

FY26  
SUSTAINABILITY  
REPORT

99 Walker Street, Sydney NSW

5 Stars NABERS Energy Rating and  
4.5 Stars NABERS Water Rating



# ABOUT THIS REPORT

The Abacus Group Annual Sustainability Report has been prepared for the financial year ending 30 June 2026 and should be read in conjunction with our FY26 reporting suite which can be found on our website [here](#). Asset data covers all assets under our direct operational control.

Our supporting ESG data book can be found [here](#).

## Important information

This Sustainability Report is not intended to provide investment advice. ABG makes no guarantee, warranty or representation as to the contents of this Sustainability Report, or any accompanying information. Where this report includes references to ABG’s practices, ABG makes no representation that the practices described will stay the same. ABG’s practices may change from time to time at ABG’s discretion. ABG accepts no liability whatsoever for any reliance by any third party on the information or illustrations within this Sustainability Report.

This Sustainability Report contains forward looking statements in relation to ABG including statements regarding ABG’s intent, belief, targets, objectives, initiatives, commitments and/or current expectations with respect to ABG’s business and operations and its sustainability strategy. While this information, including relevant sustainability related targets and metrics has been prepared in good faith, ABG does not give any assurance that relevant targets and metrics will be achieved, or that relevant assumptions in this report will prove to be correct.



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FY26 HIGHLIGHTS



EMISSION INTENSITY REDUCTION

**79%** reduction in scope 1 and 2 GHG emission intensity (compared to FY19)



WATER REDUCTION

**12%** reduction in water intensity (compared to FY25)



CUSTOMER NET PROMOTER SCORE (NPS)

**+35** An 8 point increase from FY25 in NPS, demonstrating the effectiveness of our customer strategy



SUPPORTING OUR PEOPLE

**74%** Employee Engagement score with 100% participation rate in our annual engagement survey



ENERGY AND WATER EFFICIENCY

**4.6\*** **ENERGY**  
Average NABERS rating

**4.2\*** **WATER**  
Average NABERS rating

MESSAGE FROM THE  
MANAGING DIRECTOR

We have continued to embed sustainability into how we manage our portfolio through our sustainability strategy, and this report reflects the tangible outcomes we have delivered this year in environmental performance, social impact and governance, together with the priorities that will carry us into FY27.

Environment

Our Net Zero 2030 target continues to anchor our environmental strategy, and FY26 brought a 79% reduction in scope 1 and 2 emissions intensity against our FY19 baseline, underpinned by the transition of 100% of our Office buildings to renewable electricity from 1 January 2026. Alongside this, we improved our average NABERS Water rating to 4.2 stars, up from 3.8, while keeping our NABERS Energy rating within our 4.5–5 star target range. We also completed an independent physical climate risk assessment across the portfolio which pleasingly, did not identify any highly material risks.

Social

Our people and customers remain central to our strategy, and FY26 reflected that on both fronts. A Customer Net Promoter Score of +35, an improvement of more than 30% on the prior year speaks to the strength of our relationships and the experience we deliver across the portfolio. Internally 77% of our team members would recommend Abacus as a great place to work and 94% feel respected. Our team also contributed 266 volunteering hours to community causes through Giving@Abacus.

Governance

Strong governance continues to underpin our sustainability strategy. This year we strengthened our responsible procurement and Modern Slavery risk management practices and continued building our readiness for mandatory climate disclosures under AASB S2 from July 2027.

Looking ahead to FY27, we will build on this momentum by embedding decarbonisation more deeply into our long-term asset planning and advancing our approach to scope 3 emissions. We will also continue to invest in our people and in the experience we deliver for customers, as the next phases of Employee Connect and our new Wellbeing Framework come online.

I would like to thank our team, customers and securityholders for their continued support in delivering these outcomes.

**STEVEN SEWELL**  
Managing Director

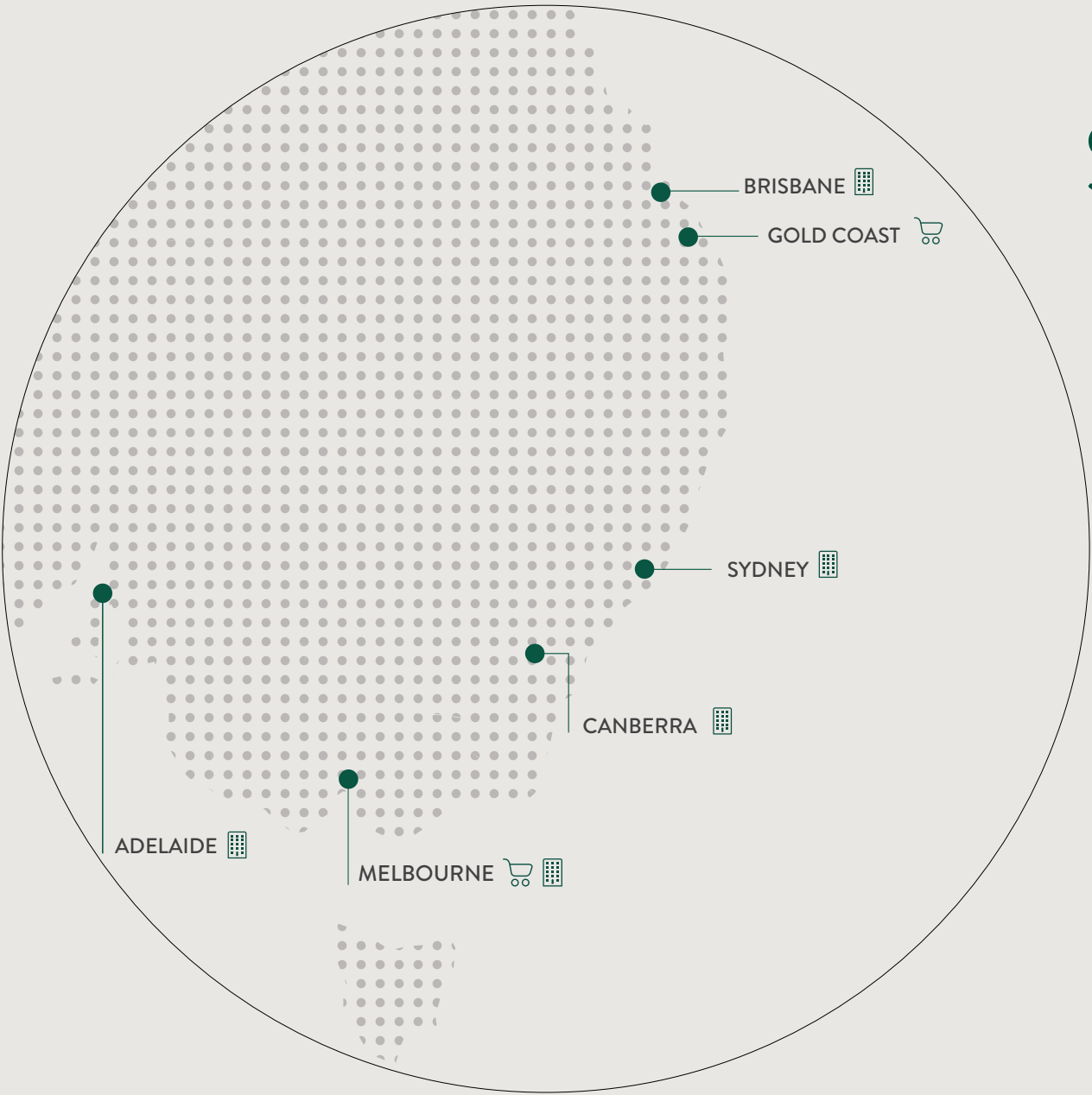
# ABOUT US

Abacus Group is a strong asset backed, annuity style business model where capital is directed towards assets that provide potential for enhanced income growth and ultimately create value. Our people, market insight and repositioning capability together with strategic partnering are the key enablers of our strategy.

