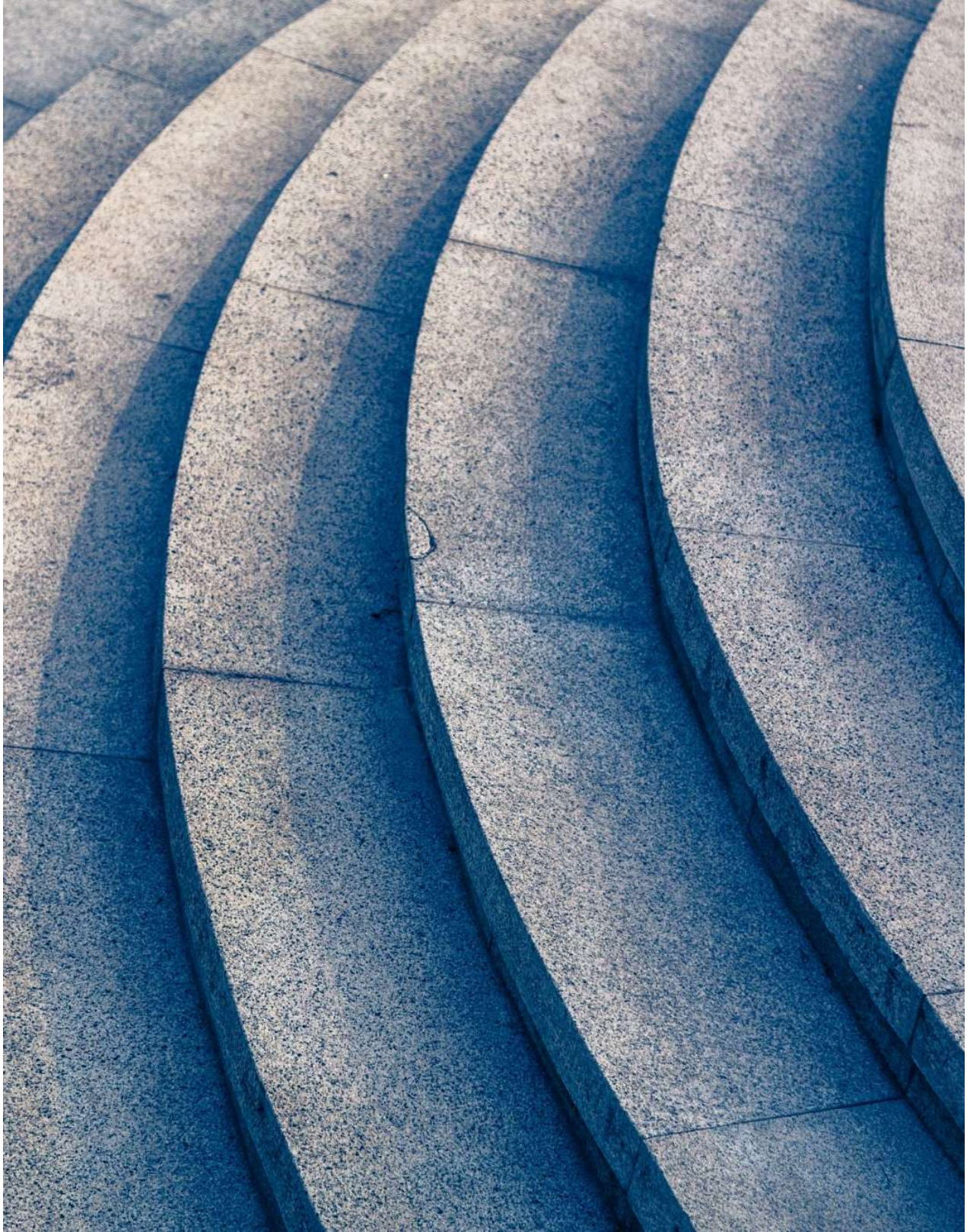




Sustainability Report 2026

Contents

Managing Directors Sustainability Statement	3
Our Sustainability Journey	4
Our Path to Net Zero	5
Sustainable Maintenance, Roads and Bridges	9
Sustainable Cleaning Operations	12
ESG at Grampians Maintenance & Cleaning Solutions	15

FROM THE THE MANAGING DIRECTOR

Grampians Maintenance & Cleaning Solutions is a regional Victorian business delivering maintenance, infrastructure, civil, road, bridge and cleaning services across communities, healthcare facilities, public assets and commercial environments throughout Western Victoria.

