Assetlink Group Sustainability Report 2025
Building a Responsible Future

About This Report

This report presents Assetlink Group's environmental, social, and governance (ESG) performance for the 2025 reporting year. It provides transparency on our commitments, progress, and strategic direction as we continue to embed sustainability at the core of our business operations.

The reporting scope covers all Assetlink subsidiaries and operations across Australia and New Zealand, including Assetlink Services, AssetProjects, AssetFuture, and Assetlink Indigenous Services. Quantitative data represents performance within these entities unless otherwise stated.

The report has been prepared in line with leading ESG reporting frameworks and Australian regulatory standards, including the Workplace Gender Equality Agency (WGEA), Modern Slavery Act 2018 (Cth), and National Greenhouse and Energy Reporting (NGER) guidelines.

ESG Impact (www.esgimpact.com.au) acted as an independent ESG consultancy providing expert advice and guidance on the development of this report. ESG Impact supported the identification of material sustainability issues, data structure, and narrative consistency to ensure alignment with best practice ESG reporting across the Australian corporate sector.

Data contained in this report has been collated through Assetlink's internal ESG Data Collection Framework, verified through operational and executive review processes, and approved by the Executive Leadership Team (ELT). Where data is unavailable or pending verification, placeholders have been left for subsequent update prior to publication.

Table of Contents

1 Introduction

1.1 Document Overview

This Sustainability Report outlines Assetlink Group's ESG performance during the 2025 financial year. It demonstrates how sustainability principles are integrated into our business strategy, culture, and daily operations. The report highlights our achievements, identifies areas for improvement, and establishes a transparent record of accountability to our stakeholders.

Each section of this report is designed to capture both qualitative insights and quantitative performance indicators. Data tables are provided in the appendix to facilitate consistency in reporting and ease of future updates. Assetlink's commitment to sustainability goes beyond compliance, it is about building resilience, trust, and shared value across all aspects of our operations.

1.2 Company Details

- Legal Name: Assetlink Group Pty Ltd
- Trading Entities: Assetlink Services, AssetProjects, AssetFuture, Assetlink Indigenous Services
- Head Office: Sydney, New South Wales
- Operational Footprint: Nationwide (Australia) and New Zealand
- Number of Employees: Approximately 2,400
- Primary Services: Facilities management, security, maintenance, cleaning, concierge, and project management

Assetlink's mission is to deliver excellence through integrated services that enhance the performance and sustainability of client facilities, while improving outcomes for employees and communities.

1.3 Consultant Details

This report was prepared by the Assetlink Sustainability Committee and business functions, in collaboration with ESG Impact, an Australian consultancy providing sustainability and governance expertise. ESG Impact supported the development of the reporting structure, materiality mapping, and data review methodology.

1.4 Assetlink Group

Assetlink operates through a family of complementary business units that collectively deliver full service facility and asset management solutions.

- Assetlink Services: Integrated facilities services including cleaning, maintenance, and security.
- AssetProjects: Project delivery, refurbishment, and maintenance.

- AssetFuture: Data driven asset lifecycle planning and performance analytics.
- Assetlink Indigenous Services: Supporting Indigenous employment and supplier engagement.

1.5 Reporting Methodology

Assetlink's ESG reporting follows a rigorous internal framework aligned with Australian best practice. Data is sourced from audited internal systems across Environment, People & Culture, Risk, and Finance functions. Department heads verify results and narrative context prior to publication.

Key methodology principles:

- Accuracy and traceability: All data entries traceable to source systems.
- Materiality: Focus on the issues that matter most to stakeholders and business continuity.
- Comparability: Metrics structured to allow year on year performance review.
- Transparency: Both successes and challenges are disclosed honestly.

Reporting boundaries include operations under direct management or control within Australia and New Zealand.
All environmental data (e.g., GHG emissions, energy, waste, and water) is reported on a financial year basis. Workforce and governance data aligns with the Australian reporting calendar for WGEA and Fair Work requirements.

2 Letter from the Chief Executive Officer

Sustainability is a journey of shared purpose, one that requires constant reflection, innovation, and collaboration. At Assetlink, we believe true sustainability is achieved when environmental responsibility, social progress, and good governance come together to create lasting value. This belief shapes how we work with clients, engage our people, and support the communities that rely on us every day. As we reflect on the past year, it is clear that our journey toward a more sustainable future has not only strengthened our business but also deepened the trust and partnerships that underpin our success.

In 2025, we made strong progress toward our vision of operating with integrity and environmental leadership. We introduced new energy efficiency measures across managed facilities and expanded our waste reduction and recycling programs. These actions, supported by our ISO 14001 Environmental Management System, are helping us move decisively toward our goal of emissions reduction across our operations. We also worked closely with clients to help them achieve their own sustainability targets, integrating circular economy practices and carbon reduction initiatives into our service delivery.

Equally important has been our focus on people. This year saw the expansion of our staff and leadership development programs, empowering more women and emerging leaders to take on senior roles. Our Indigenous Engagement Strategy continues to grow through meaningful partnerships and employment pathways. Across all operations, health, safety, and wellbeing remain at the heart of our culture, with measurable improvements in safety performance and engagement.

Our commitment to strong governance and ethical conduct remains unwavering. We strengthened our corporate governance framework, enhanced transparency through increased ESG reporting to the Board, and broadened supplier assessments to ensure all partners align with our ethical, environmental, and social standards.

As we look ahead, Assetlink will continue to build on this momentum. We recognise that the path to sustainability is ongoing, one defined by continual improvement, innovation, and collaboration. Together with our clients, suppliers, and communities, we are determined to deliver solutions that not only meet today's needs but safeguard the wellbeing of future generations. I extend my heartfelt thanks to everyone who has contributed to this progress and invite you to join us as we continue to build a responsible, inclusive, and sustainable future.

Philip Thomson
CEO, Assetlink Group

Date: 21st July 2025

3 Our Responsibility

3.1 About the Business

At Assetlink, we define responsibility as the intersection of quality, ethics, and care for our people and the environment. Our sustainability approach integrates environmental stewardship, social responsibility, and strong governance into every decision we make.

Our workforce of over 2,000 people represents diverse backgrounds, cultures, and perspectives. We understand that diversity and inclusion drive innovation, enhance problem solving, and strengthen service delivery. Assetlink's workforce programs prioritise safety, continuous learning, and leadership development for all employees.

We also recognise our environmental obligations as a large facilities service's provider. From waste management and chemical use to fleet efficiency and supplier standards, Assetlink takes an evidence based approach to reduce our footprint.

3.2 Assetlink 2030 Strategy

- Sustainable Operations and Emissions Reduction Strategies
  Driving emissions reduction strategies, energy efficiency, and climate resilience across all service operations.

- Embedding ESG in Everything We Do
  Integrating environmental, social, and governance performance into our decision making, reporting, and value creation.

- Empowering Indigenous Engagement and Inclusion
  Strengthening partnerships with Aboriginal and Torres Strait Islander communities through employment, procurement, and cultural respect.

- Innovating for Cleaner, Smarter Facilities
  Leveraging technology and innovation to deliver high performing, environmentally conscious facilities management.

- Strategic Partnerships for Long Term Value
  Building alliances with clients, suppliers, and industry leaders to drive mutual sustainability and shared impact.

- Workforce of the Future
  Attracting, retaining, and developing a diverse and skilled workforce ready for the challenges of tomorrow.

- Client Centric Service Excellence
  Evolving our service delivery to anticipate and exceed the changing needs of our clients and communities.

- Circular Economy and Resource Stewardship
  Minimising waste, optimising materials use and supporting circular practices throughout our value chain.

- Digital Transformation and Data Led Decision Making
  Harnessing real time data and digital tools to improve operational efficiency, compliance, and performance.

- Diversity, Equity and Inclusive Leadership
  Cultivating an inclusive culture that reflects the diversity of the communities we serve and values every voice.

- Ethical Supply Chain and Responsible Procurement
  Elevating standards through transparent supplier practices and modern slavery risk management.

- Health, Safety and Wellbeing First
  Leading with a proactive and human centric approach to safety and employee wellbeing.

- Community Investment and Social Impact
  Delivering positive social outcomes through local hiring, community initiatives, and shared value projects.

- Resilient Infrastructure and Climate Risk Management
  Preparing our assets and services to withstand climate related risks and disruptions.

- Governance, Integrity and Risk Management Excellence
  Strengthening accountability, compliance, and trust through robust governance frameworks.

3.3 Organisational Structure

Assetlink's governance structure provides clarity, accountability, and transparency throughout the organisation. The framework supports an integrated approach to sustainability by aligning strategic, operational, and compliance functions. The structure is designed to ensure that decision making at every level, from Board oversight to site operations, is informed by the company's values of safety, integrity, and respect.

The Board of Directors maintains ultimate responsibility for oversight of sustainability strategy and corporate conduct. It delegates authority for operational implementation to the Executive Leadership Team (ELT), which drives the company's ESG strategy through measurable objectives. The ELT is supported by specialist sub committees covering Risk & Compliance, Health, Safety & Environment (HSE), and People & Culture.

This structure ensures that sustainability is not isolated to one department but embedded across the business. Each business unit Assetlink Services, AssetProjects, AssetFuture, and Assetlink Indigenous Services, contributes unique expertise and operational data to central ESG reporting. Regular communication between functions promotes transparency, while shared accountability ensures progress against corporate sustainability goals.

3.3.1 Board of Directors

The Board plays a pivotal role in ensuring that sustainability remains a strategic priority. It reviews ESG performance indicators quarterly and evaluates progress against long term environmental and social targets. The Board also assesses risk exposure across areas such as climate impact, labour practices, and data security.

Independent directors contribute external perspective and governance expertise, ensuring balanced decision making. The Board reviews all key policies annually, covering environment, business ethics, risk management, and diversity, to maintain alignment with legislation and stakeholder expectations. ESG data and risk registers are tabled regularly for Board review to guide resource allocation and continuous improvement initiatives.

The Board's commitment to ethical leadership underpins Assetlink's culture of integrity. Through its charter, it ensures adherence to the principles of fairness, accountability, and responsible stewardship.

3.3.2 Executive Leadership Team

The Executive Leadership Team (ELT) translates strategic priorities into operational action. Each ELT member holds ESG related responsibilities within their functional area, reinforcing cross departmental ownership of sustainability objectives. For example, the

Head of People & Culture oversees workforce wellbeing and diversity initiatives, while the Head of Sustainability manages emissions, energy, and waste reduction programs.

Performance reviews for senior executives include evaluation against environmental, social, and governance metrics. This integration of ESG performance into remuneration and appraisal frameworks promotes accountability and drives continuous improvement. The ELT meets monthly to monitor progress and address emerging risks.

The ELT also leads communication of sustainability priorities across operational teams. Through regular briefings and targeted training, leaders ensure that sustainability remains visible and actionable at all levels of the organisation.

3.3.3 Organisational Structure

Assetlink's organisational model balances central governance with regional autonomy. While strategic frameworks and policies are established centrally, operational leaders in each state and business division are empowered to tailor implementation to site conditions. This flexibility supports innovation while ensuring compliance with corporate standards.

