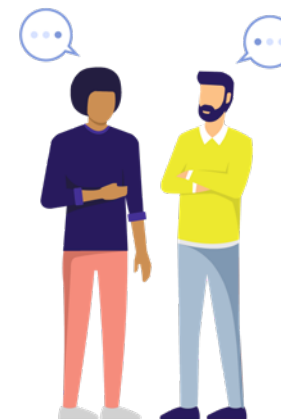
Risk Committee (Risk Working Group)

Our Risk Working Group is responsible for supporting the risk needs of The Company including tracking, monitoring, reporting and endorsing (where necessary) risk related items, which includes projects aimed at reducing potential risk across our operations and supply chain.



Our people

Our people are key drivers of ESG outcomes through their daily actions, contributing to ongoing improvement. They receive comprehensive guidance on governance and risk management policies, including the Code of Conduct, and are expected to thoroughly understand our approach to ESG and support the implementation of programs and initiatives to deliver desired outcomes. A whistleblower policy and associated hotline also supports our Code.



Speaking up

Our Conflicts of Interest policy, together with our Code of Conduct, ensures that all employees and stakeholders act in the organisation's best interest, promoting transparency and fairness. It helps prevent unethical decision-making, protects our reputation, and ensures compliance with legal and regulatory requirements. By applying the policy universally, it creates a consistent standard, reduces risks of favoritism or bias, and fosters trust both internally and externally. This alignment across the organisation strengthens accountability and maintains integrity in operations and decision-making processes.

Risk Management and Compliance

Our risk management, compliance, and integrated management system works together to ensure our business operates efficiently and within legal and regulatory frameworks, and inline with the requirements of Standards ISO 9001, ISO 45001, ISO 14001 and ISO 10002. Our risk management framework ensures that we identify and mitigate potential threats, while our compliance approach ensures adherence to laws and industry standards. Our integrated management system combines these elements, aligning processes for quality, safety, and environmental management, streamlining operations, and improving performance. This holistic approach helps us to reduce risk, enhances decision-making, and ensures that we meet both regulatory requirements and organisational goals.

The Company's risk approach and risk culture centres on all our people across all functions being responsible for the identification and management of risk. Our people and functions are supported by the Risk & Compliance Team who help navigate and mitigate risk as well as oversee risk, to ensure that we remain compliant. This approach is referred to as the 3 lines of Defence.

- **1st Line:** All Staff and Managers are at the frontline and are responsible for managing and defending against risk in line with the Policies, Approach, Culture and Ethics of BIC Consolidated
- **2nd Line:** Our Processes, Procedures, Training and Infrastructure help staff prevent and manage risk
- **3rd Line:** External and Internal Auditors oversee the 1st and 2nd line to ensure there is high compliance and any non-compliance is escalated.

In FY24, 100% of our operations we certified in line with ISO 9001, 10002, 14001, and 45001.



We have established and enforce a clear Code of Conduct for our directors, executives, and employees to ensure ethical decision-making and actions aligned with the company's values. This is supported by our Ethical Decision Making framework that brings the Code of Conduct to life and provides practical guidance for all our people on how consistently ethical decisions should be made across the organisation. We prioritise the consideration of a broad range of stakeholders to recognise and address their interests, including but not limited to employees, customers, suppliers, and the wider community in all decisions made.

We encourage our people to speak up which fosters openness, trust and accountability. We want to empower our people to voice concerns, contribute ideas and address problems early which drives improved decision making, innovation and a healthy work environment. Our Executive team do this by actively listening to concerns raised, providing regular feedback and acknowledging contributions.

Audits of our business

Auditing plays a critical role in how we manage and oversee our business. As such, our business is subject to both internal and external audits:

- **Internal:** all aspects of the Integrated Management System are internally audited and evaluated on a regular basis to check and ensure a certain level of Health, Safety, Environment and Quality (HSEQ) performance by requiring all personnel to strictly follow the methods, practices and requirements outlined in the IMS Procedures and Work Instructions, whenever they perform a job or task which has the potential to impact on health, safety, quality and environment. The main purpose of the Audit system is to validate that these planned methods, procedures and practices are consistently done.
- **External:** each year, we are subject to an external audit of our integrated management system. We are also subject to a number of our customer audits that focus on different elements of our business including against the Cleaning Accountability Framework as well as other social audit standards.

Policy framework

Our policies provide clear guidelines for decision-making, ensure consistency, and promote compliance with legal and regulatory requirements. Our policies are developed using both internal and external experts and are approved by the Board. The responsibility for alignment with these policies rests with our Executive Committee and Board. Our ESG team drives the implementation of our sustainability policies across the business and oversees specific ESG initiatives. This year, we have reviewed and updated a number of policies to reflect the newly merged business and ensure they align with current best practices and industry standards.

Employee training and communication

We invest extensively in training and development for our employees. It includes:

- Leadership management and frontline training programs – (including Certificate IV in Cleaning Management and Certificate III in Cleaning Operations).

- Regular toolbox talks are delivered and refresher training sessions are integral to ensuring that our people remain informed and continually enhance their knowledge and skills.
- Extensive Safety training, both at commencement of employment and throughout the employment of our people that cover topics such as modern slavery, diversity and inclusion, workplace health and safety, code of Conduct and acceptable IT use.



Data and cyber security

We prioritise safeguarding sensitive information, ensuring compliance with Australian laws, and protecting both the company and clients from potential cyber threats. We do this by:

- Complying with Australia's Privacy Act which outlines how we handle personal information. This includes the collection, storage, use, and sharing of customer data. Our Privacy Policy is clear about what data is collected and, how it's used. We conduct regular privacy assessments and ensure our people are trained to handle data responsibly.
- Sensitive information, such as customer details, payment information, and employee data, is stored securely. This includes using encrypted systems for storing and transmitting data, ensuring that only authorised personnel have access. Our data is regularly backed up, with strong security protocols in place.
- Our people are trained on the importance of data security and privacy, including how to recognise phishing attempts, handle confidential information, and securely dispose of documents. Access to sensitive data is role-based, with only those who need it to perform their duties having access. Strong authentication methods, such as multi-factor authentication is implemented.
- We have a robust cybersecurity that includes software updates, firewalls, end-point security, cyberattack response services, and secure networks to protect against external threats. All devices used by our people (laptops, mobile phones, etc.) are secured.
- In case of a data breach or cyberattack, we have a well-defined incident response plan. This includes identifying the breach, mitigating the damage, notifying affected parties promptly, and reporting the incident to relevant authorities.
- Regular audits and risk assessments are conducted to identify vulnerabilities, review current security measures, and ensure compliance with changing laws and regulations.