Operating across essential service sectors, we play a vital role in maintaining the infrastructure and facilities that support the health, safety and wellbeing of regional communities. Our purpose is clear: to provide reliable, high-quality and sustainable maintenance and cleaning solutions that protect assets, enhance community outcomes and create long-term value for our clients and stakeholders.



We recognise that thriving communities depend on resilient infrastructure, healthy environments and responsible business practices. Sustainability is therefore becoming an increasingly important part of our business strategy as we seek to minimise environmental impacts, support local employment, strengthen regional supply chains and operate safely and ethically.

In this inaugural Sustainability Report, we are proud to share the progress we have made in embedding sustainability across our operations. This includes initiatives to improve fleet efficiency, reduce waste, support local procurement, adopt environmentally preferable cleaning practices and strengthen our approach to environmental, social and governance (ESG) performance.

As our business continues to grow, we are also enhancing our approach to climate risk identification, management and resilience. The increasing frequency of extreme weather events, changing environmental expectations and evolving community needs require us to continually assess how we operate, maintain critical infrastructure and support our clients.

This report also outlines the early stages of our Strategy, recognising the important relationship between our maintenance, road, bridge and cleaning activities and the natural environments in which we work. Protecting waterways and land resources forms an important part of our commitment to responsible service delivery.

While this report marks an important milestone, it is only the beginning of our sustainability journey. We remain committed to continuous improvement, transparent reporting and setting practical sustainability targets that deliver measurable outcomes for our clients, employees, communities and the environment.

Through innovation, accountability and strong regional partnerships, Grampians Maintenance & Cleaning Solutions aims to be a trusted leader in sustainable maintenance, infrastructure and cleaning services across Victoria.

GMCS FY26 SUSTAINABILITY HIGHLIGHTS

Our Journey

Strengthening Sustainable Regional Operations

GMCS continued to improve the sustainability of its maintenance, infrastructure and cleaning operations across regional Victoria through more efficient fleet management, local service delivery models and the adoption of environmentally responsible work practices. By reducing travel distances, optimising scheduling and investing in modern equipment, GMCS has continued to lower operational impacts while maintaining high service standards.

Partnering with Indigenous Businesses, Suppliers, Employee Assistance and Communities

GMCS works closely with regional suppliers, subcontractors and service providers to strengthen local economies and reduce supply chain impacts. Through a preference for local procurement and regional employment, GMCS continues to support sustainable economic outcomes while reducing transport-related emissions and enhancing service responsiveness.

Sustainable Cleaning Practices

GMCS has expanded the use of environmentally preferable cleaning products, chemical dilution systems and microfibre cleaning technologies across healthcare, accommodation and commercial cleaning services. These initiatives reduce chemical consumption, minimise waste generation and support healthier environments for clients, staff and communities.

Investing in People and Safety

GMCS remains committed to providing safe workplaces, supporting employee wellbeing and maintaining strong training and development programs. Ongoing investment in safety systems, competency-based training and workforce development ensures services are delivered safely, professionally and responsibly.

Supporting Regional Health and Community Services

GMCS continues to play an important role in supporting healthcare facilities, community infrastructure and accommodation services throughout regional Victoria. Our integrated maintenance and cleaning solutions contribute to safe, functional and welcoming environments for staff, patients, residents and visitors.

Advancing ESG and Sustainability Reporting

During FY26, GMCS further embedded Environmental, Social and Governance (ESG) principles into its business operations. Sustainability objectives, environmental performance measures, community outcomes and responsible governance practices are being incorporated into business planning to support continuous improvement and long-term value creation.