Clear reporting lines and digital communication tools connect site level managers with national functions. This structure improves data capture for ESG reporting, enhances consistency in performance measurement, and enables efficient escalation of issues. The model also facilitates collaboration between sustainability, risk, and operational teams, allowing lessons learned in one business area to inform best practice across the group.

3.3.4 Awards and Memberships

Assetlink's commitment to sustainable and ethical business has been recognised through multiple industry partnerships and awards. As a signatory to the UN Global Compact Network Australia, Assetlink aligns its strategies with internationally accepted principles on human rights, labour, environment, and anti-corruption.

Membership with Supply Nation underscores the company's dedication to Indigenous economic participation. Through this partnership, Assetlink continues to expand relationships with Aboriginal owned suppliers and promote equitable opportunities throughout its procurement practices.

Across the years, Assetlink has earned industry recognition for excellence in workforce development, customer service, and safety innovation. These achievements demonstrate our ongoing pursuit of leadership in sustainable service delivery and operational integrity.

4 Sustainability

4.1 Hierarchy of Sustainability Approach

Assetlink's sustainability approach is built on a structured hierarchy that integrates environmental, social, and governance considerations into our business operations. Our approach starts with strong governance and policy foundations, supported by measurement and continuous improvement mechanisms, and culminating in targeted initiatives that deliver measurable impact.

This hierarchy ensures that every action, from procurement to project delivery, is aligned with our overarching sustainability principles. Sustainability performance is monitored through data driven indicators, which are reviewed by the ESG Committee and the Executive Leadership Team each quarter. Results inform investment decisions, resource allocation, and innovation priorities.

Our model emphasises prevention over remediation. By identifying risks early, such as carbon emissions, workforce fatigue, or supply chain non compliance, Assetlink acts before those risks materialise into impacts. This proactive approach enables resilience and long term value creation for stakeholders and clients.

4.2 Our Vision & Our Purpose

Our 2023 Vision

Set a new industry standard in
Customer Experience through
Service Excellence every day.

Our Purpose

Enriching experiences through
trusted partnerships.

Single Minded Proposition

It's About You.

4.3 Our Values

1. Health & Safety - Safety is Not Negotiable.
   Protecting our employee's and customer's wellbeing is fundamental. A health and safety culture is central to everything we do.

2. Excellence - We aspire to achieve the highest standards!
   Striving for continuous improvement, we challenge ourselves to be the best we can be. We recognise outstanding achievements and proudly celebrate our successes.

3. Sustainability - We care about our future!
   We are committed to the future of Assetlink and our positive impact on the

environment. We implement responsible and strategic growth to be here tomorrow and beyond, for our people, our customers and the community.

4. Customer Service - Our customers' experience is our focus!
   We are dedicated to improving service delivery, as well as earning and maintaining our customers' respect through delivering on our promises.
5. Empathy - We care about each other!
   Our workplace is one of equality, understanding and consideration. We nurture happy, confident and engaged people through our respectful interactions with one another.
6. Passion - We are passionate about everything we do!
   Our approach is enthusiastic and proactive, with a positive 'can do' attitude. We are devoted to the vision and values of Assetlink and recognise the contribution each one of us makes.

4.4 Materiality and ESG Risk Assessment

Understanding and managing material environmental, social, and governance (ESG) risks is fundamental to Assetlink's sustainability strategy. Materiality refers to the issues that have the most significant impact on our business performance, stakeholder expectations, and long term resilience. Assetlink undertook a Materiality Assessment in early 2025 to identify, prioritise, and review the ESG topics most relevant to our operations and value chain.

This process is aligned with the principles of the United Nations Global Compact of which Assetlink is a member and utilising the Sustainability Accounting Standards Board (SASB). It incorporates stakeholder engagement, risk evaluation, and alignment with both corporate strategy and external reporting standards.

The assessment considers both internal impacts (on our operations, employees, and governance systems) and external impacts (on communities, clients, suppliers, and the environment).

Following the 2025 assessment, Assetlink identified twelve key material ESG topics, grouped under Environmental, Social, and Governance pillars:

ESG Pillar	*Material Topic*
Environmental	Energy and Emissions, Waste Management, Water Efficiency, Climate Change Adaptation
Social	Workplace Safety, Employee Wellbeing, Diversity and Inclusion, Fair Employment Practices
Governance	Business Ethics, Data Security, Supply Chain Integrity, Risk Management

Each material topic is mapped to risks and opportunities that may affect business performance or stakeholder trust. These priorities shape Assetlink's sustainability strategy, resource allocation, and reporting focus.

The ESG Committee, supported by external experts from ESG Impact, will review the materiality outcomes annually to ensure ongoing relevance. Where risk exposure or stakeholder expectations change, new material topics are integrated into the following year's sustainability plan.

5 Environment

Assetlink recognises its role as a custodian of the built environment and is committed to leading in sustainable service delivery across Australia. Environmental stewardship is embedded into our operational culture, management systems, and procurement frameworks. This section outlines Assetlink's environmental approach, structured around key focus areas that align with ISO 14001, NABERS, and the United Nations Sustainable Development Goals (SDGs).

5.1 Environmental Aspects and Impacts

Assetlink systematically identifies, assesses, and manages environmental aspects across all service delivery operations. The Risk Register captures site specific risks such as energy use, water consumption, waste generation, air emissions, and potential pollution sources.

Each site undergoes a structured environmental review during mobilisation and contract renewal. Where impacts are identified, mitigation controls are implemented through standard operating procedures, engineering solutions, and behavioural programs.

Potential environmental risks, such as waste mismanagement, chemical spills, and excessive energy or water use, are recorded and managed using a hierarchy of controls. These controls are reviewed annually to ensure alignment with regulatory requirements and continuous improvement goals.

5.2 Environmental Monitoring and Audit Plan

Environmental monitoring is essential for validating performance and ensuring compliance. Assetlink conducts regular internal audits and site level inspections to evaluate environmental controls.

Assetlink maintains a certified Environmental Management System (EMS) aligned with ISO 14001:2015, covering all operations under direct management across Australia and New Zealand. Annual internal audits and biennial third-party verifications are conducted to ensure continued compliance and improvement. Records of audit results and corrective actions are retained in the central ESG documentation portal. We achieved 100% completion of environmental risk assessments across active sites, and no regulatory incidents were reported during FY2024–25.

Monitoring Plan Includes:

1. Routine Inspections – Conducted by site supervisors during cleaning, waste collection, or maintenance activities.
2. Event Based Monitoring – Triggered by unusual weather, subcontractor works, or incidents near sensitive environments.
3. Annual Environmental Audits – Managed by the National Safety & Risk team to verify compliance with environmental policy and ISO 14001 standards.

4. Corrective Action Tracking – Findings are logged and assigned through Assetlink's online incident management system, with closure verified by management review.

Performance outcomes and audit results feed into the ESG Committee's quarterly review cycle, supporting strategic decision making and transparency.

All employees completed annual environmental procedure training, with 100% participation achieved in FY2025. Supervisors are required to complete advanced ESG modules via our Learning Management System (LMS), targeting 80% completion by FY2026. This ensures environmental responsibility is operationalised at all levels.

5.3 Energy Efficiency

Assetlink's energy strategy focuses on reducing our own consumption, improving efficiency, and supporting clients' transition to cleaner energy sources.

Key Actions:

1. Energy Efficient Technologies: Transitioning lighting systems to LED and upgrading HVAC systems to high efficiency models.
2. Monitoring and Controls: Installing real time energy tracking tools across managed facilities to identify improvement opportunities.
3. Energy-saving measures also extend to IT infrastructure, including server virtualisation, power management settings, and efficient cooling systems within office and data environments.
4. Operational Behaviour: Mandating staff "power down" procedures and equipment maintenance for optimal performance.
5. Assetlink conducts periodic energy and carbon audits to assess operational performance and identify opportunities for further reduction in electricity, fuel, and HVAC energy use. Audit findings inform the company's GHG reduction planning and investment in energy efficient technologies.

5.4 Water Management and Use

Water conservation is a central element of Assetlink's sustainability performance. The company employs a hierarchy of efficiency, recycling, and behavioural controls to minimise water use.

Water Management Initiatives:

1. Water Efficient Fixtures: Installation of low flow taps, dual flush toilets, and high efficiency cleaning systems.
2. Smart Metering: Real time tracking of water use in owned and managed facilities.
3. Rainwater Harvesting: Capture and reuse of water for non-potable purposes such as cleaning and irrigation.

4. Behavioural Programs: Staff training on reporting leaks and using dry cleaning techniques instead of hosing.

5.5 Water Use

Assetlink monitors water usage across our operational sites and implements measures to reduce consumption and prevent pollution. Initiatives include the use of water-efficient equipment, closed-loop cleaning systems, and chemical dilution controls to minimise runoff and water waste. Assetlink's objective is to ensure all operations use water responsibly and protect local water quality in the communities where it operates.

Documented Procedures Include:

- Prohibition of discharging wastewater or chemicals into drains or natural watercourses.
- Deployment of spill kits and bunding at all sites storing hazardous substances.
- Immediate reporting and containment of any spills under EPA notification requirements.

These measures safeguard surrounding ecosystems and align with regulatory requirements under the Protection of the Environment Operations Act 1997 (NSW). Water consumption is tracked quarterly through smart metering across managed sites. Rainwater harvesting systems supply non-potable applications such as cleaning and irrigation.

5.6 Air Quality

Assetlink actively works to reduce non-GHG air pollutants resulting from its operations. This includes managing emissions of SOx, NOx, VOCs, and pollution from vehicles and equipment. Assetlink also addresses other impacts such as noise, odour, and light by adopting cleaner technology, maintaining equipment to minimise emissions, and scheduling work to reduce disruption to local communities. These measures contribute to improved air quality and environmental wellbeing across all operating environments.

Air Quality Management Initiatives:

1. Fleet Transition: Phasing out internal combustion vehicles for low and zero emission alternatives.
2. Equipment Upgrades: Replacing diesel and petrol powered equipment with battery or electric models.
3. Indoor Air Quality: Using low VOC chemicals, HEPA filter vacuums, and regular HVAC maintenance.
4. Supplier Controls: Preferring vendors with proven low emission logistics and production systems.

Regular Indoor Environmental Quality (IEQ) testing is undertaken in managed properties to maintain compliance with AS 1668.2 and ASHRAE 62.1-2013 standards.

5.7 Material and Chemical Use

Chemical and material management is governed by strict WHS and environmental protocols. Assetlink maintains a Hazardous Chemical Register and requires all staff to follow SDS (Safety Data Sheet) guidance for each product used. Annual chemical audits verify compliance with SDS requirements and storage controls.

Control Measures:

- Only GECA certified or equivalent ecolabel products are approved for use.
- Chemicals stored in bunded areas with spill containment systems.
- Annual chemical audits verify compliance with labelling, SDS availability, and storage standards.
- Suppliers are required to demonstrate ISO 14001 certified environmental management systems.

5.7.1 Key Supplier Chemical Policy:

We recognise that taking care of the Earth has become everyone's responsibility and as such is a high priority for our business. To achieve this goal, we have formulated our "CHEMFORM GREEN" range of products. The CHEMFORM GREEN range of products provides performance, quality and safety, as well as environmental sustainability.

Chemform Green Policy.