Transparent reporting

Our governance principles define our ethical responsibilities, guide our environmental and social commitments, and ensure compliance with legal obligations, demonstrating our dedication to responsible and transparent leadership.

We monitor our performance, compliance and responsible practices to maintain our relationships, brand and reputation. Our internal and external reporting provides accountability and transparency around our processes and outcomes. We utilise a variety of recognised reporting frameworks, independent assurance providers, benchmarking tools, and other processes to validate how we monitor, analyse and communicate our ESG performance. Our reporting includes this ESG

Report, our United Nations Global Compact (UNGC) Communication on Progress and our annual Modern Slavery Statement. More details are provided on [page 46](#) of this report.



Managing uncertainty in our supply chain



Goal

Increasing the volume of products and services procured and used to deliver our services that drive positive social and environmental outcomes.



Goal

Providing our customers with sustainable product options.



Goal

Audits of key suppliers

Given the volatile nature of supply chains—affected by factors like global events, climate change, and market fluctuations— we must adopt flexible and proactive strategies to maintain consistent service delivery while minimising risks. To ensure resilience in the supply chain, several strategies are employed:

1. Supplier Diversification – more than one supplier available for critical products reduces risks from disruptions.
2. Sourcing products locally where we can, which mitigates risks related to transportation delays and geopolitical issues, while also reducing carbon footprints.
3. Maintaining an optimal inventory level and buffer stock ensures enough supplies during disruptions without overstocking.
4. Building strong, collaborative relationships with suppliers, along with long-term contracts that include flexibility, ensure smoother operations during disruptions.

But, supplier uncertainty can be compounded by factors such as human rights concerns, environmental impact, and ethical sourcing practices, making it essential to assess and mitigate these risks to ensure a responsible and resilient supply chain.

The human rights perspective of supply chain uncertainty is addressed in our [FY24 Modern Slavery Statement](#).



We have a clear expectation that all our business partners, contractors, and suppliers uphold ethical standards and comply with all regulations. We communicate this expectation through the BidVest Code of Ethical Purchasing which each of our category A & B suppliers² are required to acknowledge annually. We continue to collaborate with our supply chain to promote circular economy principles, enhance ethical business practices, and source sustainable products, services, and materials.

Our sustainable procurement approach involves:

1. Ensuring that our suppliers adhere to ethical standards, including fair labour practices, respect for human rights, and compliance with local and international regulations, such as those concerning modern slavery.
2. Sourcing eco-friendly cleaning products and equipment that reduce environmental impact. This includes choosing products with minimal chemical content, biodegradable materials, and those that follow circular economy principles, such as reusable or recyclable packaging.
3. Implementing strategies to reduce waste generated by our cleaning activities. This includes using reusable cloths, microfiber mops, and efficient equipment that minimises waste, water, and energy use.
4. Where possible, sourcing products locally to reduce transportation emissions and support local economies (as described earlier).
5. Building long-term, transparent relationships with suppliers that share our ESG goals. This includes regularly assessing our category A & B suppliers for their environmental and social practices and fostering collaboration to improve ESG outcomes.
6. Training our people on sustainability best practices and the use of eco-friendly products, so they can implement these approaches effectively.

² We have assessed our supply chain against a number of criteria to identify those suppliers deemed at higher risk of human rights and modern slavery issues. For more information see page 13 of our [FY24 Modern Slavery Statement](#).

Our approach aims to balance environmental responsibility, social equity, and economic viability, contributing to both BIC Consolidated's long-term success and a positive societal impact.



Enhanced our approach to bringing on new suppliers through an increased focus and weighting on ESG factors in the tender process.



All category A & B suppliers require CM3 certification



Working with our tier 1 suppliers to build tier 2 transparency



Identifying new and best practice sustainable products



Conducting audits of key suppliers



We have expanded our existing modern slavery risk assessment for suppliers to include identification of broader human rights impacts, for example including questions around labour exploitation and safety.



Building capability for our people who are responsible for sending ESG surveys and reviewing the responses. This also extends to our supplier network so that they understand what is being asked of them and understand relevant human rights terminology

For more information about how we engage with our supply chain on human rights and modern slavery issues, see our [FY24 Modern Slavery Statement](#).



Providing actionable insights through transparent reporting



Goal

Provide best in class reporting to meet stakeholder expectations.



Goal

Engage regularly with our stakeholders (both formally and informally) to inform our materiality review and in turn our ESG Strategy.



Goal

Publish an annual ESG report and Modern Slavery Statement.

Customers, stakeholders, and investors are increasingly demanding that companies operate more ethically and sustainably, with clear, measurable disclosures on their progress. The cleaning industry, in particular, faces heightened scrutiny due to its potential risks related to human rights abuses and modern slavery. As a result, our ASX-listed customers are pushing for more transparency, particularly in the areas of labour practices and environmental impacts. We know that our customers are looking for verifiable evidence of safe, effective, and sustainable cleaning practices, alongside detailed insights into our ESG priorities and initiatives. It is essential that our efforts are supported by robust reporting and disclosures, ensuring customers have the information they need to make informed decisions. Moreover, providing actionable insights from high-quality data enables us to collaborate effectively with our value chain to continuously improve sustainability outcomes and meet evolving regulatory and market expectations.



Annual EcoVadis response



Annual Modern Slavery Statement



Annual ESG Report, aligned to the Global Reporting Initiative



Commenced work to ensure the business meets the recently introduced Mandatory Climate Reporting requirements.