OUR PATH TO NET ZERO



At Grampians Maintenance & Cleaning Solutions (GMCS), we recognise that climate change presents both challenges and opportunities for our industry. As a provider of maintenance, road, bridge, facilities and cleaning services across regional Victoria, we are committed to reducing our environmental footprint while supporting the long-term resilience of the communities and infrastructure we serve.

Sustainability is being progressively embedded into our operational planning, procurement practices, fleet management and service delivery models. Through a structured decarbonisation program, GMCS aims to reduce emissions across our direct operations and supply chain while continuing to deliver safe, reliable and efficient services for our clients.

Near-Term Target

GMCS is committed to:

- Reducing operational greenhouse gas emissions by **30% by 2030** against our baseline year.
- Improving fleet efficiency and reducing fuel consumption across all regions of operation.
- Increasing the adoption of environmentally responsible products, equipment and work practices.
- Working collaboratively with suppliers, subcontractors and clients to identify opportunities to reduce supply chain emissions.

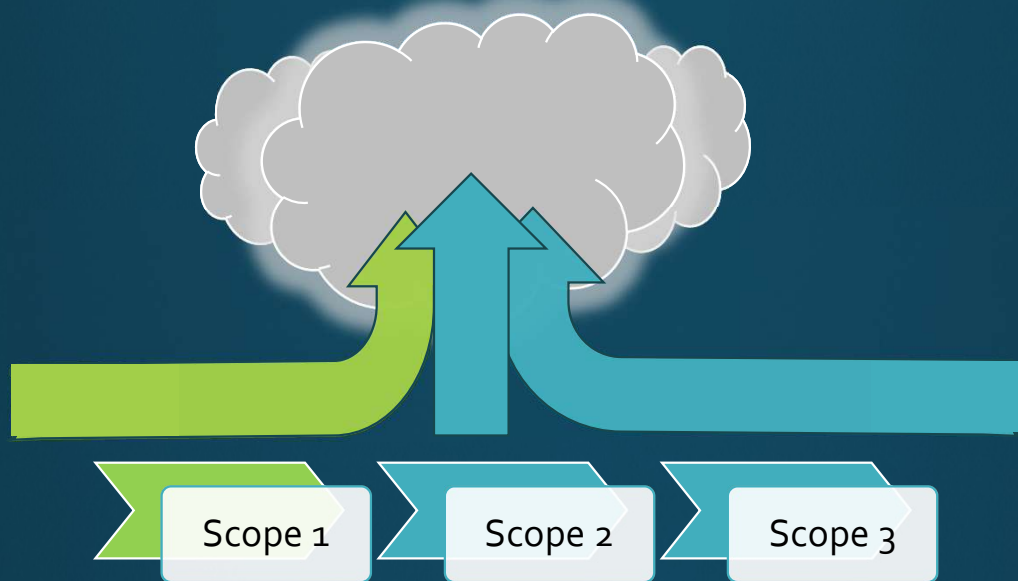
Long-Term Target

GMCS is committed to:

- Achieving **Net Zero operations by 2045**.
- Transitioning to lower-emission vehicles, plant and equipment as technology becomes commercially viable.
- Supporting the growth of sustainable procurement and circular economy initiatives.
- Building climate resilience into maintenance, infrastructure and cleaning service delivery.

OUR PATH TO NET ZERO

Understanding our Emissions Profile



Direct Operations – Scope 1

Scope 1 emissions relate to indirect emissions generated through purchased electricity used to power:

- Offices and administration facilities.
- Depots and workshops.
- Storage facilities.
- Cleaning and maintenance operational bases.

GMCS continues to investigate opportunities to improve energy efficiency and increase the use of renewable electricity sources where practical.

Energy Consumption – Scope 2

Scope 2 emissions relate to indirect emissions generated through purchased electricity used to power:

- Offices and administration facilities.
- Depots and workshops.
- Storage facilities.
- Cleaning and maintenance operational bases.

GMCS continues to investigate opportunities to improve energy efficiency and increase the use of renewable electricity sources where practical.