- The definition of a "green" product can be very confusing. Consumers are confronted with all manner of conflicting claims that can be very difficult to understand. To assist those involved in the decision making process, the products in the CHEMFORM GREEN range must meet the following strict criteria:
- Products containing detergents must use only those classified as readily biodegradable defined by AS 4351 or OECD test methods.
- Whenever possible, products made from plant based renewable resources are selected.
- Our CHEMFORM GREEN range contains no phosphates, oil based hydrocarbons, chlorine, chlorinated hydrocarbons, carcinogens, alkyl phenol ethoxylates or heavy metals.
- Our CHEMFORM GREEN range is safe to use. The products are classified as non-dangerous.
- Industrial degreasers are quick breaking according to our stringent definition.
- Waste is minimised as we believe that the biggest environmental burden on the Earth is waste. Packaging used in the CHEMFORM GREEN range is of a recyclable nature. We encourage our clients to recycle this packaging via an approved recycling facility

5.8 Waste Management

Assetlink prioritises waste reduction, reuse, and recycling in its operations, promoting circular economy practices through supplier partnerships and product selection.

Hazardous materials, including cleaning agents and chemicals, are stored, handled, and disposed of in accordance with safety and environmental legislation. The company's objective is to continually reduce waste sent to landfill and ensure safe, responsible management of all materials used in service delivery.

Waste Actions:

1. Waste Audits: Establishing baselines for landfill diversion rates and contamination control.
2. Segregation: Multi stream recycling stations across all managed sites.
3. Supplier Partnerships: Engaging vendors offering product take back and extended producer responsibility programs.
4. Measurement: Monthly tracking of waste volumes and diversion rates using NABERS Waste benchmarking.

Assetlink actively manages waste across all operations through segregation and disposal according to defined waste streams, ensuring compliance with local regulations and environmental standards. Continuous process optimisation initiatives are developed and implemented in partnership with our landlord to reduce material use and minimise waste generation at source.

An internal exchange platform enables employees to redistribute and reuse office supplies across departments, reducing unnecessary procurement and promoting a culture of resource sharing.

Assetlink also supports the refurbishment and internal reuse of IT hardware to extend equipment life and reduce electronic waste. These initiatives collectively contribute to improved resource efficiency and reduced environmental impact across the organisation.

Waste management plans are also implemented across all major client sites, incorporating waste segregation, supplier take-back programs, and periodic waste audits. Performance is measured using NABERS Waste benchmarks and reported annually.

5.9 Sustainable Consumption

Sustainable consumption principles guide how Assetlink and its employees use resources daily.

Internal Practices:

- Digital first documentation to reduce paper use.
- Mandatory duplex printing and default recycling protocols.
- Preference for suppliers offering recycled or minimal packaging.

Client Collaboration:

- Supporting clients to achieve Green Star and NABERS performance goals.

- Including environmental KPIs in service contracts for waste, water, and energy.

5.10 Customer Health and Safety

Assetlink maintains procedures to identify and mitigate health and safety risks associated with service delivery, including chemical handling, equipment use, and indoor environmental quality. All cleaning products and materials are risk assessed for health impact prior to use. Regular site inspections and client feedback loops ensure services are delivered safely, maintaining high standards of hygiene and protecting customer wellbeing.

Safety Commitments:

- Exclusive use of non-toxic, biodegradable, low irritant cleaning agents.
- Comprehensive hygiene protocols aligned with ISO 45001 and ISO 14001.
- PPE and chemical training for all operations staff.
- Preventative maintenance of HVAC systems to ensure safe air quality.

Health and safety considerations are also incorporated into procurement, product testing, and supplier audits.

5.11 Environmental Services and Advocacy

Assetlink supports its clients in reducing their environmental impact through our Green Clean solutions. Assetlink offers products, practices, and advice that help customers lower energy and water consumption, reduce waste, and transition to environmentally responsible alternatives. Initiatives include waste reduction projects, pilot programs for low-carbon products, and partnerships that promote sustainable procurement. Through these services, Assetlink contributes to broader environmental outcomes and strengthens its role as a sustainability partner for clients.

5.12 Greenhouse Gas Emissions and Our Carbon Footprint

Assetlink measures and reports emissions across all three scopes following Australian National Greenhouse Accounts (NGA) standards. Assetlink's GHG emissions data is shared with internal stakeholders through annual ESG performance reviews and executive reporting to the ESG Committee and Board. Emissions results, key initiatives, and reduction progress are also publicly disclosed through the company's annual ESG Report which is published online, which outlines Scope 1 and Scope 2 emissions performance and reduction strategies.

GHG Management Strategy:

- Scope 1: Corporate vehicle fleet and onsite fuel use.
- Scope 2: Purchased electricity for corporate and managed sites.
- Scope 3: Supply chain emissions, travel, and waste.

Assetlink recognises the urgent need to mitigate climate change by reducing greenhouse gas (GHG) emissions across our operations and value chain. Our emissions reduction strategy is designed to align with the global transition to a low carbon economy and to position Assetlink as a responsible, resilient business partner to our clients and communities.

Assetlink tracks energy and emissions performance through monthly monitoring of electricity and fuel use across all managed facilities. Data is consolidated into an annual GHG inventory aligned with the GHG Protocol Corporate Standard and verified by an independent consultant. Results are reviewed quarterly by the ESG Committee and disclosed in our annual Sustainability Report.

Assetlink's GHG Reduction Strategy outlines actions to improve energy efficiency, transition to low-emission vehicles, and increase the use of renewable energy. Annual emissions reporting enables transparent tracking of progress and supports continuous improvement in alignment with the company's sustainability goals.

5.12.1 Baseline and Methodology

FY2023/24 serves as the official baseline year for our GHG inventory. Data has been compiled in accordance with the **GHG Protocol Corporate Accounting and Reporting Standard**, applying emission factors from the **National** Greenhouse and Energy Reporting (NGER) Scheme (2023). Assetlink's latest internal review indicates that the company is **on track to meet its GHG reduction targets.** Emission reduction measures.
The upcoming FY2025 baseline recalibration, currently in progress with a specialist sustainability consultancy, will expand accuracy and include enhanced coverage of value chain (Scope 3) categories.

Scope	**FY22/23 (tCO_2e)**	**FY23/24 (tCO_2e)**	**Change (%)**	**Key Sources**
Scope 1	68.81	78.47	+14%	Fuel use in company vehicles and onsite gas consumption
Scope 2	0.42	0.50	+19%	Purchased electricity for offices
Scope 3	3,262.09	2,480.02	−24%	Purchased goods and services, waste, travel, and commuting
Total	**3,331.32**	**2,558.99**	**−23%**	Year on year reduction achieved through supply chain and waste efficiency initiatives

5.12.2 Performance Overview

Assetlink's total operational emissions decreased by 23% from FY2022/23 to FY2023/24.
This reduction was achieved primarily through:

- Improved waste management practices and landfill diversion.
- Reduced business travel and greater adoption of virtual collaboration.
- Enhanced supplier engagement and procurement efficiency.
- Increased use of low impact cleaning consumables and digitalised processes.

Scope 1 and 2 emissions saw minor increases due to fleet and energy expansion in new contracts; however, these will be addressed through targeted decarbonisation actions under the current reduction plan.

While Assetlink's targets are science informed, the company has not formally adopted or committed to the Science Based Targets initiative (SBTi).

5.12.3 Scope 3 Emissions Reduction

Assetlink takes a proactive approach to managing and reducing Scope 3 emissions across its value chain. The company engages suppliers in climate action through the Supplier Code of Conduct and annual ESG assessments, encouraging emission reduction initiatives and low-carbon innovation. Procurement decisions increasingly favour suppliers and products with demonstrated GHG reduction efforts and verified sustainability credentials.

Assetlink also implements measures to reduce emissions from business travel and employee commuting, including the use of virtual collaboration tools, hybrid working models, and low-emission transport options. Additionally, the company collaborates with clients and service partners to identify further opportunities to reduce downstream emissions, such as waste minimisation, resource-efficient cleaning practices, and sustainable material selection.

5.12.4 Risk and Mitigation Summary

Risk Category	Potential Impact	Mitigation Strategy
Regulatory	Increased compliance costs due to changing carbon policies	Continuous monitoring of policy developments and integration into ESG compliance systems
Operational	Delay in transitioning fleet or renewable energy sourcing	Implement phased electrification plan and renewable procurement roadmap

Risk Category	Potential Impact	Mitigation Strategy
Supply Chain	Supplier limitations in emissions reporting or reductions	Supplier engagement and training programs; preference for low carbon vendors
Financial	Rising energy and fuel costs	Implement energy efficiency projects; pursue renewable contracts
Reputational	Data inaccuracies or underperformance against targets	Third party verification and transparent public reporting
Data Integrity	Incomplete Scope 3 coverage or data errors	Quarterly reviews, automation, and staff training on GHG accounting

5.13 Staff Training

Environmental competence is a core requirement for all Assetlink team members.

Training Framework:

1. Green Cleaning Program: Mandatory for all operational cleaning staff.
2. Chemical Safety & Spill Response: Regular training on SDS use, bunding, and spill control.
3. Supervisor & Manager Training: Advanced instruction in environmental metrics (NABERS, GHG reporting, Green Star criteria).
4. ZEV Safety Training: Fleet operators trained on electric vehicle protocols and charging safety.

Training outcomes are recorded in HR systems and reviewed annually as part of the ISO 14001 audit process.

5.14 United Nations Sustainable Development Goals (SDGs)

5.14.1 Our Commitment to the SDGs

Assetlink recognises that long term corporate success is intrinsically tied to the prosperity and sustainability of the communities and environments in which we operate. Our business practices and policies are aligned with the United Nations Sustainable Development Goals (SDGs), a global framework designed to end poverty, protect the planet, and ensure shared prosperity.

Through our operations across facilities management, cleaning, maintenance, security, and corporate support services, we have identified the SDGs most relevant to our business impacts and stakeholder priorities. We embed these goals into our ESG

Strategy, procurement frameworks, and client service delivery models, ensuring each initiative contributes meaningfully to a sustainable future.

5.14.2 Integration Across Operations

The SDGs are not treated as an adjunct to our sustainability strategy but as the foundation upon which our business decisions are built. Each division within Assetlink, Operations, People & Culture, Procurement, and Risk & Compliance, is accountable for implementing actions aligned with the goals. Oversight of SDG progress sits with the ESG Steering Committee, chaired by the Managing Director. The Committee monitors KPI outcomes regularly and ensures SDG integration across Assetlink's operational, environmental, and social programs.

Annual ESG reviews conducted by the ESG Committee ensure that performance against these goals is measured, validated, and reported. Training and awareness programs embed SDG knowledge across the workforce, creating shared ownership of progress.

Our materiality assessment process cross references SDG relevance with identified ESG risks and opportunities, ensuring our sustainability priorities align with global challenges such as climate change, gender equality, decent work, and responsible consumption.

Assetlink supports the achievement of the UN SDGs and aligns its efforts with the most relevant goals for its operations and impact areas.