We concentrate on select real estate sectors that deliver long term, sustainable outcomes through active investment, asset and development management, and a strong focus on customer awareness.

For more information on our Vision and Strategy see [here](#).

As at 30 June 2026 Abacus Group (ABG) was a stapled entity comprised of Abacus Group Holdings Limited ACN 080 604 619, Abacus Trust ARSN 096 572 128, Abacus Income Trust ARSN 104 934 287 and Abacus Group Projects Limited ACN 104 066 104. This report covers the activities as at 30 June 2026 across its Commercial portfolio.



RETAIL OFFICE

Total assets:  
**\$1.9bn**

Office assets:  
**\$1.44bn**  
13 properties

Retail assets:  
**\$434m**  
2 properties

Other assets:  
**\$67m**  
Riverlands NSW and  
Camellia NSW

Reflects property assets held only.

# CREATING VALUE THROUGH SUSTAINABLE BUSINESS PRACTICES

At Abacus Group, we continually work towards generating long term value by integrating sustainable practices into our business operations and investment strategy. We create value by:



**Aligning business strategy with sustainable practices** to ensure cohesive and purpose-driven decision-making.



**Proactively managing environmental risks and opportunities** by identifying, assessing, and addressing these across our portfolio to enhance asset value.



**Driving performance by setting measurable targets** and implementing strategies to improve energy and water efficiency, reduce greenhouse gas emissions, recover materials, and minimise waste to landfill.



**Driving continuous improvement** through the monitoring and reporting of environmental and sustainability metrics to benchmark performance.



**Integrating sustainable design principles** where possible in asset upgrades and development projects to enhance long-term resilience and operational efficiency.



**Engaging Stakeholders** through regular, transparent communication of our sustainability progress and performance.

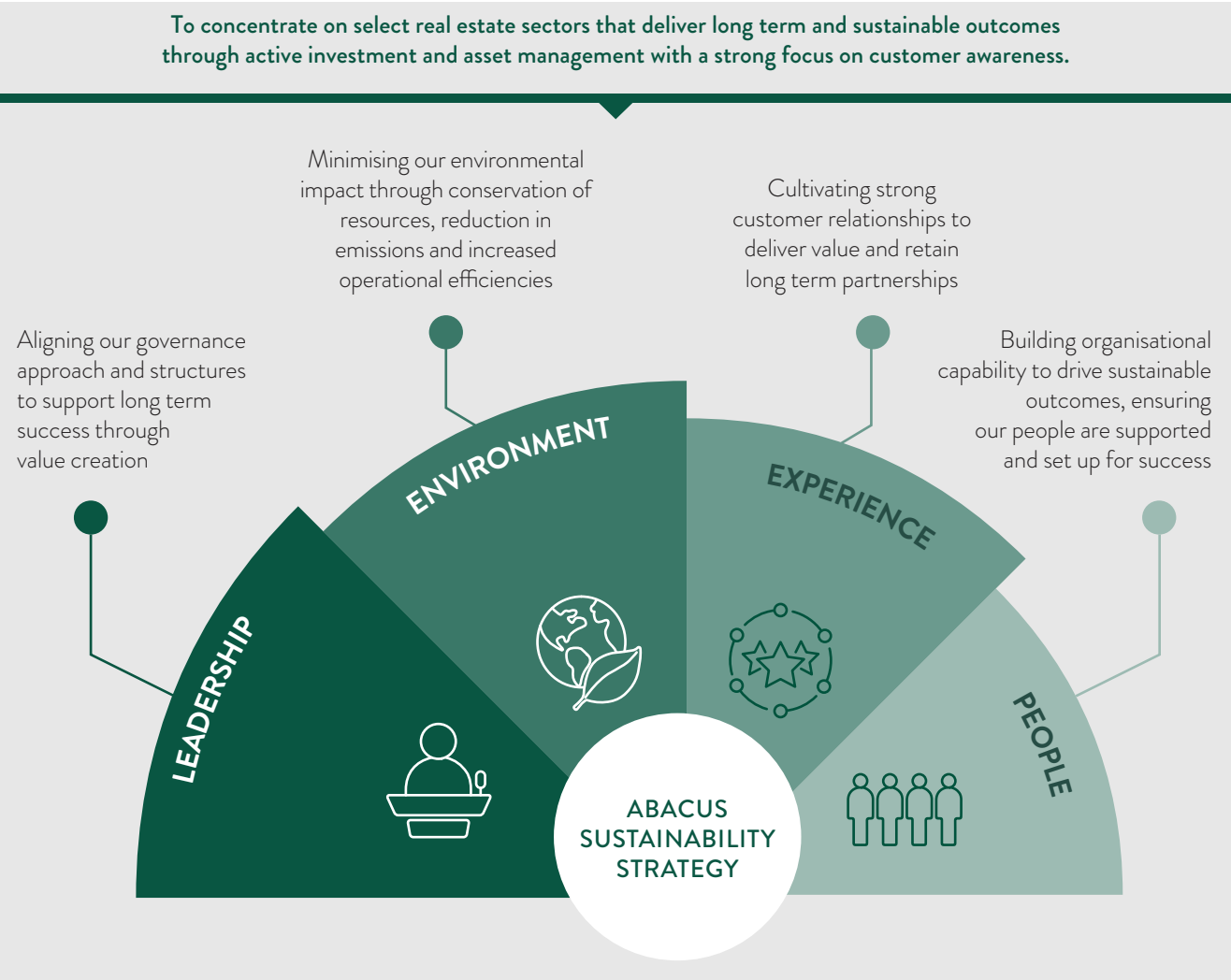
 We continue to report in reference to GRI standards and the GRI reference table can be found in our data pack which accompanies this report and can be found [here](#).

 Click [here](#) for our Sustainability and Environmental Policy



# OUR SUSTAINABILITY FRAMEWORK

Over the past 12 months, we have remained focused on delivering tangible outcomes through our Leadership, Environment, Experience, People (LEEP) Sustainability Strategy—advancing our environmental and social commitments while supporting core business objectives. A strong customer-focused approach has guided our efforts, ensuring alignment with stakeholder expectations and contributing to long term value creation.



