

# Environmental, Social & Governance (ESG)

# Report

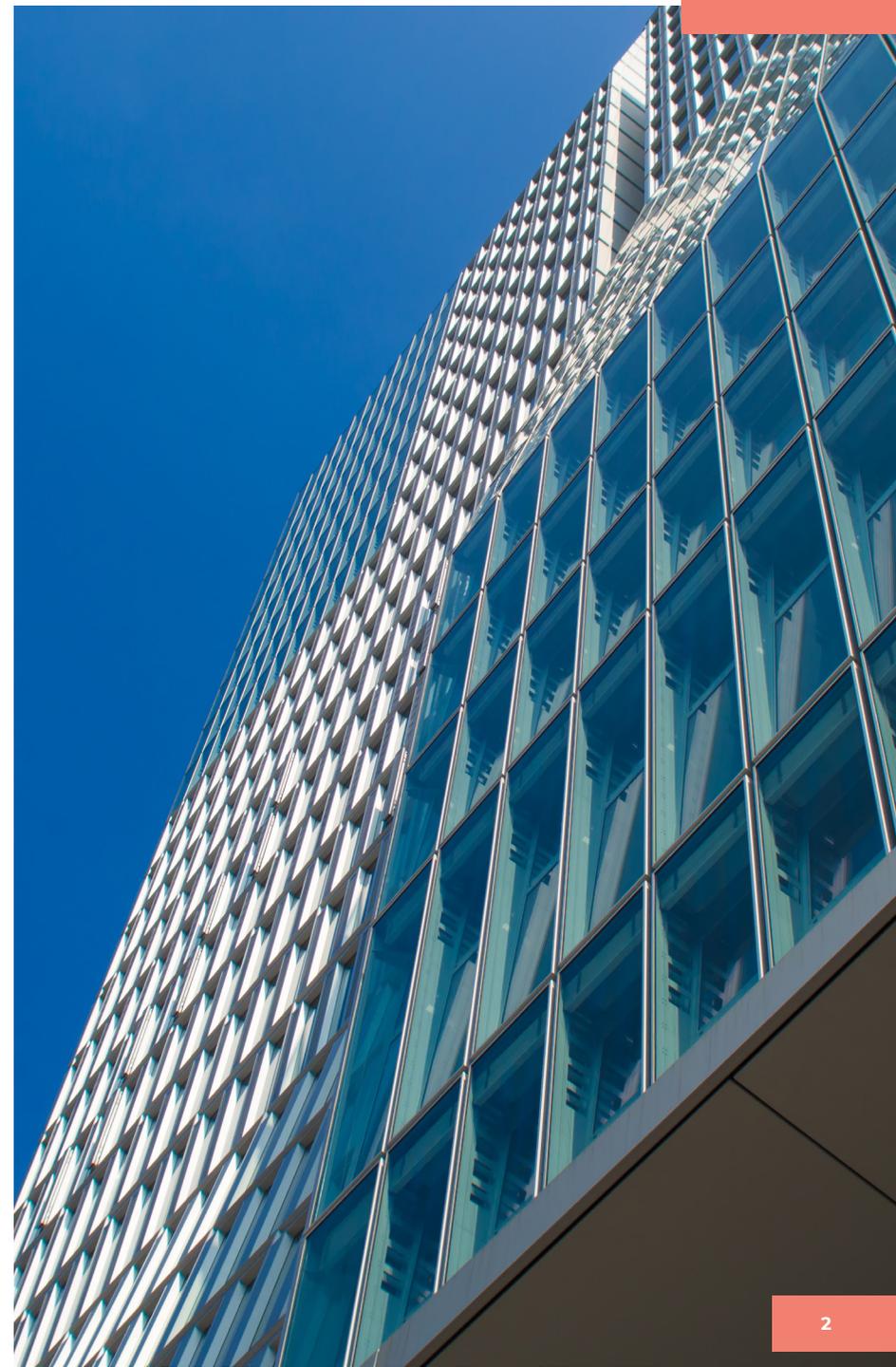
FY2025

Customer Focussed. Performance Driven.

[bicconsolidated.au](http://bicconsolidated.au)

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# Welcome

Welcome to our BIC Consolidated<sup>1</sup> annual ESG Report for the period from 1 July 2024 to 30 June 2025 (FY2025). Building on the baseline established in the prior year, this report provides an overview of our environmental, social and governance performance across the business, and discloses our approach to material issues, key initiatives, progress against goals and notable achievements. Where relevant, it also references activities that occurred shortly after the FY2025 year to inform stakeholders and provide continuity.

Through feedback received, benchmarking and embracing the value of continuous improvement we are pleased to advise that this report will provide a greater level of transparency. Specifically, our stakeholders and readers of this report can expect to find a greater number of metrics disclosed, the introduction of year-on-year (YoY) comparisons, and the inclusion of an ESG Data Book provided as an annexure. The YoY comparison covers a two-year period, being when the entities shown below merged to form united operations. In time, our aim is to provide YoY comparisons over 3 years.

Further refinement has been made to the goals set out in the FY2024 ESG Report, with those goals changed to adopt a SMART goal format. Any new goals introduced

in this year's report will also be more specific and measurable. To act with intention and to make a greater impact to address the sustainability issues we face. Notably we see the 'A' in SMART as Aspirational and the 'R' as Radically Optimistic, accordingly all goals are stretch goals.

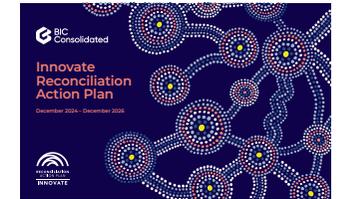
Furthermore, consistent with good practice, our emission calculations and metrics are subject to limited assurance by William Buck, supporting transparency, continuous improvement and readiness for legislated mandatory climate-related financial disclosures<sup>2</sup>.

We welcome feedback and questions, which can be directed to **Laurie Minto, General Manager – ESG**, T: [1800 683 863](tel:1800683863) E: [sustainability@bicconsolidated.au](mailto:sustainability@bicconsolidated.au)

1. For continuity, the corporate structure as previously disclosed in the FY2024 report, namely BIC Services Pty Ltd (BIC) and Consolidated Property Services (Australia) 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**.
2. BIC Consolidated is a Group 2 Reporter under the Australian Sustainability Reporting Standards (ASRS) and our first AASB S2 Climate-related financial disclosures start from the financial year commencing 1 July 2026.



# Our reporting approach



## GRI

We report **with reference to the GRI Standards**. The Global Reporting Initiative (GRI) is an independent, international organisation whose standards are widely used to enhance transparency and accountability for an organisation's impacts on the economy, environment and people. Using GRI as our reference framework improves comparability of our disclosures. A **GRI Content Index** is provided at the end of this report to guide readers to the relevant disclosures.

## United Nations Global Compact

We align our strategy and operations with the UNGC's Ten Principles on human rights, labour, environment, and anti corruption, and we take collaborative, innovative actions that advance better societal outcomes. We have been a proud signatory since 2020 and continue to report our progress through the UNGC Communication on Progress.

## SDGs

The UN SDGs provide a global blueprint for tackling challenges such as poverty, inequality, climate change, environmental degradation, peace and justice. We align our ESG strategy and actions to these goals, with alignment signposted throughout this report.

## EcoVadis

We benchmark our ESG performance annually through the EcoVadis sustainability ratings platform, which independently assesses our management systems across environment, labour & human rights, ethics, and sustainable procurement. This provides external validation of our progress and delivers a clear signal of where to focus next. The findings and improvement recommendations from our EcoVadis scorecard are fed into our ESG roadmap to drive continuous improvement and strengthen disclosures across the report.

## Modern Slavery Statement

Under Australia's Modern Slavery Act 2018 (Cth), certain businesses must publish a Modern Slavery Statement detailing how they identify, assess, and address modern slavery risks across operations and supply chains. BIC Consolidated will release its FY2025 Modern Slavery Statement ahead of this ESG Report, reinforcing transparency and accountability in preventing human trafficking, forced labour, and exploitation. For reference, our FY2025 statement is available [here](#).

## Innovate Reconciliation Action Plan

A RAP is a strategic framework that helps organisations build meaningful relationships and respect between Aboriginal and Torres Strait Islander peoples and non Indigenous Australians; Reconciliation Australia is the national body that supports the development and implementation of these plans. BIC Consolidated's Innovate RAP is endorsed and current to December 2026. In September 2025, we provided our annual progress update to Reconciliation Australia. Our current RAP can be found [here](#).

These reports are available at [bicconsolidated.au](http://bicconsolidated.au)

# CEO foreword

Environmental, social, and governance expectations continue to rise, and rightly so. At BIC Consolidated, we see this not as external pressure but as the path to a stronger, more resilient business, one that creates value for customers, people and communities every day. Over the past year we've taken meaningful steps forward: validating science-based decarbonisation targets, strengthening human rights due diligence, elevating waste and circularity outcomes with customers, and maturing our disclosures with greater transparency and third-party assurance.

Our commitment to climate action is now anchored by Science Based Targets initiative (SBTi) validation across our net-zero, near-term and long-term targets. This gives our teams and partners a clear line of sight to 2050, and the confidence that the milestones we set, such as a 63% reduction in Scope 1 and 2 emissions and a 38% reduction in Scope 3 by FY2035, are aligned to the latest climate science. In FY2025 we also improved emissions data quality, broadening downstream Scope 3 coverage and introducing a commuting survey; providing a truer baseline from which to reduce. Our emissions reduction journey is underway, with a 6% reduction achieved in FY2025 against FY2024, lowering our emissions intensity to 33.2 tCo2e / \$M AUD (location based). We will now translate targets into delivery through a Climate Transition Action Plan in 2026, as we prepare for AASB S2 climate-related financial disclosures.

Our role in the built environment lets us extend impact beyond our own footprint. This year we supported customers at over 90 buildings and 1,450+ tenants with waste weighing, education and reporting, helping

lift resource recovery and improve NABERS Waste performance, including 6-star outcomes at flagship assets and a rapid uplift at 2 Park Street, Sydney. These results are grounded in practical collaboration on contamination control, targeted engagement and data-rich reporting.

Protecting people and upholding dignity at work remain non-negotiable. We achieved CAF Contractor Prequalification, increased the number of CAF-certified buildings to 19, implemented electronic work-rights checks for all direct employees, and completed modern slavery refresher training for the vast majority of people leaders. We also advanced our Innovate RAP, deepened social-enterprise partnerships, most notably with Two Good Co, and refined our grievance and remediation pathways to ensure issues are heard early and addressed fairly.

Underpinning all of this is disciplined governance. We maintained our ISO certifications with zero non-conformances, sustained a strong EcoVadis score (73/100; Silver, top 15%), enhanced data and cyber controls, and importantly, lifted the quality and comparability of what we disclose. This report introduces year-on-year comparisons, an annexed ESG Databook, and independent limited assurance over our emissions inventory, steps that raise the bar on accountability and readiness for mandatory reporting.

Our ambition is clear: to be the partner of choice for customers who want safe, high-performing, and sustainable places, and the employer of choice for people who want meaningful, secure work in a

values-led business. The progress in these pages belongs to our teams, suppliers and customers who share that ambition. Thank you for your trust and partnership. Together, we will keep raising standards and accelerating the transition to a low-carbon, fair and inclusive economy.



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

**Tony Gorgovski**  
Group Chief Executive Officer – Bidvest Australia

# Highlights



## Employee Culture Framework

Our Purpose, Vision, Core Values, Culture Pillars, Promise to Employees, Customers & Community, focus on Positive Leadership and Strategies which includes communication, employee wellbeing, rewards & recognition, feedback & action, Hiring & onboarding, diversity, Equity & belonging and Performance Management.

### Employee Survey results

- 73% Employees who participated in our annual survey said they are proud to work for us
- 20 (eNPS) Employee engagement score for salaried employees



## SBTi Validation

Achieved SBTi target validation for our Net Zero, Near-term and Long-term emissions reduction targets, an industry leading outcome.

6% emissions reduction achieved in FY2025 against our FY2024 baseline.



## EcoVadis

Remained committed to global sustainability benchmarking and achieved Silver EcoVadis rating (June 2025), with an overall score of 73/100, placing BIC Consolidated in the 91st percentile (top 15%) of all rated companies globally.



## CAF

Achieved CAF Supplier Pre-qualification and continued our commitment, to supporting the ongoing and new certification of 19 buildings during FY2025.



Network Australia

## UNGC Network Australia

Continued our commitment to doing business responsibly through alignment with the Ten Principles on human rights, labour, environment and anti-corruption, with two senior leaders completing the UNGC Business and Human Rights Accelerator 2025.



## Gender Equality

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



## ISO Certification

Successfully completed our ISO surveillance audit, with zero non-conformances received, reaffirming certification across four internationally recognised standards.



## Check Work Rights

Introduced electronic and automated monitoring of staff credentials for all direct employees, inclusive of right to work, nationally coordinated criminal history checks and a document verification service to name a few.



## Supplier Management Framework

Implemented an improved framework for onboarding, monitoring and offboarding suppliers.



## NABERS Waste Ratings

Supported our customers to consistently achieve YoY improvements in their NABERS Waste Ratings and maintained a position of being involved in >30% of all buildings with the exceptional 6 Star Rating.

# About us

## Our structure and operations

BIC Consolidated is one of Australia’s largest integrated property services suppliers, formed through the coming together of BIC Services and Consolidated Property Services under Bidvest Group Australia. We are locally managed and operated, grounded in Australian values with profits reinvested in the Australian economy, and a workforce of circa 5,000 employees. With 50+ years of industry experience, a high contract retention record, and a culture built on ethics and accountability, we serve a national footprint while maintaining the close partnership approach our customers expect.

Our operating model is simple and disciplined: 100% direct employment in line with Fair Work standards, robust governance, and ISO certified management systems that drive consistency and performance. We use data enabled processes to enhance transparency and responsiveness, and we align our business to recognised sustainability frameworks. Furthermore, embracing the Bidvest Sustainability Framework 2035, our focus remains on people, purpose and performance, delivering long term, sustainable value for customers, communities and employees.

Operationally, we support ~4,000 customer sites daily through a consolidated service model that spans cleaning, maintenance/handyman, environmental and waste programs, building activations, consumables, and an advanced technology & robotics stack. Our Interactive Customer Experience Platform (ICXP), real time workforce tracking, and Power BI reporting bring

transparency and responsiveness to every shift, while automation (e.g., Whiz autonomous vacuums and Tennant autonomous floor scrubbers) and UV C hygiene solutions lift consistency and safety. This combination of unmatched national scale and data driven operations enables us to solve day to day needs and mobilise rapidly for emergencies, continually innovating to elevate the customer and tenant experience alike, and deliver long term value for our partners.

**Customer Focused. Performance Drive.**

## We are committed to:

	<b>Strong Customer Focus</b>		<b>People-first Culture</b>
	<b>Forward Thinking Innovation</b>		<b>Value Creation</b>
	<b>Seamless Service</b>		<b>Market-Leading ESG</b>



# 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 including 'WELL v2 Core'
- Customised technology suite to support QA management
- Covid19 and infection control services
- Robotics



## 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 Sustainability Officers
- Data-driven reporting suite on contamination levels, by stream/level/tenant
- Targets for improvement and plans for implementation
- Tenant engagement and education



## 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



## Maintenance services

- Routine preventative maintenance
- General handyman services
- Light Plumbing & Electrical Tasks
- Facility Upkeep & Minor Works
- Rapid response support

# Where we operate

Employees  
4813

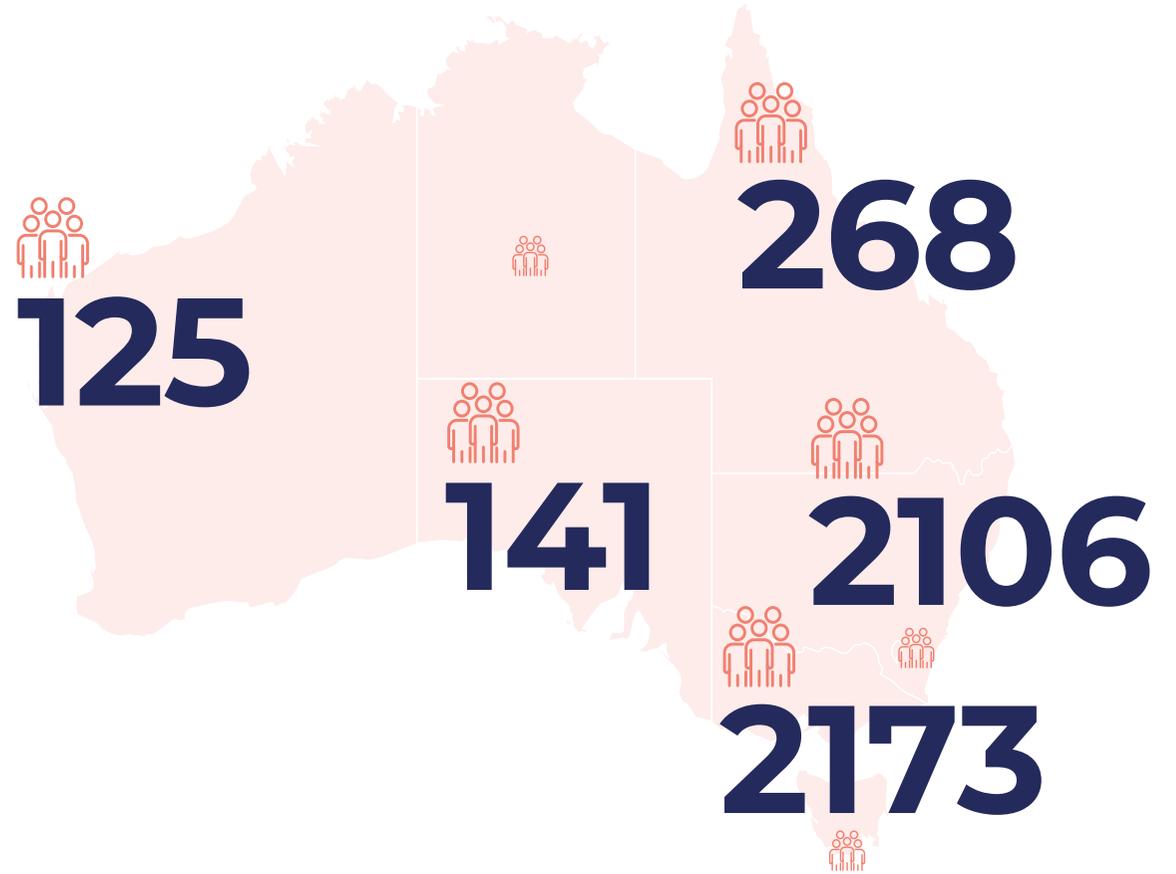
Clients  
c. 4,000

Offices  
5

Revenue  
c. \$400M

Female employees  
49.14%

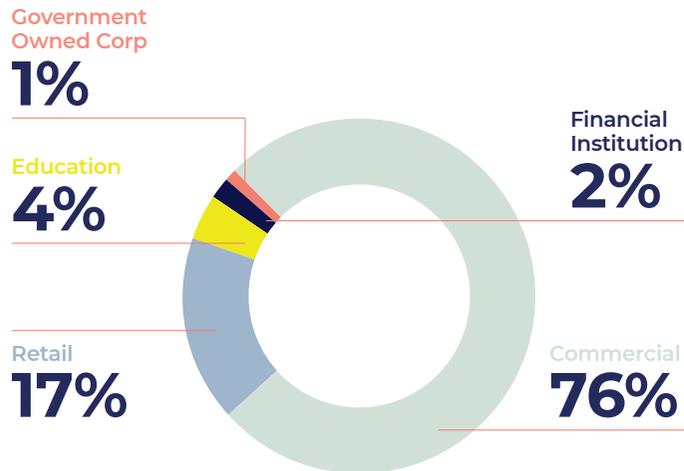
Cultural diversity<sup>3</sup>  
85



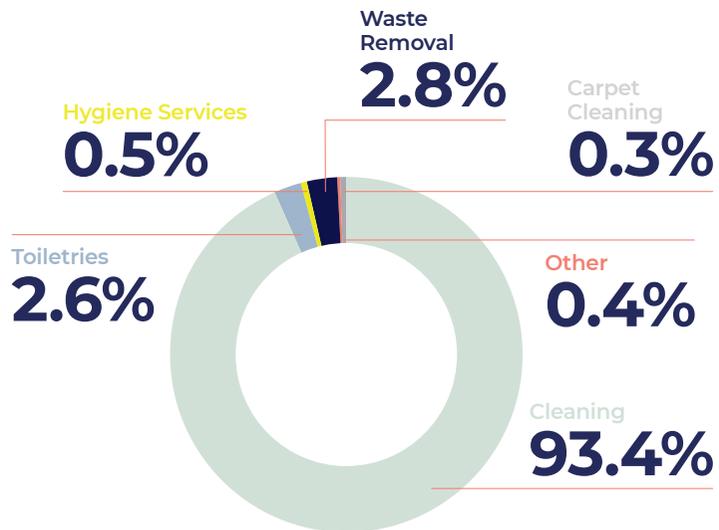
3. Number of countries represented across our culturally diverse workforce.