These include:

- **Goal 5 – Gender Equality:** Promoting equal opportunity and women's leadership.
- **Goal 7 – Affordable and Clean Energy:** Reducing energy use and supporting renewable sourcing.
- **Goal 8 – Decent Work and Economic Growth:** Ensuring fair labour practices and skills development.
- **Goal 11 – Sustainable Cities and Communities:** Improving the sustainability of built environments.
- **Goal 12 – Responsible Consumption and Production:** Reducing waste and promoting circular economy practices.

SDG	Relevant ESG Objective / KPI	Assetlink Initiative or Policy	FY2025 Progress / Target
SDG 5 – Gender Equality	Promote equal opportunity, gender balance, and women's leadership in all management levels.	Diversity & Inclusion Policy; Equal Employment Opportunity Framework; Women@Assetlink program.	43% women in management; annual target of 50% by 2030; leadership development initiatives underway.

SDG 7 – Affordable and Clean Energy	Reduce operational energy consumption by 10% by 2030 and increase renewable energy sourcing.	Energy Management Plan; Renewable Procurement Strategy; GreenPower purchasing agreements.	5% reduction in electricity use achieved FY2025; 30% of electricity from renewable-backed sources.
SDG 8 – Decent Work and Economic Growth	Ensure fair labour practices, employee wellbeing, and continuous skills development.	Fair Work compliance audits; Training and Capability Framework; Modern Slavery Policy.	100% compliance with Fair Work and Modern Slavery obligations; 100% completion of staff training modules.
SDG 11 – Sustainable Cities and Communities	Improve sustainability performance of managed facilities and client sites.	Sustainable Facilities Management Model; Green Cleaning Program; ESG Client Partnership Forums.	15% improvement in client energy efficiency; sustainable FM practices implemented across all major contracts.
SDG 12 – Responsible Consumption and Production	Reduce waste generation and promote circular economy practices through sustainable procurement.	Sustainable Procurement Policy; GECA-certified product use.	GECA-certified; 80% landfill diversion target by 2035.

5.15 Our Impact on the SDGs

5.15.1 Goal 3: Good Health and Wellbeing

Ensure healthy lives and promote wellbeing for all at all ages.

Assetlink contributes to SDG 3 through its Work Health and Wellbeing Policy, EAP Program, and proactive safety culture. Initiatives include:

- Ensuring 100% of employees have access to mental health support and training.
- Implementing fatigue management protocols and wellbeing programs at all sites.

5.15.2 Goal 5: Gender Equality

Achieve gender equality and empower all women and girls.

Gender equality is championed through our Diversity, Equity and Inclusion Policy and WGEA aligned reporting framework.

Our key targets include:

- Achieving 40% women in leadership positions by 2028.
- Maintaining gender pay equity within ±3% across equivalent roles.
- Expanding the *Women Forward Mentorship Program* to all business divisions.

- Embedding gender neutral recruitment and promotion practices.

These initiatives directly contribute to SDG targets 5.1 (End discrimination), 5.5 (Ensure women's participation in leadership), and 5.c (Adopt policies for gender equality).

5.15.3 Goal 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable, and modern energy for all.

Through energy efficiency initiatives in our operations and client facilities, Assetlink contributes to the decarbonisation of the built environment:

- Conducting annual NABERS energy performance assessments across all corporate offices.

These actions support SDG targets 7.2 (Increase renewable energy share) and 7.3 (Improve energy efficiency).

5.15.4 Goal 8: Decent Work and Economic Growth

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Assetlink employs over 2,000 people across Australia and New Zealand, with a focus on fair employment, equal pay, and workforce development. Key commitments include:

- Ensuring all workers are covered under Fair Work compliant agreements. Assetlink benchmarks pay rates annually against the Australian Fair Work Commission and Living Wage Foundation. All employees receive overtime compensation per award requirements are communicated in our policies.
- Providing an average of 20 hours of training per employee annually.
- Prioritising local employment and Indigenous recruitment through Assetlink Indigenous Services.
- Maintaining 0% incidence of forced or child labour in our operations and supply chain.

These measures address SDG targets 8.5 (Full employment and equal pay), 8.7 (Eradicate forced labour), and 8.8 (Protect labour rights and safe working environments).

5.15.5 Goal 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient, and sustainable.

Through sustainable facilities management and community investment programs, Assetlink contributes to safer, cleaner, and more resilient cities:

- Supporting clients in achieving Green Star and NABERS performance certifications.
- Implementing low impact cleaning practices and responsible waste handling at public facilities.

- Investing in urban employment programs and community partnerships to strengthen social resilience.

These initiatives link directly to SDG targets 11.3 (Inclusive urbanisation) and 11.6 (Reduce urban environmental impact).

5.15.6 Goal 12: Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

Circular economy principles are at the core of Assetlink's Environmental Policy and Strategic Procurement Framework.

We commit to:

- Reducing total waste generation by 25% by 2028.
- Mandating sustainability clauses in 100% of major supplier contracts.
- Expanding product take back and recycling programs across cleaning, maintenance, and IT consumables.

These align with SDG targets 12.5 (Reduce waste generation) and 12.7 (Promote sustainable public procurement).

5.15.7 Goal 17: Partnerships for the Goals

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Collaboration is central to our sustainability success. Assetlink actively partners with clients, suppliers, and communities to accelerate shared impact:

- Working with GECA certified suppliers and sustainability leaders to improve environmental performance.
- Supporting local community organisations and volunteering initiatives through in kind services.
- Engaging industry networks such as the Facility Management Association (FMA) and UN Global Compact Network Australia.

These partnerships contribute to SDG targets 17.16 (Enhance global partnerships) and 17.17 (Encourage effective public, public private, and civil society partnerships).

6 Social Performance

6.1 Health, Safety and Environmental Responsibilities

Health, safety, and environmental (HSE) management are central to Assetlink's risk governance framework. The company recognises that operational safety and environmental responsibility are inseparable from business performance and reputation.

Assetlink's HSE responsibilities are guided by ISO 45001 and ISO 14001 management standards and integrated into day to day site operations. Each site manager is accountable for ensuring compliance with HSE requirements, supported by ongoing audits, training, and incident investigations.

Regular communication campaigns reinforce safe behaviours and environmental awareness among employees. HSE performance data, including lost time injury frequency rate (LTIFR), near miss reporting, and environmental incidents, is reviewed monthly by the Executive Leadership Team and reported quarterly to the Board.

6.2 Environmental Risks

6.2.1 Solid Waste Management

Waste generation and disposal present material risks both environmentally and financially. Assetlink's operations produce waste streams that include cleaning by products, packaging, and general waste. Poor waste handling can increase landfill costs, impact compliance, and harm client reputation.

To mitigate these risks, Assetlink applies the waste hierarchy: avoid, reduce, reuse, and recycle. Waste management plans are implemented at client sites, with suppliers engaged to minimise packaging and increase recycling rates. Regular audits ensure compliance with local regulations and client requirements.

6.2.2 Energy and Water Management

Energy and water resources are critical to operational sustainability. Rising energy costs and water scarcity present long term risks that may affect service delivery and cost structures. Assetlink mitigates these risks through resource efficiency programs and by investing in renewable energy and water saving technologies.

6.3 Business Model and Innovation

6.3.1 Business Ethics

Maintaining ethical business practices is essential to protecting Assetlink's reputation and long term success. The Business Ethics Policy defines expectations for integrity, transparency, and accountability across all operations.

Potential risks include conflicts of interest, bribery, and unfair practices within supply chains. Assetlink mitigates these through mandatory ethics training, whistleblower mechanisms, and zero tolerance enforcement of policy breaches.

The company's whistleblower procedure provides secure and confidential channels for reporting unethical behaviour, managed independently by the Risk & Compliance team. Regular monitoring of compliance data ensures that systemic issues are addressed promptly.

FY 2025 whistleblower report recorded 0 substantiated corruption cases and 2 information security alerts resolved within policy timeframes. Ethics audits covered 100% of corporate sites.

6.3.2 Accidents and Safety Management

Workplace accidents remain one of the highest operational risks in the facilities management sector. Assetlink's proactive safety management system aims to eliminate hazards before incidents occur. The company invests in training, ergonomic design, and smart safety technologies to protect employees and contractors.

Safety data is analysed monthly to identify trends and prevention opportunities. Lessons learned are shared across business units, reinforcing a culture of continuous improvement.

6.4 Social Capital Risks

6.4.1 Data Security

As digital systems underpin operational efficiency, cybersecurity risk management is a material focus for Assetlink. The ICT Security Policy and IT Security Procedure define robust safeguards for data protection, system integrity, and business continuity.

Assetlink maintains a multi layered defence strategy including encryption, access controls, and employee awareness training. Incident response procedures are tested annually to ensure readiness for potential cyber threats.

6.4.2 Work Health and Safety

Employee wellbeing is a core social capital issue. Assetlink's Work Health and Wellbeing Policy focuses on mental health awareness, work life balance, and physical safety. Our Wellbeing Program offers access to confidential counselling, mental health first aid training, and flexible working options.

The company tracks key indicators such as absenteeism, participation in wellness programs, and employee satisfaction through engagement surveys.

Assetlink is committed to maintaining fair, safe, and supportive working conditions that respect the rights and wellbeing of all employees. Our approach encompasses initiatives that promote work–life balance, recognise the right to disconnect, and foster meaningful engagement across all levels of the organisation. In alignment with recent Australian Government legislation introducing the *Right to Disconnect*, Assetlink has embedded practices that enable employees to disengage from work related communications outside reasonable hours, supporting healthy boundaries between professional and personal life. Employee feedback is regularly sought through engagement and satisfaction surveys, the results of which inform ongoing wellbeing and culture programs. Remuneration and social benefits are reviewed annually to ensure market competitiveness and equity, while flexible work arrangements, health programs, and family support initiatives form part of Assetlink's broader commitment to a positive and sustainable workplace culture.

6.4.3 Structured Social Dialogue and Employee Representation

Assetlink recognises the importance of constructive social dialogue as a cornerstone of fair and equitable workplace relations. The company maintains open communication channels with recognised employee representatives and supports collective bargaining processes that ensure employee voices are heard and respected. Consultation occurs regularly through formal and informal forums, allowing employees and their representatives to contribute to decision making on key workplace matters such as working conditions, safety, and organisational change.

Assetlink's approach aligns with Australian industrial relations legislation and modern award requirements, affirming the right of employees to representation and collective negotiation. The company's objective is to sustain a transparent and collaborative environment where mutual respect and trust underpin all employment relationships, supported by documented consultation outcomes and continuous engagement practices.

Assetlink maintains a transparent process for documenting and reviewing the outcomes of employee consultations and collective discussions. Minutes of meetings with employee representatives are formally recorded, with action items tracked through the People & Culture governance framework.

Progress against these actions is reported to senior management and the People & Culture Committee to ensure timely resolution and accountability. Regular communication updates are provided to employees through internal channels, reinforcing trust and transparency in dialogue outcomes. This structured feedback loop supports continuous improvement and ensures that collective bargaining and consultation processes remain active, inclusive, and aligned with evolving workforce needs.

6.4.4 Relevant Regulations and Laws

Assetlink operates under a range of Australian and New Zealand regulatory frameworks, including:

- Work Health and Safety (WHS) Act and Regulations – governing workplace safety and employee welfare.
- Fair Work Act 2009 (Cth) – covering minimum wages, workplace rights, right to disconnect and working conditions.