Materiality review and strategic alignment

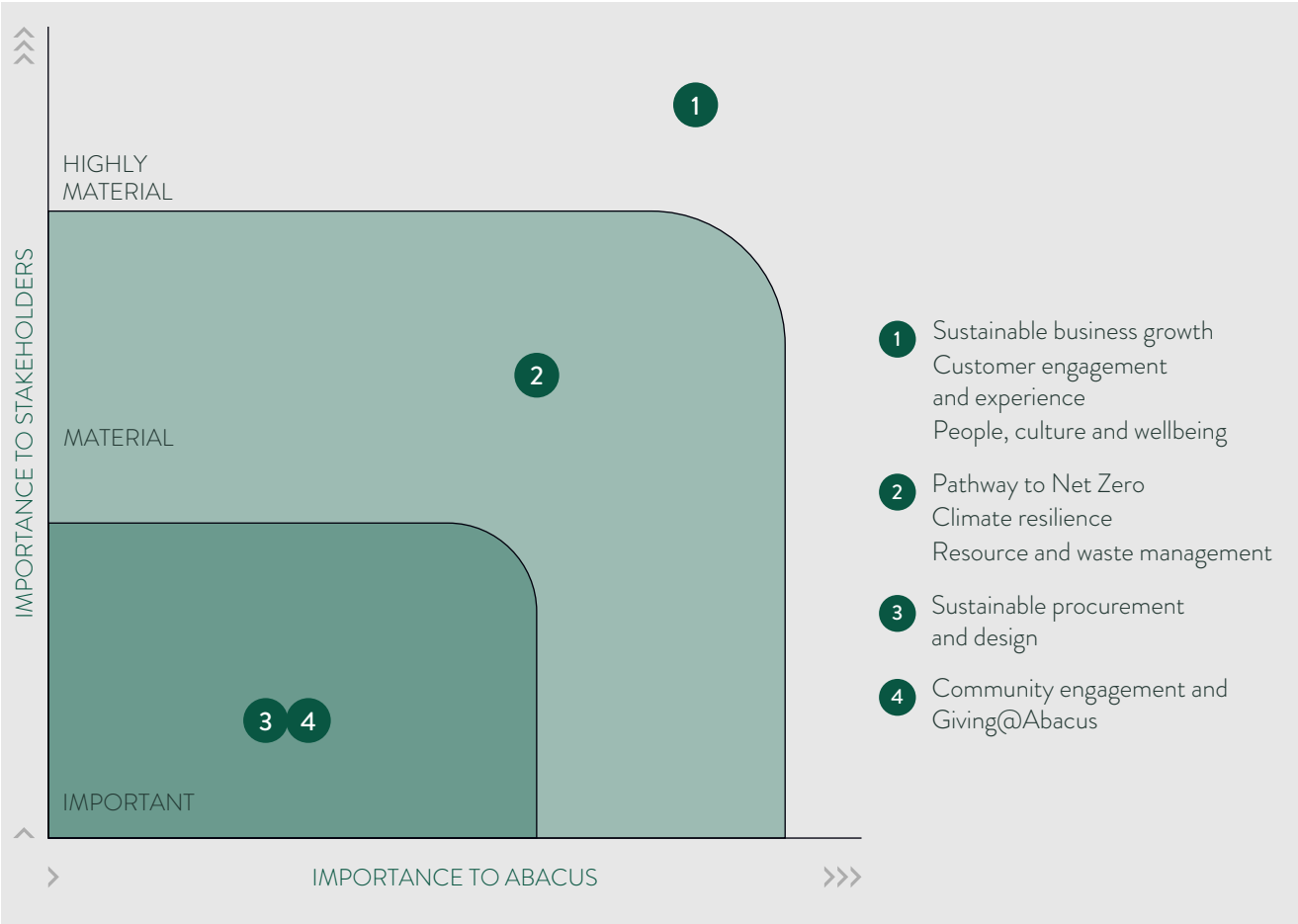
Our Sustainability Framework is dynamic, ensuring we remain focused on the ESG issues that matter most to our business and have meaningful implications for the environment, alongside our key stakeholders.

To ensure continued alignment with our evolving business priorities and the shifting regulatory landscape we reviewed our Sustainability Strategy and materiality topics having regard to the progress made against our baseline, our current customer expectations and business priorities. This review included:

- Benchmark industry practices and identify emerging ESG trends
- Internal stakeholder engagement across various levels of the business to gather diverse perspectives and insights

The insights gained from this review confirmed that the strategy remains relevant in supporting the business to create long term value across our portfolio. The material topics were retained, with an increased focus on driving efficiencies through fine tuning and R&M programs.

Materiality areas prioritised



Our LEEP initiatives

These material topics have informed our LEEP ESG strategy initiatives. Each topic has a manager assigned who is responsible for goal setting and tracking progress to ensure the success criteria is met. Progress on these workstreams is reported to the Executive Committee and the Board on a quarterly basis. The table below details our LEEP strategic approach:

| OUR MATERIAL TOPICS                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LEADERSHIP                                                                                                                                                                                                                                                                                                                          | ENVIRONMENT                                                                                                                                                                                                 | EXPERIENCE                                                                                                                                                                                                                                                                    | PEOPLE                                                                                                                                                                        |
| Sustainable Business Growth                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
| Climate resilience<br>Sustainable procurement and design                                                                                                                                                                                                                                                                            | Pathway to Net Zero 2030<br>Resource and Waste Management                                                                                                                                                   | Customer engagement and experience<br>Community engagement & Giving@Abacus                                                                                                                                                                                                    | People, culture and wellbeing<br>Employee engagement<br>Organisational capability and development                                                                             |
| SUCCESS CRITERIA                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>• Climate related risk and opportunities are mapped, managed, and integrated into business operations to ensure sustainable returns</li><li>• Sustainable purchasing and design reduce environmental impact, boost efficiency, and create long-term value and competitive advantage</li></ul> | <ul style="list-style-type: none"><li>• Achieving Net Zero by 2030 (or earlier) by reducing carbon emissions</li><li>• Resource conservation resulting in lowered emissions and cost efficiencies</li></ul> | <ul style="list-style-type: none"><li>• Strong partnerships to meet needs, deliver value and retain long term customer relationships</li><li>• Amplify our social impact through contributions of time, real estate, and donations to encourage a prosperous future</li></ul> | <ul style="list-style-type: none"><li>• Engaged, motivated teams</li><li>• Inclusive and diverse teams and workspaces</li><li>• Harness talent for business success</li></ul> |
| KEY STAKEHOLDERS IMPACTED                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
| Securityholders, customers, suppliers, employees, Government and community                                                                                                                                                                                                                                                          | Securityholders, customers, Government, industry and community                                                                                                                                              | Customers, employees and community                                                                                                                                                                                                                                            | Employees                                                                                                                                                                     |
| REPORT REFERENCE                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
| See p10–12 and p19–20                                                                                                                                                                                                                                                                                                               | See p18–20                                                                                                                                                                                                  | See p24–26 and p28                                                                                                                                                                                                                                                            | See p27–29                                                                                                                                                                    |
| KEY ENABLERS                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |
| Targets/metrics   Secure data collection and validation<br>Safety, health and wellbeing   Corporate and financial governance   Ethical conduct<br>Investor relations   Communications                                                                                                                                               |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                               |                                                                                                                                                                               |

The background is a solid teal color. In the lower half, there is a faint, misty image of a dense forest of evergreen trees. A thin white line starts from the top right corner, curves downwards, and then continues as a straight line towards the bottom right corner.