Supply Chain and Indirect Emissions – Scope 3

Scope 3 emissions occur across our broader value chain and include:

- Purchased goods and services.
- Construction and maintenance materials.
- Cleaning chemicals and consumables.
- Supplier and subcontractor activities.
- Waste disposal and recycling services.
- Employee travel and commuting.
- Freight and material transportation.
- Procurement-related emissions.

As our emissions reporting matures, Scope 3 data collection and supplier engagement will become increasingly important in understanding and reducing our overall environmental impact.

OUR PATH TO NET ZERO

Decarbonisation Strategy

GMCS has developed a practical decarbonisation approach focused on areas where we can have the greatest operational and environmental impact.

Fleet and Transport

Fleet operations represent one of the largest opportunities to reduce emissions within our business. Current and planned initiatives include:

- Progressive transition to low-emission and fuel-efficient vehicles.
- Investigation of hybrid and alternative-fuel vehicle options.
- Fleet utilisation reviews and route optimisation.
- Vehicle telematics to reduce unnecessary travel and idling.
- Driver awareness programs promoting efficient vehicle operation.
- Improved scheduling and regional workforce allocation to minimise travel distances.

These initiatives are intended to reduce both fuel consumption and operating costs while improving service responsiveness across regional Victoria.

Maintenance and Infrastructure Operations

As a provider of road, bridge and asset maintenance services, GMCS is focused on reducing emissions associated with equipment use, travel requirements and resource consumption.

Key initiatives include:

- Use of fuel-efficient plant and equipment where practical.
- Preventative maintenance of vehicles and machinery to optimise fuel efficiency.
- Improved job planning and scheduling to reduce travel requirements.
- Adoption of digital work management systems to reduce paper usage.
- Minimising unnecessary equipment operation and idle time.
- Supporting asset preservation strategies that extend infrastructure life and reduce future resource consumption.

By maintaining community assets proactively, GMCS helps reduce the need for resource-intensive reconstruction and major rehabilitation works.

Sustainable Cleaning Operations

GMCS continues to embed environmentally responsible practices across its healthcare, accommodation and commercial cleaning services.

Initiatives include:

- Use of chemical dilution systems to reduce chemical consumption and waste.
- Adoption of microfibre cleaning technology to reduce water and detergent use.
- Selection of environmentally preferable cleaning chemicals.
- Reduction of single-use plastics and unnecessary packaging.
- Procurement of sustainable cleaning consumables where available.
- Ongoing evaluation of water-saving cleaning methods and equipment.

These initiatives contribute to reduced environmental impact while maintaining the high hygiene and infection-control standards expected by our clients.

OUR PATH TO NET ZERO

Decarbonisation Strategy

Procurement and Supplier Engagement

GMCS recognises that many emissions occur throughout the supply chain and that supplier collaboration is critical to achieving long-term sustainability goals.

To support this objective, GMCS is:

- Prioritising local sourcing where feasible.
 - Partnering with regional suppliers to reduce transport-related emissions.
 - Increasing engagement with Indigenous-owned businesses and social enterprises.
 - Encouraging suppliers to adopt environmentally responsible practices.
 - Considering sustainability outcomes as part of procurement decisions.
 - Investigating opportunities to better understand and measure supplier-related emissions over time.
- Through strong supplier partnerships, GMCS aims to create positive environmental, social and economic outcomes throughout the communities in which we operate.

Employee Engagement and Culture

Meaningful emissions reductions cannot be achieved without employee participation and leadership.

GMCS is committed to:

- Promoting environmental awareness across the workforce.
 - Providing sustainability education and training where appropriate.
 - Encouraging efficient resource use across offices, depots and project sites.
 - Supporting employee-led sustainability initiatives.
 - Integrating sustainability considerations into operational decision-making and planning.
- Through continuous improvement and employee engagement, GMCS aims to develop a culture in which sustainability becomes part of everyday business practice.