- Modern Slavery Act 2018 (Cth) – requiring transparency and due diligence across supply chains.
- Privacy Act 1988 (Cth) – setting obligations for handling personal information.
- Disability Discrimination Act 1992 (Cth) – supporting accessibility and inclusion.

Compliance with these laws is monitored through regular audits and staff training. Legal updates are reviewed by the Risk & Compliance team to ensure timely implementation.

7 Human and Social Capital

7.1 Overview

People are the foundation of Assetlink's success. With a workforce of more than 2,000 employees across Australia and New Zealand, the company's impact on human capital is significant. Assetlink strives to create a workplace where every employee feels valued, safe, and empowered to thrive.

The company recognises that sustainable growth is driven by the skills, engagement, and wellbeing of its people. This belief shapes every aspect of workforce management, from recruitment and development to leadership succession and employee wellbeing. Assetlink's human capital strategy is guided by three core principles:

1. Empowerment through opportunity, providing clear career pathways, training, and fair remuneration.
2. Equity and inclusion, ensuring equal access to opportunities regardless of gender, background, or ability.
3. Engagement through wellbeing, fostering a healthy, safe, and positive work culture that encourages contribution and innovation.

7.2 Workforce Development

Assetlink's workforce development strategy focuses on continuous learning, capability building, and leadership growth. Training programs are aligned with operational needs and strategic goals, ensuring employees have the knowledge and tools to deliver service excellence.

The Training and Development Policy mandates structured onboarding, compliance training, and ongoing professional development. Courses include leadership, technical skills, ESG awareness, and digital literacy. The company also delivers accredited training through partnerships with registered training organisations (RTOs).

A blended learning model, combining classroom, e-learning, and on the job coaching, maximises accessibility for a geographically dispersed workforce. Assetlink's *Learning Management System (LMS)* tracks participation, completion rates, and learning outcomes, providing valuable data for future planning.

7.3 Inclusive Engagement

Assetlink's inclusive engagement framework ensures every employee has a voice in shaping workplace culture and operations. The Diversity, Equity and Inclusion Policy (ASL-POL-010U) reinforces a commitment to equal opportunity, respect, and cultural awareness.

The company celebrates diversity through events, communications, and targeted initiatives, such as *Harmony Week*, *NAIDOC Week*, and *International Women's Day*.

Feedback channels, such as employee engagement surveys and site forums, allow staff to provide input into company decisions, helping to strengthen trust and inclusion.

Engagement outcomes are monitored annually, with actions developed to address emerging issues. Employee engagement is closely correlated with retention and productivity, reinforcing the link between inclusion and business success.

7.4 Workplace Diversity and Equal Opportunity

Diversity at Assetlink is not only a moral imperative but a driver of innovation and resilience. The workforce includes individuals from over 80 nationalities, reflecting Australia's multicultural society. The company's DEI framework promotes gender balance, cultural inclusiveness, and support for employees with disabilities.

Assetlink is committed to gender pay equity and conducts annual pay gap analysis to ensure fairness. The company also invests in initiatives to encourage women's participation in leadership and technical roles, including sponsorship, coaching, and flexible work arrangements.

7.5 Fair Work

Assetlink conducts annual remuneration benchmarking against Fair Work Australia industry awards, CPI trends, and third-party market data. Adjustments ensure equitable and competitive pay across all job families. Reviews are documented within the HR Compensation Framework and reported to the People & Culture Committee.

Assetlink ensures equal access to promotion and professional development opportunities. HR and management personnel receive guidance on preventing bias in performance assessments and advancement decisions. Accessibility and inclusion are actively considered in all talent development initiatives.

Assetlink's Recruitment Policy ensures all hiring processes are transparent, merit-based, and free from bias. Job opportunities are publicly advertised where appropriate, and candidate selection is based solely on qualifications, experience, and capability. Recruitment teams receive training on equitable hiring and inclusive interview practices.

Assetlink maintains a zero-tolerance approach to workplace discrimination, harassment, and abuse, whether physical, psychological, or verbal. This commitment is embedded within our Code of Conduct, Diversity, Equity and Inclusion Policy, and Respect @ Work framework, which collectively ensure that every employee is treated with dignity and respect.

The independent Respect @ Work Committee oversees the implementation of policies, investigates reported incidents, and monitors workplace culture indicators to identify emerging risks. Workplace culture and employee experience are monitored through regular engagement surveys and Respect @ Work Committee reviews. These insights help identify emerging risks and enable proactive interventions before issues escalate. Mandatory annual training delivered through the Learning Management System reinforces behavioural expectations and educates employees on recognising, preventing, and reporting inappropriate conduct.

Assetlink encourages the formation of employee led support and affinity groups, including networks for working parents, culturally diverse employees, and women in leadership. These groups foster inclusion, peer support, and dialogue on workplace improvement.

Workplace adjustments are made to accommodate employees with physical or cognitive disabilities. This includes accessible facilities, adaptive technology, and training programs that promote awareness and inclusion across teams. Initiatives include the use of inclusive language, gender-neutral facilities, and cultural awareness campaigns celebrating diversity across the workforce.

In support of inclusion and accessibility, regular audits are conducted across key sites to ensure equitable participation for employees with disabilities. Assetlink's objective is to maintain a safe, respectful, and inclusive work environment where all individuals can contribute and thrive free from discrimination or harassment. Assetlink provides confidential reporting channels and a formal grievance process that ensure all concerns are addressed impartially and without retaliation through our Whistleblower policy.

Assetlink provides confidential counselling and structured remediation support for individuals affected by workplace discrimination or harassment. Follow-up actions are implemented to address root causes and prevent recurrence, ensuring affected employees feel supported and protected.

Assetlink performs an annual Gender Pay Gap Review, analysing salary parity across comparable roles. The FY2025 review found an average 2.8 % variance, down from 4.1 % in FY2024, with targeted corrective adjustments applied during the remuneration cycle.

7.6 Work Health, Safety and Wellbeing

The health, safety, and wellbeing of employees are central to Assetlink's culture. The company maintains certification under ISO 45001 and applies a preventative safety management approach across all operations.

Safety leadership training, risk assessments, and safety audits are conducted regularly. Performance is measured using leading indicators such as training completion and hazard reporting, as well as lagging indicators including LTIFR and TRIFR.

The Work Health and Wellbeing Policy supports a holistic approach, encompassing physical safety, mental health, and fatigue management. Assetlink partners with Employee Assistance Program (EAP) providers to deliver confidential counselling and crisis support.

Flexible work arrangements and paid parental leave are available to all eligible employees. Assetlink's Wellbeing and Flexibility Policy supports carers with additional leave options and access to the Employee Assistance Program (EAP) for family support services.

7.7 Working Conditions

Assetlink's working conditions framework ensures that all employment practices promote fairness, transparency, and wellbeing in alignment with national workplace laws and internal policy standards.

7.7.1 Working Hours Monitoring

Assetlink tracks employee working hours through timekeeping systems and periodic internal audits. These reviews identify overtime trends and ensure compliance with Fair Work regulations and company standards.

7.7.2 Overtime Compensation

All employees are compensated in accordance with applicable awards, enterprise agreements, or contracts. Overtime and additional hours are paid or credited as time in lieu in compliance with legislative requirements.

7.7.3 Wage Review and Benchmarking

Remuneration levels are reviewed annually against market benchmarks, inflation, and cost-of-living trends. These reviews ensure equitable and competitive pay across all roles.

7.7.4 Remuneration Transparency

Assetlink communicates remuneration structures, including salary, benefits, and incentive programs, through employment contracts, onboarding materials, and internal HR channels to ensure all employees understand their entitlements.

7.7.5 Work–Life Balance Initiatives

Policies support paid parental leave, carer's leave, and flexible work options to help employees balance professional and personal responsibilities. The company also provides access to wellbeing and employee assistance programs.

7.7.6 Flexible Work Arrangements

Flexible working options, including part-time, flexible hours, and hybrid work, are available across applicable roles to accommodate diverse employee needs and promote balance and productivity.

7.7.7 Grievance and Feedback Mechanisms

Assetlink maintains accessible and confidential channels for employees to raise concerns about working conditions, remuneration, or benefits. All grievances are managed under a strict non-retaliation framework and reviewed by the People & Culture team to ensure fair resolution.

7.8 Health and Safety Practices

Assetlink's occupational health and safety commitments and practices that safeguard employees, contractors, and other personnel in the workplace. The company's approach aligns with ISO 45001 principles, focusing on risk prevention, continuous improvement, and wellbeing across all operations.

7.8.1 Ergonomic Work Practices

Assetlink ensures that all work processes and environments are ergonomically designed to prevent strain and injury. Regular ergonomic assessments are conducted, and workstations, tools, and tasks are adjusted to minimise repetitive movement, overexertion, and musculoskeletal stress.

7.8.2 Employee Health Check-ups

Assetlink provides regular and relevant health check-ups for employees, with additional focus on those exposed to potential risks such as chemicals, noise, or machinery. These assessments enable early detection of health effects and ensure timely medical support and intervention.

7.8.3 Occupational Health and Safety Reporting

Assetlink maintains an established reporting mechanism for all employees to record and escalate health and safety incidents, hazards, and concerns. All reports are logged, investigated, and addressed through a documented corrective action and remediation process.

7.8.4 Psychological Health and Wellbeing

Assetlink takes proactive measures to support employee mental health and wellbeing, including confidential support services, wellbeing programs, and stress reduction initiatives. Employees have access to counselling and communication channels to seek early assistance or raise concerns.

7.8.5 Hazardous Substance Control

Assetlink implements strict control measures to prevent employee exposure to hazardous substances, including safe storage, handling procedures, and use of personal protective equipment. Regular monitoring and training ensure ongoing compliance with safety requirements.

7.8.6 Ionizing Radiation Safety

For any operations involving ionizing radiation, Assetlink provides detailed instructions, controlled processes, and appropriate protective measures to minimise exposure risks. Employees receive safety training and regular monitoring to ensure a safe working environment.

7.8.7 Health and Safety for Non-Employee Workers

Assetlink extends its health and safety practices to contractors and other non-employee workers on company premises. This includes mandatory inductions, risk assessments, training, and inclusion in site emergency and safety plans to ensure consistent protection for all personnel.

7.9 Community and Social Impact

Beyond its workforce, Assetlink contributes to community wellbeing through volunteering, charitable partnerships, and local procurement. Community engagement is guided by the principle of creating shared value, ensuring that economic success benefits the broader society.

Assetlink supports education and employment initiatives in disadvantaged communities, including sponsorship of Indigenous scholarships and internships. The company also donates services to community organisations and encourages staff volunteering through paid leave programs.

7.10 Training, Capability and Awareness

Training is central to Assetlink's ESG integration. All employees complete annual refresher inductions covering Code of Conduct, WHS Awareness, Customer Service, and Modern Slavery training. In FY2025, 100% of staff completed all mandatory modules, reinforcing compliance and cultural awareness.

Supervisors and managers will participate in advanced ESG training, targeting 80% completion by FY2026 through our Learning Management System (LMS). Supervisors will undertake advanced modules covering climate risk and sustainable operations, with completion tracked centrally for reporting purposes. This capability framework strengthens sustainability leadership and operational consistency.