01

ENVIRONMENT

## ENVIRONMENT—TRACKING OUR PROGRESS

At Abacus, we are committed to enhancing the environmental performance of our assets to minimise environmental impact and support a more sustainable built environment. Our environmental strategy focuses on reducing carbon emissions through energy efficiency and optimisation, renewable energy procurement, and managing resources responsibly by conserving water and reducing waste. These efforts are integral to our broader sustainability goals, including our target to achieve Net Zero emissions by 2030.

### Key achievements in FY26

#### EMISSION INTENSITY



79% reduction in scope 1 and 2 emission intensity compared to FY19 baseline.

#### RENEWABLE ELECTRICITY



100% of office buildings transitioned to renewable electricity as at 1 January 2026 — target met.

#### WATER



NABERS Water rating improved to 4.2 stars, up from 3.8.

#### ENERGY



NABERS Energy rating maintained within our 4.5–5 star target range (4.6 stars average).

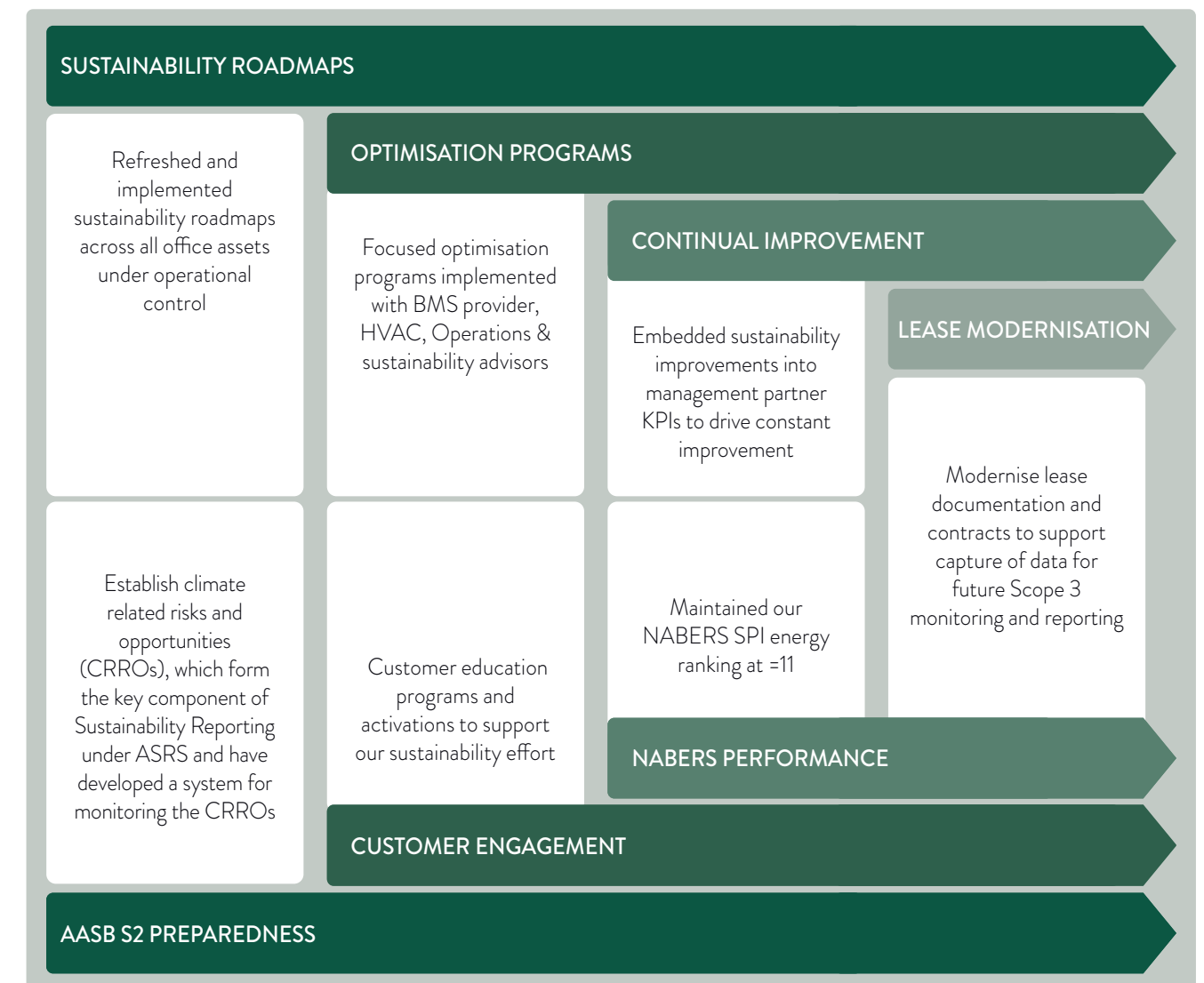
### Driving awareness, driving diversion.

We took recycling education straight to our customers, and our people, hosting on-site events across our properties to build awareness, shift behaviour, and lift waste diversion rates.



### Key milestones

This graphic summarises the sustainability progress made over the past year, showing how targeted initiatives have delivered tangible results. These initiatives are embedded in BAU practices, reflecting our systematised approach to managing environmental performance across the portfolio.



# NET ZERO 2030 PATHWAY

## Reaffirming our targets

We continue to make solid progress against our Scope 1 & 2 commitments and our alignment to Net Zero 2030. Our targets remain appropriately scaled for the business, aligned with strategic priorities, consistent with industry benchmarks, and responsive to regulatory requirements. As a result, we reaffirm our targets as below:

- Net Zero operational emissions by 2030 across all office assets – we are on track to deliver by 2030 with scope 1 emissions down 75% and scope 2 down 96% since our FY19 baseline
- 100% renewable electricity across office assets—met as at 1 January 2026.

## Accelerating towards Net Zero

As custodians of an established portfolio of Commercial and Retail assets, we are committed to driving meaningful change

toward a low-carbon future wherever feasible.

The nature and makeup of these assets mean they do not reflect the latest in sustainable design, however our strategy embeds sustainability across the asset lifecycle, focusing on operational enhancements, implementing targeted upgrades, and adoption of renewable technologies where viable. By integrating energy efficiency, waste minimisation, and emissions reduction into day-to-day asset management, we are systematically working to decarbonise our operations, and optimise performance.