# Where we source our revenue

Our revenue by customer sector



Our revenue by stream



# Our people and organisational structure

Our organisational structure spans national, state, regional and site leadership, providing clear accountability and consistent performance across every location to deliver quality outcomes for our customers and maintain strong governance.

## Our Executive Management Team<sup>4</sup>



**Tony Gorgovski**  
Group Chief Executive Officer



**Jing Liu**  
Chief Financial Officer



**Christopher Errington**  
Managing Director



**Tino Stanojevic**  
Chief Information Officer



**Ashley Zeibots**  
Chief Administration Officer



**Nick Moore**  
Chief Commercial Officer



**Jorge Mariona**  
Head of Operations

4. As at 1 December 2025, which differs from 30 June 2025 as shown in the annexed ESG databook.

## Our people and organisational structure

### Group Chief Executive Officer



## Our people and organisational structure

Our people are the foundation of BIC Consolidated's performance and reputation. With circa 5,000 employees, the majority of whom are engaged through a 100% direct employment model, we uphold Fair Work standards and embed a culture of ethics, accountability, and service excellence. This approach to directly employing our people sets the benchmark for the Australian cleaning industry, something we take immense pride in having achieved.

Their skills, dedication, and care directly shape the customer experience and the health, safety, and wellbeing of the workplace communities we serve.

We invest in continuous learning, leadership development, and safe, sustainable work practices so our teams can meet evolving expectations and deliver lasting value. This focus strengthens engagement and retention, fosters inclusion, and lifts productivity, while deepening the trust based partnerships we build with customers. In a competitive industry, our success is inseparable from the capability and commitment of our people; by valuing and empowering them, we advance our ESG commitments and enable sustainable growth.



# 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 Strategic Pillars

### Our Inputs

- People
- Investment
- R&D
- Education & Training
- Supply chain

### Our People

We look after our people and our people look after our customers



### What this delivers

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.



### Innovation

We invest in innovation to continually improve our service



### What this delivers

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.



### Sustainability

We partner with our customers to create sustainable ways of working



### What this delivers

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.



### Transparency

We carry out all business operations with complete transparency



### What this delivers

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.



### Outputs

Employ over 5,000+ staff

Work over 1,300,000 shifts

Clean over 12.5 million sqm of office space

Clean over 4,000 client sites

### Our Stakeholders



Our people



Property Owners, Managers and Tenants



Suppliers



Unions



Industry



Government

### Our Value Chain

Research & Development

Suppliers

Products & Packaging

Marketing & Sales

Property Owners, Managers, Tenants

Waste Management

# How we engage with our stakeholders

We foster enduring, trust based partnerships by listening closely and understanding each stakeholder’s priorities. Through a collaborative approach, we design and refine tailored solutions that evolve with partners needs and deliver lasting value over the long term.

## Some of the 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
- Twice yearly performance & personal development meetings
- Regular team meetings lead by local and State managers, including toolbox talks

### Property owners, managers & 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
- ESG related questionnaires

### Suppliers

- Bidvest Code of Ethical requirements and collaborating on ethical purchasing activities
- Annual risk rating process
- Category A & B suppliers on CM3
- Monthly / quarterly meetings
- Information and education sharing
- Supplier forums, regular supplier meetings, supplier monitoring via Cm3
- Supplier management framework

### Union, government, industry groups & 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

## Memberships and partnerships

Our memberships and partnerships, including the following industry bodies and advocacy organisations, and where applicable, are mentioned in more detail throughout this report.



EcoVadis Silver



United Nations Global Compact



Cleaning Accountability Framework



TQCSI Yaran ISO Accreditation



Property Council of Australia



Reconciliation Australia



Science Based Targets Initiative



Supply Nation Member

# 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



# Our ESG approach

## ESG governance and materiality (FY2025)

The Board retains overall accountability for BIC Consolidated's ESG agenda, overseeing strategy, policies, risks and opportunities, while the Australia based Group Chief Executive Officer leads integration of ESG into business strategy, culture and day-to-day operations. Execution is shared by the Executive Team and our crossfunctional ESG Committee, which meets quarterly to guide implementation, review goals and ensure alignment with stakeholder expectations and the BIC Consolidated Risk Framework. Key outcomes from our ESG agenda are reported to the Risk Working Group, CEO, ESG Committee and the Bidvest Board as appropriate.

We continue to monitor our material topics through ongoing engagement (employees, customers, suppliers), peer and desktop reviews, audit feedback and analysis of inbound information requests. The independent specialist led comprehensive materiality review originally slated for 2025 will now be undertaken

in 2026. In the interim, monthly ESG updates are provided to leadership and tracked in our governance reporting, with the Board and Executive Team approving any material topic changes as needed.

## Employee engagement on ESG

Every employee plays a critical role in achieving our ESG goals. We maintain regular communication and feedback loops, including newsletters via our internal SharePoint site 'The Loop', town halls and training, to build awareness of how individuals can contribute to and uncover opportunities for improvement across the business. These channels complement our formal governance cadence and ensure that ESG remains visible and actionable throughout the organisation.

Employee engagement on ESG matters is strengthened by the diversity of our employee led ESG Committee. Our committee has 14 members representing 9 different departments, with 43% female members (6).



# Our Materiality Assessment



Network Australia

## UNGC

Since December 2020, BIC Consolidated has been a signatory to the UN Global Compact, committing to its Ten Principles across human rights, labour, environment and anti corruption. We embed these principles in our strategy, culture and day to day operations, and collaborate on initiatives that advance the United Nations Sustainable Development Goals (SDGs). Our annual Communication on Progress (CoP) can be found [here](#).



## SDGs

Our ESG strategy is aligned with the UN's 17 Sustainable Development Goals. We recognise their role in tackling global challenges, poverty, inequality, climate change, environmental degradation, peace and justice, and in building a more sustainable, equitable and prosperous world by 2030. We advance these goals through concrete actions across our business and have prioritised eight SDGs where BIC Consolidated can make the greatest impact. This alignment is highlighted throughout this Report.



## Our Material topics

Material topic <sup>5</sup>	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

5. BIC Consolidated intended to revisit our materiality assessment during 2025, however, other ESG and business priorities took precedence. We feel our material issues identified above remain current. None the less, we will renew our materiality assessment in early 2026 and confirm we have already received proposal from several independent specialist (BWD Strategic, SLR Consulting, OKRA Advisory). For diligence, we advise BWD Strategic undertook our previous materiality assessment and SLR Consulting have been engaged to renew our materiality assessment.

# Environment



# Why We Act

## Leading Environmental Stewardship for a Sustainable Future

The urgency to address global environmental challenges has never been greater. The health of our planet is inseparable from economic prosperity, public health, biodiversity, and the well-being of future generations. Climate change, resource depletion, pollution, and biodiversity loss continue to threaten the ecosystems that sustain our communities and businesses.

As a responsible organisation, we recognise that our actions today shape the world of tomorrow. Environmental risks, if left unaddressed, can result in more frequent natural disasters, resource scarcity, and social disruption. By acting decisively, we not only mitigate harm but also unlock opportunities for innovation, resilience, and shared value.

Our commitment is guided by international frameworks such as the United Nations Sustainable Development Goals and the Science Based Targets initiative and is embedded in our Environmental Policy and ESG Framework. We strive to reduce our environmental footprint, support circular economy principles, and empower our people and partners to drive positive change.

Through collaboration, transparent reporting, and continuous improvement, we aim to protect vulnerable communities, preserve natural habitats, and contribute to a thriving, sustainable future for all.



## Our Continued Focus

At BIC Consolidated, our approach to environmental sustainability is guided by a commitment to continuous improvement, innovation, and alignment with our parent company's 2035 Sustainability Framework. We recognise that meaningful progress requires integrating sustainability into every aspect of our operations, decision-making, and value chain.

Our strategy is anchored in the following principles:

**Alignment with Global and Group Ambitions:** We support the United Nations Sustainable Development Goals and the Science Based Targets initiative, and we are committed to the long-term priorities set out in the Bidvest Sustainability Framework 2035. This means setting ambitious targets for emissions reduction, resource efficiency, and circularity, and measuring our progress transparently.

**Operational Excellence and Responsible Innovation:** We embed sustainability into our service delivery, using certified eco-friendly cleaning products, energy-efficient equipment, and best-in-class waste management technologies. Our ISO 14001 certified Environmental Management System ensures that we meet and exceed regulatory requirements while driving operational efficiencies and reducing our environmental footprint.

**Collaborative Partnerships:** We work closely with customers, suppliers, and stakeholders to advance



sustainability outcomes. This includes supporting clients in achieving Green Building Certifications and NABERS Waste Ratings, implementing waste reduction and recycling programs, and advocating for sustainable procurement practices across our supply chain.

**Focus on Biodiversity and Social Impact:** In line with our Group’s materiality assessment, we are increasing our focus on identifying and managing biodiversity impacts, ensuring our actions address the most significant environmental issues. We also recognise the intersection between climate action and social equity and strive to ensure our decarbonisation efforts are inclusive and considerate of the communities in which we operate.

**Transparency and Accountability:** We regularly assess climate-related risks and opportunities, report our performance openly, and link sustainability outcomes to leadership accountability. Our progress is tracked annually and reviewed critically to ensure relevance and impact.

By integrating these principles into our business, we aim not only to minimise our environmental impact but also to create shared value for our stakeholders and contribute to a resilient, sustainable future.



# Embracing Collaboration to Drive

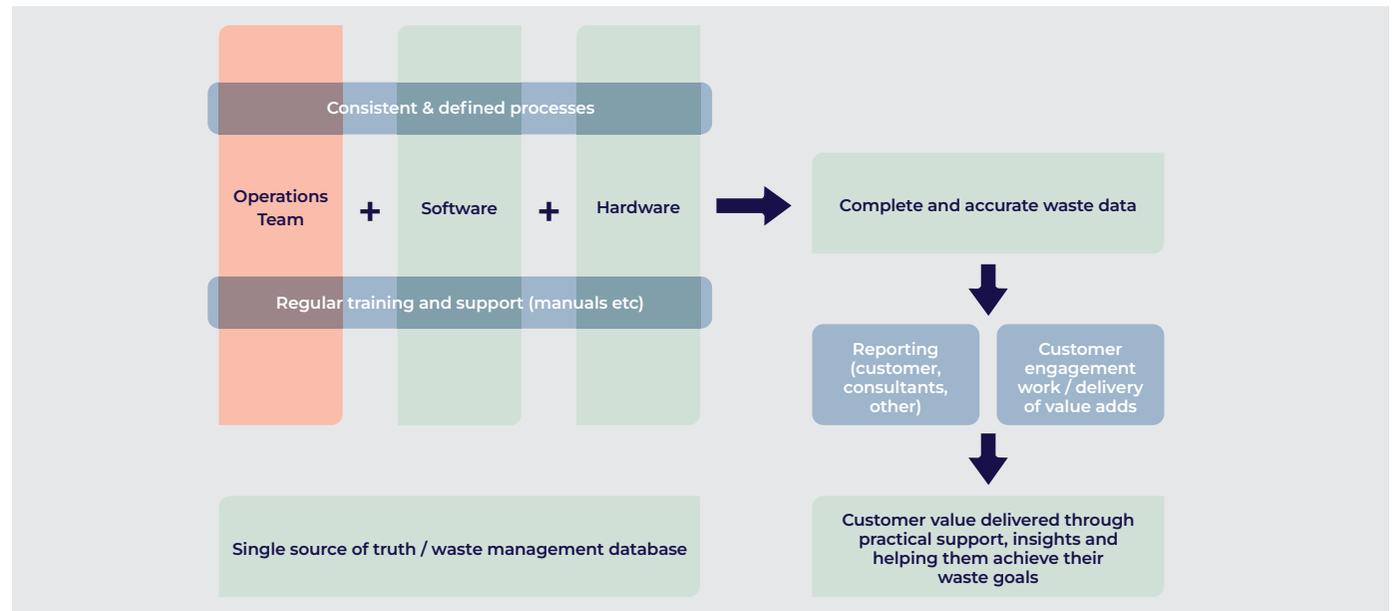
## Enhanced Environmental Outcomes

BIC Consolidated is uniquely positioned to be a sustainability steward and drive broader environmental impacts beyond our own operational footprint. As a provider of commercial cleaning services to premium commercial and retail assets, we make it a priority to champion leading waste management and recycling practices to reduce waste to landfill and increase resource recovery. We extend the reach of this impact by engaging with tenants of the buildings we service, in addition to our customers and onsite teams.

We support our customers through the implementation of our framework for successful resource recovery practices – see diagram below. This facilitates the development of waste management plans, engaging

signage, and undertaking periodic audits, providing contamination feedback, townhall and tenant engagement meetings and regularly reporting on waste performance to enable actionable insights.

**BIC Consolidated's framework for successful waste management on site:**



We have experienced a strong desire from Australian property owners, managers and their tenants to address improve their waste performance, which now see us provide our bespoke waste weighing and management solutions at over **90 buildings** and to over **1,450 tenants**. We are encouraged by this environmental commitment and take pride in supporting our customers to reduce waste going to landfill, which is supported by our 2030 goals as follows.

## Goal

### Goal 2030 – Customers

Increase resource recovery to 80% of all waste by weight at each asset, for the customers who we manage waste on behalf of by 31 December 2030.

### Goal 2030 – Company

For the BIC Consolidated tenancies (nationally) increase resource recovery to 80% of all waste by weight by 31 December 2030.

## Progress

	Target (by 31 December 2030)	Progress (30 June 2025)
Customer resource recovery	80%	43.8% <sup>6</sup>
Company resource recovery	80%	58.41%

6. There are many sites where we have exceeded our goal of 80%, such as 50 Flinders Street, Adelaide at 89.4%. We are working tirelessly to maintain such exceptional results, and to improve others.



## Successful resource recovery in action – NABERS Waste Ratings

NABERS Waste independently benchmarks a building’s operational waste performance (generation, separation, resource recovery and supply chain outcomes) and expresses it on a 1 to 6 star scale. National statistics show most buildings cluster around 3 to 3.5 stars, so a 6 star result demonstrates exceptional performance and leadership in procurement, tenant engagement, operations, and data governance.

### Core components of NABERS Waste ratings:

- **Recycling Rate** – ratio of total recovered materials to total generated materials over 12 months; the less to landfill, the higher the rating.
- **Data Quality** – strength of evidence (actual weights, assessor audits for contamination and density) affects the calculation and credibility of the rating.
- **Material Recovery Score (MRS)** – rewards buildings whose materials are clean and go to facilities that recover them (e.g., organics to composting, PET to reprocessing), aligning with circular economy principles.

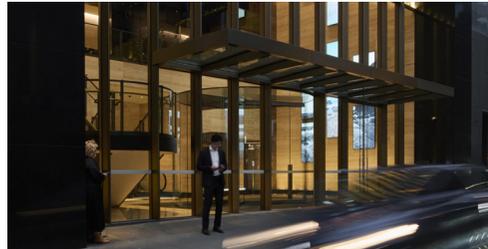
At BIC Consolidated we are acutely aware of the active role we play in assisting our customers with ratings, and as such we have developed the expertise to drive improvements and high levels of achievement. We are passionate about NABERS Waste ratings, noting the environmental benefits of high recycling rates in commercial buildings. Some success stories follow.



#### 83 Pirie Street, Adelaide

BIC Consolidated provided ongoing support and focus to achieve a 6-star NABERS Waste Rating. This included the diversion of 6 tonnes of landfill waste, and achieving an increased verified waste score, up from 85% to 94%, positioning 83 Pirie Street as the second-highest rated property nationally.

This success is a testament to our partnership and shared purpose with the client.



#### 101 Collins Street, Melbourne

We supported their 6-star NABERS Waste rating achievement and did this with a team of over 40 dedicated cleaners that help implement the waste program, which includes >15 recycling streams such as secure document destruction, coffee grounds, soft plastics, mixed recycling and more. In doing so, a verified recycling rate of 71% was achieved.

This result exemplifies a true collaboration with building management, consultants, waste contractors and the 101 Collins community.



#### 2 Park Street, Sydney

This building achieved 5-star NABERS Waste rating, with a stellar uplift from 3-stars in 2023.

We achieved this by:

- improving recycling stream separation and contamination controls
- introducing detailed waste reporting and on-site audits to track progress
- partnering closely with client and tenants to drive behaviour change and awareness
- and by empowering our on-site team, to deliver consistent, high-quality waste management outcomes.

# Our Approach to Biodiversity in the Built Environment

BIC Consolidated recognises the importance of biodiversity as defined by GRI 101: the variety of plant and animal life in the world or in a particular habitat, a high level of which is considered important and desirable. Operating within the built environment, our ability to directly influence biodiversity is inherently limited, as we do not control building operations, construction, or landscaping. However, we acknowledge our responsibility to minimise any potential negative impacts arising from our service delivery and to support broader biodiversity objectives through our policies and practices.

Our Environment Policy and Green Cleaning Policy set out clear commitments to environmental stewardship, including the adoption of the precautionary principle and compliance with all relevant environmental laws. Both policies are implemented through our ISO 14001-certified Environmental Management System, which ensures that our operations are planned and

delivered to avoid or mitigate adverse effects on the environment and biodiversity.

While our direct control over biodiversity in the built environment is limited, we remain committed to continuous improvement and collaboration with stakeholders to support biodiversity objectives wherever possible. Our policies and practices are regularly reviewed to ensure alignment with evolving regulations, standards, and stakeholder expectations.

Because no sites with the most significant biodiversity impacts were identified (Disclosure 101-5), Disclosure 101-8 (Ecosystem services) is not applicable for this reporting period.

## Reducing our operational impact through climate action

In FY2024 we identified post the merger of BIC



Services and Consolidated Property Services, now BIC Consolidated, that we needed to reestablish our emissions baseline and set revised science-based emissions reduction targets. This occurred and in mid-2025 we set about having our new emissions reductions targets validated by the Science Based Targets initiative (SBTi). We were successful in achieving validation and proudly share our Net-Zero, Near-term and Long-term validated targets. We understand our target validation achievement is just the beginning, and in 2026 and beyond, we'll define and commence to action the many improvements we can make to drive reductions.

**BIC Consolidated's SBTi validated targets:**

**Net-Zero**

BIC Consolidated commits to achieve net-zero greenhouse gas emissions across the value chain by FY2050.

**Near-Term**

BIC Consolidated commits to reduce absolute scope 1 and 2 GHG emissions 63.0% by FY2035 from a FY2024 base year. BIC Consolidated also commits to reduce absolute scope 3 GHG emissions 38.0% within the same timeframe.

**Long-Term**

BIC Consolidated commits to reduce absolute scope 1 and 2 GHG emissions 90.0% by FY2050 from a FY2024 base year. BIC Consolidated also commits to reduce absolute scope 3 GHG emissions 90.0% within the same timeframe.

We acknowledge businesses remain pivotal to a low-carbon economy, and our actions deliver resilience, compliance and value. By accelerating decarbonisation

we manage emerging climate risks (including mandatory reporting), strengthen supply-chain continuity, and unlock efficiency and cost savings that improve our operating model. We also position the business for growth as customers and regulators prioritise credible climate outcomes. Accordingly, we feel our previously stated goals remain relevant and provide an update as follows.

**Goals**

**By 31 December 2026 we will analysis our FY2025 procurement data to establish our current metrics for the use of GECA certified chemicals and establish a target to increase their presence in our range.**

**Progress** – We have a consumables and chemical tender underway, due for completion by 31 January 2026, in which we have placed an emphasis on these products.

**Develop a WELL v2 Core Cleaning and Disinfection Plan to build upon our Green Cleaning Policy and embed the plan into our Operations by 30 June 2027.**

**Progress** – not started.

**For the BIC Consolidated tenancies (nationally) power these locations with 100% renewable electricity by 30 June 2030.**

**Progress** – Our Rhodes head office remains the only tenancy where this has been completed. We are focused on increasing this number in early 2026.