Looking Forward

While still in the early stages of our emissions reduction journey, GMCS is committed to establishing robust emissions reporting, transparent sustainability targets and measurable improvement programs. Through investment in people, equipment, technology and supply chain partnerships, we aim to build a lower-emissions, more resilient business that supports both our clients and the communities we serve for the long term.

SUSTAINABLE MAINTENANCE, ROADS AND BRIDGES

Responsible Asset Management

At Grampians Maintenance & Cleaning Solutions (GMCS), we recognise that sustainable asset management plays a critical role in preserving public infrastructure, reducing environmental impacts and supporting resilient communities.

Through proactive maintenance and lifecycle-based asset management practices, we work to maximise the value and performance of roads, bridges, drainage systems and associated infrastructure while minimising the need for resource-intensive reconstruction activities.

Preventative maintenance is a cornerstone of our service delivery model. By identifying and addressing defects early, we help clients extend asset life, improve public safety and reduce environmental impacts associated with major repair and replacement works.

Our maintenance programs focus on:

- Preserving the long-term value and functionality of community assets.
- Increasing infrastructure resilience to climate-related events.
- Extending asset service life through preventative maintenance.
- Reducing waste generation and unnecessary material consumption.
- Minimising disruptions to communities and road users.
- Improving whole-of-life asset performance and sustainability outcomes.
- Supporting safe and reliable transport networks for regional communities.

Sustainable Infrastructure Strategy

As a regional maintenance contractor, GMCS understands that roads, bridges and associated infrastructure are vital community assets that support economic activity, emergency services, healthcare access and regional connectivity.

Our infrastructure strategy seeks to balance operational efficiency, environmental responsibility and community benefit by integrating sustainable practices into planning, maintenance and service delivery activities.

Strategic Priorities

- Deliver safe and reliable infrastructure outcomes.
- Improve climate resilience of critical assets.
- Minimise environmental disturbance during works.
- Reduce resource consumption and waste generation.
- Promote local employment and regional procurement.
- Support biodiversity protection and environmental stewardship.

SUSTAINABLE MAINTENANCE, ROADS AND BRIDGES

Roads Maintenance Strategy

Our Approach

Road infrastructure is continually exposed to traffic loading, weather conditions, environmental impacts and natural ageing. Maintaining a safe, reliable and resilient road network requires a proactive approach that focuses on preserving assets before significant deterioration occurs.

At **Grampians Maintenance and Cleaning Solutions (GMCS)**, our Roads Maintenance Strategy prioritises preventative and planned maintenance activities that extend asset life, improve network performance and reduce whole-of-life costs. By identifying defects early and implementing targeted interventions, we can minimise service disruptions, optimise

resource use and deliver long-term value to our clients and communities.

As part of GMCS's commitment to sustainable infrastructure management, we recognise the important role road maintenance plays in supporting economic activity, community connectivity, environmental stewardship and climate resilience. Our strategy integrates asset preservation, resource efficiency, environmental protection and adaptation to changing weather conditions to ensure road assets continue to perform effectively into the future.



Roads Maintenance Materiality Matrix

The matrix below identifies the key focus areas within GMCS's Roads Maintenance Strategy, considering both asset impact and the level of influence and control available through maintenance activities.

High Priority

	Preventative maintenance programs	Resource efficiency and recycled material use	Road safety and network reliability
	Advanced asset monitoring technologies	Low-carbon maintenance practices	Asset life extension and pavement
	Environmental protection measures	Waste reduction and project planning	Climate resilience and flood mitigation
	Post-event inspections and response planning	Increased circular economy outcomes	Drainage and stormwater management
	Enhanced resilience of vulnerable infrastructure assets		
Low Priority			
	Long-Term Strategic Opportunities		

SUSTAINABLE MAINTENANCE, ROADS AND BRIDGES

Bridge Maintenance Strategy

Our Approach

Bridge infrastructure is critical to the safe and efficient movement of people, goods and services across the transport network. These assets are continually exposed to traffic loading, environmental conditions, waterway impacts, material deterioration and extreme weather events. Effective



bridge maintenance requires a proactive approach that preserves structural integrity, extends operational life and minimises whole-of-life costs.