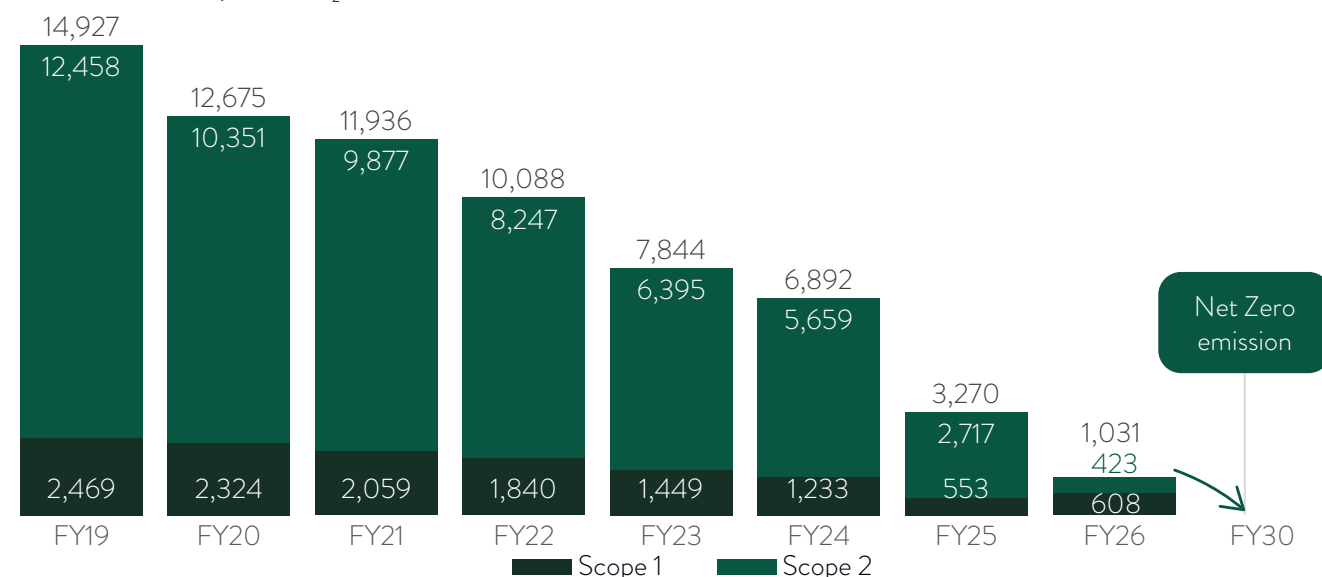
This is all supported by enhanced energy data accuracy through detailed consumption tracking and validation, enabling targeted performance improvements, system optimisation and verification of efficiency measures.

Through continuous improvement and active stakeholder collaboration, we are working towards uplifting our portfolio to meet contemporary environmental standards.

## Tracking our Net Zero target<sup>1</sup>

| Scope 1 (tCO <sub>2</sub> e) | Scope 2 (tCO <sub>2</sub> e) |
|------------------------------|------------------------------|
| ↓ 75% reduction since FY19   | ↓ 96% reduction since FY19   |

## Abacus carbon footprint (tCO<sub>2</sub>e)



Note: 1. Office assets under Abacus Group ownership and direct control.

## Climate resilience

### Strategy and Governance

We have continued to prepare for mandatory climate-related disclosures under AASB S2, effective from 1 July 2027 for group 3 entities. In FY26, we focused on building the foundational processes required for compliance, including the integration of climate considerations into governance structures, corporate strategy, risk management frameworks, and climate-related metrics and targets.

### Risk Management

In FY26, we completed a physical risk assessment across our portfolio using independent insurance-based climate modelling. That review did not identify any highly material risks, reflecting the low-risk nature of our portfolio, which is concentrated in CBDs within metropolitan areas. We continually assess the potential impacts of evolving technologies, regulatory changes, and shifting market expectations on our risk profile and the effectiveness of existing controls.

### Targets and Metrics

We have continued to strengthen our internal systems for data management, enhancing the accuracy and granularity of emissions data collection at the asset level. Established tracking of scope 1 and 2 emissions enables us to monitor the effectiveness of specific initiatives and detail improvements over time. We are working towards establishing the necessary frameworks to quantify the scope 3 emissions that have the greatest impact on our business.



Resource management—our achievements and future priorities

| FOCUS                                           | FY26 ACHIEVEMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | LOOKING BEYOND                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Carbon reduction, climate change and resilience | <p>We achieved 69% reduction in carbon emission intensity (scope 1 and 2) from last year, driven primarily by the transition to renewable electricity across 100% of office assets from January 2026.</p> <p>Operational upgrades, including building management system (BMS) optimisation and air handling unit fan and lighting upgrades, contributed to further emissions reductions.</p> <p>Integrated climate risk and opportunity into the strategic asset planning process</p>                                                                                                                                         | <p>Consider assessing scope 1 emission minimisation opportunities across building systems to support long term emissions reduction goals.</p> <p>Continue investment in certified nature-based offsets where required.</p> <p>Develop and implement a framework to measure and manage scope 3 emissions.</p> <p>Conduct scenario analysis to assess short, medium, and long term climate-related risks.</p> <p>Estimate offset volumes and associated costs.</p> |
| Energy efficiency                               | <p>Energy savings were realised across the portfolio through responses to building analytics insights, including heating, ventilation and air conditioning (HVAC) operation time adjustments, load management, and targeted electrical upgrades.</p> <p>Gas consumption declined with building optimisation focused on minimisation of gas and switching to more efficient units.</p> <p>Asset-specific NABERS improvement plans have been developed, outlining short, mid, and long term pathways for reducing energy use.</p> <p>Align decarbonisation strategies with capital project planning and delivery timelines.</p> | <p>Embed energy efficiency strategies into long term asset planning.</p> <p>Leverage advanced analytics and smart technologies to continuously improve energy performance.</p> <p>Support future NABERS rating improvements through data-driven investment planning.</p> <p>Prioritise energy optimisation through BMS upgrades and ongoing use of building analytics.</p>                                                                                       |
| Renewable energy                                | <p>100% of our office buildings have transitioned to renewable electricity sources from 1 January 2026.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Maintain renewable electricity contracts for eligible office base buildings and align procurement with long term sustainability and upgrade plans.</p> <p>Explore further on-site solar opportunities to increase self-generation.</p>                                                                                                                                                                                                                        |
| Water management                                | <p>Water consumption intensity improved by 12% over the last 12 months, supported by more effective monitoring and management practices.</p> <p>NABERS water ratings increased, primarily due to enhanced leak detection, ongoing sub-metering, and proactive issue resolution.</p>                                                                                                                                                                                                                                                                                                                                           | <p>Install low-flow fixtures and upgrade HVAC systems and use monitoring systems to better reduce water consumption.</p> <p>Integrate sub-metering with BMS for accurate tracking and potential exclusions from base building use.</p> <p>Use data analytics to detect leaks and anomalies in real time.</p> <p>Develop water efficiency strategies aligned with NABERS targets.</p>                                                                             |
| Waste management                                | <p>Continued roll out of Bin Tracker waste management system across assets, and the introduction of new waste streams, particularly organics collection across several assets to support waste diversion.</p> <p>Detailed waste audits completed at specific assets identified opportunities to boost recycling and minimise contamination.</p> <p>Training and education programs hosted for customers to drive engagement and waste separation from tenancies.</p>                                                                                                                                                          | <p>Complete remaining waste separation upgrades by rolling out additional waste bins across targeted assets.</p> <p>Strengthen stakeholder partnerships to support circular economy outcomes.</p> <p>Continue collaborating with Bin Tracker to improve recycling practices through targeted training for site teams, cleaners, and tenants.</p>                                                                                                                 |



A photograph of three women in a modern office lounge, overlaid with a teal tint. Two women are seated on the left, smiling and looking towards the right. A third woman is seated on the right, looking back towards them. They are positioned around a low, dark, cylindrical table that holds two glasses. The background features large windows and a potted plant. A white curved line graphic is on the right side of the image.