Continued improvement in waste reporting for customers



Annual certification of ISO accreditations



Annual carbon footprint shared with stakeholders in line with the Greenhouse Gas Protocol



Annual United Nations Global Compact Communication On Progress

We have taken the following key steps:

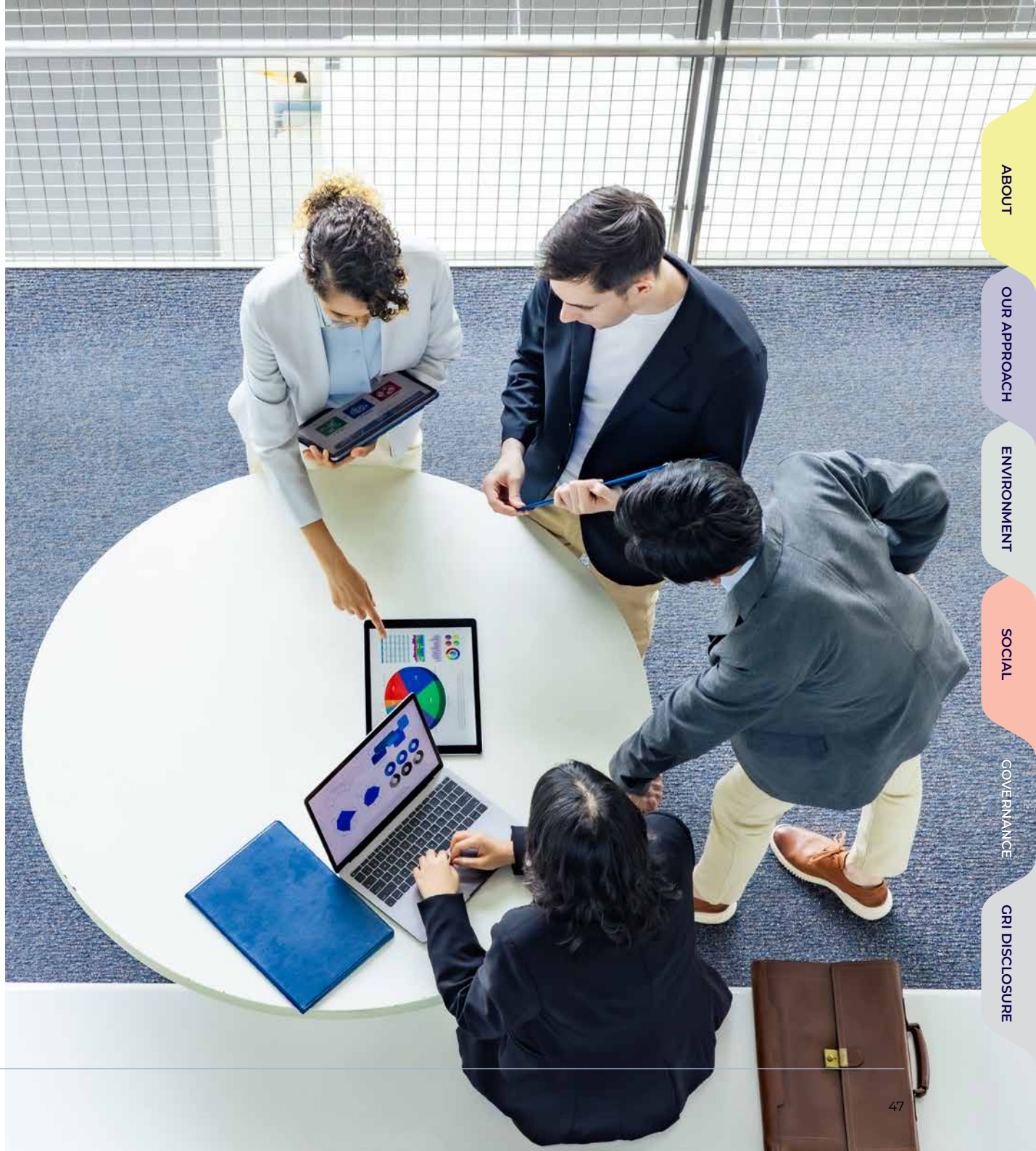
1. We disclose information that is relevant to our stakeholders, focusing on key metrics such as environmental impact, social responsibility, and governance practices. This includes providing specific, measurable data on energy usage, waste reduction, carbon emissions as well as employee safety and well-being, and supply chain sustainability topics.
2. We maintain consistency in reporting methods and use internationally recognised frameworks, such as the Global Reporting Initiative (GRI) to make the information that we present comparable across time periods and industries. This allows our stakeholders to track progress and compare performance against industry benchmarks.
3. We acknowledge areas where the company is facing challenges, along with the strategies being implemented to overcome them.
4. We regularly engage with stakeholders, to ensure their needs and concerns are reflected in the reporting process. This enables us to learn and adapt our strategy based on stakeholder feedback and evolving expectations.

FY24 has been a significant year of consolidation and re-baselining, as the BIC Services and CPS business came together. We look forward to sharing our progress against this new foundation in the coming years.



EcoVadis

The business has been awarded the Gold EcoVadis Rating, placing us in the top 5% of all companies responding.



Maintaining healthy environments



Goal

Increasing the use of environmentally friendly cleaning products and solutions to improve indoor air quality and meet hygiene and environmental standards as expected by our stakeholders and detailed in Green Star and WELL standards.

We are in the business of delivering professional cleaning services to ensure clean, safe, and hygienic environments for employees, customers, and visitors alike. Our teams handle routine tasks like dusting, vacuuming, and sanitising, as well as specialised services like window washing and floor care.

It is critical that we adopt environmentally friendly practices. Sustainability is a priority for both businesses and consumers, with an increasing demand for eco-conscious solutions; by using green cleaning products and methods, we reduce harmful chemical use, minimising health risks to workers, customers, and the environment. Most, if not all, of our customers now consider sustainability in their corporate values, and partnering with cleaning companies like us that prioritise the environment is critical to achieving their broader sustainability objectives. We know that this approach also builds customer trust, attracts eco-conscious customers, and supports a cleaner, healthier planet.

Our Green Cleaning Policy, that sits alongside our Environmental Policy, articulates our focus on reducing and preventing exposure to harmful chemicals, biological agents, and particles. These contaminants can adversely affect air quality, health, building finishes, systems, and the environment. We actively research, test, and adopt products and technologies that reduce the need for harmful chemicals without compromising cleaning effectiveness.

Our approach includes sourcing eco-friendly cleaning products, sustainable cleaning equipment and systems, creating and following clear cleaning procedures, enhancing chemical handling protocols, and regularly updating the training delivered to our people while ensuring optimal staffing. We also gather and respond to customer and occupant feedback to ensure continuous improvement. This continuous improvement approach is underpinned by our Integrated Management System that integrates our approach to Quality Management (ISO 9001), Environmental Management (ISO 14001) and Occupational Health and Safety (ISO 45001).

We have had no penalties for breaches of legislation or contractual requirements relevant to environmental management in the last five years.



Highlights



Leveraging our ICXP technology to ensure we direct the right cleaning resources to the right areas.