# Our FY2025 Carbon Emissions & Ambition

In FY2025, BIC Consolidated continued its journey toward understanding our role in achieving a low-carbon future and mitigating climate change, building on the foundation set in FY2024 and aligning with our validated Science Based Targets initiative (SBTi) commitments. Our near-term target is to reduce absolute Scope 1 and 2 emissions by 63% by 2035 and Scope 3 emissions by 38% within the same timeframe, with a long-term ambition of achieving net-zero across the value chain by 2050. Our Carbon Inventory appears in this table, for more detail refer to our ESG Databook annexed to this report.

Carbon inventory (tCO <sub>2</sub> -e)	FY24	FY25
<b>Scope 1 Total</b>	<b>174.7</b>	<b>159.0</b>
S1-2 Mobile fuel consumption	171.5	153.5
S1-3 Fugitive emissions	3.3	5.5
<b>Scope 2 Total (location based)</b>	<b>112.7</b>	<b>69.7</b>
S2-1 Stationary electricity consumption (market based)	66.9	53.8
S2-1 Stationary electricity consumption (location based)	112.7	69.7
<b>Scope 3 Total</b>	<b>12715.2</b>	<b>12035.0</b>
S3-1 Purchased goods and services	5007.7	4769.3
S3-2 Capital goods	270.7	256.9
S3-3 Fuel and other energy related activities	81.0	45.9
S3-4 Upstream transport and distribution	445.6	142.4
S3-5 Waste generated in operations	51.9	38.1
S3-6 Business travel	507.8	82.6
S3-7 Commuting and teleworking	2502.2	5506.4
S3-11 Use of sold products	3840.9	1186.2
S3-15 Investments	7.5	7.1
<b>Total emissions (location based)</b>	<b>13002.6</b>	<b>12263.7</b>

In FY2025 we expanded our efforts to improve the rigor and quality of emissions data. Key updates included:

- Refining water and wastewater calculations using state-specific usage estimates.
- Introducing an employee commuting survey to capture real commuting behaviours, modes, and distances.
- Using an itemised asset list to calculate use-of-sold-products emissions.
- Expanding our downstream Scope 3 emissions (beyond our baseline) to capture to category 12 - End-of-Life Treatment of Sold Products.

These improvements provide a more comprehensive view of BIC Consolidated's Scope 1, 2, and 3 (excluding S3-12) carbon footprint, resulting in a 6% percent reduction on our FY2024 emissions baseline.

Commuting and teleworking rose noticeably this year following the introduction of a staff survey to gather commuting information. This shift in approach resulted in higher calculated emissions for this category compared to the prior year's proxy-based method. This is not surprising as workers have embraced a move away from hybrid working to full-time office-based work, particularly in Sydney where most of our administrative and operational support roles are located.

We disclose that during the SBTi validation process, our FY2024 emissions data was updated and improved to capture the Scope 3 downstream emissions category 11 Use of sold products. This resulted in an increase in Scope 3 emissions from 8874.3 to 12715.2 and an overall emissions increase to 13002.6 against 9116.0 as reported in FY2024. Our updated FY2024 emissions baseline is

13002.6 tCO<sub>2</sub>-e with an emissions intensity of 35.3 tCO<sub>2</sub>-e / \$M AUD (location-based).

Building on this approach to enhance downstream Scope 3 emissions reporting, and embracing an EcoVadis recommendation, in FY2025 we introduced calculations on Scope 3, Category 12 End-of-Life Treatment of Sold Products. S3-12 downstream emissions total 8,196.2 tCO<sub>2</sub>-e, a material increase. Noting this doesn't align with our FY2024 emissions baseline, we report this independently so that YoY comparisons are just and meaningful.

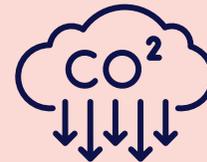
A detailed summary and YoY comparison of BIC Consolidated's GHG Protocol aligned emissions data can be found in the ESG Databook annexed to this Report. Likewise, our limited assurance of our carbon inventory can be found annexed to this Report.

We are committed to reducing our emissions and understand where we can make an impact, in doing so support a decarbonised economy.

### Emissions intensity

33.2 tCO<sub>2</sub>-e / \$m

FY2025, location based



With an emissions intensity of 33.2 tCO<sub>2</sub>-e / \$M AUD (FY2025 location based), we are proud to report that BIC Consolidated offers our customers a moderate to low carbon intensity supply chain partner.

### A note from SLR Consulting, BIC Consolidated leading the way!7

"Although there is limited benchmarking specific to commercial cleaning companies, available data for business-to-business service companies shows that organisations reporting only operational emissions (Scope 1 and Scope 2) generally sit below approximately 40 tonnes of CO<sub>2</sub>e per A\$1 million revenue, while those reporting a broader set Scope 3 categories **typically fall within approximately 40 to 80 tCO<sub>2</sub>e**. On the basis, **BICC's emissions intensity is considered moderate**.

Importantly, BICC's reporting boundary is **more comprehensive** than many comparable providers, as the company now reports on multiple downstream Scope 3 categories. The broader coverage reflects stronger data availability and provides a accurate representation of BICC's overall value-chain impact than sector peers."

7. With the assistance of our external consultants, SLR Consulting, we have undertaken global research that suggests our reported emissions intensity is moderate when compared to similar businesses.

# Climate Transition Action Plan and Opportunities

BIC Consolidated under the new Australian Sustainability Reporting Standards (ASRS), mandatory Climate-related financial disclosures (AASB S2), is a Group 2 reporting entity, meaning our first mandatory reporting period is for the fiscal year commencing on 1 July 2026. In preparation for this, during 2026 we will embark on developing a Climate Transition Action Plan (CTAP) and identifying our climate risks and opportunities (scenario analysis). These works will drive our climate change adaptation and transition, along with providing greater clarity on initiatives to reduce our emissions, including GHG removals in the value chain. In the interim, we have retired prior carbon credits / abatements.

## Goal

**Develop a BIC Consolidated Climate Transition Action Plan (CTAP) and embed it in the business by 31 December 2026.**

**Progress** – Reportable in FY2026

## Our environmental metrics



## Energy

In FY2025 we continued to decarbonise our operations by expanding green power purchasing and accelerating the electrification and efficiency of our equipment. Building on last year’s milestone, our Rhodes office transition to renewable electricity, we progressed additional tenancy transitions and embedded energy-saving practices across sites through our ISO 14001 Environmental Management System (EMS). Unfortunately, due to several internal and external factors, we lost some momentum on our tenancy transitions to renewable electricity, however, we have firm plans to expand this in early 2026. None the less, post a Group acquisition of security company EGroup (May 2025), the Group reduced energy consumption by merging offices in Sydney and Melbourne. In 2026, we expect further office mergers that will benefit BIC Consolidated.

We also strengthened behavioural programs (e.g., power-down protocols and daylight optimisation) to lock in savings, and we are tracking these actions against our commitment to 100% renewable electricity by FY2030. These activities directly support Bidvest’s 2035 pillar of Climate responsibility and resource stewardship and our validated SBTi pathway.

### Case study – Fleet Laptop Refresh Environmental Benefits

BIC Consolidated has embarked on refreshing our fleet of laptops to newer models which deliver tangible environmental benefits.

Replacing 120 legacy ThinkPad T490 laptops with a balanced mix of 60 x ThinkPad T14 Gen 5 and 60 x ThinkPad T14 Gen 6 is expected to reduce embodied (cradle-to-grave) emissions by ~26–28 tCO<sub>2</sub>e versus procuring an equivalent fleet of new T490s, based on

Lenovo’s Product Carbon Footprint disclosures (T14 Gen 5/Gen 6 mean ≈184.5 kg CO<sub>2</sub>e/unit vs T490 mean ≈398–421 kg CO<sub>2</sub>e/unit). In operation, typical configurations of the new T14s are estimated to lower annual electricity use by ~158 kWh across the fleet.

Beyond emissions, the refresh strengthens circularity and responsible procurement. The newer T-series integrates post-consumer recycled materials, ships in renewable fibre-based packaging that reduces transport impacts, and is designed for higher reparability and component replacement, enabling longer service life and lower e-waste. Taken together, these changes advance our SBTi-aligned decarbonisation pathway and reinforce our performance against external ESG benchmarks.



### Water

While water use at corporate offices remains modest, FY2025 focused on watersmart service delivery: continued deployment of microfibre systems, expansion of lowflow equipment (including pressure washers), and broader adoption of concentrated ecofriendly cleaning solutions that reduce both water and chemical intensity.

Targeted training helped teams standardise shutoff and “right volume” practices, and scheduling was refined to

avoid unnecessary consumption, These measures are tracked through our EMS and align to Bidvest’s 2035 priority to optimise resource use, ensuring we reduce intensity without compromising service quality.



### Waste

We advanced our shift from “waste management” to resource recovery. In FY2025, we continued rolling out GURRU’s Bintracker across sites where we provide waste services, standardising sorting, weighing, and reporting to deliver near-real-time NABERS-grade data. This enabled better contamination feedback, targeted education, and more precise tracking against our goals to help customers reach 80% resource recovery by 2030 and to lift recovery at BIC Consolidated offices to the same level.

Operationally, we increased use of low-packaging, certified products, reduced single-use items, scaled reusable materials (e.g., refillable bottles, microfibre cloths), and strengthened partnerships for container deposit scheme participation and textile recycling to prevent environmental harm and embrace circular economy principles. These efforts support Bidvest’s 2035 focus on sustainable resource use and circularity and are governed through our EMS with transparent performance reporting.

Our office-based waste management outcomes as detailed in our ESG Databook annexed to this report are:

Waste outcomes	FY24	FY25
Waste diverted from landfill (kg)	1733	2748
Waste directed to landfill (kg)	1149	1957
Recycling rate (%)	60.13	58.41

We are committed to our recycling rate target of 80% and are focused on initiatives to make improvements, in particular education of our people through lunch and learn presentations and recycling week activities, as shown respectively below.



### Embracing circular economy partnerships

Over the course of 2025, we have been actively building more options for our operational teams to implement circular economy principles in the way we help our customers manage their waste. This includes:

- **Container Deposit Scheme** – strengthening our existing service provision with our preferred partner, Envirobank, in our key areas of operation. The focus here is to broaden the awareness across our operational teams and implement CDS collections at a greater number of sites.
- **Textile Recycling** – we have formed a new partnership with Upparel, Australia’s leading textile recycler to ensure end of life uniforms are recycled and don’t end up in landfill. This service is also available to our customers.
- **Battery Recycling** – another new partnership in its infancy, we are working with ecobatt to help our customers embrace the Battery Stewardship Program. This will ensure batteries are handled and recycled correctly.

In Australia, Container Deposit Scheme’s are a beacon for the circular economy, with most bottles that are collected being recycled into new bottles. This is evident with PET plastic bottles which are kept in a closed loop. Through our partnership with Envirobank, an indigenous owned and female lead business, in FY2025 we recycled 71,951 used beverage containers via CDS, an increase of 47% on the prior year. Apart from the environmental benefit, all refunds are donated to charities and social enterprises (nominated by our customers), resulting in over \$7,000 being donated, amplifying the impact of this initiative.



### Goal

**Develop a BIC Consolidated Circular Economy Procedure and embed it in the business by 30 June 2027.**

**Progress** – Reportable in FY2026.

# Social



# Why we need to act

At BIC Consolidated, how we deliver services matters as much as what we deliver. Maintaining industry leadership requires more than operational excellence, it demands ethical practice, respect for human dignity, and responsible conduct in every decision we make. That means creating safe, fair workplaces for our diverse teams, and ensuring our operations and supply chain positively impact the communities we serve.

We continue to invest in innovation to lift service quality and accountability. Data-enabled platforms and real-time feedback help us make informed decisions, resolve concerns quickly, and strengthen worker and customer voice. Technology is an enabler, however, the purpose is human: to uphold rights, reduce harm, and improve daily experiences for people on our sites.

Human rights are universal. Safeguarding them, freedom from exploitation, fair pay and conditions, safety, non-discrimination, and the right to speak

up, builds more resilient communities and healthier businesses. When rights are respected, societies benefit through greater stability, participation and economic inclusion.

Expectations are also rising. Regulators, investors, customers and the public increasingly require companies to align with the UN Guiding Principles on Business and Human Rights (UNGPs). In practice, this means conducting robust human rights due diligence (HRDD), proactively identifying, preventing and addressing adverse impacts across operations and supply chains, embedding clear controls and accountability, and reporting transparently on actions and outcomes.

In FY2025 we strengthened this foundation, enhancing HRDD in our own workforce, formalising supplier oversight and grievance pathways, building capability through training and awareness, and collaborating with partners to advance decent work. This Social update explains why we act, and, critically, how we are turning commitments into measurable progress.



# Protecting and promoting human rights

## Across our operations and supply chain

Australia's cleaning industry has long grappled with human rights risks, low wages, unsafe conditions, coercive practices, and the exploitation of migrant workers, often compounded by cultural and language barriers that limit worker voice. While regulatory reform and better industry practices continue to lift standards, we recognise that genuine progress requires proactive, systematic human rights due diligence (HRDD) embedded in day-to-day decisions.

### Our commitment.

We are committed to ensuring every person who works with or for BIC

Consolidated is treated with dignity, respect and safety. Human rights at BIC Consolidated go beyond modern slavery and include fair pay and conditions, a safe workplace, non-discrimination, freedom of association, and meaningful access to grievance and remedy. These expectations apply across our own operations and extend to our contractors and suppliers.

### What this means in practice.

- We map our operations and business relationships to identify salient human rights risks, engaging directly with workers, community organisations and expert bodies.
- We set clear expectations through a comprehensive policy framework, including our Human Rights

Policy, Code of Conduct, Workplace Health & Safety, Equal Employment Opportunity & Anti-Discrimination, Bullying & Harassment, and Grievance & Remediation Procedure. These policies are available at [bicconsolidated.au](https://www.bicconsolidated.au)

- We provide trusted reporting channels (manager, People & Culture, and independent whistleblowing) with strict non-retaliation, and we act promptly to investigate concerns and deliver appropriate remedy.
- We assess effectiveness through training completion, incident themes, audit findings and corrective actions, and we report transparently in line with recognised standards.

### Zero-tolerance standards.

BIC Consolidated maintains zero tolerance for:

- Forced, bonded or compulsory labour; child labour; human trafficking
- Discrimination, harassment or abuse; unfair treatment; retaliation for speaking up
- Unsafe working conditions; excessive hours; inadequate wages and benefits
- Violations of freedom of association and collective bargaining
- Invasion of privacy; violations of Indigenous peoples' rights
- Environmental harm linked to our operations or supply chain

**Governance and access.**

Policies are available to employees and stakeholders and are governed through our ESG framework, with oversight by the ESG Committee and regular reporting to the Executive Team and Board. This governance ensures consistent application of our standards across all sites and relationships.

**Community impact.**

Beyond safeguarding people at work, we recognise our responsibility to contribute positively to the communities we serve. Our Social Enterprise and Community Engagement Strategy guides partnerships, volunteering and social procurement, helping build thriving, inclusive communities alongside safe and fair workplaces. The strategy can be accessed [here](#).



**Goals**

**Address our salient human rights issues by implementing a Human Rights Action Plan by 30 June 2026.**

**Progress** – A DRAFT Human Rights Action Plan including salient human rights issues was developed as a deliverable of the UNGC Business & Human Rights Accelerator 2025, undertaken by two Senior Leaders in the first half of 2025 and submitted on 4 September 2025. The processes of embedding this in the business will occur in early 2026.

**Achieve Cleaning Accountability Framework (CAF) supplier pre-qualification for BIC Consolidated by 31 July 2025 and maintain this qualification at all times.**

**Progress** – Achieved on 29 May 2025, current until 29 May 2026.

**Encourage and support our customers to achieve CAF certification, lifting our number of certifications by 10% YoY from a baseline of 15 in FY2024.**

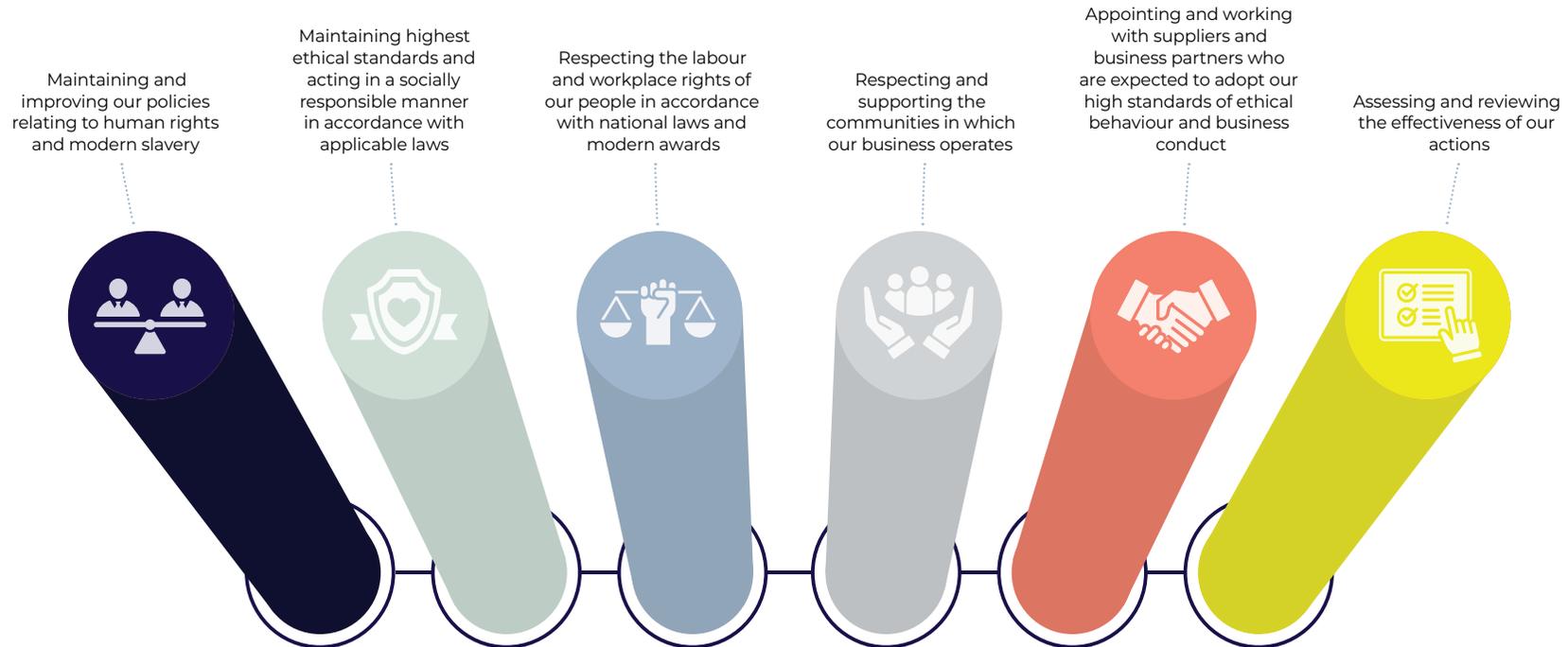
**Progress** – 26.6% increase achieved at 30 June 2025. 19 Buildings now certified.

**Produce a report that addresses the Modern Slavery requirements of our business by 31 December annually.**

**Progress** – Achieved, FY2025 Modern Slavery Statement submitted 31 December 2025. A copy can be accessed [here](#).



# Key pillars of our approach



Assessing whether our actions are working in practice is central to our Social agenda. In FY2025 we strengthened a multi-layered approach to effectiveness, combining worker-voice analytics, training and audit performance, supplier due-diligence results, and external benchmarking.

# How we measure

- **Worker voice & grievance insights:** We track the themes, volume and resolution times of labour and human-rights concerns raised through managers, People & Culture, and the independent whistleblower hotline. Outcomes (including remedy provided) are reviewed by the ESG Committee and feed continuous improvement of our unified Grievance & Remediation Procedure.
- **Training & awareness:** We monitor completion rates and feedback for modern slavery and human-rights training, toolbox talks and site communications (posters/briefings), and we refresh content where gaps or confusion appear.
- **Compliance, audits & corrective actions:** We consolidate findings from internal reviews and customer/third-party audits, track corrective actions to closure, and report trend data (recurrence, severity) to operations leadership and the Board via the ESG governance cycle.
- **Supplier due diligence:** Using our supplier-management processes (including CM3 for higher-risk categories), we monitor Code acknowledgements, questionnaire responses, non-conformances, and the closure rate of supplier corrective-action plans.
- **Decent work indicators:** We review CAF participation (prequalification status and certified buildings supported with customers) alongside payroll and rostering controls to confirm fair pay and safe working arrangements.