At **Grampians Maintenance and Cleaning Solutions (GMCS)**, our Bridges Maintenance Strategy focuses on preventative and planned maintenance activities that protect bridge assets before significant deterioration occurs. Through regular inspections, condition monitoring and targeted interventions, we aim to maintain safe, resilient and reliable bridge structures while reducing the need for major rehabilitation or replacement works.

Bridge Maintenance Materiality Matrix

The matrix below identifies the key focus areas within GMCS's Roads Maintenance Strategy, considering both asset impact and the level of influence and control available through maintenance activities.

High Priority



Low Priority

Structural integrity and public safety Emergency response and inspection programs	Corrosion prevention and protective coatings Increased use of sustainable materials	Bridge condition monitoring and asset preservation Preventative maintenance and defect management
Advanced structural monitoring technologies Resource efficiency and material durability	Waste reduction and project planning Increased circular economy outcomes Enhanced resilience of critical bridge infrastructure	Climate resilience and flood protection Scour management and waterway protection Low-carbon maintenance practices

Long-Term Strategic Opportunities

Sustainable Cleaning Operations

Our Approach

Clean, safe and hygienic environments are essential to supporting the health, wellbeing and productivity of building occupants. Whether delivering healthcare, commercial, educational or community facility cleaning services, GMCS recognises that cleaning operations play a critical role in public health outcomes, infection prevention and environmental sustainability.

At **Grampians Maintenance and Cleaning Solutions (GMCS)**, our Sustainable Cleaning Operations Strategy focuses on delivering high-quality cleaning services while minimising environmental impacts and improving resource efficiency. Through responsible chemical management, waste reduction initiatives, water conservation measures and continuous workforce development, we strive to deliver cleaning services that protect people, facilities and the environment.

As part of our commitment to sustainable operations, GMCS seeks to balance hygiene and infection control requirements with environmentally responsible practices. By integrating sustainability principles into our daily operations, we support healthier workplaces, reduced resource consumption and improved environmental outcomes across all facilities we service.

Sustainable Cleaning Operations Materiality Matrix

The matrix below identifies the key focus areas within GMCS's Sustainable Cleaning Operations Strategy, considering both operational impact and our level of influence and control.

High Priority



Infection prevention and control	Staff safety and wellbeing Energy-efficient cleaning equipment	Sustainable chemical management
Increased use of environmentally certified products		Sustainable procurement Electrification of cleaning equipment fleets
Digital monitoring and reporting systems	Waste reduction and resource efficiency	Cleaning quality and compliance Water conservation initiatives Staff training and competency development Circular economy initiatives for consumables and packaging

Low Priority

Long-Term Strategic Opportunities

Sustainable Cleaning Operations

Current Initiatives

As a starting point, GMCS has prioritised a range of initiatives across five strategic pillars.

1. Infection Prevention and Cleaning Excellence

Healthcare and commercial cleaning services require rigorous standards to protect occupants and maintain safe environments.

Key Initiatives	Target Outcomes
Site-specific cleaning procedures and schedules.	Improved infection prevention outcomes.
Healthcare-grade infection control practices.	Consistent cleaning quality standards.
Risk-based cleaning programs for high-touch and critical areas.	Safer environments for building occupants and staff.
Routine quality audits and inspections.	Enhanced client satisfaction.

2. Sustainable Chemical Management

GMCS aims to reduce environmental impacts by using chemicals responsibly while maintaining cleaning effectiveness and hygiene requirements.

Key Initiatives	Target Outcomes
Controlled chemical dilution systems to eliminate overuse.	Reduced chemical usage.
Regular review of product performance and environmental impacts.	Reduced operating costs through efficient product use.
Staff training in safe chemical use and disposal practices.	Improved workplace safety.
Reduced chemical consumption through targeted application methods.	Lower environmental and waterway impacts.

Sustainable Cleaning Operations

Current Initiatives

As a starting point, GMCS has prioritised a range of initiatives across four strategic pillars.