Training Program	FY2024 Baseline	FY2025 Actual	FY2026 Target	Strategic Focus
Environmental Procedures	100%	100%	100%	Environmental awareness
ESG Leadership (Supervisors)	N/A	N/A	≥80%	Leadership capability
Code of Conduct	100%	100%	100%	Ethics and compliance
WHS Awareness	100%	100%	100%	Safety culture
Modern Slavery (All Staff)	100%	100%	100%	Human rights compliance

Training Program	FY2024 Baseline	FY2025 Actual	FY2026 Target	Strategic Focus
Modern Slavery (Managers)	100%	100%	100%	Leadership responsibility

In FY2025, all mandatory corporate training modules achieved 100% completion. The company continues to build ESG literacy through targeted supervisory and leadership programs scheduled for FY2026.

7.11 Career Development

7.11.1 Tailored Learning and Development Programs

Assetlink delivers a comprehensive training and development framework that combines on-site, digital, and hybrid learning. Each employee's training pathway is informed by an assessment of their role, skills profile, and identified development needs. Learning modules cover both technical and behavioural competencies, ensuring relevance to position requirements and individual career objectives. Training outcomes are monitored through the Learning Management System (LMS), with completion records linked to performance development plans.

7.11.2 Performance Assessment and Review

Regular performance assessments are conducted for all employees to evaluate job performance, identify strengths, and highlight areas for improvement. Reviews combine quantitative and qualitative measures and are carried out through structured discussions between employees and their managers. This process supports continuous feedback, ensures alignment with organisational goals, and provides a foundation for recognising and rewarding high performance.

7.11.3 Professional Growth and Career Development

Assetlink provides structured processes to support employees in achieving their professional goals. Development plans are tailored to individual potential and priorities, identifying career aspirations, key strengths, and specific actions required for advancement. Managers and employees collaborate to update these plans annually to ensure progress and alignment with future business and personal growth objectives.

7.11.4 Internal Mobility Programs

The company actively promotes internal mobility as part of its talent management strategy. Employees are encouraged to explore vertical and lateral opportunities across functions and regions. Internal job postings, succession planning, and leadership development programs provide clear pathways for advancement and skill diversification, ensuring that internal capability is recognised and retained within the organisation.

8 Governance

Robust corporate governance is central to Assetlink's success and resilience. The framework ensures that the company operates ethically, manages risk effectively, and delivers on its sustainability objectives. Governance mechanisms include Board approved policies, formal committees, and a comprehensive internal audit program.

The framework is designed to align with Australian corporate law, ISO management standards, and relevant ESG disclosure guidelines. It emphasises transparency, accountability, and continual improvement. Assetlink's governance system not only safeguards compliance but also drives strategic decision making, ensuring that sustainability considerations are embedded in planning and investment processes.

Through ongoing training and communication, employees at all levels understand their role in maintaining ethical conduct. This shared responsibility ensures that governance is a living practice rather than a set of documents.

8.1 Overview of Corporate Governance

The governance system operates through clearly defined layers of oversight:

1. Board of Directors – provides strategic oversight and policy approval.
2. Executive Leadership Team – executes strategy and monitors performance.
3. Risk & Compliance, ESG, and Audit Committees – coordinate operational risk controls, data integrity, and continuous improvement.

Each layer is interlinked through documented reporting cycles and formal review meetings. These processes ensure that emerging issues, such as changes in environmental regulation or workforce legislation, are promptly identified and addressed.

The ESG Steering Committee met quarterly throughout FY2025, maintaining full compliance with governance requirements. Board level ESG reviews were completed each quarter, reinforcing strategic oversight. All employees completed Code of Conduct and cybersecurity training, supporting ethical and secure operations.

- 4 ESG Committee meetings held per year (100% compliance)
- Quarterly ESG risk reviews and Board performance evaluations completed
- 100% completion of cybersecurity and Code of Conduct training

8.2 Business Ethics and Compliance

Ethical conduct underpins stakeholder trust. Assetlink enforces a zero tolerance policy for bribery, corruption, and fraudulent activity. All employees must complete annual ethics and anti-bribery training. Suppliers sign the Supplier Code of Conduct as a condition of doing business.

Reports of unethical behaviour are investigated through a confidential Whistleblower Mechanism managed by the Risk & Compliance team and reported to the Board.

Lessons learned from substantiated cases inform policy updates and staff training to prevent recurrence.

8.2.1 Business Ethics Audits

Assetlink conducts annual internal audits and risk assessments focused on ethics, integrity, and compliance practices across its operational sites. In FY2025, 100% of operational divisions were covered under the ethics audit program, which reviews policy implementation, employee awareness, and adherence to anti-bribery and conflict of interest standards. Results are consolidated and reported internally to the Executive Leadership Team and the Audit & Risk Committee to ensure transparency and continuous improvement.

8.2.2 Trading Partner Due Diligence

Assetlink applies a structured due diligence process to evaluate corruption and information security risks across its network of trading partners, including suppliers, clients, and intermediaries. In FY2025 trading partners identified as medium or high risk underwent formal due diligence, covering anti-corruption compliance, cybersecurity practices, and data protection standards. Findings are recorded in the company's procurement and compliance systems and reviewed as part of ongoing supplier management and governance reporting.

8.2.3 Anti-Bribery and Corruption Prevention

Assetlink maintains a zero-tolerance policy toward bribery and corruption in all business dealings. The company prohibits the offering, promising, giving, accepting, or soliciting of any financial or other advantage intended to improperly influence a business decision or gain an unfair benefit. All employees, contractors, and suppliers are required to comply with the Business Ethics Policy and Supplier Code of Conduct, which reinforce legal and ethical expectations. Regular training and annual policy acknowledgements ensure awareness and compliance across the organisation.

Assetlink conducts annual corruption risk assessments across all operational divisions to identify, evaluate, and prioritise integrity risks. Each assessment includes a description of key risks, review of control effectiveness, and development of corrective action plans to strengthen governance.

Regular internal and external audits are performed to test the effectiveness of ethics and compliance systems in preventing bribery and corruption. Audit reports define the scope, responsible personnel, and follow-up actions to ensure continuous improvement and accountability.

All gifts, hospitality, or discretionary transactions involving external stakeholders require prior approval under Assetlink's Business Ethics Policy. The approval process defines thresholds, reporting requirements, and documentation standards to prevent perceived or actual conflicts of interest.

8.2.4 Conflict of Interest Management

Assetlink's governance framework prevents situations in which personal interests conflict with professional duties. Employees must declare any potential or actual conflict of interest through a formal disclosure process managed by the People & Culture and Compliance teams. The company promotes transparency, requiring that all business decisions are made objectively and in the best interests of Assetlink and its stakeholders.

8.2.5 Fraud Prevention and Detection

Assetlink is committed to preventing, detecting, and responding to any form of fraudulent activity. Controls are embedded within financial and operational systems to identify irregularities and ensure the integrity of transactions. Employees are encouraged to report suspected fraud through confidential channels, with all reports investigated under the Whistleblower Policy. Audit results and control reviews are periodically reported to senior management and the Board Audit & Risk Committee.

8.2.6 Anti-Money Laundering (AML) Compliance

The company maintains rigorous procedures to prevent the use of its operations for money laundering or other illicit financial activities. Due diligence is performed on customers, suppliers, and financial partners to verify legitimacy and traceability of funds. Any suspicious activity is reported in accordance with legislative requirements, and periodic reviews ensure continued compliance with AML obligations.

8.2.7 Data Privacy and Information Security

Assetlink upholds strict standards for the secure collection, processing, and storage of third-party information. Information security policies govern the handling of personal, client, and supplier data, supported by access controls, encryption, and cybersecurity monitoring. Employees receive regular training on data protection responsibilities, ensuring compliance with Australian Privacy Principles and contractual confidentiality obligations.

8.3 Information Security and Data Protection

Digital trust is vital in facilities management. Assetlink protects information assets through layered cybersecurity controls, under the ICT Security Policy (ASL-POL-016) and IT Security Procedure (ASL-PROC-016), also aligned to ISO 27001 standards. The ICT Security Policy and IT Security Procedure define responsibilities for access management, incident response, and data storage. Access to customer data is restricted via role-based permissions and firewall segmentation.

Mandatory cybersecurity awareness training and annual penetration testing reinforce resilience. Performance is measured through incident response time, audit closure rates, and compliance with security controls.

Key actions include:

- Mandatory cybersecurity training for all staff.
- Penetration testing and incident response simulations.
- Data breach reporting in line with the Privacy Act 1988 (Cth).

Third-Party Due Diligence: The company conducts information security due diligence on suppliers and service providers, ensuring that all third parties handling company data comply with privacy and security requirements.

Whistleblower Procedure: A confidential whistleblower channel is available for employees and stakeholders to report information security risks or breaches without fear of retaliation.

Risk Assessments and Audits: Regular information security risk assessments and audits of control systems are conducted to identify vulnerabilities, verify compliance with policy requirements, and improve resilience.

Incident Response Planning: Assetlink maintains an Incident Response Plan (IRP) to manage data breaches and cybersecurity events, including containment, notification, investigation, and remediation procedures.

Data Retention and Protection: A formal records retention schedule governs the secure storage, archiving, and disposal of information. Technical and procedural controls protect third-party data from unauthorised access, and all processing or sharing of confidential information is undertaken only with stakeholder consent, in line with the Australian Privacy Principles.

8.4 Risk Management and ESG Oversight

Risk governance is coordinated through the Board's Audit and Risk Committee and the ESG Committee. Both committees review enterprise risks, internal controls, and compliance metrics quarterly.
The Risk Management Policy integrates environmental and social risks into financial decision making, ensuring balanced strategic planning.

Assetlink maintains a corporate risk register and uses a traffic light system to track risk status. Corrective actions are monitored through the Audit Committee and reported to the Board. The Risk Management Policy provides a structured approach for identifying, assessing, and mitigating risks across environmental, social, financial, and governance domains.

Assetlink's ISO 9001, ISO 14001, ISO 45001, and ISO 37001 certifications reinforce robust compliance across its operations.

In line with the Australian Government Mandatory Reporting, in FY26 Assetlink will conduct annual climate-related financial disclosures, starting with a risk assessment to evaluate the impact of extreme weather, regulatory changes, and resource availability on operations. Identified risks are integrated into the corporate risk register and reviewed by the Board's Risk and Audit Committee each quarter.

In FY2025, Assetlink recorded zero confirmed corruption or bribery incidents. Three whistleblower reports were lodged and closed within 30 days (100 % closure rate). Data is verified through the ethics reporting register maintained by the Risk and Audit Committee.

8.4.1 Health and Safety Risk Assessments

Comprehensive health and safety risk assessments are conducted at all operational sites to systematically identify, evaluate, and mitigate potential hazards. These assessments form part of Assetlink's ISO 45001-aligned Health, Safety and Environment (HSE) management system. Each site maintains a current hazard identification and risk register that is reviewed annually or following significant operational changes. Outcomes are reported to the HSE Committee and form the basis for site-specific action plans and employee training initiatives.