During 2025, 189 (99%) of all people leaders completed Modern Slavery refresher training via the University of Technology Sydney (UTS) online course.

### Learning and benchmarking:

We continue to participate in UN Global Compact dialogues and peer workshops to test our approach, and we feed insights from EcoVadis and our ISO 26000 gap analysis into the roadmap, targeting measurable improvements in policy maturity, training effectiveness, grievance accessibility, and supplier leverage.

### Strengthening the framework (ahead):

We will expand our management dashboards to include outcome-focused indicators (e.g., satisfaction with grievance handling, timeliness and adequacy of remedy, supplier CAP closure times) and publish anonymised grievance learnings internally to build capability across teams.

For detailed disclosures on how we identify, prevent and address risks of forced, bonded or compulsory labour, child labour and human trafficking in our operations and supply chain, please refer to our FY2025 Modern Slavery Statement, accessed [here](#).



# Preventing unfair treatment in the workplace

Unfair treatment includes discrimination, harassment or bullying, unequal pay for equal work, exclusion from opportunities, retaliation for speaking up, and denying reasonable adjustments. Any behaviour that undermines dignity or creates a hostile environment is unacceptable.

## Our controls

- Clear policies such as Human Rights, Code of Conduct, EEO & Anti-Discrimination, Bullying & Harassment, and Grievance & Remediation.
- Regular training for leaders and teams on recognising, preventing and reporting misconduct.
- Safe, confidential reporting channels (manager, People & Culture, independent whistleblowing) with strict non-retaliation.
- Two way communication to elevate worker voice on conditions and safety.
- Prompt, fair investigations and proportionate disciplinary action where required.

- Inclusion initiatives and access to support, including our Employee Assistance Program (EAP).
- Ongoing culture checks (surveys, feedback) to ensure a respectful workplace.

## Fair pay and working hours

Every employee receives a written contract detailing entitlements and benefits, supported by Fair Work information on rights at work.

More than 95% of our workforce is covered by the Cleaning Services Award, which:

- Sets minimum pay rates and conditions by role and hours worked
- Regulates working hours and overtime to prevent excessive workloads
- Provides core benefits (annual leave, sick leave, penalty rates)

- These safeguards reduce risks of underpayment and overwork, helping ensure a fair, safe and equitable workplace across Australia.

**99.4%** of employees are paid direct by the company

**97.4%** of employees are full-time or permanent part-time

**68.6%** reduction in casual employees

During FY2025 we intentionally set about reducing our casual workforce. This resulted in a reduction of 232 casual roles, the majority of which were converted to permanent part-time to improve employment benefits for these workers.

The remaining balance of our workforce (salaried employees equating to over 4%) are paid at market rates for their non-award position, or greater with performance-based remuneration.

A robust payroll system calculates wages, benefits and overtime accurately, supported by regular pay reviews to confirm compliance with modern awards and entitlements, plus customer-led independent audits of our practices. We have partnered with the Cleaning Accountability Framework (CAF) for several years. In May 2025 we achieved CAF Contractor Prequalification (maintained through FY2026) and, with our customers, lifted CAF-certified buildings to 19 in FY2025. Structured engagement with CAF representatives continues to guide improvement.

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 employees to access information and to ask questions of an independent third party.

During the reporting period, BIC Consolidated had no current collective bargaining agreements, and therefore 0% of direct employees were covered by such agreements. While coverage is nil, we respect and uphold workers' freedom of association and the right to collective bargaining in line with applicable laws and internationally recognised standards. We will engage in good-faith bargaining should employees choose representation.



# Reconciliation

Reconciliation is about building respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, acknowledging past injustices and addressing their ongoing impacts. It promotes equality, cultural respect and social cohesion, strengthening communities and national identity.

In December 2024 we released our first Innovate Reconciliation Action Plan, endorsed by Reconciliation Australia. Our RAP can be found [here](#).

Since this time, we advanced this commitment through focusing on a culturally safe workplace, transparent reporting, and growing employment and procurement opportunities with First Nations peoples and businesses. Our partnerships with Indigenous organisations, such as Supply Nation, are central to this work, and we are continuing to increase representation (approximately 0.15% of our workforce – 7 employees) while building sustainable pathways for recruitment, training and supplier engagement.

**Some highlights of our commitment to reconciliation are:**

- FY2025 spend \$711k<sup>8</sup>, 26% increase on FY2024, up by \$187k
- Participation in Supply Nation’s ‘First Step’ indigenous procurement training

- Attendance at Supply Nation’s Indigenous business showcase, CONNECT 2025 and follow-up engagement with several businesses
- Engagement with the NSW Indigenous Chamber of Commerce (NSWICC) and attendance to their annual Summit and tradeshow
- Procurement from several new Indigenous suppliers, Yirra Miya, Evolve Communities, and NSWICC
- Commissioning of a bespoke Cultural Artwork by Yirra Miya

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

**‘Growing with our people, growing with communities.’**



This is BIC Consolidated’s newly commissioned and completed bespoke Indigenous artwork designed by the indigenous artist, **Leticia Forbes (Yirra Miya)**.

**About the artist:** Leticia is a proud Wiradjuri Torres Strait Islander yinaa ‘woman’ and Wiradjuri Artist with family ties to Narrandera and community ties to Dubbo. She now lives, works, and raises her family on Darkinjung Country, Central Coast.

**About the artwork:** This artwork sits as a testament to not only celebrate, respect, and value Indigenous culture, but also reflects BIC Consolidated’s own journey, its people, its values, and its role in creating clean, safe, sustainable, and connected communities.

8. Indigenous spend includes both procurement and employment. In FY2025 procurement from Indigenous suppliers accounted for 54% of the spend.

# Increasing customer satisfaction through innovative solutions

## ICXP continues to set the industry benchmark

Traditional cleaning service models often rely on fixed routines that can miss opportunities for proactive improvement. These models tend to be reactive, responding to complaints rather than actively enhancing service quality. To shift from a reactive to a predictive and customer-centred approach, we developed our Interactive Customer Experience Platform (ICXP).

ICXP leverages real-time data to deliver instant notifications, enable immediate service adjustments, and improve overall service management. By placing customer needs at the centre of workflow design, ICXP creates operational efficiencies, reduces unnecessary service hours and consumables, and can even lower expenditure on periodic cleaning.

The platform's upfront investment generates measurable long-term value, delivering cost savings over the life of multiyear contracts while improving transparency, performance, and customer satisfaction. This technology enabled system benefits both BIC Consolidated and our customers by setting a new standard for proactive, data driven cleaning services.

## Goal

**Further using sentiment and IoT sensor data to develop a framework for predictive service delivery by 31 December 2027.**

**Progress** – Current applications of ICXP have enabled excellent instances of predictive service delivery, however, the intent of this goal is build a broader and formalised framework, which is currently in progress.

We operate under the ISO 9001 Quality Management System, but our point of difference is aligning our processes with ISO 10002 Customer Satisfaction Guidelines. This ensures our integrated management system consistently enhances customer experience by reviewing customer related processes from the earliest stages of requirement assessment, ensuring service delivery meets, and exceeds expectations.

To support our customer focus, we continue to find traditional customer service training to be very effective. We provide this training through a specialist 3rd party, Butler & Co and their Service Excellence training program. In FY2025 30 employees undertook this training.

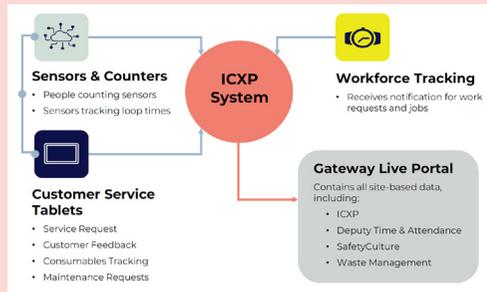
### Predictive service delivery in action – harnessing the power of customer sentiment and IoT sensor data

At **2 Park Street** (Sydney) the use of ICXP captured foot traffic data revealed that certain building floor bathrooms were heavily used on weekends, which wasn't expected. As result, cleaning of these bathrooms was increased and a priority clean added each Monday morning, before the office tenants arrived to start their working week.

In **Raine Square** (Perth) a bespoke white floor area surface showed dirt with increased foot traffic. Through the assessment of our IoT sensor data, we were able to predict the optimum cleaning frequency, not based on a traditional time-based schedule, however, through actual usage, namely number of movements across the floor. Subsequently, cleaning is initiated on this foot traffic patterns.

In addition, at **Darling Park/Darling Square** (Sydney) we were able to improve service delivery through analysis of foot traffic trends and service request patterns to rebalance resources. This resulted in assigning additional cleaners to service bathrooms on the busiest floors, while streamlining services to lower-traffic floors.

These are but a few of the ways the predictive service delivery facilitated by BIC Consolidated's ICXP is improving the wellbeing for tenants of the buildings we service.



### Investment in future technologies

BIC Consolidated currently utilises and is expanding the range of specialised robotics for autonomous cleaning solutions across various environments.

Our autonomous cleaning innovations continue to expand across a range of environments. This includes the use of robotic floor scrubbers in retail common areas and robotic vacuums in commercial spaces, delivering consistent, efficient, and high-quality cleaning outcomes. As technology advances, we remain committed to adopting leading-edge solutions that enhance safety, productivity, and service performance.

Most recently, we introduced drone-enabled cleaning, using advanced aerial technology to safely and efficiently clean large glass facades at a university campus. This approach not only improves quality and coverage but also reduces manual handling risks for our teams.



Currently deployed in over 40 buildings

Full transparency & workforce tracking

Customer feedback function

Recorded 1.89m + interactions & rating

Actioned 420,000+ service requests

# Supporting the development and wellbeing of our people

## Goal

**Maintain an annual WCIFR lower than the Safe Work Australia industry benchmark of 13.7. FY2024 baseline for BIC Consolidated is 7.00.**

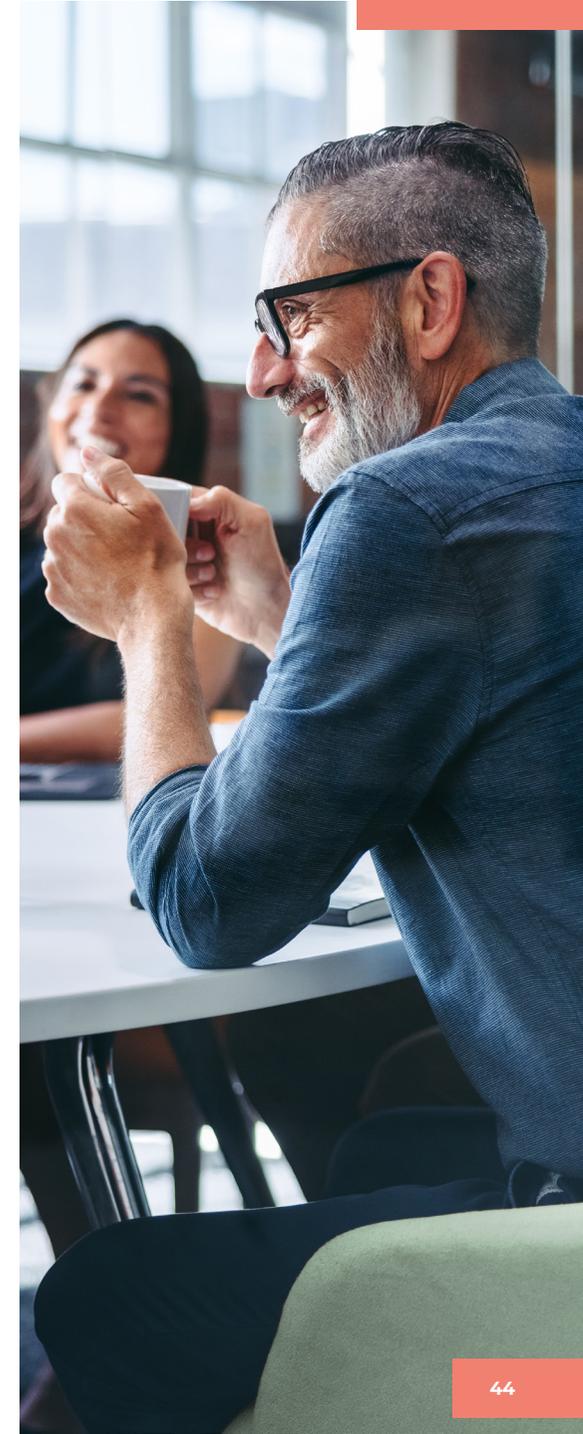
**Progress** – Achieved in FY2025, 3.80, and ongoing.

**Ensure retention of ISO45001 certification annually.**

**Progress** – Successfully completed the ISO surveillance audit, reaffirming certification of ISO45001, with zero non-conformances received.

**Achieve a 1 point improvement YoY of our Employee Net Promoter Score (eNPS) from a baseline of 20 in FY2025.**

**Progress** – Reportable in FY2026.



We recognise that our people are central to our sustained success, and we prioritise their needs and contributions in every decision we make. We are committed to supporting each employee’s personal and professional development, ensuring job security and long-term, meaningful employment opportunities.

Every employee has the right to feel safe, respected, and valued at work. We maintain proactive health and safety measures to ensure a secure and supportive environment and continually strengthen our workplace policies to enhance wellbeing and growth. Together, we foster an inclusive, safe, and accountable workplace where our people can thrive and succeed.

### Development of our people

Our people remain central to our long-standing success, and we continue to place them at the forefront of every decision we make. The BIC Consolidated Training Academy, an industry-first, purpose-built facility, ensures our teams receive best-in-class, hands-on training across multiple cleaning environments. Tailored programs support both front-line cleaners and managers, including accredited qualifications such as Certificate III in Cleaning Operations and Certificate IV in Cleaning Management.

All new employees complete a four-hour induction, with cleaners undertaking a more comprehensive program covering cleaning duties, work health and safety, electrical and environmental awareness, manual handling, company policies, security, Safe Work Method Statements, Safety Data Sheets, injury and rehabilitation procedures, personal presentation, and hygiene.

Our online onboarding platform, now fully embedded across the business, ensures efficient and consistent induction nationally. This is followed by site-specific onboarding with a strong health and safety focus, ensuring each team member understands operational expectations and unique site requirements.

## Career Journey: Internal Progression and Capability Development



### Thais Kondo – Sustainability Officer

Thais commenced her career with BIC Consolidated in June 2016 as a site-based cleaner. Working closely with cleaning and waste management processes gave her a strong understanding of correct waste sorting practices and the operational challenges experienced at site level. She subsequently progressed into supervisory and cleaning operations management roles, gaining insight into the responsibilities and pressures associated with managing site-based cleaning teams.

As a manager within cleaning operations, Thais demonstrated strong attention to detail, a consistent work ethic and

effective communication with both clients and cleaning teams. Through manager training and practical, on-the-job development, she led improvements in waste management and cleaning performance across multiple sites. One of the sites she managed achieved top-performing results, with performance maintained after her transition into her current role.

In January 2025, Thais was appointed Sustainability Officer, reflecting her operational experience within cleaning services, background in environmental management and long-standing

commitment to sustainability. Her experience across frontline, supervisory and cleaning operations management roles enables her to identify practical improvement opportunities and support the delivery of sustainable outcomes across BIC Consolidated.



## Cristobal Rios – Executive Manager (Cleaning Operations)

Cristobal began his career with BIC Consolidated in 2014 as a site cleaner. Starting in a frontline role provided him with a strong understanding of daily cleaning operations and the challenges faced by site-based teams. He progressed into a Supervisor role and later into an Executive Manager role overseeing cleaning operations, building extensive operational and leadership experience across multiple states.

Cristobal attributes his leadership approach to his early frontline experience, which shaped his ability to lead with

empathy, clear communication and a practical understanding of service delivery. Transitioning into management required him to develop strong client relationship skills and the ability to manage operational expectations, which he achieved through hands-on leadership and consistent performance across cleaning contracts.

His development was supported through mentoring from his State Manager and structured on-the-job training, including people management, payroll, invoicing and broader cleaning operations

management. Manager training and shadowing opportunities further strengthened his capability to lead large site-based teams and maintain high standards of service delivery.

Cristobal is most proud of his progression from a frontline cleaning role into senior operational management and of building reliable teams that support day-to-day cleaning operations. He continues to focus on developing his leadership capability, with a long-term aspiration to progress into a State Manager role.

# Wellbeing of our people

We are committed to protecting the health, safety, and wellbeing of our people, contractors, customers, and visitors. Our approach is aligned with ISO 45001, against which we are certified annually, and is reinforced by our Workplace Health & Safety Policy. Importantly, our Executive Team actively drives a strong safety culture, encouraging our people to speak up, report concerns, and participate in shaping safer ways of working.

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

## Safety planning

From the planning stage, we apply structured methods to identify health and safety hazards, assess risks, and develop appropriate controls. We maintain up-to-date knowledge of all legal and regulatory requirements and

develop Health and Safety Plans that guide the delivery of our safety objectives across the business.

## Consultation

Consultation with our people is central to our safety approach. Engaging employees in the design and implementation of safety systems helps eliminate hazards, improves decision-making, strengthens ownership, and builds trust across the organisation.

During system implementation and ongoing integration, we consult with key personnel, including supervisors, the Health and Safety Project Team, and employee representatives, to ensure active participation and shared responsibility. Consultation occurs through:

- Toolbox meetings
- Risk assessments
- Safe Work Method Statements
- Safety walks
- One-on-one engagement

We also maintain dedicated forums for raising health and safety matters. Site Managers and Supervisors discuss safety information and gather feedback through

regular toolbox meetings, while employees may contact their manager or the Safety & Compliance Manager at any time.

Outcomes from these consultation processes directly inform the continuous improvement of our Integrated Management System, driving updates to policies, objectives, risk registers, Safe Work Method Statements, and controls.

## Safety training

Training plays a critical role in building the knowledge, skills, and behaviours required to embed health and safety into everything we do. It not only develops capability but also helps shape positive attitudes toward safety and supports continual improvement across our operations. We learn from risks, opportunities, incidents, near misses, and feedback from our people, customers, and suppliers, and training is one of the key mechanisms for embedding those learnings.

Our people must be properly equipped to carry out their health and safety responsibilities. Key training components include:

- **Induction training:** All new employees receive detailed

health and safety training upon joining the business.

- **Task-specific training:** Practical training relevant to the role or environment in which work is undertaken.
- **Post-incident training:** Delivered following an incident to prevent recurrence and reinforce safe practices.

### Organisational risk evaluation

Risk awareness is central to decision-making at BIC Consolidated. Through our Integrated Management System (IMS), we monitor and manage HSEQ performance across all operational levels, enterprise, operational, head office, and site. Risk registers document the types of risks we face, their potential impacts, and the controls in place to manage them. Regular consultation and meetings support the identification, assessment, and management of risk.

Our IMS provides a structured approach to assessing, measuring, and continuously improving the way we manage risks relating to service delivery, health, safety, and environmental sustainability.

### Hazard and risk control

The early identification, reporting, and control of hazards is central to our safe-work approach. Hazards may pose risks to the wellbeing of our people and others at work, making early recognition and mitigation essential. We maintain documented procedures within our IMS that outline how hazards are identified, assessed, and controlled.

Where possible, risks are eliminated. When that is not practicable, we apply the recognised hierarchy of controls to ensure work is only performed when risk is reduced to an acceptable level.

### Risk assessment

Once a hazard is identified, a formal risk assessment determines the appropriate control measures. This process ensures that tasks proceed only when they fall within an acceptable risk threshold.

### Incident reporting, investigation and review

We maintain a comprehensive process for reporting all incidents and injuries. This includes triage, investigation, and actions to support the health and safety of our teams and the broader community. We analyse all incidents, hazards, and near misses to reduce the likelihood of recurrence and continually strengthen our safety systems. Information from incident reviews is shared across the organisation to build capability, raise awareness, and enhance service delivery.

### Corrective and Preventative Actions

Corrective and preventative actions arise from incident investigations, quality inspections, health and safety site checks, or third-party audits. These actions are reviewed, implemented, and closed out by operational teams to ensure continuous improvement and strengthen protections for our people.

### Oversight and Reporting

We maintain robust reporting and oversight mechanisms to ensure safety matters are communicated, addressed, and monitored effectively. Key components include:

- Immediate notification of any incident to the Site Manager/Site Supervisor, the Safety & Compliance Manager, and People & Culture.