# 02

SOCIAL

# CUSTOMER ENGAGEMENT

## CUSTOMER NET PROMOTER SCORE (NPS)

**+35** An 8 point increase from FY25 in NPS, demonstrating the effectiveness of our customer strategy

## NPS CUSTOMER SURVEY

**72%** completion rate for NPS survey

## CUSTOMER TESTIMONIAL

“They are a great landlord to deal with and they are represented really well on the ground. I deal with twenty six others and they are in my top two. They are easy to deal with and they do what they say they are going to do.” **Australian Bank**

## Customer advocacy

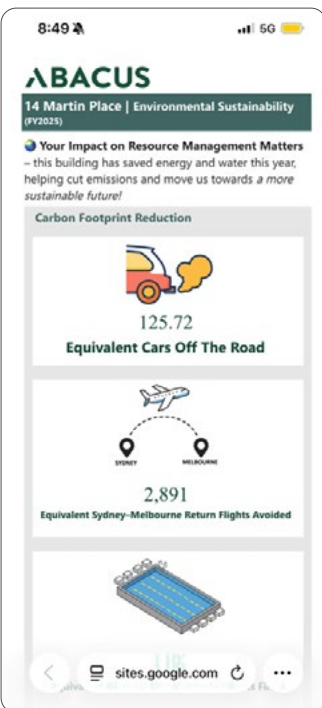
We continue to believe that achieving high and sustainable levels of customer advocacy will support better business outcomes and is a major priority at Abacus. We utilise customer survey information to measure NPS and gain insights into how we can continuously improve the customer experience. The NPS and targets for improvement are incorporated in individual and team KPIs at the asset and portfolio level and NPS is a unifying KPI for the Group.

## Our approach

We seek to build genuine relationships with our customers beyond the initial transaction and see our role as a key service provider, responsible for supporting our customers aspirations and optimising their workplace experience. We prioritise direct relationships and easy communication with both Abacus and our key service partners.

## Our progress

The portfolio achieved a strong NPS of +35. This score reflects a 30% year-on-year improvement, highlighting the strength of our assets, management platform, and the impact of initiatives delivered across the portfolio.



## Our achievements

The areas of focus in enhancing our customer engagement for the year are summarised below:

| WHAT                                             | WHY                                                                                                                                                                                                                                           | RESULT                                                                                                                                                          |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer focused offsite                         | Bring the whole team together to deepen shared understanding of customer needs and align on priorities.                                                                                                                                       | Stronger team alignment on customer priorities and a shared foundation for improving the customer experience.                                                   |
| Customer Vision and Promise                      | Established a unifying purpose that empowers our teams to consistently deliver better experiences.                                                                                                                                            | Greater alignment and purpose, improved Net Promoter Score and a culture grounded in delivering exceptional customer outcomes.                                  |
| Outsourced PM & FM contract                      | Reviewed our property and facilities management contract and provider to ensure our service model remains aligned with evolving customer expectations and outcomes.                                                                           | Transition to a new provider with strong focus on KPIs around delivering exceptional customer outcomes to support an improved service experience.               |
| Tailored customer engagement program             | Delivering tailored customer engagement programs that support our customers aspirations at each property.                                                                                                                                     | A deeper understanding of our customers' businesses, improved satisfaction, and stronger long term partnerships.                                                |
| Net Promoter Score                               | To benchmark performance using a globally recognised customer loyalty metric, enabling targeted improvements.                                                                                                                                 | A clearer understanding of customer sentiment and a measurable foundation for continuous improvement.                                                           |
| Customer Survey                                  | Moved to a more intentional, direct approach conducting surveys by phone or face-to-face to drive higher participation, gather deeper and more actionable insights, and create an additional touchpoint to strengthen customer relationships. | Improved response rates, richer and more actionable customer feedback, and further opportunities to deepen customer relationships through direct conversations. |
| Integrated Building Technology                   | Trialed a white-labelled, integrated app to give customers greater digital control and connectivity within their buildings including access control, meeting room bookings, and real-time notifications.                                      | A more seamless, technology-enabled customer experience, with early insights into digital adoption to inform a broader rollout.                                 |
| Customer Centric Service training and guidelines | Uplift the capability of our teams and service partners in delivering consistently high standards of customer service.                                                                                                                        | Improved quality and frequency of customer interactions, driving greater engagement, transparency and trust.                                                    |



## Our customer promise matrix

This Customer Promise Matrix, developed internally using direct customer feedback, is not published once and set aside. It is an ongoing set of commitments and behavioural standards that is trained into how we work, measured against customer outcomes, and reported on.

|           |  <b>To always be timely, responsive and visible</b>                                                                                                                       |  <b>We will own the issue and fix it as soon as possible</b>                                                                                                                                                                                   |  <b>To challenge the status quo and innovate to improve customer experience</b>                                                                                                                                                                                             |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BEHAVIOUR | <b>AVAILABLE, PROMPT, TRANSPARENT, QUICK TO ACT</b><br>Consistently deliver on commitments in agreed timeframes<br>Acknowledge requests, emails and queries promptly<br>Be accessible and approachable<br>Share honest updates regularly and transparently | <b>ACCOUNTABLE, PROACTIVE, EMPATHETIC, RESPONSIBLE</b><br>Take full responsibility for resolving the issue without passing blame<br>Follow through until the problem is completely resolved<br>Escalate promptly if additional support or resources are needed<br>Acknowledge the impact on the customer and show understanding | <b>CURIOSITY, ACTIVE LISTENING, EXPERIMENTATION, EFFICIENCY</b><br>We actively engage with our customers to understand their goals<br>We seek to prevent issues before they arise<br>Collaborate across teams to find smarter solutions and solve problems creatively<br>Simplify complexity by making things easier, faster and more intuitive for customers |
| SAY       | “Every question is answered, every issue resolved and the team always get back to you”<br>“Easy to reach and always available when needed”<br>“We are always updated without having to chase”<br>“We feel like a priority, not just another client”        | “I really appreciate how they take accountability and resolve issues”<br>“Everything is handled with honesty and urgency”<br>“They always own the outcome”<br>“The impact to our business is always understood and appreciated”                                                                                                 | “They’re always coming up with ideas that improve our experience and regularly exceed our expectations”<br>“We feel they genuinely understand our requirements and creatively find solutions”<br>“It’s refreshing to deal with a company that doesn’t settle for good enough”<br>“I didn’t even know we needed that, but it’s brilliant”                      |
| FEEL      | Valued<br>Informed<br>Engaged<br>Trusting                                                                                                                                                                                                                  | Confident<br>Respected<br>Reassured<br>Trusting                                                                                                                                                                                                                                                                                 | Delighted<br>Energised<br>Empowered<br>Heard                                                                                                                                                                                                                                                                                                                  |

## INVESTING IN PEOPLE FOR BUSINESS GROWTH

### Key achievements in FY26

#### EMPLOYEE ENGAGEMENT

74%

employee engagement score with 100% participation rate in our annual engagement survey.