Prioritising green cleaning solutions in our procurement practices



Working with our customers to achieve WELL building ratings

Increasing diversity and inclusion in our business



Goal

40:40:20 representation at every level of our business.



Goal

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. (see our [Reconciliation Action Plan](#) for more details)



Goal

Increase supplier diversity (including procurement from social enterprises and Aboriginal and Torres Strait Islander businesses) to support improved economic and social outcomes.



Goal

First Nations procurement spend of \$500,000.



Goal

Our people feel valued and included at work.

Addressing diversity in our industry and Australia more broadly is essential to ensure a fair and inclusive society where all individuals, regardless of their background, have equal access to opportunities. Australia's population is highly diverse, with people from different cultural, racial, and socio-economic backgrounds and this is reflected in the people that we employ at BIC Consolidated. As discussed earlier in this report, the cleaning industry attracts a high proportion of more vulnerable members of the population therefore it is imperative that we take action to drive diversity and inclusion across our business.

However, to create an environment where individuals from all backgrounds, experiences and identified can thrive, we must also consider equity – which addresses the fairness of access, opportunities and treatment to ensure that everyone has the resources they need to succeed.

BIC Consolidated's Code of Conduct formalises our approach to how we expect our people and other stakeholders to be treated. Our non-negotiable principles make clear what will and will not be tolerated regarding behaviours and action in the workplace. This is supported by our Diversity and Equality Policy.



Embracing diversity fosters innovation, creativity, and economic growth by drawing on a broad range of perspectives. By promoting equality, we will help to reduce social inequalities, such as those related to gender, race, and disability, which can lead to disparities in education, employment, and healthcare. Inclusion is the process that supports our diversity. Actively working to address these issues ensures that we positively contribute to the creation of a more cohesive society where individuals feel valued and respected.

Highlights



Launched our BIC Consolidated Innovate RAP.



Delivered training programs to promote diversity and inclusion and cultural awareness.



Maintained our strategic partnerships with a diverse range of recruitment agencies to support First Nations, disabled worker and other vulnerable worker employment.



Developed an approach to Social Procurement.



Maintained our membership of Supply Nation.

While we embrace individual diversity, we also work to instill a one team culture that encourages cooperation and reduces unintended cultural conflicts. This commitment is reflected in many of our People & Culture policies, including our People & Culture policies. This is about providing workplaces that are welcoming and free from any form of bullying and harassment, and where our people can bring their whole selves to work. Importantly we encourage anyone to speak up if they have concerns about how they or someone else is being treated. Our people can speak to their line manager if they are comfortable or if they would prefer to do so they can raise a concern anonymously through our independent whistleblower mechanism.



SPOT THE SIGNS OF MODERN SLAVERY

If you think you may have encountered a victim of modern slavery, or some of these signs apply to you, get in touch and provide as much information as possible.



WORK

- Forced to work
- Excessively long shifts
- No payslip



MONEY

- Little or no pay for work
- Money controlled by someone
- Money owed to someone else



TRAVEL

- Transported to and from work
- Travel to Australia paid and organised by someone else



WELLBEING

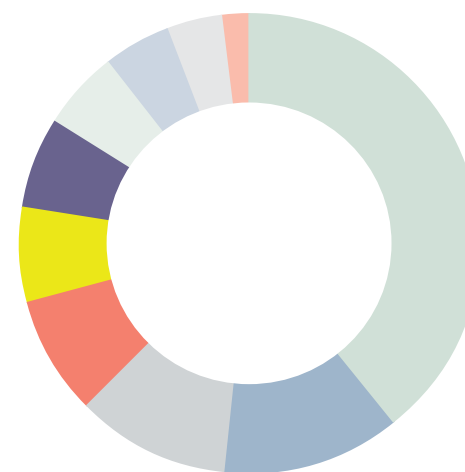
- Threats to the person or their family
- In fear of someone
- Isolated from others
- Signs of abuse/mistreatment



ID AND DOCUMENTS

- No Passport or visa
- ID taken by someone else
- Fake ID given

Top Nationalities making up our work force in FY24:



| | |
|-------|------------|
| 33.3% | Nepal |
| 10.4% | Colombia |
| 9.3% | Thailand |
| 6.9% | Australia |
| 5.8% | Bhutan |
| 5.4% | India |
| 4.5% | Bangladesh |
| 4.0% | Sri Lanka |
| 3.3% | Indonesia |
| 1.6% | Mongolia |

At BIC Consolidated our approach to diversity and inclusion pervades every aspect of our people's life with the business:

Attraction and Recruitment

- We use inclusive language in job advertisements to avoid bias and attract a diverse pool of candidates and avoid any gendered or exclusive language and emphasise our commitment to diversity.
- We engage diverse recruiting platforms, community groups, or partnerships with organisations that support underrepresented groups.
- We use structured, standardised interview questions to prevent unconscious bias and ensure fairness.

Onboarding

- We ensure that our onboarding materials reflect diverse experiences and are accessible to all employees.

Wages versus Salary

Wages are typically paid based on the number of hours worked. Employees are paid for the actual time they spend working, often on an hourly, daily, or weekly basis. Our cleaning teams are paid a wage in line with the cleaning modern award. Salaried employees are typically paid a fixed amount over a year, regardless of the hours worked. Our management team and administrative support are salaried employees.

All our people receive a contract of employment which explains the terms and conditions of their employment.

- Where possible, we pair new hires with mentors from diverse backgrounds to help them feel welcomed and integrated into the company culture.
- We also provide training on inclusivity, cultural awareness, and anti-discrimination during onboarding to establish a strong foundation of respect and inclusion. During the year, all our people received training on diversity, equity and inclusion topics.
- Every employee receives a Contract of Employment which details the entitlements and benefits of employment, with Fair Work documentation that explains basic rights and entitlements at work. This is made available to ensure our employees understand what they should be paid and what they are entitled to through their employment with us.

Performance Management

- We ensure performance goals and expectations are clear, achievable, and fair for all employees, considering diverse circumstances or challenges.
- We implement performance reviews that focus on objective criteria and are consistent across employees. For our employees covered by the Modern Award, their performance is reviewed regularly against the Duty List and quality of work performed. For our Salaried employees, performance is assessed against their performance agreement which is established annually and outlines specific job expectations, goals, and key performance indicators.
- We also provide ongoing feedback in a constructive manner to support continuous development and address any challenges employees may face.