- Reporting of notifiable incidents to the relevant regulatory authority, with the Safety & Compliance Manager coordinating investigations.
- Regular reporting of hazards, risks, and controls through toolbox talks, site meetings, and office-based forums.
- Performance reviews and escalation, with safety metrics, IMS issues, and corrective actions reported through Monthly Meetings, the Risk Working Group, Executive Team reporting, and leadership reviews.

These oversight processes ensure transparency, reinforce accountability, and support continual improvement across our safety, quality, and environmental systems.

## WHS performance

Metric	FY24	FY25
<b>Employee WHS incidents</b>		
Hours worked	6164365	5712079
Fatalities	0	0
Lost time injuries (LTI)	44	22
Workers compensation injury frequency rate (WCIFR) <sup>9</sup>	7.00	3.80
Medical treatment injuries (MTI)	26	75
First aid injuries	33	97
Days lost	3703	399
Near miss	24	45
Notifiable incidents	12	12

9.Safe Work Australia retired Lost Time Injury Frequency Ratio (LTIFR) as the benchmark safety statistic and introduced WCIFR, which has been adopted by BIC Consolidated. The 2025 industry benchmark for 7311 Building and Other Industrial Cleaning Services is 13.7.

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

### Supporting the mental health of our people

Supporting the mental health of our people is essential to creating a safe, inclusive, and high-performing workplace. We recognise that psychosocial risks, such as high job demands, poor communication, bullying or harassment, or exposure to traumatic events, can have significant impacts on wellbeing, productivity, and retention. Taking action to prevent, identify, and respond to these risks is now a core component of our health, safety, and people strategy.

We are strengthening our approach in line with evolving national expectations, including SafeWork Australia's guidance on managing psychosocial hazards, and are exploring new industry partnerships that support mental health initiatives, including those led by key customers.

### Our Approach

- **Embedding mental health in our policies and systems:** Our Workplace Health & Safety Policy now explicitly

recognises and promotes mental wellbeing. Psychosocial health is incorporated into our risk assessments, safety planning, and leadership responsibilities.

- **Building capability across our leadership and teams:** We provide training for managers and employees to help them recognise early signs of psychosocial issues, respond appropriately, and foster open, supportive conversations. This is complemented by ongoing communication promoting awareness and reducing stigma around mental health.
- **Access to confidential support:** Our Employee Assistance Program (EAP) provides confidential counselling and support services, including for stress, anxiety, mental health concerns, financial wellbeing, and critical incident response. This support helps employees and leaders navigate challenging periods and maintain resilience.
- **Creating conditions that reduce stress and enable balance:** We support flexible working hours, remote work options where appropriate, reasonable workloads, and regular breaks to help employees maintain a healthy work-life balance. These practices also reduce fatigue, absenteeism, and burnout.
- **Cultivating a supportive environment:** Our commitment to mental wellbeing

is reinforced through inclusive communication, recognition programs, and proactive culture-building efforts, ensuring everyone feels safe, respected, and valued. These actions help create trust, stability and connection that underpin strong mental health.

### Our Commitment Going Forward

We will continue to strengthen our mental health initiatives by:

- Expanding training for leaders and frontline employees.
- Enhancing our approach to identifying and managing psychosocial risks.
- Building partnerships with customers and external organisations to deliver impactful wellbeing programs.
- Continuing to embed mental wellbeing into our broader ESG, safety, and people strategies.

Through these efforts, we aim to create a workplace where every employee can thrive, feel supported, and contribute to a resilient and engaged workforce.

### Goal

**Develop and implement a strategy to embed mental health initiatives (expanded training, approach to identify and managing psychosocial risks, partnerships etc.) into the business by 31 December 2026.**

**Progress** – Reportable in FY2026.



# Our social impact on our communities

Australia is home to diverse communities, many of which experience significant challenges, including homelessness, discrimination, food insecurity, and limited access to essential services. We believe businesses have a responsibility to play an active role in addressing these issues and improving quality of life for the people and places they impact. When organisations engage meaningfully with their communities, they help create long-lasting, positive change.

To strengthen our contribution, we have undertaken a comprehensive review of our community investment strategy and social impact. This work has informed a refreshed approach that emphasises employee involvement, collaborative partnerships, and measurable outcomes. By engaging our people in community activities and volunteering, we not only deepen our impact but also build pride, connection, and shared purpose across our workforce.

Our strategy includes the development of innovative, multi-stakeholder partnerships with community organisations, industry peers, and businesses. These partnerships are designed to collectively tackle key societal challenges and deliver outcomes that are both meaningful and sustainable.

At BIC Consolidated, community investment extends beyond financial support. It includes social procurement, prioritising local suppliers and businesses owned by underrepresented communities, and creating employment and skills pathways for people from disadvantaged or marginalised backgrounds. This holistic approach helps foster economic participation, empowerment, and long-term stability – ensuring we are contributing to equitable opportunities for those who need them most.



## FY2025 Community Impact Highlights

- Reviewed and strengthened our approach to community engagement by developing and implementing our Social Enterprise and Community Engagement Strategy
- Formalised our partnership with Two Good Co and commenced initiatives to increase our impact
- Actively engaged employees in volunteering and social impact initiatives (care packing, meal preparation and youth camp supervision)
- Progressed implementation of our Innovate Reconciliation Action Plan (RAP)
- Continued our support for the Property Industry Foundation (volunteering & services in kind) and the Kids Foundation (total donations over \$35,000)
- Sponsored two secondary school scholarships for a total of over \$70,000.

## Goal

**Increase our community and social investment impact by 10% YoY from our FY2024 spend of \$111.5k.**

**Progress** – FY2025 investment was \$121k, a 9% increase.



# Governance



# Why we need to act

Strong corporate governance is the foundation of ethical, transparent, and accountable business practices. It ensures that decision-making processes prioritise the interests of shareholders, employees, customers, and the broader community. At BIC Consolidated, governance is not just compliance, it is a strategic enabler of trust, resilience, and long-term value creation.

- 1. Building Trust:** Effective governance fosters trust among investors, customers, employees, and regulators, critical for reputation, talent attraction, and customer retention.
- 2. Managing Risk:** A strong governance framework identifies and mitigates risks early, ensuring compliance with laws and reducing exposure to financial, legal, and ethical breaches.
- 3. Long-Term Value Creation:** Governance drives sustainable decision-making, balancing short-term performance with long-term growth and resilience.
- 4. Enhancing Decision-Making:** Independent oversight and clear accountability structures enable informed, objective decisions that support strategic goals.



# Our governance approach

BIC Consolidated's Executive Team is committed to delivering sustainable, long-term value for investors and stakeholders. This responsibility demands effective oversight of operations to achieve strategic objectives and maintain strong performance. We cultivate a culture of accountability that enables us to realise our full potential, embedding our core values through the Code of Conduct and aligning our risk appetite with the long-term interests of stakeholders.

## **BIC Consolidated Board**

The Board provides oversight of our business and sustainability strategy, policies, and risk management, ensuring ESG considerations are integrated across all aspects of the organisation. Our Board brings diverse skills, experience, and perspectives that strengthen governance and decision-making.

The Board undertakes periodic ESG capability-building, including targeted training on modern slavery, climate-related governance, and sustainability reporting. These sessions strengthen Directors' collective knowledge and ensure they remain equipped to oversee our material impacts and broader sustainable development responsibilities.

## **Group Chief Executive Officer**

The Group Chief Executive Officer leads day-to-day operations and sets the strategic direction of the company,

fostering a culture that embeds ESG principles into the core business strategy and drives responsible growth.

## **Executive Team**

The Executive Team is responsible for executing our ESG strategy throughout the organisation. Together with the Board, the Team shares accountability for governance and the delivery of ESG programs. The Chief Commercial Officer acts as the primary sustainability representative within the Executive Team. Regular engagement with stakeholders, including customers, suppliers, and employees, ensures transparency and responsiveness to ESG impacts through meetings, updates, surveys, and direct consultation.

## **ESG Committee**

The ESG Committee plays a central role in shaping and driving our ESG strategy. With representation from across the business, the Committee brings diverse

perspectives and expertise to ensure our approach is embedded throughout the organisation. Its focus is on addressing the most material issues for our business and stakeholders, ensuring that ESG principles are integrated into decision-making and operational practices. The Committee provides strategic advice and guidance to both the Board and the Executive Team, reinforcing our commitment to sustainability and responsible governance.

## **Risk Working Group**

The Risk Working Group supports the company's risk management framework by monitoring, tracking, and reporting on key risk areas. It evaluates and endorses risk-related initiatives, including projects designed to mitigate potential threats across our operations and supply chain. Through proactive oversight, the group helps safeguard the business against financial, operational, and reputational risks, ensuring resilience and compliance with regulatory requirements.

### RAP Working Group

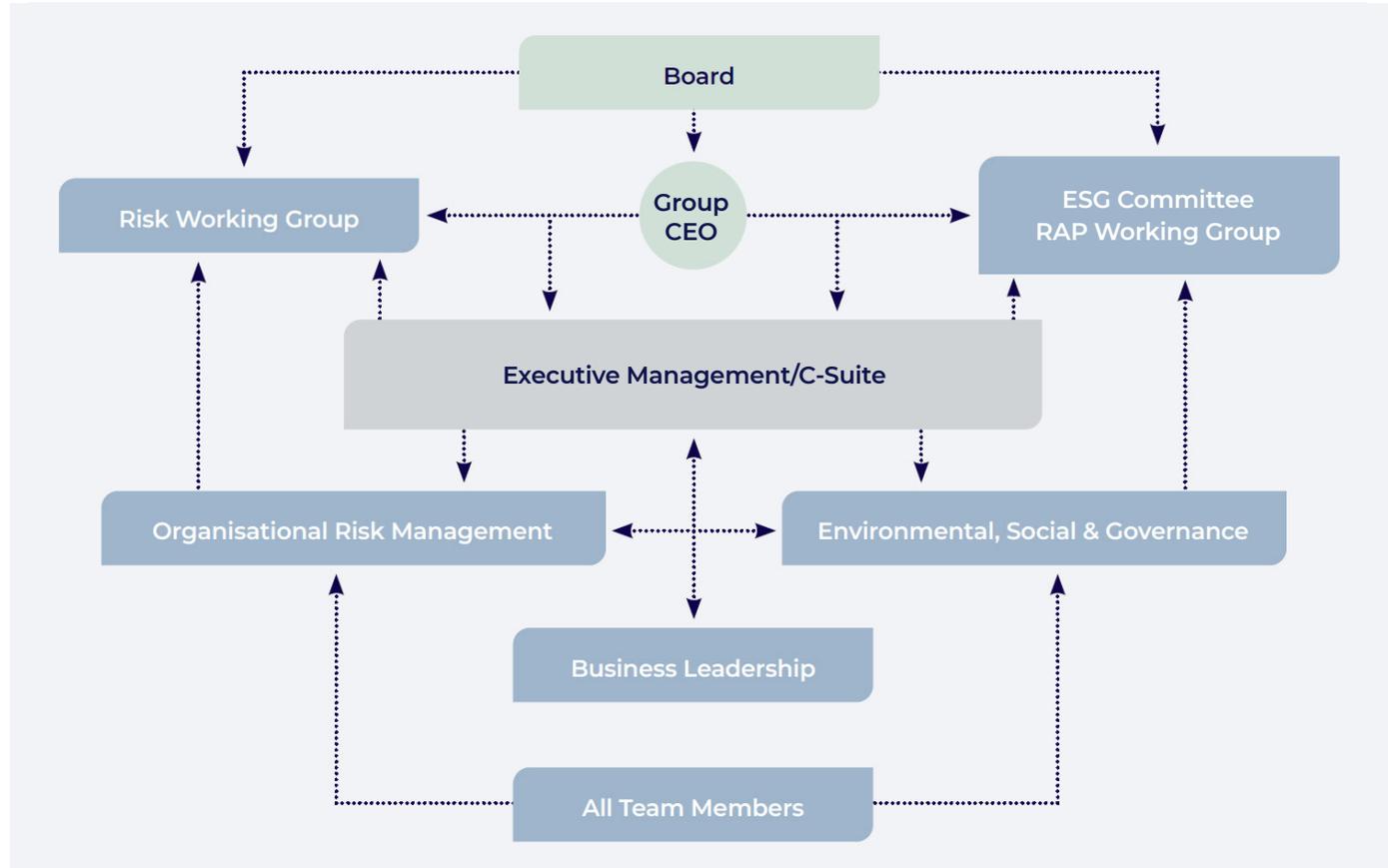
The RAP Working Group is dedicated to advancing our Reconciliation Action Plan and fostering meaningful engagement with Aboriginal and Torres Strait Islander communities. It oversees progress against RAP commitments, drives education and engagement programs, and ensures reconciliation principles are embedded in our policies, procurement practices, and community partnerships.

### Our People

Our people are the driving force behind ESG outcomes, embedding sustainability into everyday actions and fostering continuous improvement. They receive clear guidance on governance and risk management through policies such as the Code of Conduct and are expected to understand our ESG approach and actively support the delivery of programs and initiatives. A dedicated whistleblower policy and hotline further reinforce our commitment to integrity and accountability.

**Speaking up**

Our Conflicts of Interest policy, supported by the Code of Conduct, ensures decisions are made in the organisation's best interests, promoting transparency, fairness, and compliance. To reinforce accountability, we maintain a whistleblower policy and confidential hotline, enabling employees and stakeholders to report concerns safely and anonymously. This consistent approach reduces risks of bias, protects our reputation, and strengthens trust across the organisation.



# Risk management and compliance

Our risk management, compliance, and integrated management system work together to ensure the business operates efficiently, meets legal and regulatory obligations, and aligns with the requirements of ISO 9001, ISO 45001, ISO 14001 and ISO 10002. Through our risk management framework, we identify and mitigate potential threats, while our compliance approach ensures adherence to relevant laws, standards, and industry expectations. Our integrated management system brings quality, safety, environmental, and customer management processes into a single structure, streamlining operations and strengthening overall performance. This holistic approach enhances decision-making, reduces risk exposure, and supports both regulatory compliance and organisational objectives.

Our risk approach and culture centre on all employees sharing responsibility for identifying and managing risk across the business. This is supported by our

Risk & Compliance Team, who provide guidance, oversight, and assurance to ensure we remain compliant. This model operates through the Three Lines of Defence:

**One:** Staff and managers form the first line, responsible for managing risk in line with our policies and values;

**Two:** Processes, procedures, training and infrastructure form the second line, helping to prevent and control risk; and

**Three:** Internal and external auditors provide the third line of oversight, ensuring strong compliance and escalating any non-conformance that requires action.

We uphold a clear Code of Conduct for all directors, executives, and employees to ensure ethical and values-aligned decision-making. Our Ethical Decision-Making Framework supports this by turning the Code into practical, day-to-day guidance that helps our people make consistent, responsible choices. We consider the interests of a wide range of stakeholders, including employees, customers, suppliers, and the broader community, in all organisational decisions.

We also foster a culture where people feel confident to speak up. Through open communication, active listening from leaders, and regular feedback, we encourage our people to raise concerns, share ideas, and address issues early. This strengthens accountability, supports innovation, and promotes a healthy, transparent work environment.

In FY2025 we successfully passed a surveillance audit for our suite of ISO certifications (ISO 9001, 10002, 14001, and 45001.)



## Audits of our business

Auditing plays a vital role in how we manage and oversee our business. Our operations are subject to both internal and external audits to verify the effectiveness of our systems and ensure ongoing compliance.

**Internally**, all elements of our Integrated Management System (IMS) are regularly audited to confirm that health, safety, environment, and quality requirements are being met, and that personnel are consistently following the procedures and work instructions designed to protect people, quality, and the environment. Through the audit function of our internal financial auditor, we ensure compliance in our approach to tax, control, and risks such as corruption.

**Externally**, our integrated management system undergoes an annual independent audit, providing assurance that our processes meet recognised standards. In addition, many of our customers conduct their own audits, assessing specific aspects of our operations, including compliance with the Cleaning Accountability Framework and other social audit requirements.

Furthermore, our annual company financial statements are subject to external audit by William Buck (independent tax advisors).

Together, these internal and external assessments strengthen our governance, ensure transparency, and support continuous improvement across the business.

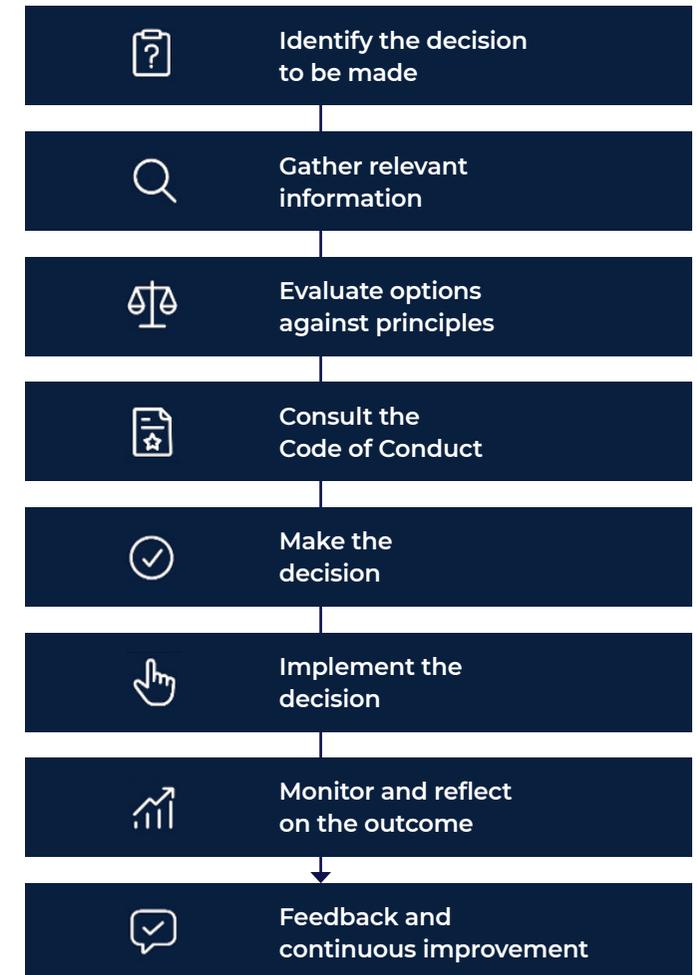
## Policy framework

Our policies provide clear guidance for decision-making, support consistent practices, and ensure compliance with legal and regulatory requirements. Developed with input from internal and external experts and approved by the Executive Management team, these policies set the expectations that govern our organisation. The Executive Committee and Board are responsible for ensuring alignment, while the ESG Team leads the implementation of sustainability-related policies and oversees key ESG initiatives.

This year, we continued to review and update several policies to ensure they align with current best practice and industry standards. We also strengthened our Governance with the introduction of several new policies, for example our Ethical Decision-Making Framework.



## Steps for ethical decision making



## Employee communication and training

We invest significantly in the training and development of our people to ensure they have the skills, knowledge, and confidence to perform their roles safely and effectively. Our programs include:

- Leadership, management, and frontline training, including qualifications such as the Certificate IV in Cleaning Management and Certificate III in Cleaning Operations.
- Regular toolbox talks and refresher sessions that keep our people informed and support continuous learning across all operational areas.
- Comprehensive safety and compliance training delivered at commencement and throughout employment, covering topics such as modern slavery, diversity and inclusion, workplace health and safety, the Code of Conduct, and acceptable IT use.

## Data and cyber security

We prioritise the protection of sensitive information, ensuring full compliance with Australian requirements and safeguarding both our business and our clients from potential cyber threats.

We comply with Australia's Privacy Act, which governs how personal information is collected, stored, used, and shared. Our Privacy Policy outlines what data we collect and how it is used, and we conduct regular privacy assessments to ensure our people handle information responsibly.

- **Sensitive information** including customer details, payment data, and employee records, is stored securely using encrypted systems for storage and transmission. Access is restricted to authorised personnel only, with regular data backups and strong security protocols in place.
- **Data security and privacy training** is provided to relevant employees, covering topics such as identifying phishing attempts, managing confidential information, and securely disposing of documents. Access to sensitive data is role-based and supported by strong authentication methods, including multi-factor authentication.
- **Cybersecurity protections** include regular software updates, firewalls, endpoint security, incident response services, and secure networks. All company devices, such as laptops and mobile phones are protected under these controls.
- **In the event of a data breach or cyberattack**, we follow a clearly defined incident response plan that includes identifying the issue, containing the impact, notifying affected parties, and reporting to relevant authorities.
- **Regular audits and risk assessments** help identify vulnerabilities, evaluate existing security measures, and ensure ongoing compliance with evolving legal and regulatory requirements.