3. Waste Reduction and Circular Resource Use

Reducing waste generation and improving resource recovery are key priorities across all cleaning operations

Key Initiatives	Target Outcomes
Recycling programs within client facilities.	Increased recycling rates.
Improved waste segregation and contamination reduction.	Reduced landfill waste.
Reduced packaging waste through bulk purchasing and concentrated products.	Improved resource efficiency.
Waste monitoring to identify improvement opportunities.	Greater alignment with circular economy principles.

4. Workforce Development and Safety

People remain the foundation of effective cleaning services. GMCS is committed to developing a skilled, safe and environmentally conscious workforce.

Key Initiatives	Target Outcomes
Comprehensive induction and training programs.	Improved staff capability and retention.
Infection control competency assessments.	Reduced workplace incidents.
Workplace health and safety inspections.	Higher service quality outcomes.
Environmental awareness and sustainability education.	Greater staff participation in sustainability initiatives.

ENVIRONMENTAL, SOCIAL, GOVERNANCE

ESG at GMCS

At **Grampians Maintenance and Cleaning Solutions (GMCS)**, Environmental, Social and Governance (ESG) principles are integrated into the way we manage our operations, workforce, supply chain and service delivery. Our ESG framework supports responsible business practices, continuous improvement and long-term value creation for our clients, employees, communities and stakeholders.

Through measurable targets and practical initiatives, GMCS is committed to reducing environmental impacts, strengthening workforce and community outcomes, and maintaining strong governance practices across all areas of the business.

Environmental

GMCS recognises its responsibility to minimise environmental impacts while delivering maintenance, cleaning and infrastructure services across regional Victoria. Our focus is on reducing emissions, improving resource efficiency, minimising waste and promoting sustainable operating practices.

FY2027 Targets

- **10% reduction in fleet emissions** through vehicle optimisation, route planning and the progressive adoption of lower-emission technologies.
- **15% reduction in landfill waste** through improved waste segregation, recycling and material recovery programs.
- **75% of cleaning products procured to be environmentally preferable** or aligned with recognised sustainability standards.
- Increased use of recycled and reused materials across maintenance activities where practical.
- Improved monitoring of energy, water and fuel consumption to support continuous environmental improvement.

Key Focus Areas

- Carbon emissions reduction.
- Resource efficiency and waste minimisation.
- Sustainable procurement.
- Environmental compliance and protection.
- Climate resilience and adaptation.

ENVIRONMENTAL, SOCIAL, GOVERNANCE

ESG at GMCS

Social

People are at the centre of everything we do. GMCS is committed to fostering a safe, inclusive and supportive workplace while creating positive outcomes for local communities. We recognise that our success depends on the wellbeing, capability and diversity of our workforce.

FY2027 Targets

- **Zero workplace fatalities.**
- **Lost Time Injury Frequency Rate (LTIFR) below industry average.**
- **Increased local employment opportunities** across the regions in which we operate.
- **Increased Indigenous workforce participation** through targeted recruitment, training and engagement initiatives.
- Continued investment in employee training, leadership development and wellbeing programs.
- Enhanced community engagement and support for local suppliers and businesses.

Key Focus Areas

- Health, safety and wellbeing.
- Workforce development and training.
- Diversity, equity and inclusion.
- Indigenous engagement and participation.
- Community impact and local employment.

Governance

Strong governance provides the foundation for sustainable business performance and stakeholder trust. GMCS is committed to operating ethically, transparently and in compliance with all regulatory and contractual obligations.

FY2027 Targets

- **100% Code of Conduct compliance** across all employees and management.
- **Annual ESG and ethical business training** for management personnel.
- **Annual supplier sustainability reviews** for key contractors and suppliers.
- **100% completion of mandatory compliance training** by all employees.
- Ongoing monitoring and reporting of ESG performance indicators.
- Continuous improvement of risk management and business integrity systems.

Key Focus Areas

- Ethical business practices.
- Compliance and accountability.
- Supplier governance and responsible procurement.
- Risk management.
- ESG reporting and performance monitoring.