Employee Development

- All employees, regardless of background or role, have equal access to training, mentorship, and career advancement opportunities.
- We offer leadership training that includes diverse perspectives and addresses barriers that underrepresented groups may face in advancing.
- We have established clear criteria for promotions and ensure diverse candidates are considered equally, with transparent processes for career progression.

Transformational leadership continues to guide BIC Consolidated into the future and maintain our leadership position. We want to inspire our people and strengthen the skills of every employee, so we are well prepared for our ever-changing environment.

We build a framework on core leadership skills that align with our future growth and use this as a key selection criterion for future leaders and succession planning. We also focus on leadership engagement and develop capabilities through ongoing mentoring and leadership programs so they can also support employee development

Engagement and Retention

- Employee Wellbeing is a priority, and we offer programs and resources that address the needs of a diverse workforce, including mental health resources, flexible work arrangements, and support for caregivers.
- We recognise and celebrate achievements and contributions through our Reward and Recognition program, ensuring that all employees are valued equally. Our people are the heart and soul of our business – their dedication, hard work and commitment drive our success. Our Reward and Recognition Program looks to value the contribution of our people, to celebrate outstanding performance across various domains, including safety, customers experience and leadership.
- Tracking how our employees feel when they come to work is important. We are committed to surveying our employees at least six-monthly to garner key learnings and areas for improvement.



Recent employee awards winners

Career Progression

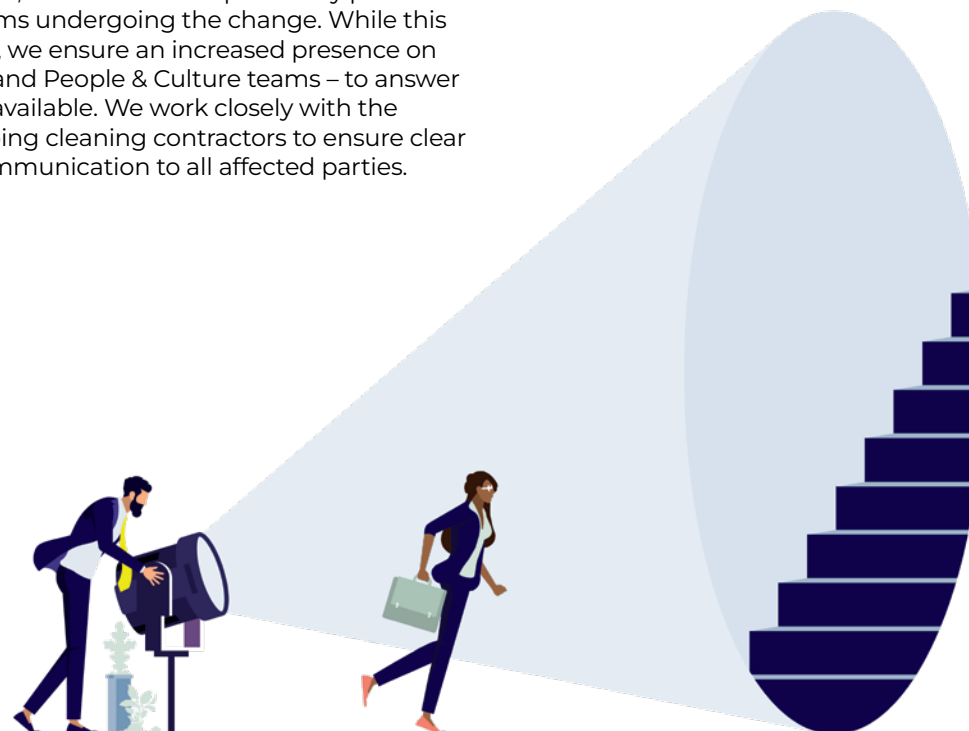
- All employees understand how to progress within the organisation, with transparent criteria for promotions and support for overcoming potential barriers.
- We have implemented fair and unbiased succession planning by ensuring diverse employees are considered for leadership roles and provide targeted development programs for underrepresented groups.

Exit (Voluntary or Involuntary)

- For management roles, we conduct exit interviews with a focus on understanding any equity or inclusion issues the employee may have faced during their tenure and use this feedback to improve practices.

Our business sees us both add and lose contracts. Where this occurs, we have a clear approach to ensure that we not only meet the requirements of the Modern Awards in a contract handover, but that we also practically provide support to the teams undergoing the change. While this process is not new, we ensure an increased presence on site by leadership and People & Culture teams – to answer questions and be available. We work closely with the incoming or outgoing cleaning contractors to ensure clear and consistent communication to all affected parties.

There have been no instances of discrimination reported during the period. If a concern is raised we follow our review and investigation process to validate the concern and determine the appropriate level of action to be taken.



Percentage of employees by age / employment category

| Age Group/Category | Female % | Male % |
|---------------------------|--------------|--------------|
| Under 30 years old | 19.9% | 23.6% |
| Administrative/Operations | 0.2% | 0.1% |
| Cleaners | 19.7% | 23.4% |
| Management | 0.0% | 0.1% |
| Executive Management | 0.0% | 0.0% |
| 30-50 years old | 21.5% | 21.8% |
| Administrative/Operations | 0.4% | 0.3% |
| Cleaners | 20.3% | 19.5% |
| Management | 0.7% | 1.9% |
| Executive Management | 0.1% | 0.1% |
| Over 50 years old | 7.5% | 5.7% |
| Administrative/Operations | 0.2% | 0.0% |
| Cleaners | 7.1% | 5.3% |
| Management | 0.2% | 0.3% |
| Executive Management | 0.0% | 0.1% |
| Total | 48.9% | 51.1% |

| Employment Category | Female % | Male % |
|---------------------------|--------------|--------------|
| Administrative/Operations | 0.8% | 0.4% |
| Cleaners | 47.0% | 48.1% |
| Management | 0.9% | 2.3% |
| Executive Management | 0.2% | 0.3% |
| Total | 48.9% | 51.1% |



Female employment

We are committed to ensuring equal opportunities for women across our business. We do this by ensuring that women are paid equally for the same work as their male counterparts and have equal opportunities for career growth including supervisor, executive manager and management roles. We also offer flexible work schedules or part-time work to help our female employees balance their work and personal commitments. Importantly we implement and enforce strong policies that prevent harassment and discrimination in the workplace, to ensure every employee feels safe and respected. We also look to showcase success stories to encourage women to join the cleaning industry and promote our roles in the cleaning industry as a place to come for a long-term career.