The robustness of our IT systems to malicious attack and potential for security breach is tested monthly by a 3rd party. This process internally is known as the ALICE Score. The company benchmark for FY2025 was a score of <35.00, and we achieved 29.72. For FY2026 the target has been stretched to <28.00.

## Managing uncertainty in our supply chain

Given the volatile nature of modern supply chain, shaped by global events, climate impacts, and market fluctuations, we take a flexible and proactive approach to ensure service continuity and minimise risk.

### Goals

**Define and reset YoY financial growth targets for social procurement by 31 March 2025.**

**Progress** – In October 2025 we published our Social Enterprise and Community Engagement Strategy in support of this goal. Our next step is to set the targets.

**Review and revise the current service menu and guides to increase the range of sustainable product options by 30 June 2026.**

**Progress** – Completed, the service menu was updated and implemented on 18 July 2025 and includes a comprehensive range of environmental services and chemicals aligned with our Green Cleaning Policy.

**Conduct a significant supplier review of category A & B suppliers to achieve more than 80% reviewed by 30 June 2026.**

**Progress** – Reportable in FY2026.

To strengthen resilience, we employ several key strategies. We diversify suppliers so that critical products are never dependent on a single source. We source locally where possible to reduce exposure to transport delays, geopolitical pressures, and unnecessary emissions. We maintain appropriate inventory levels and buffer stock to ensure continuity during disruptions, and we build collaborative, long-term supplier relationships that include contractual flexibility to support stability when conditions change.

Supplier uncertainty can also arise from human rights concerns, environmental impacts, and ethical sourcing risks. To address these, we require all business partners, contractors, and suppliers to uphold ethical standards and comply with relevant regulations. These expectations are communicated through the Bidvest Code of Ethical Purchasing, which all category A and B suppliers must acknowledge annually. We work closely with our supply chain to embed circular-economy principles, strengthen ethical practices, and increase access to sustainable products, services, and materials.

The human rights perspective of supply chain uncertainty is further explored in our FY2025 Modern Slavery Statement.

Our sustainable procurement approach includes:

1. Ensuring suppliers meet ethical standards, including fair labour practices, respect for human rights, and compliance with relevant local and international regulations, such as modern slavery requirements.
2. Procuring environmentally responsible cleaning products and equipment, favouring options with reduced chemical content, biodegradable materials, and reusable or recyclable packaging.
3. Reducing waste associated with our cleaning activities through the use of reusable cloths, microfibre mops, and efficient equipment that minimises water, energy, and material consumption.
4. Sourcing products locally where practical to lower transportation emissions and support local economies.
5. Building transparent, long-term relationships with suppliers who share our ESG goals, including regular assessment of category A and B suppliers on their environmental and social performance.
6. Training our people in sustainability best practice and effective use of eco-friendly products so these approaches are applied consistently across operations.

This approach is supported by our Sustainability Procurement Policy, an internal facing company document.

**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.**

 <p>'Introduced new supplier onboarding forms with improved weighting on ESG factors, and clear requirements in tender processes'</p>	 <p>'Our modern slavery risk assessment continues to be pivotal, with focus on human rights due diligence (HRDD)'</p>
 <p>All category A &amp; B suppliers require CM3 certification</p>	 <p>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</p>
 <p>Working with our tier 1 suppliers to build tier 2 transparency</p>	 <p>Conducting audits of key suppliers</p>
 <p>Identifying new and best practice sustainable products</p>	 <p>Conducting audits of key suppliers</p>

## Providing actionable insights through transparent reporting

Our governance principles shape our ethical responsibilities, guide our environmental and social commitments, and ensure compliance with legal requirements, reflecting our commitment to responsible and transparent leadership. We continually monitor our performance, compliance, and responsible practices to protect our relationships, reputation, and brand.

To uphold transparency, we report internally and externally on our processes, outcomes, and progress. We use recognised reporting frameworks, independent assurance providers, benchmarking tools, and other validation methods to monitor, analyse, and communicate our ESG performance. Our key disclosures include this ESG Report (with reference to GRI), our United Nations Global Compact Communication on Progress, and our annual Modern Slavery Statement.

### Political Contributions

BIC Consolidated does not make political donations.

During the reporting period, BIC Consolidated made zero monetary or in-kind political contributions, whether directly or indirectly, to political parties, candidates, elected officials, political organisations, or related intermediaries. This includes contributions made in cash, services, sponsorships, gifts, subsidies, memberships, or any other form of support that could reasonably be interpreted as political in nature.

BIC Consolidated does not participate in political fundraising activities and does not provide employees

with company resources for political campaigning. No lobbying activities were undertaken on behalf of the organisation in the reporting period.

This position reflects the company's commitment to operating ethically, transparently, free from undue influence, and consistent with the principles and expectations of the GRI Standards regarding public policy and political engagement.

## Goals

**Continuously evolve our annual ESG Report to report in accordance with GRI and transparently make all required disclosures by 31 December 2027.**

**Progress** – Underway, this FY2025 ESG Report includes greater transparency and this year we have introduced an annexed ESG Databook. We now also include progress reporting against our identified goals.

**Renew our materiality assessment by 30 June 2026 and every 3 years thereafter or sooner based on evolving global sustainability trends and challenges.**

**Progress** – Underway, proposals from multiple specialist consultants have been received and SLR Consulting has been engaged.

**Publish an annual ESG Report by 31 January for the prior financial year.**

**Progress** – Ongoing and achieved for FY2025 (this report).

**Publish an annual Modern Slavery Statement by 31 December for the prior financial year.**

**Progress** – Ongoing and achieved for FY2025.



Growing expectations from customers, stakeholders, and investors mean that companies must demonstrate ethical, sustainable practices supported by credible, measurable disclosures. In the cleaning industry, where risks related to labour practices and modern slavery are more pronounced, our ASX-listed customers increasingly seek greater visibility of our environmental and social impacts. They expect reliable evidence of safe, effective, and sustainable cleaning practices, along with clear insights into our ESG priorities and progress. Providing robust, high-quality data enables our customers to make informed decisions and allows us to work collaboratively across our value chain to drive continuous improvement and meet evolving regulatory and market expectations.



Annual EcoVadis global sustainability assessment



Annual Modern Slavery Statement



Annual ESG Report, aligned to the Global Reporting Initiative



Continuing readiness for the Australian Sustainability Reporting Standards (AASB S2)



Continued improvement in waste reporting for customers and their tenants



Annual certification of ISO accreditations



Annual carbon footprint prepared in line with GHG Protocol and SBTi performance reporting



Annual United Nations Global Compact Communication On Progress

**Key reporting and disclosure improvements:**

1. We disclose information that is relevant to our stakeholders and aligned with the GRI Standards, providing clear, measurable data on our environmental, social, and governance performance. This includes reporting on emissions, energy use, waste reduction, employee safety and wellbeing, and supply chain sustainability.
2. We have strengthened the consistency and comparability of our disclosures by enhancing alignment with GRI reporting requirements, allowing stakeholders to more accurately track our progress and benchmark our performance against industry expectations. We also continue to identify challenges and outline the actions we are taking to address them, supporting the GRI principle of balanced and accountable reporting.

3. Stakeholder engagement remains central to our approach. Through regular engagement activities, we ensure our disclosures reflect stakeholder needs and inform our ongoing strategy, consistent with GRI expectations for inclusiveness and responsiveness.
4. Following the consolidation and rebase lining undertaken in FY2024, we now report against a more stable and integrated foundation. This improves the reliability of our year on year comparisons and strengthens the quality of insights we provide on our ESG performance as we continue to mature and advance our reporting practices.



**EcoVadis**

BIC Consolidated achieved a Silver Medal sustainability rating with EcoVadis placing us in the 91st percentile or top 15% of all companies responding.

**Our EcoVadis rating, an opportunity for improvement**

In FY2024 we achieved a Gold Medal, however, despite in consecutive years receiving the same assessment score of 73/100, this year we were awarded a Silver Medal. While this continues to reflect strong ESG performance, one we are proud of, we are committed to YoY improvement. Four key learning areas are:

1. Strengthening ethics governance through alignment to ISO 26000 Guidance on Social Responsibility – underway, gap analysis completed and pending implementation.
2. Improvement of sustainable procurement reporting and training of buyers – being actioned further in early 2026.
3. Increased reporting on Scope 3 downstream emissions – completed and included in our FY2025 carbon inventory and our SBTi validated emission reduction targets.
4. Improved budget allocation for emissions reduction activities and linking management compensation to ESG performance – intended to be implemented during FY2027 budgeting in early 2026.

With no non-conformances, our ESG

maturity has positively progressed, and we always welcome the opportunity to continuously improve.

**Maintaining healthy environments**

We provide professional, sustainable cleaning services designed to create healthy, safe, and environmentally responsible spaces for the people who use them.

**Goal**

**Develop a WELL v2 Core Cleaning and Disinfection Plan to build upon our Green Cleaning Policy and embed the plan into our Operations by 30 June 2027.**

**Progress** – yet to be commenced.

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

Our teams manage routine tasks such as dusting, vacuuming, and sanitising, along with specialised services including window cleaning and floor care, and waste weighing and reporting.

Sustainability is essential to our service delivery. With increasing demand for environmentally responsible cleaning, we prioritise green products and methods that minimise harmful chemical use and reduce risks to people and the environment. As most of our customers now embed sustainability into their corporate values, partnering with a provider committed to environmentally sound practices is vital to achieving their broader ESG goals. This approach strengthens trust, aligns with customer expectations, and supports healthier, more sustainable spaces.

Our Green Cleaning Policy, alongside our Environmental Policy, sets out our commitment to reducing and preventing exposure to harmful chemicals, biological agents, and airborne particles. These contaminants can impact air quality, human health, building systems, and the environment. We actively research, test, and adopt products and technologies that reduce reliance on hazardous substances while maintaining high cleaning standards.

Our approach includes sourcing ecofriendly products, using sustainable

equipment and systems, applying clear cleaning procedures, strengthening chemical handling protocols, and regularly updating training for our people. We also seek and respond to customer and occupant feedback to drive continual improvement. This commitment is supported by our Integrated Management System, which aligns with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety).

### 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.

During mid-2025 we commenced a tender process for cleaning consumables and chemicals. Part of this process included receiving samples in both Sydney and Melbourne. The samples, including GECA certified chemicals were subject to testing to ensure suitability and safety.



Working with our customers to achieve WELL building ratings



## Increasing diversity and inclusion in our business

Diversity, equity and inclusion are fundamental to who we are, shaping how we support our people, engage our suppliers, and build a workplace where every individual feels valued, respected, and able to thrive.

### Goals

**Achieve a 1-point improvement YoY of our Employee Net Promoter Score (eNPS) from a baseline of 20.0 in FY2025.**  
**Progress** – Reportable in FY2026.

Goals related to first nations peoples that appeared in our FY2024 report are addressed in our Innovate RAP and are no longer restated in our ESG Report. Our Innovate RAP can be accessed [here](#).

Addressing diversity within our industry, and across Australia more broadly, is essential to building a fair and inclusive society where people of all backgrounds have equal access to meaningful opportunities. Australia's population is inherently diverse, and this richness is reflected in our own workforce at BIC Consolidated. As noted earlier in this report, the cleaning industry employs a high proportion of people from vulnerable or marginalised communities, making it imperative that we actively advance diversity and inclusion across every

part of our business.

To create an environment where people from all identities, experiences, and cultures can thrive, we must also focus on equity. Equity ensures that access, opportunities, and support are fair and responsive to individual needs, enabling everyone to succeed, not just those who have traditionally had easier pathways.

Our Code of Conduct sets the standard for how we expect our people and stakeholders to behave, with clear non-negotiable principles that define what is, and is not, acceptable in our workplace, supported by our Diversity and Equality Policy, and our Human Rights Policy.



### Principle

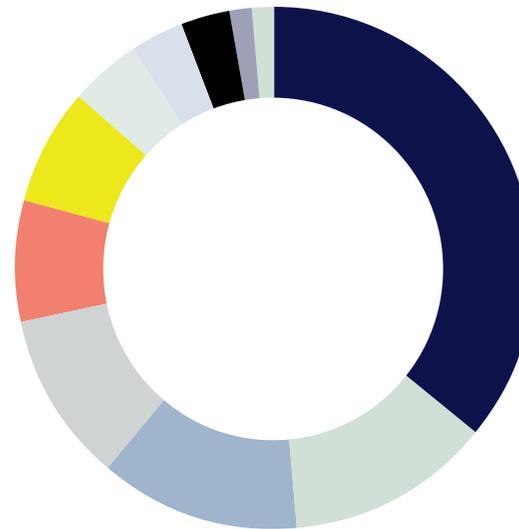
### Guiding Questions

1. Care and Courtesy	Does it show respect to customers and colleagues?
2. Safety and Security	Does it protect people, assets, and information?
3. Collaboration and Respect	Does it support inclusion and human rights?
4. Compliance	Does it comply with all laws and regulations?
5. Integrity, Fairness, and Trust	Is it honest, fair, and transparent?
6. Truth, Timeliness, and Transparency	Is all reporting timely and accurate?
7. Environmental Sustainability	Does it promote environmental responsibility?
8. Reputation, Brand, and Assets	Does it protect our brand and reputation?
9. Challenge the Status Quo	Does it encourage innovation and improvement?
10. Risk Management	Are risks identified and proactively mitigated?
11. Community Contribution and Social Value	Does it create long-term value for communities?

Embracing diversity strengthens our organisation by drawing on a wide range of perspectives and experiences, while inclusion ensures every individual feels respected and able to contribute meaningfully. To complement this, we foster a “one team” culture that encourages collaboration, reduces cultural misunderstandings, and supports safe, welcoming workplaces free from bullying and harassment. We empower our people to speak up about any concerns, whether directly to their manager or anonymously through our independent whistleblower mechanism, so that issues are addressed early and everyone can bring their whole selves to work.



Top nationalities making up our workforce in FY25



- 31.9% Nepal
- 11.2% Australia
- 11.1% Colombia
- 9.3% Thailand
- 6.7% Bangladesh
- 6.4% Sri Lanka
- 3.8% Bhutan
- 3.0% India
- 2.6% Indonesia
- 1.3% Philippines
- 1.1% Mongolia

### Talent Attraction & Recruitment

- We use inclusive, bias-free language in all job advertisements, clearly communicating our commitment to diversity and ensuring roles are accessible and appealing to a broad range of candidates.
- We actively recruit through diverse channels, including community organisations, specialist employment partners, and platforms that support underrepresented groups.
- We apply structured and consistent selection processes, including standardised interview questions and objective evaluation criteria, to minimise unconscious bias and ensure fair, equitable hiring decisions.

### Onboarding

We ensure our onboarding experience is accessible, inclusive, and supportive from day one. This includes:

- Accessible and inclusive onboarding materials that reflect diverse experiences and can be easily understood by all employees.
- Mentoring support for new hires, pairing individuals, where possible, with mentors who can help them feel welcomed, connected, and integrated into our culture.
- Training on inclusivity, cultural awareness, and anti-discrimination, delivered during onboarding to set clear expectations and build a foundation of respect.

Together we can create a safe, inclusive and transparent workplace.

The BIC Consolidated is committed to an independent tip-off facility enabling anyone to escalate reports in a confidential manner if the company has not addressed the concern appropriately.

**24 HOURS A DAY, ANY DAY OF THE YEAR**

TRUST THE PROCESS. Before escalating, make sure you follow the internal grievance procedures.

**Dare to care and share your information.**

Toll-free number  
(Toll-free access from fixed line, accessible from most mobile networks; mobile rates may apply)  
 Australia: 1 800 633 293  
 Email: [bidvest@tip-offs.com](mailto:bidvest@tip-offs.com)

Website/mobi site  
[www.tip-offs.com](http://www.tip-offs.com)

- Clear employment information, with every employee receiving a Contract of Employment and Fair Work documentation outlining rights, entitlements, and pay clarity so they can fully understand and navigate their employment conditions.

**Performance Management**

- We ensure performance expectations are transparent, inclusive, and achievable for all employees, recognising that diverse roles, cultural backgrounds, work arrangements, and personal circumstances may influence how performance is demonstrated.
- Our performance review processes are grounded in objective, role-specific criteria to minimise bias and support equitable assessment.
- For employees covered by the Modern Award, performance is reviewed regularly against the Duty List, quality of work, and role-appropriate expectations.
- For salaried employees, performance is assessed against an annually established performance agreement that outlines job expectations, individual goals, and key performance indicators.
- We provide ongoing, constructive feedback throughout the year, not only during formal review cycles. This continuous-improvement approach supports capability building, early identification of challenges, and fair access to development opportunities for all employees.
- We encourage two-way dialogue as part of our performance culture, ensuring employees can raise concerns, seek clarification, and actively participate in shaping their development plans.
- Managers receive guidance and tools to support

fair and consistent evaluations, reinforcing our commitment to diversity, equity, and inclusion across all stages of the performance cycle.

**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 services 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.

**Employee Development**

- All employees, regardless of background, identity, or role, are provided equitable access to training, mentorship, and career-development opportunities, ensuring our people can grow their skills and progress within the organisation.
- We offer leadership and capability-building programs that intentionally reflect diverse perspectives and address the systemic barriers that underrepresented groups may face, helping create an inclusive pipeline for future leaders.
- Clear and transparent promotion criteria guide all career-progression decisions, ensuring that diverse candidates are considered fairly and consistently, with merit-based pathways supported by structured, unbiased processes.

**Training and development**

Metric	FY24	FY25
<b>Training hours by work category</b>		
Executive Management	202	24
Senior Management	404	401
Line Manager	1410	1568
Cleaning professional	53104	31426
Administrative support	483	1187



## Engagement and Retention

- Employee wellbeing remains a core priority, and we provide a range of programs and resources designed to meet the diverse needs of our workforce. This includes mental-health support, access to flexible work arrangements, and tailored assistance for employees with caregiving responsibilities.
- We recognise and celebrate the achievements and contributions of our people through our Reward and Recognition Program, ‘High-Five Awards’, ensuring every employee feels equally valued. Our people remain the heart and soul of our business, their dedication, hard work, and commitment underpin our success. The program highlights outstanding performance across key domains including safety, customer experience, and leadership.
- Understanding how employees feel at work is essential to maintaining an engaged and inclusive culture. We are committed to surveying our employees at least every six months to gather insights, identify opportunities for improvement, and support meaningful, ongoing enhancements to the employee experience.



### High-Five Awards at Parramatta Square

We had the pleasure of recognising our outstanding team at Parramatta Square during our High-Five Awards event – a celebration not only of individual excellence, but of a significant milestone for our partnership with Walker Corporation.

This event also celebrates our ongoing partnership with the incredible Walker Corporation team and reinforces our collaborative approach to service delivery – bringing new ideas, shared energy, and a continuing focus on the care and wellbeing of the Parramatta Square community and precinct.



### Celebrating Employee Milestones

2025 saw no less than 20 of our team members reach the milestone of 10 years of service, something we are proud of, and even prouder of the dedication and performance of these long-term employees.

At one site alone, Darling Park (Sydney), we were fortunate to celebrate a Decade of Dedication of 10 team members.

## Career Progression

- All employees have clear visibility over how to progress within the organisation, supported by transparent promotion criteria and guidance that helps individuals understand required capabilities, expected behaviours, and development pathways.
- We actively work to remove barriers to career advancement, ensuring employees from diverse backgrounds are supported through equitable access to development opportunities, coaching, and structured career conversations.
- Our succession-planning practices are fair, unbiased, and deliberately inclusive, ensuring diverse employees are considered for leadership opportunities. We provide targeted development initiatives to support the advancement of groups historically underrepresented in leadership roles.



### Exit (Voluntary or Involuntary)

- For management roles, we conduct structured exit interviews to better understand any inclusion, equity, or workplace-culture issues experienced during an employee’s tenure. This feedback informs ongoing improvements to our people practices and leadership capability.
- Given the nature of our industry, where contracts are regularly gained and lost, we follow a clear, fair, and supportive transition process that meets all Modern Award obligations while prioritising the wellbeing of affected employees.
- During contract transitions, we increase onsite presence from Leadership and People & Culture teams to provide direct support, answer questions, and ensure employees feel heard and informed throughout the change.
- We work collaboratively with incoming or outgoing cleaning contractors to ensure communication is consistent, respectful, and transparent for all employees impacted by the shift. This approach supports continuity of employment, reduces uncertainty, and helps maintain trust.