8.4.2 Labour and Human Rights Certifications

Assetlink's operations are underpinned by externally verified management systems that reflect global best practice in safety, labour, and human rights. All core operational sites maintain certification to ISO 45001: Occupational Health and Safety Management Systems, with ongoing surveillance audits conducted annually. In addition, Assetlink is progressing toward broader recognition through standards such as SA8000: Social Accountability reinforcing its commitment to continuous improvement and transparent ESG governance.

8.5 Sustainable Procurement

Responsible procurement is essential to Assetlink's ESG performance. The Strategic Procurement Framework integrates social and environmental considerations into supplier selection and contract management. This Code defines expectations for ethical conduct, labour standards, environmental performance, and governance. All major contracts include mandatory sustainability clauses covering modern slavery prevention, carbon reduction, and waste minimisation.

Procurement Objectives:

- Require 100% of Tier 1 suppliers to adhere to the Supplier Code of Conduct which forms part of every Service Agreement contract.
- Contractual rights of termination for non-compliance with our Service Agreement (containing ESG criteria)
- Conduct ESG due diligence and modern slavery assessments on all high risk suppliers.
- Prioritise suppliers with local, Indigenous, or sustainable credentials.

Supplier audits are conducted annually to ensure compliance and drive continuous improvement in sustainability standards. The FY2025 audit cycle covered all critical suppliers, with no significant non-conformances recorded. Regular reviews ensure the effectiveness of measures designed to prevent child labour, forced labour, and human trafficking across the supply chain.

8.5.1 Training and Capacity Building

To strengthen understanding of responsible sourcing, all procurement and contract managers are required to complete the Sustainable Supply Chain Training Program by FY2026. This training builds capability in assessing sustainability risks, modern slavery indicators, and environmental impacts within supplier operations. By FY2027, 90% of procurement personnel will be trained on sustainability risk management, with 80% of total spend directed towards responsible suppliers.

8.5.2 Engagement with Affected Stakeholders

Assetlink engages proactively with suppliers, workers, and external stakeholders to identify and address risks related to child labour, forced labour, and human trafficking. The company collaborates with suppliers through annual ESG forums and best practice workshops to build awareness and enhance compliance capacity. These initiatives also serve as platforms for dialogue with potentially affected groups, including migrant and vulnerable workers, ensuring that their perspectives inform the design of risk mitigation measures.

8.5.3 Human Rights Impact Assessment

Assetlink conducts human rights impact assessments across operational sites to identify and manage potential risks affecting employees, contractors, and external stakeholders. These assessments evaluate issues such as labour conditions, modern slavery risks, and equal opportunity practices. In FY2025, all major operational sites delivering core services were reviewed as part of Assetlink's ESG risk management process. Findings are integrated into the company's human rights due diligence framework and used to inform supplier engagement and community initiatives. These assessments, conducted internally and supported by external specialists, identify potential or actual adverse impacts, assessing them in terms of severity, scope, and remediability. Findings are reviewed by the ELT and integrated into continuous improvement plans, ensuring that identified human rights risks are mitigated effectively and transparently.

8.5.4 Remediation and Corrective Action

In the event that any non-compliance or human rights violation is identified, Assetlink implements a structured remediation process to address and correct the issue. This process includes engagement with affected individuals, immediate cessation of harmful practices, and collaboration with suppliers to restore safe and fair working conditions. Remediation efforts prioritise the wellbeing and recovery of impacted workers and are designed to prevent recurrence through enhanced monitoring, training, and governance oversight.

8.5.5 Continuous Improvement

Assetlink maintains an inclusive sourcing program designed to promote equitable participation and prevent discrimination across its supply chain. The company prioritises partnerships with local, Indigenous, and diverse suppliers, ensuring fair access to procurement opportunities. Assetlink's Strategic Procurement Framework is reviewed annually to ensure alignment with international best practices, including the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, and the Australian Modern Slavery Act 2018 (Cth). Through active engagement, supplier development, and transparent reporting, Assetlink continues to strengthen its sustainable procurement practices, ensuring that responsible sourcing contributes to positive social and environmental outcomes across its value chain.

8.6 Commitment to Human Rights and External Stakeholders

Assetlink is committed to respecting and upholding human rights across all aspects of its operations, supply chains, and business relationships. The company recognises that its activities can have both direct and indirect impacts on external stakeholders, including suppliers, service partners, and the communities in which it operates.

Guided by the principles of the United Nations Global Compact and the UN Guiding Principles on Business and Human Rights, Assetlink integrates human rights considerations into corporate governance, risk assessment, and procurement practices. Human rights due diligence processes identify and manage potential risks such as forced labour, child labour, and unsafe working conditions within the value chain.

The company's Modern Slavery Statement outlines the steps taken to assess supplier risk and strengthen ethical sourcing standards. Through engagement, training, and transparent reporting, Assetlink works collaboratively with suppliers and partners to promote fair treatment, safe working conditions, and responsible business conduct. Assetlink's objective is to ensure that its operations contribute positively to people and communities, upholding human rights as a fundamental component of sustainable business performance.

Assetlink maintains structured governance processes to monitor and evaluate the effectiveness of its human rights commitments. Oversight is provided by the ESG Committee and the Executive Leadership Team, which review risk assessments, supplier audit results, and incident reports related to labour and human rights issues.

In practice, Assetlink's human rights commitments are implemented through active engagement with suppliers and service partners. The company requires all Tier 1 suppliers to acknowledge and comply with the Supplier Code of Conduct, which outlines clear expectations regarding fair labour, safe working conditions, and respect for human rights.

Where potential risks or non-conformances are identified through audits or supplier assessments, Assetlink collaborates with the supplier to develop corrective action plans and provides guidance to support remediation. For high risk categories, the company conducts follow-up reviews to ensure sustained compliance and improvement over time. Assetlink also works with procurement teams to integrate ethical sourcing criteria into tender processes and contract renewals. This proactive, partnership-based approach helps drive long-term improvements in labour conditions and ensures that Assetlink's supply chain contributes positively to human rights outcomes.

8.7 Corporate Governance Policies

The following sections summarise key governance policies that underpin Assetlink's ESG commitments. ESG governance is overseen by the Sustainability Steering Committee, chaired by a Board representative. The committee meets quarterly to review performance metrics, approve targets, and assign responsibilities to functional leaders. Meeting minutes and action registers are documented in the corporate ESG portal.

8.7.1 Corporate Governance Policies Purpose

Assetlink's suite of governance policies forms the foundation of our ethical and sustainable operations. These policies articulate the standards expected of all employees and suppliers, covering areas from business conduct to environmental management. Together, they establish a culture of responsibility, consistency, and fairness.

Policies are reviewed biennially to ensure alignment with current legislation and stakeholder expectations. Where required, external experts provide input to maintain alignment with international best practice and national ESG disclosure frameworks.

8.7.2 Risk Management Committee – Charter

The Risk Management Committee (RMC) provides structured oversight of enterprise wide risks, including environmental, social, financial, and operational exposures. It identifies, evaluates, and monitors risk trends, recommending controls to the Board. The RMC meets annually and maintains a live risk register accessible to the ELT.

8.7.3 Audit Committee – Charter

The Audit Committee ensures the integrity of financial and sustainability reporting. It reviews audit outcomes, monitors implementation of recommendations, and liaises with external auditors. ESG metrics are included in the annual audit plan to reinforce reliability of reported data.

8.7.4 Risk Management Policy

This policy defines Assetlink's risk appetite and establishes a systematic approach to risk identification, assessment, and mitigation. It integrates ESG factors into risk evaluation to ensure environmental, human rights, and ethical considerations are addressed alongside financial risks.

8.7.5 Environmental, Social and Governance (ESG) Committee

The ESG Committee coordinates the delivery of sustainability initiatives and monitors progress against annual targets. Comprising representatives from all major business units, the Committee meets quarterly to review performance data, update the materiality matrix, and guide continuous improvement.

8.7.6 Roles and Responsibilities of Management

Management is responsible for implementing governance policies and ensuring staff adherence. Leaders provide coaching, resources, and oversight to translate corporate policy into operational reality. Regular leadership briefings reinforce accountability and build ESG capability across the organisation.

8.7.7 Anti-Bribery and Corruption

Assetlink prohibits all forms of bribery, facilitation payments, and unethical inducements. Training on ethical decision making is mandatory for all employees, and suppliers are contractually bound to the same standards through the Supplier Code of Conduct.

8.7.8 Conflict of Interest

Employees and contractors must declare any potential or actual conflicts of interest. Declarations are recorded in the Conflict of Interest Register, reviewed by the Risk & Compliance team, and addressed through transparent management plans.

8.7.9 Safe Working Policy

Safety is integral to Assetlink's operations. The Safe Working Policy ensures hazards are identified, controlled, and monitored. It sets expectations for proactive reporting and defines escalation procedures for serious incidents. Assetlink has a comprehensive Health and Safety Emergency Response Plan that guides employees in responding to incidents such as injuries, fires, spills, or equipment accidents. Site-specific procedures, training, and regular drills ensure all employees are prepared to respond quickly and safely in emergency situations.

8.7.10 Health and Safety Policy

This policy aligns with Australian WHS legislation and ISO 45001 standards. It outlines responsibilities for managers and workers, commits to continuous improvement, and establishes targets for incident reduction and wellbeing. Assetlink conducts regular health and safety risk assessments to identify and evaluate workplace hazards, ensuring risks are effectively controlled. Assessments are reviewed periodically and supported by preventive and corrective action plans to maintain a safe and healthy work environment.

8.7.11 Code of Conduct Policy

The Code of Conduct articulates behavioural standards expected of all employees, contractors, and partners. It covers integrity, respect, confidentiality, and compliance with laws and policies.

8.7.12 Workplace Harassment

Assetlink has zero tolerance for harassment, bullying, or victimisation. The policy outlines reporting mechanisms, investigation protocols, and protection for complainants.

8.7.13 Cultural Diversity

This policy celebrates diversity and promotes inclusion. It supports equal opportunity and fosters cultural awareness through education and community engagement programs.

8.7.14 Environmental Policy

The Environmental Policy commits to pollution prevention, resource efficiency, and continual improvement. It guides the company's approach to emissions reduction, waste minimisation, and sustainable procurement.

8.7.15 Work Health and Wellbeing Policy

This policy promotes physical and mental wellbeing. It includes programs on mental health awareness, fitness, nutrition, and stress management.

8.7.16 Equal Employment Opportunity

The Equal Employment Opportunity Policy ensures recruitment, promotion, and training decisions are merit based and free from discrimination. It supports diversity at all levels of the organisation.

8.7.17 Supplier Code of Conduct Policy

Suppliers must comply with standards covering human rights, fair labour, environmental management, and anti-corruption. Non compliance triggers corrective action plans or termination of contracts.

9 Authority Approval

This report was approved by the Board of Directors of Assetlink Group on behalf of the company and its subsidiaries. It has been reviewed by the Executive Leadership Team (ELT), the ESG Committee, and independent consultants at ESG Impact.

The Board confirms that the information contained in this report reflects Assetlink's sustainability performance for the 2025 reporting year and has been prepared in accordance with relevant Australian laws, internal policies, and recognised ESG reporting standards.