#### TEAM MEMBERS IN THE COMMUNITY

266

team member volunteer hours for community causes

#### GREAT PLACE TO WORK

77%

of team members would recommend Abacus as a great place to work

### Our approach

We continued to embed and deliver on people focused initiatives that strengthen organisation capability, enhance the way we work and support the wellbeing and engagement of our teams. Our employee engagement score of 74% was lower than last year and reflects the scale of change experienced this year, with the internalisation of Abacus Storage King which introduced a period of uncertainty for our people.

Despite these challenges, our focus on supporting and developing our teams has sustained positive engagement levels through a period of significant change, creating a solid foundation for future success.

### Abacus workforce snapshot (as at FY26)

#### GENDER SPLIT



53% MALE  
47% FEMALE

#### INTERNAL PROMOTIONS



11  
28% MALE  
72% FEMALE

### Roll out of Human Resources Information System (HRIS)

FY26 marked a significant milestone with the successful, on-schedule rollout of Employee Connect, our new payroll and HR information system. The platform centralises employee data and automates workflows across the employee lifecycle, giving employees and managers stronger self-service tools, a single source of truth for workforce data, and faster, more informed decision-making.

The next phase continues through FY27 with the rollout of Remuneration, Performance and Learning & Development modules, completing an end-to-end people platform that supports employee growth, leadership capability and organisational performance.

## Strengthening capability

Now in its second year, our internal capability program continues to build a culture of continuous learning across the organisation, with 87% of our teams favourable to our Learning and Development initiatives.

This year's theme was change management, delivered in-house across three tailored levels; Adapting to Change for team members, Managing Change for people leaders, and Leading Change for the senior management team. The interactive, scenario-based workshops received strong engagement, helping our people build the skills and confidence to effectively navigate both internal and external challenges associated with a continually changing business landscape.

## Careers at Abacus

We support our people's growth through initiatives that aid career development and progression. In FY26, we enhanced our online careers profile with employee testimonials and FAQs to give prospective candidates greater insight into working at Abacus. In FY27, we will continue strengthening our employer brand and Employee Value Proposition while progressing our career pathways framework, supporting greater career clarity ahead of the Learning and Development module launch within Employee Connect.



Abacus Offices – Employee sustainability training

## Community Partnerships

Through our Giving@Abacus social impact committee, our partnership with ReLove strengthened this year through corporate volunteering, fundraising and donations, with 266 hours dedicated to volunteering via our team volunteer day. We also supported the Women and Girls Emergency Centre, The Infants Home, WNOW (When No One's Watching) and the Mother's Day Classic.

## Wellbeing

At Abacus, wellbeing means an environment where our people feel safe, supported, engaged and balanced. This year, 89% of team members felt supported on psychosocial safety and 94% were aware of the wellbeing resources available to them.

We fostered connection through initiatives including a Women's Health Week yoga session, RUOK Day, our festive bake-off and family celebrations. In FY27, we will roll out our new Wellbeing Framework and Roadmap, focused on meaningful work, development and helping our people thrive.



ReLove – Employee volunteer day

## Tracking our progress

### GOALS

#### Engaged and motivated teams

Fostering a culture where every team member contributes to making Abacus a great place to work.

#### Organisational capability and development

Investing in the development of our people to support business outcomes.

#### Diversity and inclusion

We value each team member's uniqueness and their diverse contributions to our organisation and communities.

#### Wellbeing and social impact

Healthy and well people to propel our business forward.

### MEASURES

**89%** of Abacus team members feel they are part of a team and **82%** are proud to work for Abacus Group.

**Designed and delivered capability modules across all levels** to lead, support and adapt to change and drive sustained performance.

**100% of parental leave was taken by male employees**, reflecting a culture where all parents are supported to balance caring and work responsibilities.

**94%** of team members feel respected at Abacus Group.

**Developed a wellbeing framework and roadmap** to support team member wellbeing across all stages of their career journey.

### FY27 PRIORITIES

**Foster an engaged workforce** where every team member contributes to making Abacus a great place to work.

**Phase two of HRIS system** to streamline people processes and enhance employee experience.

**Continue to deliver internally designed learning modules** across all levels of the organisation, to support continuous professional development and capability building.

**Embed wellbeing framework** and strengthen manager capability to support wellbeing conversations and foster psychologically safe teams.

# WE ARE COMMITTED TO A SECURE AND HEALTHY WORKPLACE

## Embedding our WHS strategy

In FY26, we continued to embed our Work Health and Safety (WHS) systems. A key milestone was the realignment of our WHS team within our Risk and Compliance Function, strengthening our overall risk governance and simplifying our WHS board reporting processes.

We maintained focus on safety standards across development and operational assets, with notable achievements including:

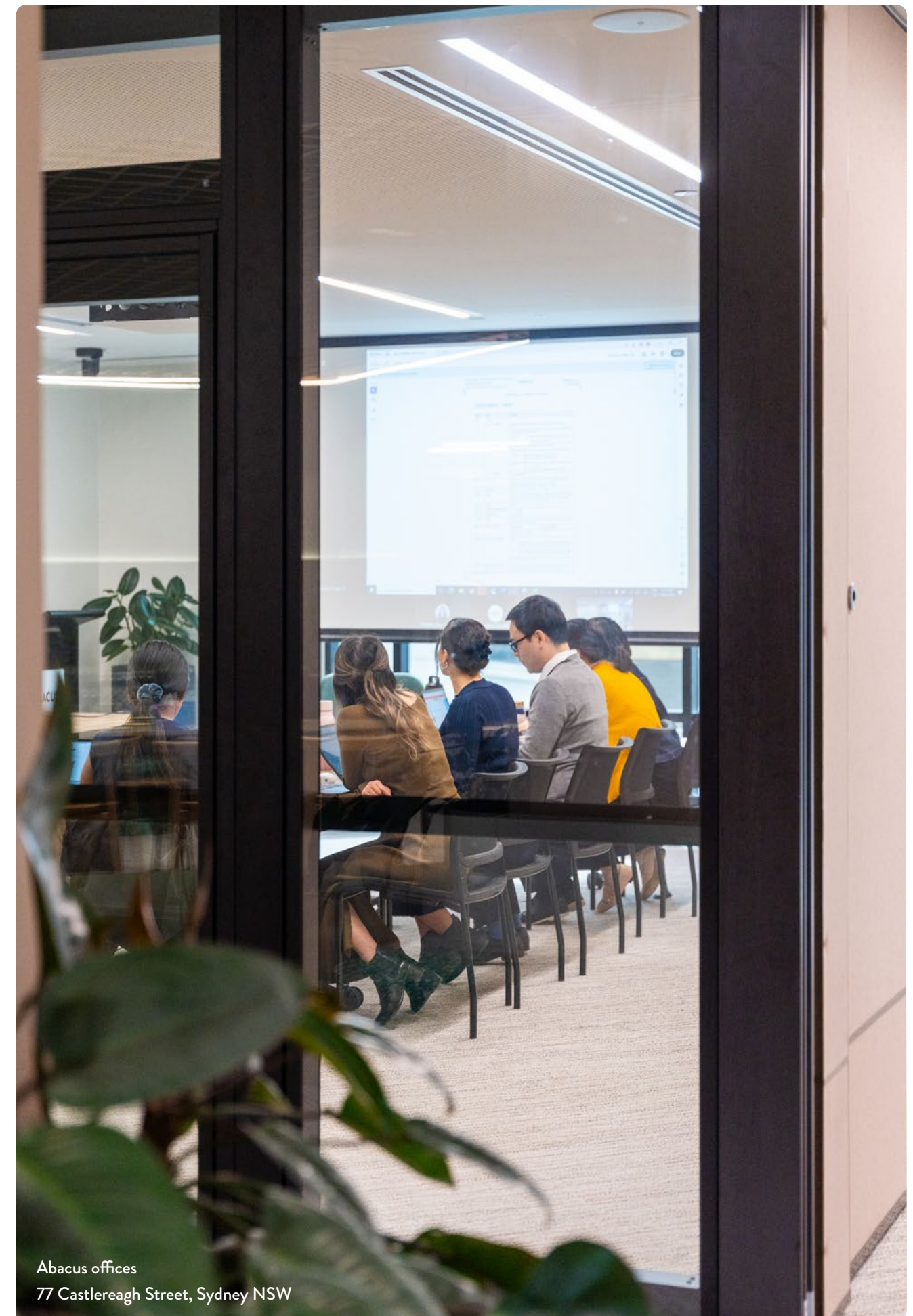
- Introduced a Director Site Walk program to strengthen leadership engagement in safety commencing with a visit to 14 Martin Place. This program was supported by completion of our biannual Officer Due Diligence training program
- Façade integrity program: All building façades were re-inspected, with material risks identified with an action rectification plan put in place reinforcing our commitment to safe, resilient, and sustainable infrastructure
- Managing Agent WHS assurance: external WHS system audit conducted on our managing agent partner including visiting 4 properties, with all material risks identified with an action rectification plan completed
- Joint Venture WHS assurance: all properties managed by Joint Venture Partners and external property managers were surveyed to verify compliance with WHS requirements