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.

Metric <sup>10</sup>		FY24	FY25
<b>Turnover all job types (%)</b>			
Voluntary	All	50.34	52.33
Involuntary	All	–	–
<b>Turnover salaried staff (%)</b>			
Voluntary	All	25.93	39.37
Involuntary	All	–	–



10. Currently BIC Consolidated does not track involuntary turnover as a separate metric, hence these values are shown as nil. We see this as an opportunity for future improvement. For further explanatory notes, refer to the ESG Databook annexed to this report.

## Employees by age and employment category

Employee age range (% by headcount)	Gender	FY24	FY25
Employees under 30 years old	Female	21.77	20.53
	Male	25.4	23.19
	<b>All</b>	<b>47.17</b>	<b>43.72</b>
Employees 30 to 50 years old	Female	20.18	21.94
	Male	20.89	22.48
	<b>All</b>	<b>41.07</b>	<b>44.42</b>
Employees over 50 years old	Female	6.65	6.67
	Male	5.10	5.19
	<b>All</b>	<b>11.75</b>	<b>11.86</b>

By employment type (headcount)	Gender	FY24	FY25
Permanent full-time	Female	585	480
	Male	719	596
	<b>All</b>	<b>1304</b>	<b>1004</b>
Permanent part-time	Female	2044	1808
	Male	2052	1783
	<b>All</b>	<b>4096</b>	<b>3496</b>
Casual	Female	170	77
	Male	189	69
	<b>All</b>	<b>359</b>	<b>127</b>
Contractor	Female	15	15
	Male	11	11
	<b>All</b>	<b>26</b>	<b>30</b>
Total workforce	Female	2814	2380
	Male	2971	2459
	<b>All</b>	<b>5785</b>	<b>4839</b>

By job type (headcount ex contractor)	Gender	FY24	FY25
Executive Management	Female	2	3
	Male	4	3
	<b>All</b>	<b>6</b>	<b>6</b>
Senior Management	Female	7	3
	Male	14	8
	<b>All</b>	<b>21</b>	<b>11</b>
Middle Management	Female	58	41
	Male	147	111
	<b>All</b>	<b>205</b>	<b>152</b>
Cleaning professional	Female	2688	2281
	Male	2766	2293
	<b>All</b>	<b>5454</b>	<b>4574</b>
Support Professional	Female	44	37
	Male	29	33
	<b>All</b>	<b>73</b>	<b>70</b>
Total workforce	Female	2799	2365
	Male	2960	2448
	<b>All</b>	<b>5759</b>	<b>4813</b>

### Female Employment

We are committed to advancing gender equality across our workforce and ensuring women have equitable access to meaningful, long-term careers in our industry. This commitment is reflected in our everyday practices, our policies, and the way we design pathways for growth



Annually in September, BIC Consolidated hosts Ladies Luncheons, which in 2025 were held in Sydney, Melbourne and Brisbane. These special events are designed to bring together women from across the property and commercial services industries to connect, share stories, build meaningful relationships.

For BIC Consolidated, these luncheons are more than networking events. They are a chance to celebrate diversity, strengthen connections, and recognise the contributions of women in shaping the industries we serve. It was also a wonderful opportunity to pause and reflect on how far we've come in driving equality and inclusion and acknowledge the work still ahead.

### Our Commitment

- Equal opportunity and equal pay for equal work underpin our approach. Women receive the same pay as men for the same roles, particularly across our Award-covered workforce where remuneration is standardised.
- Women have equitable access to career advancement, including supervisor, executive manager and management roles. We continue to strengthen leadership pathways to increase representation in areas where women remain underrepresented.
- Flexible work options, including part-time arrangements, support women balancing work and personal responsibilities, acknowledging that flexibility is a critical enabler of workforce participation.
- We maintain and enforce strong anti-harassment and anti-discrimination policies, ensuring all employees feel safe, respected, and empowered to speak up. This includes the policies outlined in our broader governance framework, such as Equal Employment Opportunity, Anti-Discrimination and Bullying & Harassment.
- We actively highlight the achievements and contributions of women, showcasing career success stories to encourage women to join and remain in the cleaning industry.

### Our Workforce Snapshot (FY2025)

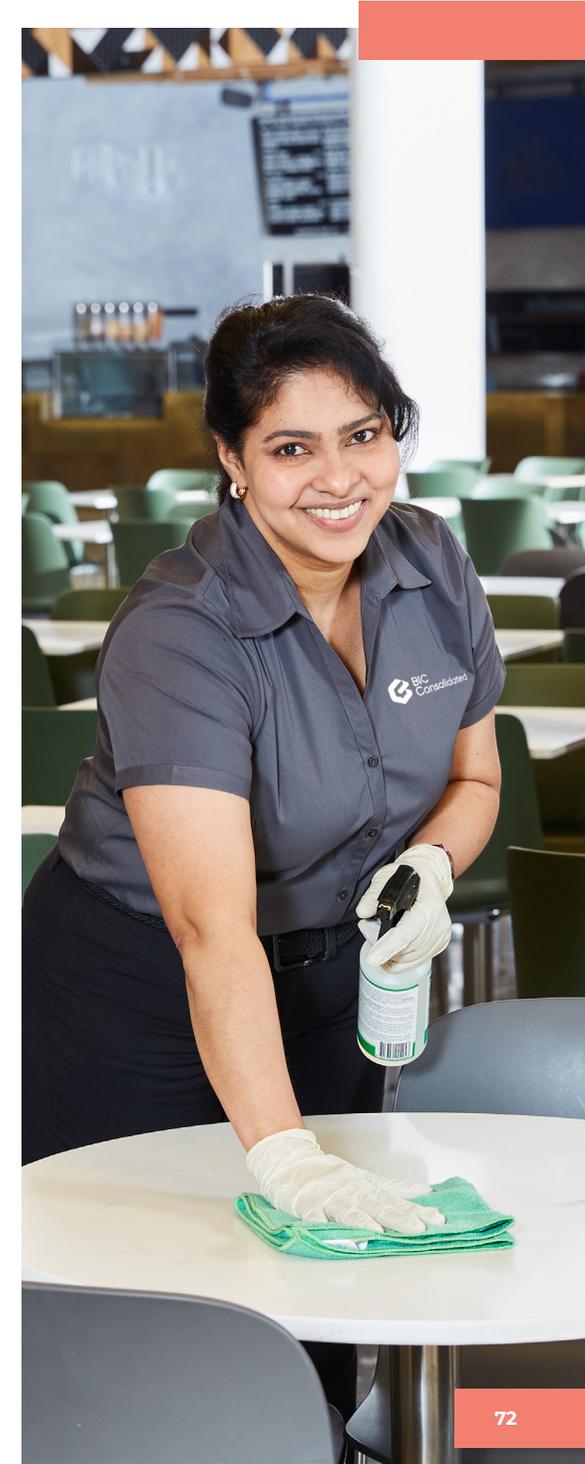
- Our workforce was 49.14% female and 50.86% male at the end of FY2025.
- 72.6% of our workforce is permanent part-time, and this pattern is consistent across genders.
- While gender diversity is strong across the broader workforce, women remain underrepresented in management roles, and closing this gap is now a priority focus area.

### Goal

**Female appointments as a % of total appointments for Executive, Senior and Middle Management categories to exceed >45% from 1 January 2026 onwards, with the aim of achieving 40:40:20 (Female/Male/Any Gender) by 2030 from a 2025 baseline of 24.65:40:35.35**

**Progress** – New goal reportable in FY2026

Workforce by gender	Gender	FY24	FY25
<b>Gender diversity in the workforce (number)</b>			
All employees (FTE)	Female	1668	1440
	Male	1817	1542
	<b>All</b>	<b>3485</b>	<b>2982</b>
All employees (headcount)	Female	2799	2365
	Male	2960	2448
	<b>All</b>	<b>5759</b>	<b>4813</b>
<b>Gender diversity in management (number)</b>			
Employees in executive team (headcount)	Female	2	3
	Male	4	3
	<b>All</b>	<b>6</b>	<b>6</b>
Employees in senior management (headcount)	Female	7	3
	Male	14	8
	<b>All</b>	<b>21</b>	<b>11</b>
Employees in all management levels (headcount)	Female	67	47
	Male	165	122
	<b>All</b>	<b>232</b>	<b>169</b>
<b>Board gender diversity (%)</b>			
Percentage of Directors	Female	25.00	25.00
	Male	75.00	75.00



## Equal Remuneration

- Given most employees (4,574 of 4,813) are paid under the Modern Award, remuneration is equal for many women and men performing the same work.
- For non-award employees, including leaders and managers, we recognise that further work is required to ensure pay equality is fully realised across all levels. It is evident the management layers carry material gaps.
- Typically salary and benefits for non-award employees is based on market rates, however, as evidenced in management levels this can fluctuate and create inequality. Whereas in our Support team this approach is effective. We have set the goal below to address this and improve our approach to remuneration.
- We continue to participate in pay reviews and independent audits, including CAF certifications and customer-led assurance processes, to verify compliance and progress.

recognise that a diverse supplier network strengthens the resilience of our operations, supports local economic development, and reflects the communities we serve.

- We maintain strong partnerships with local and small-to-medium enterprises (SMEs), valuing the quality, innovation, and community connection they bring. These long-standing relationships play an important role in supporting sustainable, place-based economic participation.
- We are committed to increasing opportunities for social enterprises, First Nations-owned businesses, and other minority-owned suppliers. This reflects our broader focus on responsible supply chain management and community impact, consistent with our ESG principles.
- Diversity is an active criterion in our procurement approach. Our procurement team routinely reviews our preferred supplier lists to identify areas where

spend can be redirected to diverse-owned businesses, ensuring our commercial decisions help advance equitable economic participation.

- We collaborate with existing suppliers to enhance community impact, encouraging them to adopt inclusive procurement practices and engage with diverse suppliers within their own networks. This partnership approach amplifies our influence across the broader cleaning and facilities management value chain.



We remain an active member of Supply Nation. In FY24, our First Nations spend was \$386k (excl employment), \$711k with employment.

## Goal

**Use FY26 compensation cycle to apply targeted range checks, compression reviews, and structured adjustments tied to payrange position rather than adhoc percentages.**

**Progress** – New goal, reportable in FY2026.

## Diversity in the Supply Chain

Our commitment to diversity and inclusion extends beyond our workforce and into the way we partner, procure, and deliver value across our supply chain. We

Metric	FY24		FY25	
	Female	Male	Female	Male
<b>Gender pay ratio (base salary) by job band</b>				
Executive Management	0.68	1.00	0.82	1.00
Senior Management	1.07	1.00	0.96	1.00
Middle Management	0.97	1.00	0.99	1.00
Cleaning professional	1.00	1.00	1.00	1.00
Support team	0.82	1.00	1.00	1.00
<b>Weighted Management gender pay ratio</b>	<b>0.96</b>	<b>1.00</b>	<b>0.92</b>	<b>1.00</b>

## Growing our impact with Two Good Co.

At BIC Consolidated, we're proud to continue building on our partnership with Two Good Co, an inspiring social enterprise dedicated to creating opportunities for women affected by domestic violence and homelessness. This partnership is a core part of our Social Enterprise and Community Engagement Strategy. By choosing Two Good Co's premium washroom products, we're not just delivering quality for our customers, we're also empowering some of Australia's most vulnerable communities.

In FY2025 we made a powerful contribution to their mission with a total spend of over \$102,000. We are aiming even higher in FY2026 to drive more impact. We are doing this by:

- Tracking our spend on a quarterly basis and issuing company wide updates to encourage increased spending on washroom products
- Directly engaging as a business with Two Good Co in team buildings events, such as 'Feel Good Meals', the cooking of shelter meals (pictured) and the packing of 'Love & Care' and 'Love & Bear' gift packs for women and children living in shelters during Christmas
- Sponsoring two 'Love through Lunch' events, enabling up to 24 women to

enjoy a sumptuous Christmas lunch cooked onsite by the Two Good team

- Showcasing this partnership to our customers through features in customer newsletters and periodic contract reviews.
- With a first quarter spend in FY2026 of \$42,988, we are already on our way to making a greater impact.

### Goal

**Implement and embed a Domestic and Family Violence Policy by 30 April 2026 to support our intention of our workplace being a safe, respectful, and trauma-informed workplace.**

**Progress** – The policy has been drafted and is pending an internal review in line with our governance processes.



## Sustainability Information to the Directors and Management of B.I.C Services Pty Ltd t/a BIC Consolidated

### Our conclusion

We have undertaken a limited assurance engagement on B.I.C Services Pty Ltd t/a BIC Consolidated in respect of the selected sustainability information ('Subject Matter Information') disclosed in the BIC Consolidated Sustainability Report detailed below for the year ended 30 June 2025. 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 2025.

### 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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Liability limited by a scheme approved under Professional Standards Legislation.

## 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.

## Assurance Practitioner’s Responsibilities (continue)

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 Consolidated 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 2025.
- 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

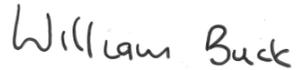
## Restricted use

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**

ABN: 16 021 300 521



**Mwamba Mwamba**

Partner

Sydney, 29 January 2026

# GRI index

## Statement of use

BIC Consolidated has reported the information cited in this GRI content index for the period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.

## GRI 1 used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	6
	2-2 Entities included in the organization's sustainability reporting	3 BIC Consolidated holds a non-controlling interest (investment) in an entity that cannot lawfully be disclosed. Apart from contributing to S3-Category 15 emissions, this investment has no material impact on the statements made in this report.
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	In 2024 BIC Services and Consolidated Property Services merged to form BIC Consolidated. This is the second ESG report for the merged BIC Consolidated business
	2-5 External assurance	2, 74
	2-6 Activities, value chain and other business relationships	6, 7, 14
	2-7 Employees	38, 63, 64, 68
	2-8 Workers who are not employees	38
	2-9 Governance structure and composition	53, 54
	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 Alan Fainman

## GRI index cont.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	53
	2-13 Delegation of responsibility for managing impacts	53
	2-14 Role of the highest governance body in sustainability reporting	53
	2-15 Conflicts of interest	54
	2-16 Communication 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 and stakeholders can raise concerns without fear of retaliation. There were no critical concerns raised in FY2025. Details of our Whistleblower channel appear on page 64.
	2-17 Collective knowledge of the highest governance body	53
	2-18 Evaluation of the performance of the highest governance body	We do not disclose this information
	2-19 Remuneration policies	71
	2-20 Process to determine remuneration	71
	2-21 Annual total compensation ratio	Not disclosed due to commercial sensitivity within the cleaning industry in Australia
	2-22 Statement on sustainable development strategy	4
	2-23 Policy commitments	54
	2-24 Embedding policy commitments	54, 56
	2-25 Processes to remediate negative impacts	37, 38
2-26 Mechanisms for seeking advice and raising concerns	37	

## GRI index cont.

GRI Standard	Disclosure	Location
<b>GRI 2: General Disclosures 2021</b>	2-27 Compliance with laws and regulations	BIC Consolidated had no incidences of non-compliance with relevant laws or regulations in FY2025. 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	14
	2-29 Approach to stakeholder engagement	14
	2-30 Collective bargaining agreements	39
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	16, 17
	3-2 List of material topics	18
	3-3 Management of material topics	16
<b>GRI 101: Biodiversity 2024</b>	"101-1 Policies to halt and reverse biodiversity loss"	20, 21
	101-2 Management of biodiversity impacts	25
	101-3 Access and benefit-sharing	Not applicable - No access to genetic resources or use of associated traditional knowledge occurred in FY2025 across BIC Consolidated's operations or controlled suppliers. We monitor for changes and will reassess annually
	101-4 Identification of biodiversity impacts	25, 26
	101-5 Locations with biodiversity impacts	25
	101-6 Direct drivers of biodiversity loss	25
	101-7 Changes to the state of biodiversity	25
	101-8 Ecosystem services	Not applicable - No sites with the most significant biodiversity impacts were identified under Disclosure 101-5 for the reporting period; therefore, no site-level ecosystem services and beneficiaries are reportable for 101-8. We will reassess annually in line with GRI 101-4/101-5

## GRI index cont.

GRI Standard	Disclosure	Location
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	29
	102-2 Climate change adaptation plan	29
	102-3 Just transition	29
	102-4 GHG emissions reduction targets and progress	26
	102-5 Scope 1 GHG emissions	27
	102-6 Scope 2 GHG emissions	27
	102-7 Scope 3 GHG emissions	27
GRI 102: Climate Change 2025	102-8 GHG emissions intensity	28
	102-9 GHG removals in the value chain	28, 29
	102-10 Carbon credits	29
GRI 103: Energy 2025	103-1 Energy policies and commitments	30
	103-2 Energy consumption and self-generation within the organization	29
	103-3 Upstream and downstream energy consumption	27
	103-4 Energy intensity	ESG Databook
	103-5 Reduction in energy consumption	27, 30
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	6, 8, 13
	201-3 Defined benefit plan obligations and other retirement plans	100% of BIC Consolidated's direct employees in Australia receive compulsory employer superannuation contributions in accordance with Australian legislated requirements (Superannuation Guarantee). Contributions are paid to complying superannuation funds at or above the statutory minimum for the reporting period

## GRI index cont.

GRI Standard	Disclosure	Location
<b>GRI 201: Economic Performance 2016</b>	201-4 Financial assistance received from government	BIC Consolidated received no financial assistance from any government during the reporting period. This includes the following categories: tax relief/credits, subsidies, grants/awards, royalty holidays, Export Credit Agency support, financial incentives, and any other government financial benefits
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	ESG Databook
	202-2 Proportion of senior management hired from the local community	ESG Databook
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Not applicable
	203-2 Significant indirect economic impacts	Not applicable
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	100% Breakdown provided in our Modern Slavery Statement (pg 8.) A link to our Modern Slavery Statement can be found on pg 3 of this report
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	56
	205-2 Communication and training about anti-corruption policies and procedures	Inductions include training on our Anti-corruption and bribery policy. Annual refresher training has been limited, and is cited as an improvement opportunity in 2026
	205-3 Confirmed incidents of corruption and actions taken	ESG Databook
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During FY25 there have been no legal actions for anti-competitive behaviour, anti-trust, and monopoly practises
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	56
	207-2 Tax governance, control, and risk management	56
	207-3 Stakeholder engagement and management of concerns related to tax	56
	207-4 Country-by-country reporting	Not applicable
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	Not applicable
	301-2 Recycled input materials used	Not applicable
	301-3 Reclaimed products and their packaging materials	Not applicable

## GRI index cont.

GRI Standard	Disclosure	Location
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	30
	303-2 Management of water discharge-related impacts	30
	303-3 Water withdrawal	Not applicable
	303-4 Water discharge	Not applicable
	303-5 Water consumption	29 and ESG Databook
<b>GRI 305: Emissions 2016</b>	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
<b>GRI 306: Effluents and Waste 2016</b>	306-3 Significant spills	Not applicable
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Not applicable
	306-2 Management of significant waste-related impacts	Not applicable
	306-3 Waste generated	29
<b>GRI 306: Waste 2020</b>	306-4 Waste diverted from disposal	29
	306-5 Waste directed to disposal	29
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	BIC Consolidated FY2025 Modern Slavery Statement
	308-2 Negative environmental impacts in the supply chain and actions taken	There have been no negative environmental impacts in the supply chain in FY25
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	67 and ESG Databook
	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. Part-time employees receive the same benefits and entitlements as full-time employees.
	401-3 Parental leave	ESG Databook
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	A minimum of 1 weeks' notice is provided for all Operational changes

## GRI index cont.

GRI Standard	Disclosure	Location
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	45
	403-2 Hazard identification, risk assessment, and incident investigation	45
	403-3 Occupational health services	47
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4 Worker participation, consultation, and communication on occupational health and safety	45
	403-5 Worker training on occupational health and safety	45 and ESG Databook
	403-6 Promotion of worker health	47
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47
	403-8 Workers covered by an occupational health and safety management system	All workers are covered.
	403-9 Work-related injuries	47
	403-10 Work-related ill health	This will be further developed in FY26 in line with recommendations from the ISO 26000 gap analysis
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	ESG Databook
	404-2 Programs for upgrading employee skills and transition assistance programs	43, 44
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of salaried employees (239), which equates to 5% of all employees
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	16, 68, 70 and ESG Databook
	405-2 Ratio of basic salary and remuneration of women to men	ESG Databook
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	There have been no incidents of discrimination in FY25
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	BIC Consolidated FY2025 Modern Slavery Statement
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	BIC Consolidated FY2025 Modern Slavery Statement

## GRI index cont.

GRI Standard	Disclosure	Location
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BIC Consolidated FY2025 Modern Slavery Statement
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Not applicable
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	40
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Not applicable
	413-2 Operations with significant actual and potential negative impacts on local communities	Not applicable
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	BIC Consolidated FY2025 Modern Slavery Statement
	414-2 Negative social impacts in the supply chain and actions taken	BIC Consolidated FY2025 Modern Slavery Statement
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	59
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	61, 62
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There have been no incidents in FY25 of non-compliance concerning the health and safety impacts of products and services
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	This will be further developed in FY26 in line with recommendations from the ISO 26000 gap analysis
	417-2 Incidents of non-compliance concerning product and service information and labeling	There have been no incidents in FY25 of non-compliance concerning product and service information and labeling
	417-3 Incidents of non-compliance concerning marketing communications	There have been no incidents in FY25 of non-compliance concerning labelling
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There have been no substantiated complaints in FY25 concerning in breaches of customer privacy and data losses

# ESG Databook

## People

### Workforce Statistics

By employment type (headcount)	Gender	FY24	FY25
Permanent full-time	Female	585	480
	Male	719	596
	<b>All</b>	<b>1304</b>	<b>1004</b>
Permanent part-time	Female	2044	1808
	Male	2052	1783
	<b>All</b>	<b>4096</b>	<b>3496</b>
Casual	Female	170	77
	Male	189	69
	<b>All</b>	<b>359</b>	<b>127</b>
Contractor	Female	15	15
	Male	11	11
	<b>All</b>	<b>26</b>	<b>30</b>
Total workforce <sup>1</sup>	Female	2814	2380
	Male	2971	2459
	<b>All</b>	<b>5785</b>	<b>4839</b>

By job type (headcount ex contractor)	Gender	FY24	FY25
Executive Management	Female	2	3
	Male	4	3
	<b>All</b>	<b>6</b>	<b>6</b>
Senior Management	Female	7	3
	Male	14	8
	<b>All</b>	<b>21</b>	<b>11</b>
Middle Management	Female	58	41
	Male	147	111
	<b>All</b>	<b>205</b>	<b>152</b>
Cleaning professional	Female	2688	2281
	Male	2766	2293
	<b>All</b>	<b>5454</b>	<b>4574</b>
Support Professional	Female	44	37
	Male	29	33
	<b>All</b>	<b>73</b>	<b>70</b>
Total workforce	Female	2799	2365
	Male	2960	2448
	<b>All</b>	<b>5759</b>	<b>4813</b>

1. The drop in our workforce numbers was impacted by 3 key occurrences: 1. Post the merger in FY2024, Senior and Middle Management roles were rationalised; 2. An intentional reduction of casual employees, converting them to permanent part-time and therefore requiring fewer employees; and 3. A labour intensive contract loss.