Our workforce at the end of FY24 is split 48.9% female to 51.1% male. Most of our employee base is part time at 73.7% and this is equally split between males and females. Despite some of these positive gender diversity data sets, women are underrepresented in management positions and we must address this.



International Women's Day

Our commitment to equal representation also extends to equal remuneration. As the majority of our employees receive award-based wages the remuneration ratio is equal for these employees. For other employees not covered by award-based wages, we still have some work to do to ensure this equality applies to management roles as well. We continue to participate in pay reviews to assess our compliance with these awards and also participate in CAF building certifications and other customer-led independent auditing (refer to Human Rights section of this report, [page 26](#)).

| Employment Type | Female % | Male % | Workforce/Employment Type % |
|-----------------|--------------|--------------|-----------------------------|
| Full Time | 10.5% | 12.9% | 23.4% |
| Part Time | 37.0% | 36.7% | 73.7% |
| Casual | 1.4% | 1.5% | 2.9% |
| Total | 48.9% | 51.1% | 100% |

| Category | Female | Male |
|----------------------------------|--------|------|
| Administrative/Operations | | |
| Full Time | 0.74 | 1 |
| Cleaners | | |
| Casual | 1 | 1 |
| Full Time | 1 | 1 |
| Part Time | 1 | 1 |
| Executive Management | | |
| Full Time | 0.91 | 1 |
| Management | | |
| Full Time | 0.89 | 1 |

Diversity in the supply Chain

Our focus on diversity and inclusion extends beyond our people to our supply chain. We are dedicated to ensuring that our supply chain reflects the diversity of the communities we serve. We have longstanding relationships with local and small to medium-sized enterprises, and value these partnerships and the high-quality services and products they offer. Additionally, we are committed to creating new opportunities for social enterprises, First Nations, and other minority-owned businesses.

Our procurement team is actively working to ensure that diversity is a key criterion in our approach. We regularly review our preferred suppliers to identify areas of our spending that can be redirected to support diverse businesses. We also collaborate with our existing suppliers

to increase community impact through their procurement practices, encouraging them to connect with and support diverse-owned suppliers in their own networks.



Supply Nation

We remain an active member of Supply Nation. In FY24 our First Nations spend was \$370,688.



Partnering with Two Good Co.

We are very proud of our longstanding partnership with Two Good Co. Partnering with them gives us the chance to make a meaningful social impact by supporting a social enterprise that empowers women affected by domestic violence and homelessness, at the same time as being able to offer our customers high quality products for use in their assets. Not only does this help to break the cycle of poverty and abuse, but we have also seen internally how our commitment fosters employee engagement and pride, creating a sense of fulfillment and connection to a greater cause.

Sustainability Information to the Directors and Management of BIC Services Pty Ltd trading as BIC Consolidated



Our conclusion

We have undertaken a limited assurance engagement on B.I.C Services Pty Ltd and Consolidated Property Services Pty Limited (referred to as BIC Consolidated) in respect of the selected sustainability information ('Subject Matter Information') disclosed in the BIC Consolidated Pty Limited's Sustainability Report detailed below for the year ended 30 June 2024. Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared in all material respects in accordance with Reporting Criteria detailed below for the year ended 30 June 2024.

Subject Matter Information and reporting criteria

| Subject Matter Information | Reporting criteria [Global Reporting Initiative's Standards ("GRI Standards")] |
|---|---|
| Direct (Scope 1) GHG emissions | GRI 305: Emissions 2016; Disclosure 305-1 |
| Energy indirect (Scope 2) GHG emissions | GRI 305: Emissions 2016; Disclosure 305-2 |
| Other indirect (Scope 3) GHG emissions | GRI 305: Emissions 2016; Disclosure 305-3 |

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Basis of Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Assurance Engagements ASAE 3000 Assurance Engagements *Other than Audits or Reviews of Historical Financial Information* (ASAE 3000) issued by the Australian Auditing and Assurance Standards Board.

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

Management's Responsibilities

Management is responsible for;

- ensuring the Subject Matter Information is prepared, in all material respects in accordance with the Reporting Criteria.
- confirming the measurement or evaluation of the underlying Subject Matter Information against the applicable criteria, including that all relevant matters are reflected in the Subject Matter Information.
- establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter Information, such that it is free from material misstatement, whether due to fraud or error.

Our Independence and Quality Management

We have complied with the independence and relevant ethical requirements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and applied the Auditing Standards ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information or Other Financial Assurance or Related Services Engagements, which require the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance Practitioner's responsibilities

Our responsibility is to express a limited assurance conclusion on the BIC Consolidated's Subject Matter Information as evaluated against the Reporting criteria based on the procedures we have performed and evidence we have obtained. ASAE 3000 requires that we plan and perform our procedures to obtain limited assurance about whether, anything has come to our attention that causes us to believe that the Subject Matter Information is not properly prepared, in all material respects, in accordance with Reporting Criteria.

A limited assurance engagement in accordance with ASAE 3000, involves identifying areas where a material misstatement of the Subject Matter Information is likely to arise, addressing the areas identified and considering the process used to prepare the Subject Matter Information. A limited assurance engagement is substantially

less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to assessed risks.

How the Standard Defines Limited Assurance and Material Misstatement

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been properly prepared, in all material respects, in accordance with Reporting Criteria.

Summary of Procedures Performed

Our limited assurance opinion is based on the evidence obtained from performing the following procedures:

- Conducting meetings/ workshops with key BIC subject matter specialists to understand the business and processes that undertaken to collect information and prepare the BIC Consolidated Sustainability Report.
- Understand the controls in place for the setting up of sustainability performance indicators, preparation of the BIC Consolidated Sustainability Report and engagement with third party specialists.
- Obtain the draft BIC Consolidated Sustainability Report including internal and external sign off on all Subject Matter Information
- Interviewed and conducted inquiries with Subject Matter Data owners and BIC Consolidated Sustainability Report responsible management to confirm/ understand the approach taken for collecting, calculation and reporting different Subject Matter Information throughout the reporting period ending 30 June 2024.
- Based on the details obtained above, conducted walkthrough procedures to confirm key systems and processes including data collation, calculation and reporting of Subject Matter Information during the reporting period.
- Selected and tested sustainability performance indicators based on agreed criteria and traced these to relevant supporting information.
- Performed data analysis for material data sources identified, taking note of any material deficiencies, their impact on the Subject Matter Information and conduct further investigation if required.
- Checked data sets included in the draft BIC Consolidated Sustainability Report against determined Subject Matter Information.