Approved by:
Philip Thomson
Chief Executive Officer
Assetlink Group

Date: 21st July 2025

Independent Review and Endorsement – ESG Impact

This Sustainability Report has been independently reviewed by ESG Impact Pty Ltd, an Australian ESG consultancy specialising in corporate sustainability reporting, materiality assessment, and ESG assurance. ESG Impact supported Assetlink in developing the report's structure, verifying policy alignment, and mapping measurable indicators to recognised international sustainability standards.

ESG Impact affirms that the methodologies applied in this report, including materiality analysis, SDG alignment, KPI development, and policy integration are consistent with leading practice in ESG governance and sustainability reporting within Australia.

The review confirmed that Assetlink's sustainability disclosures reflect the company's genuine progress across environmental performance, workforce inclusion, ethical governance, and sustainable procurement.

Endorsed by:

James Cronan
Managing Director
ESG Impact Pty Ltd
www.esgimpact.com.au

Date: 21st July 2025

10 Appendix A – ESG Policy Framework

The following table summarises key Assetlink policies and governance documents, outlining their purpose and scope.

10.1 Environmental

Policy	Purpose and Application
Environmental Policy (ASL-POL-006B)	Establishes the company's commitment to pollution prevention, resource efficiency, and continual improvement in environmental performance. Forms the foundation of Assetlink's ISO 14001 management system.
Sustainability Policy	Defines the overarching sustainability principles guiding decision making and performance reporting across energy, waste, water, air quality, bio diversity and emissions.
Strategic Procurement Framework	Ensures procurement activities prioritise sustainable, local, and ethical suppliers. Integrates life cycle and environmental criteria into purchasing decisions.

10.2 Social

Policy	Purpose and Application
Diversity, Equity and Inclusion Policy (ASL-POL-010U)	Promotes fairness, inclusivity, and respect for all employees. Supports gender equality, Indigenous engagement, and accessibility.
Recruitment Policy (ASL-POL-010)	Ensures transparent, merit based recruitment practices that foster diversity and prevent discrimination. Assetlink prohibits the charging of any recruitment fees or related costs to job applicants or employees, ensuring all hiring expenses are fully borne by the company.
Training and Development Policy (ASL-POL-002)	Provides a framework for continuous learning and professional growth, supporting employee capability and retention.
Work Health and Wellbeing Policy	Defines programs to protect physical and mental wellbeing, including EAP access and wellness initiatives.

Equal Employment Opportunity Policy	Guarantees fair treatment and equal opportunity in employment, training, and promotion.
Workplace Harassment Policy	Outlines zero tolerance procedures for bullying and harassment, ensuring safe, respectful workplaces.

10.3 Governance

Policy	Purpose and Application
Business Ethics Policy (ASL-POL-001B)	Sets out expectations for ethical conduct, anti-bribery, corruption prevention, and integrity in decision making.
ICT Security Policy (ASL-POL-016)	Establishes information security governance and risk management protocols for protecting company and client data.
IT Security Procedure (ASL-PROC-016)	Details operational controls and responsibilities for implementing ICT security measures.
Risk Management Policy	Defines Assetlink's risk appetite, risk identification, assessment, and mitigation process. Integrates ESG risk into enterprise governance.
Whistleblower Policy and Procedure	Provides secure, confidential reporting mechanisms for misconduct and unethical behaviour.
Supplier Code of Conduct	Sets minimum standards for suppliers regarding labour rights, ethics, environmental management, and anti-corruption compliance.
Assetlink Services Agreement	Defines contractual expectations for service delivery, ethical compliance, and ESG performance monitoring with clients.

11 Appendix B – ESG Data

11.1 Environmental KPIs and Targets

Focus Area	KPI	Unit / Measurement	FY 2024 Baseline	FY 2025 Actual	Target FY 2026	Strategic Goal / Alignment
Environmental Aspects & Impacts	Sites with environmental risk assessments completed	% of total sites	100%	100%	100%	Maintain full compliance with ISO 14001; proactive risk identification
	Environmental incidents requiring regulatory notification	Number	0	0	≤ 1	Continuous improvement; EPA compliance
Environmental Monitoring & Auditing	Corrective actions closed within agreed timeframe	%	100%	100%	≥ 90 %	Effective issue resolution and accountability
Energy Efficiency	Fleet electrification rate	% of vehicles	0	0	5%	Reduce fossil fuel use
Water Management & Use	Water reused or recycled	%	Not Previously Tracked	Not Previously Tracked	≥ 10 %	Reduce freshwater demand
Water Quality	Sites with spill response plans tested	%	Not Previously Tracked	Not Previously Tracked	≥ 10%	Improve emergency preparedness
Material & Chemical Use	GECA Approved chemical products (including low VOC content) including: • Spray & Wipe • Class Cleaner • General Use • Bathroom Cleaner • Air Freshener • Heavy Duty Cleaner	% of total products used from key suppliers	100%	100%	100 %	Sustainable procurement & reduced toxicity
Waste	Total waste diverted from landfill	Tonnes	Not Previously Tracked	Not Previously Tracked	↓ 20 %	Reduce landfill burden

Sustainable Consumption	Sites implementing paperless / digital systems	%	100%	100%	100%	Reduce resource use
	Supplier contracts with sustainability clauses	%	100%	100%	100%	Responsible procurement alignment
Customer Health & Safety	Safety incidents related to environmental products	Number	0	0	0	Maintain zero harm to clients
Greenhouse Gas Emissions & Carbon Footprint	Scope 1 emissions	tCO_2-e	68.81 (FY23)	78.47 (FY24)	↓ 25 %	25% absolute reduction from FY23/24 baseline Scope 1 & 2 in 2030
	Scope 2 emissions	tCO_2-e	0.42 (FY23)	0.50 (FY24)		
	Scope 3 emissions	tCO_2-e	3262.09 (FY23)	2558.99 (FY24)	↓ 60 %	60% of suppliers to establish emission reduction targets
Staff Training	Employees trained in environmental procedures	%	100%	100%	100%	Build organisational capability
	Supervisors completing advanced ESG training	%	100%	100%	100%	Strengthen leadership in sustainability
	Annual Induction Refresher	%	100%	100%	100%	Consistent compliance and awareness maintained
	Code of Conduct Training	%	100%	100%	100%	Strengthened ethical decision making culture
	Customer Service Training	%	100%	100%	100%	Enhanced client satisfaction and retention
	Work Health and Safety Awareness Training	%	100%	100%	100%	Safer workplaces and reduced incidents
	Discrimination and Equal Employment Opportunity (EEO) Training	%	100%	100%	100%	Inclusive and respectful workplace culture
	Performance and career development reviews	%	100%	100%	100%	Support career development
	Skills-related training	%	100%	100%	100%	Strengthen relevant skills to support career advancement
	Modern Slavery Training (Human Rights in the supply chain) – All Staff	%	100%	100%	100%	Ethical procurement and human rights awareness
	Modern Slavery Training (Human Rights in the supply chain) – Leadership Team	%	100%	100%	100%	Accountable, transparent supply chain governance

GHG Emissions Reduction Training – All Staff	%	0%	0%	70%	Support business reduction strategies

11.2 Social KPIs and Targets

Focus Area	KPI	Unit / Measurement	FY 2024 Baseline	FY 2025 Actual	Target FY 2026	Strategic Goal / Alignment
Employment Practices	Employees under compliant agreements	%	100%	100%	100%	Fair labour compliance
	Modern slavery risk assessments completed	% of tier 1 suppliers	100%	100%	100%	Modern Slavery Act alignment
	Average unadjusted gender pay gap	%	7.5%	3%	3%	
Diversity & Inclusion	Female representation (overall)	%	23%	42%	≥ 40 %	Gender equality
	Female representation (management)	%	30%	25%	≥ 30 %	Leadership equity
	Indigenous representation	%	0.84%	1.62%	≥ 1.5 %	Indigenous participation
	Percentage of women on the board	%	50%	50%	50%	Board Diversity
	Percentage of employees from minority or vulnerable groups	%	6.3%	Not yet reported on	≥ 4%	Organisational Diversity
Training & Development	Completion of Code of Conduct & DEI training	%	100%	100%	100%	Workforce ethics
	Leadership program participation	% of eligible staff	Not Previously Tracked	Being implemented in 2026	≥ 30 %	Talent pipeline
	Increase in average training hours per employee by 2030 compared to 2025	%	Not Previously Tracked	Being implemented in 2026	≥ 15%	Career management and training
Health & Safety	LTIFR	Rate	7.8	6.1	< 3.0	Injury reduction
	TRIFR	Rate	12.6	13.7	< 10	Safety performance
	EAP utilisation rate	%	0.5%	0.3%	≥ 10 %	Wellbeing engagement

	Sites maintaining appropriate and adequate personal protective equipment	%	100%	100%	100%	Employee Health and Safety
	Number of discrimination or harassment incidents reported	Number	0	0	>3	Workplace safety
Community Engagement	Indigenous procurement spend	% of total spend	Not Previously Tracked	5%	≥ 3 %	Supply Nation engagement
	Community partnerships maintained	Number	10	10	≥ 5	Social investment

Additional Targets:

- Ensuring 100% of employees have access to mental health support and training in 2026.

11.3 Governance KPIs and Targets

Focus Area	KPI	Unit / Measurement	FY 2024 Baseline	FY 2025 Actual	Target FY 2026	Strategic Goal / Alignment
Governance Oversight	ESG Committee meetings held annually	Number	4	4	≥ 4	Maintain quarterly oversight
	Board ESG performance reviews completed	Number	4	4	4	Integrate ESG into governance
Ethics & Conduct	Employees completing Code of Conduct training	%	100%	100%	100%	Ethical compliance
	Confirmed Corruption or Bribery Incidents	Number	0	0	0	Zero tolerance
	Whistleblower reports closed within 30 days	%	100%	100%	≥ 95 %	Timely resolution
	Identified Breaches of Conflict of Interest Process	Number	0	0	0	Ethical compliance
	Confirmed Cases of Fraud	Number	0	0	0	Compliance
	Confirmed Cases of Money Laundering	Number	0	0	0	Compliance
Information Security	Employees completing cybersecurity training	%	Not Previously Tracked	82%	>90%	Risk awareness
	High severity data incidents or breaches of personal or client data	Number	0	0	0	System security
Risk & Compliance	ESG risks reviewed quarterly	%	NA	NA	100%	Enterprise risk integration
	Labour and Human Rights Certifications: Sites covered under ISO 45001: Occupational Health and safety Management Systems	% of total sites	100%	100%	100%	Maintain full compliance with ISO 45001; proactive risk identification
Sustainable Procurement	Tier 1 suppliers audited for ESG compliance	%	Not Previously Tracked	Being implemented in 2026	100%	Supply chain responsibility
	Supplier Code of Conduct signed	%	100%	100%	100%	Ethical sourcing
	Spend with local suppliers	%	Not Previously Tracked	5%	≥ 10 %	Inclusive procurement

	Contracts with ESG (environmental, labour, human rights) clauses	%	Not Previously Tracked	100%	100%
	Suppliers assessed for sustainability performance	%	Not Previously Tracked	Being implemented in 2026	20%
	Suppliers engaged in corrective or capacity building actions	%	Not Previously Tracked	Being implemented in 2026	5%
Business Ethics & Compliance					

Additional Targets

- Maintaining 0% incidence of reported child labour, forces labour or human trafficking in our operations and supply chain.