Workforce by Location	Gender	FY24		FY25		
		Headcount	%	Headcount	%	
Australia						
	NSW	Female	1078	22.40	948	19.70
		Male	1305	27.11	1135	23.58
	<b>All</b>	<b>2383</b>	<b>41.38</b>	<b>2083</b>	<b>43.28</b>	
VIC <sup>1</sup>	Female	1414	29.38	1129	23.46	
	Male	1380	28.67	1042	21.65	
	<b>All</b>	<b>2794</b>	<b>48.52</b>	<b>2171</b>	<b>45.11</b>	
QLD	Female	147	3.05	138	2.87	
	Male	110	2.29	128	2.66	
	<b>All</b>	<b>257</b>	<b>4.46</b>	<b>266</b>	<b>5.53</b>	
ACT	Female	8	0.17	8	0.17	
	Male	14	0.29	15	0.31	
	<b>All</b>	<b>22</b>	<b>0.38</b>	<b>23</b>	<b>0.48</b>	
SA	Female	75	1.56	72	1.50	
	Male	87	1.81	69	1.43	
	<b>All</b>	<b>162</b>	<b>2.81</b>	<b>141</b>	<b>2.93</b>	
NT	Female	1	0.02	0	0.00	
	Male	5	0.10	2	0.04	
	<b>All</b>	<b>6</b>	<b>0.10</b>	<b>2</b>	<b>0.04</b>	
TAS	Female	1	0.02	1	0.02	
	Male	1	0.02	1	0.02	
	<b>All</b>	<b>2</b>	<b>0.03</b>	<b>2</b>	<b>0.04</b>	
WA	Female	75	1.56	69	1.43	
	Male	58	1.21	56	1.16	
	<b>All</b>	<b>133</b>	<b>2.31</b>	<b>125</b>	<b>2.60</b>	

1. The drop in our Victorian workforce was driven by a intentional reduction of casual employees, converting them to permanent part-time and therefore requiring fewer employees and secondly, a labour intensive contract loss.

## Diversity and inclusion

### Gender diversity (number of people)<sup>1</sup>

	Gender	FY24	FY25
<b>Gender diversity in the workforce (number)</b>			
All employees (FTE)	Female	1668	1440
	Male	1817	1542
	<b>All</b>	<b>3485</b>	<b>2982</b>
All employees (headcount)	Female	2799	2365
	Male	2960	2448
	<b>All</b>	<b>5759</b>	<b>4813</b>
<b>Gender diversity in management (number)</b>			
Employees in executive team (headcount)	Female	2	3
	Male	4	3
	<b>All</b>	<b>6</b>	<b>6</b>
Employees in senior management (headcount)	Female	7	3
	Male	14	8
	<b>All</b>	<b>21</b>	<b>11</b>
Employees in all management levels (headcount)	Female	67	47
	Male	165	122
	<b>All</b>	<b>232</b>	<b>169</b>

1. No employees reported their gender as other or non-binary, or choose not to disclose, hence all values are shown as female or male only.

## Gender diversity (%)

	Gender	FY24	FY25
<b>BIC Consolidated workforce by gender (%)</b>			
All employees (FTE)	Female	47.86	48.28
	Male	52.14	51.72
All employees (headcount)	Female	48.60	49.14
	Male	51.40	50.86
<b>Gender diversity in management (%)</b>			
Employees in executive team (headcount)	Female	33.33	50.00
	Male	66.67	50.00
Employees in senior management (headcount)	Female	33.33	27.27
	Male	66.67	72.73
Employees in all management levels (headcount)	Female	28.88	27.81
	Male	71.12	72.19
<b>Board gender diversity (%)</b>			
Percentage of Directors	Female	25.00	25.00
	Male	75.00	75.00

## Cultural diversity

	Gender	FY24	FY25
<b>Main cultural / ethnic identity (number)</b>			
Nepal	All	1767	1478
Colombia	All	843	655
Australia	All	708	475
Thailand	All	535	456
Sri Lanka	All	322	297
Bangladesh	All	203	273
Bhutan	All	195	187
India	All	267	165
Indonesia	All	163	124
Philippines	All	83	69
Brazil	All	75	46
Mongolia	All	61	45
Peru	All	41	45
Chile	All	55	44
Ethiopia	All	30	42
Ecuador	All	35	41
China	All	24	29
North Macedonia	All	26	28
Korea, Republic Of (South)	All	18	27
Turkey	All	13	24
Vietnam	All	21	24
Eritrea	All	7	17
New Zealand	All	21	14
Argentina	All	13	13

## Cultural diversity

Sudan (The)	All	5	12
United Kingdom	All	15	12
Venezuela (Bolivarian Republic Of)	All	20	12
El Salvador	All	7	9
Mexico	All	11	9
Italy	All	9	8
Korea, Democratic People's	All	9	8
Lao Peoples Democratic Republic (The)	All	9	8
Pakistan	All	14	8
Fiji	All	8	6
Japan	All	9	6
Greece	All	8	5
Iran (Islamic Republic Of)	All	1	5
Bosnia and Herzegovina	All	9	4
Kenya	All	2	4
Malaysia	All	9	4
Mauritius	All	4	4
Portugal	All	4	4
Russian Federation (The)	All	3	4
Spain	All	5	4
Albania	All	4	3
Iraq	All	1	3
Myanmar	All	3	3
Serbia	All	3	3
Uruguay	All	5	3
Cambodia	All	5	2

## Cultural diversity

Croatia	All	2	2
France	All	1	2
Lebanon	All	2	2
Syrian Arab Republic (The)	All	2	2
Taiwan	All	1	2
United States Of America	All	3	2
Yemen	All	2	2
Afghanistan	All	1	1
Belgium	All	0	1
Bolivia (Plurinational State Of)	All	0	1
Canada	All	2	1
Democratic Republic of the Congo	All	0	1
Costa Rica	All	0	1
Cuba	All	3	1
Germany	All	2	1
Ghana	All	0	1
Guatemala	All	3	1
Guyana	All	1	1
Honduras	All	0	1
Hungary	All	1	1
Ireland	All	3	1
Jordan	All	2	1
Malta	All	1	1
Montenegro	All	0	1
Nicaragua	All	0	1
Panama	All	1	1

## Cultural diversity

Paraguay	All	0	1
Saudi Arabia	All	1	1
Sierra Leone	All	1	1
South Africa	All	0	1
Eswatini	All	1	1
Sweden	All	1	1
Tonga	All	1	1
Ukraine	All	0	1
Uzbekistan	All	4	1
Cyprus	All	1	0
Egypt	All	1	0
Kuwait	All	2	0
Liberia	All	1	0
Netherlands	All	1	0
Slovenia	All	2	0
Somalia	All	1	0

## Age diversity

	Gender	FY24	FY25
<b>Employee age range (% by headcount)</b>			
Employees under 30 years old	Female	21.77	20.53
	Male	25.4	23.19
	<b>All</b>	<b>47.17</b>	<b>43.72</b>
Employees 30 to 50 years old	Female	20.18	21.94
	Male	20.89	22.48
	<b>All</b>	<b>41.07</b>	<b>44.42</b>
Employees over 50 years old	Female	6.65	6.67
	Male	5.10	5.19
	<b>All</b>	<b>11.75</b>	<b>11.86</b>

## Leave

	Gender	FY24	FY25
<b>Leave days taken (days)</b>			
Annual leave	All	70588	73283
Long service leave	All	3613	4131
Parental leave paid	All	274	410
Parental leave unpaid <sup>1</sup>	All	-	-
Personal leave <sup>2</sup>	All	21681	20613
Leave without pay	All	-	-
Other leave <sup>3</sup>	All	-	-
<b>Parental leave</b>			
Employees entitled to take parental leave	Female	1733	1487
	Male	1816	1470
	<b>All</b>	<b>3549</b>	<b>2882</b>

1. Currently unpaid leave and other leave is not tracked independently, hence zero values. This is an improvement opportunity that we are seeking to improve data quality on.

2. Personal leave is paid leave and includes sick, carers and compassionate leave days.

3. Other leave includes study leave, volunteer leave, jury duty, special bereavement and purchased leave.

## Hiring and Retention

Metric	Gender	FY24	FY25
<b>Employee changes (all job types)</b>			
New hires	All	3651	3028
Leavers <sup>1</sup>	All	3875	3409
<b>Employee changes (salaried staff)<sup>2</sup></b>			
New hires	All	84	88
Leavers	All	112	149

1. The commercial cleaning industry comprises of a large transient workforce, such as university students and persons on short-term work visa's, resulting in a disproportionately high turnover.
2. Salaried staff includes Executive Team, Senior Managers, Middle Managers and Support teams and we feel provides a more accurate retention measure.

Metric	Gender	FY24	FY25
<b>Turnover all job types (%)</b>			
Voluntary <sup>1</sup>	All	50.34	52.33
Involuntary	All	-	-
<b>Turnover salaried staff<sup>2</sup> (%)</b>			
Voluntary	All	25.93	39.37
Involuntary <sup>3</sup>	All	-	-

1. The commercial cleaning industry comprises of a large transient workforce, such as university students and persons on short-term work visa's, resulting in a disproportionately high turnover.
2. Salaried staff includes Executive Team, Senior Managers, Middle Managers and Support teams and we feel provides a more accurate retention measure.
3. Involuntary turnover is currently not tracked independently, with voluntary turnover being inclusive of all leavers.

Metric	Gender	FY24	FY25
<b>Proportion of local hires (%)</b>			
Senior Management from local communities	All	100.00	100.00

## Remuneration ratios

Metric	FY24		FY25	
	Female	Male	Female	Male
<b>Gender pay ratio (base salary) by job band</b>				
Executive Management	0.68	1.00	0.82	1.00
Senior Management	1.07	1.00	0.96	1.00
Middle Management	0.97	1.00	0.99	1.00
Cleaning professional	1.00	1.00	1.00	1.00
Support team	0.82	1.00	1.00	1.00
<b>Weighted management gender pay ratio</b>	<b>0.96</b>	<b>1.00</b>	<b>0.92</b>	<b>1.00</b>

Metric	Gender	FY24		FY25	
		Employee	Market	Employee	Market
<b>Standard wage ratio comparison</b>					
Ratio of standard entry level wage compared to local minimum wage	Female	1.00	1.00	1.00	1.00
	Male	1.00	1.00	1.00	1.00
	<b>All</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Metric	FY24		FY25	
	CEO	Employee	CEO	Employee
<b>CEO / Employee compensation ratio</b>				
Ratio of the CEO total annual compensation to the median salaried employee total annual compensation <sup>1</sup>	Not disclosed as it is considered to commercially sensitive.			

1. Salaried employees include executive management, senior management, middle management and support teams.

## Work health and safety

Metric	FY24	FY25
<b>Employee WHS incidents</b>		
Hours worked	6164365	5712079
Fatalities	0	0
Lost time injuries (LTI)	44	22
Workers Compensation injury frequency rate (WCIFR) <sup>1</sup>	7.00	3.80
Medical treatment injuries (MTI) <sup>2</sup>	26	75
First aid injuries	33	97
Days Lost	3703	399
Near miss	24	45
Notifiable incidents	12	12 <sup>3</sup>
<b>Employee relation matters</b>		
Fraud, bribery and corruption	0	0
Discrimination	0	0
Privacy	0	0
Other Whistleblower matters	0	0
Other Employee Code of Conduct breaches	12	7

1. Safe Work Australia retired Lost Time Injury Frequency Ratio (LTIFR) as the benchmark safety statistic and introduced WCIFR, which has been adopted by BIC Consolidated. The 2025 industry benchmark for 7311 Building and Other Industrial Cleaning Services is 13.7.

2. FY2025 increases are not only a result of greater hours worked, however, a program to improve the rigor of incident reporting.

3. Of the 12 notifiable incidents in FY2025 only 1 involved an investigation by the regulator, and resulted in a meeting at our office (Melbourne). An improvement notice was issued, which was promptly rectified.

## Training and development<sup>1</sup>

Metric	FY24	FY25
<b>Training hours by work category</b>		
Executive Management	24	202
Senior Management	401	404
Line Manager	1568	1410
Cleaning professional	53104	31426
Administrative support	483	1187

Metric	FY24	FY25
<b>Hours of internal and external training</b>		
Internal	55024	34237
External	556	391
Hours of compliance training	16674	12040
Ave hours of training per employee	9.7	7.2
Administrative support	483	1187

1. BIC Consolidated acknowledges a weakness in our overarching people management system to accurately track all training undertaken. The data provided is gathered from an internal training platform, Intuto (LMS) and Safety Culture, that have robust records for operational staff. Other training is manually captured and tracked by our L&D Manager where the training is brought to his attention. FY24 figures are captured to the best of our ability, observing during that period the training records and LMS were subject to a merger process of the two entities covered by this report.

## Employee engagement

Metric	FY24	FY25
<b>Employee satisfaction score</b>		
eNPS Salaried employees <sup>1</sup>	-	20
eNPS Cleaning professionals <sup>2</sup>	-	-

1. eNPS salaried staff includes Executive Management, Senior Management, Line Managers and Administrative Support. The global benchmark is +30.

2. eNPS wage staff includes our building based cleaning professionals including fulltime, part time and casual employees. This will be commenced from 2026 onwards.

## Community

### Value creation

	FY24	FY25
<b>Philanthropy and volunteering activities</b>		
Donations and Sponsorship (total dollars)	111526	121042
Donation matching (dollars) <sup>1</sup>	-	-
Donations of products & services (dollars) <sup>2</sup>	-	-
Volunteering (total hours) <sup>3</sup>	-	83

1. Donation matching occurs where our employee cultural club participates in a charitable event to raise funds. The company matches the donations generated by our employees, with a donation cap set where applicable. This was not tracked in either period shown, hence no values being shown. Tracking has commenced for FY26.
2. Donation of products or services often includes in kind support through provision of products for charities to gift, and cleaning services provided at no cost, all of which has a monetary value. This was not accurately tracked in either period shown, hence no values are reported. Tracking has commenced for FY26.
3. Volunteering hours are volunteering activities that occur during hours typically worked by employees. FY25 hours are estimated based on known events, as our current HR system isn't enabled to track volunteering hours. This is under review for FY26. FY24 data is unavailable.

## Environment

### Emissions data

	FY24	FY25
<b>Carbon inventory (t CO2e)</b>		
<b>Scope 1 Total</b>	174.70	159.00
S1-2 Mobile fuel consumption	171.48	153.54
S1-3 Fugitive emissions	3.25	5.46
<b>Scope 2 Total (location based)</b>	<b>112.70</b>	<b>69.70</b>
S2-1 Stationary electricity consumption (market based)	66.90	53.75
S2-1 Stationary electricity consumption (location based)	112.73	69.70
<b>Scope 3 Total<sup>1</sup></b>	<b>12715.20</b>	<b>12035.03</b>
S3-1 Purchased goods and services	5007.65	4769.30
S3-2 Capital goods	270.74	256.87

S3-3 Fuel and other energy related activities	80.96	45.93
S3-4 Upstream transport and distribution	445.61	142.41
S3-5 Waste generated in operations	51.89	38.13
S3-6 Business travel	507.75	82.63
S3-7 Commuting and teleworking <sup>2</sup>	2502.23	5506.43
S3-11 Use of sold products <sup>3</sup>	3840.90	1186.19
S3-15 Investments	7.49	7.14
<b>Total emissions (location based)</b>	<b>13002.60</b>	<b>12263.73</b>
<b>Emissions intensity (t CO2e / \$M)</b>		
Emissions intensity (location based) <sup>4</sup>	35.25	33.21
<b>Additional Scope 3 inventory (t CO2e)</b>		
S3-12 End-of-Life treatment of sold products <sup>5</sup>	-	8196.15

1. All periods include Scope 3 emissions included in our FY2024 emissions baseline to enable just and meaningful YoY comparisons.
2. An employee commute survey was implemented to improve rigor and data quality for Scope 3 category 7. This shift in approach resulted in higher calculated emissions when compared to the prior year's proxy-based data.
3. Scope 3 category 11 was added to FY2024 baseline during the SBTi target validation process. This was previously assumed to be immaterial, however, this assumption was incorrect. Our FY2024 total emissions and baseline have been updated accordingly.
4. The improved rigor for our FY2025 emission calculations resulted in an increase in total emissions and emissions intensity in comparison to FY2024.
5. Embracing an Ecovadis recommendation and to adopt best practise, in FY2025 we have introduced Scope 3 category 12 to our emissions inventory. This is shown independently as it is outside of our FY2024 baseline emissions, being the basis of our SBTi target validation.

## Environmental and Waste metrics

Environmental metrics	FY24	FY25
GHG emissions (t CO2e)	13003	12264
Fuel - petrol & diesel (litres)	148241	61514
Electricity - grid (kWh)	82591	66363
Electricity - green (kWh)	76161	34782
Electricity intensity (kWh per sqm - own office space)	-	304
Water (litres) <sup>1</sup>	1416244	1685222
Water intensity (per m <sup>2</sup> per year)	590	342
<b>Waste (kg)</b>		
Landfill (general waste)	1149	1957
Paper & Cardboard	621	625
Mixed Recycling	848	609
Organic	264	1514
Hazardous waste	0	0
<b>Total<sup>2</sup></b>	<b>2882</b>	<b>4705</b>
<b>Waste outcomes</b>		
Waste diverted from landfill (kg)	1733	2748
Waste directed to landfill (kg)	1149	1957
Recycling rate (%)	60.13	58.41

1. Water and wastewater calculations were made using state-specific usage estimates and published factors with the assistance of a specialist consultant.

2. Waste and recyclables are based on estimates of 2 office locations where tenant waste weighing occurs. This actual data and occupancy data at our other offices informed the estimate.