Inherent limitations

Because of inherent limitations of an assurance engagement , together with the inherent limitations of any system of internal control there is an unavoidable risk that is possible that fraud, error, or non-compliance with laws and regulations , where there has been concealment through collusion , forgery and other illegal acts may occur and not be detected, even though the engagement is properly planned and performed in accordance with Standards on Assurance Engagements

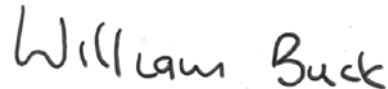
Restricted use

This report has been prepared solely for the directors and management of BIC Consolidated for the purpose of providing an limited assurance opinion on the Subject Matter Information presented in the Sustainability Report and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the directors and management of BIC Consolidated, or for any other purpose than that for which it was prepared.

Electronic Presentation

In our understanding of BIC Consolidated intends to electronically present the Sustainability Report on its internet website. Responsibility for the electronic presentation of the Sustainability Report on the website is that of management of BIC Consolidated. The security and controls over information on the website should be addressed by BIC Consolidated to maintain the integrity of the data presented. The examination of the controls over the electronic presentation of the Sustainability Report on BIC Consolidated web site is beyond the scope of the assurance of the Sustainability Report.

Yours sincerely,



William Buck
Accountants & Advisors
ABN: 16 021 300 521



Mwamba Mwamba
Partner
Sydney, 31 March 2025

GRI Content Index

Statement of use:

BIC Services Pty Ltd trading as BIC Consolidated has reported in reference to the GRI Standards for the period 1 July 2023 to 30 June 2024.

GRI 1 used:

GRI 1: Foundation 2021

| GRI Standard | Disclosure | Location / Note |
|---------------------------------|--|---|
| GRI 2: General disclosures 2021 | 2-1 Organisational details | About Us, page 5 |
| | 2-2 Entities included in the organisation's sustainability reporting | Welcome, page 1 |
| | 2-3 Reporting period | Welcome, page 1 |
| | 2-4 Restatements of information | In the past twelve months, BIC Services and Consolidated Property Services have merged to form BIC Consolidated. This is the first ESG report for the merged BIC Consolidated business. |
| | 2-5 External assurance | Page 1 and 56 |
| | 2-6 Activities, value chain and other business relationships | About Us, page 5 |
| | 2-7 Employees | Governance – Increasing diversity and inclusion in our business, page 49 |
| | 2-8 Workers who are not employees | About Us, page 5 Governance – Increasing diversity and inclusion in our business, page 49 |
| | 2-9 Governance structure and composition | Governance, Our Approach, page 39 |
| | 2-10 Nomination and selection of the highest governance body | We do not disclose this information |
| | 2-11 Chair of the highest governance body | Mr Allan Fainman |
| | 2-12 Role of the highest governance body in overseeing management of impacts | Governance, Our Approach, page 39 |
| | 2-13 Delegation of responsibility for managing impacts | Governance, Our Approach, page 39 |

| GRI Standard | Disclosure | Location / Note |
|--------------|--|--|
| | 2-14 Role of the highest governance body in sustainability reporting | Governance, Our Approach, page 39 |
| | 2-15 Conflicts of interest | Governance, Our Approach, page 39 |
| | 2-16 Communications of critical concerns | Our Board, CEO and Executive team are available to hear any concerns about the business whether they be raised by our people or others external to the business. Our independent whistleblower channel also provides a confidential and safe channel for reporting unethical behaviour, ensuring employees can raise concerns without fear of retaliation. There were no critical concerns raised in FY24. |
| | 2-17 Collective knowledge of the highest governance body | Governance, Our Approach, page 39 |
| | 2-18 Evaluation of the performance of the highest governance body | We do not disclose this information. |
| | 2-19 Remuneration policies | We do not disclose this information. |
| | 2-20 Process to determine remuneration | We do not disclose this information. |
| | 2-21 Annual total compensation ratio | We do not disclose this information. |
| | 2-22 Statement on sustainable development strategy | CEO Foreword, page 3 |
| | 2-23 Policy commitments | Governance, Our Approach, page 39 |
| | 2-24 Embedding policy commitments | Governance, Our Approach, page 39 |
| | 2-25 Processes to remediate negative impacts | Social – Protecting and promoting human rights in our business and supply chain, page 27 Environment – Our approach, page 18 |
| | 2-26 Mechanisms for seeking advice and raising concerns | Social – Unfair treatment in the workplace, page 29 |

GRI Standard

Disclosure

Location / Note

| | | |
|-------------------------------------|---|--|
| | 2-27 Compliance with laws and regulations | BIC Consolidated had no incidences of non-compliance with relevant laws or regulations in FY24. Non-compliance with laws and regulations is defined as matters that have a material impact, financial or otherwise, on our business or stakeholders. Our Risk Management Framework establishes clear levels of non-compliance and outlines consistent responses for each level. A serious occurrence of non-compliance is defined as one that leads to sustained regulatory scrutiny, formal undertakings, or fines. |
| | 2-28 Membership associations | Memberships and partnerships, page 9 |
| | 2-29 Approach to stakeholder engagement | How we engage our stakeholders, page 13 |
| | 2-30 Collective bargaining agreements | Social – Inadequate wages and benefits, or excessive working hours, page 29 |
| GRI 3: Material topics 2021 | 3-1 Process to determine material topics | Our ESG Approach, page 14 |
| | 3-2 List of material topics | Our ESG Approach, page 14 |
| | 3-3 Management of material topics | Our ESG Approach, page 14 and throughout the document |
| GRI 201: Economic performance 2016 | 201-1 Direct economic value generated and distributed | About Us, page 5 |
| GRI 204: Procurement practices 2018 | 204-1 Proportion of spending on local suppliers | BICC Modern Slavery Statement |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organisation | Environment section page 24 |
| GRI 305: Emissions 2016 | 305-1 Direct (scope 1) GHG emissions | Environment – Taking climate action and reducing our operational impact section, page 23 |
| | 305-2 Energy indirect (scope 2) GHG emissions | Environment – Taking climate action and reducing our operational impact section, page 23 |
| | 305-3 Other indirect (scope 3) GHG emission | Environment – Taking climate action and reducing our operational impact section, page 23 |
| | 305-5 Reduction of GHG emissions | Environment – Taking climate action and reducing our operational impact section, page 23 |
| | | |
| | | |