- Contractor and supplier compliance: maintained a programme of external audits of our development and capital works
- Development and capital works assurance: Full compliance was achieved across all projects, supported by an internal audit that confirmed the integrity and effectiveness of our WHS processes.

We also focused on psychosocial wellbeing, delivering initiatives such as change management training for leaders and team members and conducting a pulse staff survey.

### FY27 priorities

- Monitor managing agents reporting and delivery of WHS obligations in accordance with the management agreement
- Maintain focus on WHS assurance activities including Rapid compliance, property risk audits, façade inspection actions, capital works audits and director site walk





03

GOVERNANCE

# COMMITMENT TO STRONG GOVERNANCE PRACTICES

Our governance policies and procedures include a comprehensive framework for managing sustainability across our business.

1

Risk management, including ESG risk identification and mitigation, is a shared responsibility across our organisation involving the Board, Audit and Risk Committee, management, and all team members.



GOVERNANCE  
STRUCTURE

2

Sustainability leadership at the Board and Executive team levels is critical for integrating sustainability management and performance into our business operations. Our governance framework influences how our objectives are set and achieved, how risk is monitored and assessed, and how performance is optimised.



LEADERSHIP AND  
ACCOUNTABILITY

3

Our Code of Conduct articulates our commitment to honesty, integrity, and trust, guiding our efforts to deliver value and service to our stakeholders.



TRUST AND  
TRANSPARENCY

4

We are committed to continuous improvement in governance practices. We regularly review and update our policies and procedures to ensure we remain at the forefront of best practices in corporate governance and sustainability.



CONTINUOUS  
IMPROVEMENT

For further information see our suite of Governance documents [here](#).



# RISK MANAGEMENT AND COMPLIANCE

## Our commitment to honesty, integrity and trust

Our approach to governance, risk, and compliance is important to supporting the success of our strategy. It ensures that management are guided and appropriately monitor risks when making material business decisions in response to changing operational conditions and opportunities.

Our Risk Management Framework involves different tools and techniques to identify, assess, monitor and report on risk and compliance, with a dedicated Risk and Compliance team in place to provide independent oversight.

## Risk controls

Our risk management maturity continues to develop, supported by monitoring of the following controls.

### RISK REGISTER



134 risks actively monitored

### OBLIGATIONS



111 obligations documented with controls and arrangements monitored

### CONTROL FRAMEWORK



163 controls designed and operated

### KEY RISK INDICATORS



52 KRIs monitored

**Non-compliance with laws and regulations:** To date, Abacus has not had any material fines or non-monetary sanctions for non-compliance with laws and regulations in the social, environmental, and economic area.

**Compliance training:** Compliance training tailored to Abacus Group's specific activities and operations was delivered to all Abacus employees in May 2026. 100% attendance was achieved by all Abacus permanent employees, and all employees completed their annual attestation of compliance with the Code of Conduct.

**Cyber risk management:** We continue to remain vigilant in an evolving cyber threat landscape and have strengthened our cybersecurity posture to align with industry best practices, ensuring robust protection of our systems, data, and stakeholders. Following the successful completion of a cyber maturity uplift program, we undertook an assessment of key critical systems, resulting in an action plan to deliver on recommendations which will be completed through FY27.

## Key achievements in FY26

We have delivered our annual assurance plan targeting key areas and activities to assess the adequacy of controls to mitigate key risks. The annual assurance plan now forms an integral part of the delivery of governance at Abacus Group.

We have also embedded regulatory change processes into our business that enable the monitoring, planning, and assessment of business practices when there are material changes to obligations.

## FY27 priorities

In line with our commitment to continually strengthen governance in order to influence how objectives are set and achieved, how risk is monitored and assessed, and how performance is optimised, we aim to continue to:

- to support risk management across the business
- to assess existing and emerging risks by regular monitoring and oversight
- develop the Abacus risk culture aligned to the Board's risk appetite, a culture that is transparent, integrated, and dynamic

## Responsible procurement

### What we do

Responsible procurement relates to engaging with suppliers to ensure they operate in a manner consistent with our Supplier Code of Conduct, and ensuring the procurement process adheres to the international standards against criminal conduct and human rights abuses such as the UN Guiding Principles on Business and Human Rights and our obligations under the *Modern Slavery Act 2018* (Cth). Further information on our approach and guiding principles can be found in our latest Modern Slavery Statement.

### Key achievements in FY26

- Incorporated baseline Modern Slavery training into the annual compliance training program so to improve awareness across employees about Modern Slavery
- Maintained a pool of high-risk suppliers selected within our supply chain for further review



### [Modern Slavery Statement](#)

### FY27 priorities

We will continue to incorporate human rights and supply chain due diligence into our business practices and will continue with the following priorities:

- Annual risk assessment of our operations and supply chains and our methodology to assess suppliers across our highest risk categories to monitor changes in our risk profile
- Continue industry participation and collaboration through the internal Abacus Modern Slavery Working Group