| GRI Standard | Disclosure | Location / Note |
|--|--|---|
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste related impacts | Environment – Taking climate action and reducing our operational impact section, page 4 |
| | 306-2 Management of significant waste-related impacts | Environment – Taking climate action and reducing our operational impact section, page 24 |
| | 306-3 Waste generated | Environment – Taking climate action and reducing our operational impact section, page 24 |
| | 306-4 Waste diverted from disposal | Environment – Taking climate action and reducing our operational impact section, page 24 |
| | 306-5 Waste directed to disposal | Environment – Taking climate action and reducing our operational impact section, page 24 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Information not available for FY24, will be reported in FY25 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Casual employees do not receive paid leave or regular work schedules |
| | 401-3 Parental leave | We provide eligible employees with parental leave, job security and support during the birth or adoption of a child |
| GRI 402: Labour / management relations 2016 | 402-1 Minimum notice periods regarding operational changes | A minimum of 1 weeks' notice is provided for all Operational changes |
| GRI 403: Occupational health and safety 2018 | 403-1 Occupational health and safety management system | Social – Wellbeing of our people, page 34 |
| | 403-2 Hazard identification, risk assessment and incident investigation | Social – Wellbeing of our people, page 34 |
| | 403-3 Occupational health services | Social – Wellbeing of our people, page 34 |
| | 403-4 Worker participation, consultation and communication on occupational health and safety | Social – Wellbeing of our people, page 34 |
| | 403-5 Worker training on occupational health and safety | Social – Wellbeing of our people, page 34 |
| | 403-6 Promotion of worker health | Social – Wellbeing of our people, page 34 |

| GRI Standard | Disclosure | Location / Note |
|---|--|--|
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships. | Social – Wellbeing of our people, page 34 |
| | 403-8 Workers covered by an occupational health and safety management system | Social – Wellbeing of our people, page 34 |
| | 403-9 Work-related injuries | Social – Wellbeing of our people, page 34 |
| | 403-10 Work-related ill health | Social – Wellbeing of our people, page 34 |
| GRI 404: training and education 2016 | 404-1 Average hours of training per year per employee | Information not available for FY24, will be reported in FY25 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Social – Supporting the development and wellbeing of our people, page 33 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Governance – Increasing diversity and inclusion in our business, page 49 |
| GRI 405: Diversity and equal opportunity 2016 | 405-1 Diversity of governance bodies and employees | Governance – Increasing diversity and inclusion in our business, page 49 |
| | 405-2 Ratio of basic salary and remuneration of women to men | Governance – Increasing diversity and inclusion in our business, page 49 |
| GRI 406: Non-discrimination | 406-1 Incidents of discrimination and corrective actions taken | There have been no incidents of discrimination in FY24. |
| GRI 407: Freedom of Association and Collective Bargaining | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | BICC Modern Slavery Statement FY24 |
| GRI 409: Forced or Compulsory Labour 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour | BICC Modern Slavery Statement FY24 |
| GRI 411: Rights of Indigenous Peoples 2016 | 411-1 Incidents of violations involving rights of indigenous peoples | There have been no incidents of violations involving rights of indigenous peoples |
| GRI 412: Human Rights Assessment 2016 | 412-1 Operations that have been subject to human rights reviews or impact assessments | Social – Protecting and promoting human rights in our business and supply chain, page 27 |

| GRI Standard | Disclosure | Location / Note |
|--|--|---|
| | 412-2 Employee training on human rights policies or procedures | Social – Protecting and promoting human rights in our business and supply chain, page 27 |
| | 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | BICC Modern Slavery Statement FY24 |
| GRI 413: Local communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | This will be further developed in FY25 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | Social – Protecting and promoting human rights in our business and supply chain, page 27 |
| GRI 414: Supplier social assessment 2016 | 414-1 New suppliers that were screened using social criteria | BICC Modern Slavery Statement FY24 |
| | 414-2 Negative social impacts in the supply chain and actions taken | Governance – Managing uncertainty in our supply chain, page 44 |
| BICC Modern Slavery Statement FY24 | | |
| GRI 416: Customer health and safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | Governance – Maintaining healthy environments, page 48 |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | There have been no incidents of non-compliance concerning the health and safety impacts of products and services. |

Carbon emissions

Screening of BIC Consolidated's carbon emissions against each of the 15 Green House Gas Protocol categories:

| Scope 3 category | Relevant to the business | Detail |
|---|--------------------------|--|
| 1. Purchased goods and services | Y | This category includes all upstream (i.e., cradle-to-gate) emissions from the production of products purchased or acquired by the reporting company in the reporting year. Products include both goods (tangible products) and services (intangible products). |
| 2. Capital goods | Y | This category includes all upstream (i.e., cradle-to-gate) emissions from the production of capital goods purchased or acquired by the reporting company in the reporting year. Emissions from the use of capital goods by the reporting company are accounted for in either scope 1 (e.g., for fuel use) or scope 2 (e.g., for electricity use), rather than in scope 3. |
| 3. Fuel and energy related activities | Y | This category includes emissions related to the production of fuels and energy purchased and consumed by the reporting company in the reporting year that are not included in scope 1 or scope 2. |
| 4. Upstream transportation and distribution | Y | This category includes emissions from the transportation and distribution of products purchased in the reporting year, between a company's tier 1 suppliers and its own operations in vehicles not owned or operated by the reporting company. It also includes third-party transportation and distribution services purchased by the reporting company in the reporting year, including inbound logistics, outbound logistics (e.g., of sold products), and third-party transportation and distribution between a company's own facilities. |
| 5. Waste generated in operations | Y | This category includes emissions from third-party disposal and treatment of waste generated in the reporting company's owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater. |
| 6. Business travel | Y | This category includes emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars. |
| 7. Employee commuting and teleworking | Y | This category includes emissions from the transportation of employees between their homes and their worksites. It also includes emission from teleworking (i.e., employees working remotely). |
| 8. Upstream leased assets | N | N/A. |
| 9. Downstream transportation and distribution | N | N/A. |
| 10. Processing of sold products | N | N/A. |
| 11. Use of sold products | N | N/A. |
| 12. End-of-life treatment of sold products | N | N/A. |
| 13. Downstream leased assets | N | N/A. |
| 14. Franchises | N | N/A. |
| 15. Investments | Y | This category includes indirect emissions associated with investments. |



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