

28 September 2023

Manager Company Announcements
ASX Limited
20 Bridge Street
SYDNEY NSW 2000

By E-lodgement

McMillan Shakespeare Limited 2023 Sustainability Report

This release contains an announcement to the Australian Securities Exchange Limited (ASX) regarding the following:

1. 2023 Sustainability Report

Yours faithfully
McMillan Shakespeare Limited

Ashley Conn
Chief Financial Officer and Company Secretary

This document was authorised for release by the MMS Board.



MMS
McMillanShakespeareGroup

Sustainability Report 2023

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Acknowledgement of Country

MMS respectfully acknowledges the Traditional Owners and Custodians of the Countries on which we work and live. We acknowledge their cultural and spiritual connections to land, sea, waterways, flora and fauna. We consider with regard the Ancestors, and the current Elders for their contributions.

Original artwork created for MMS -
'MMS' reconciliation journey' by Judi Sutton

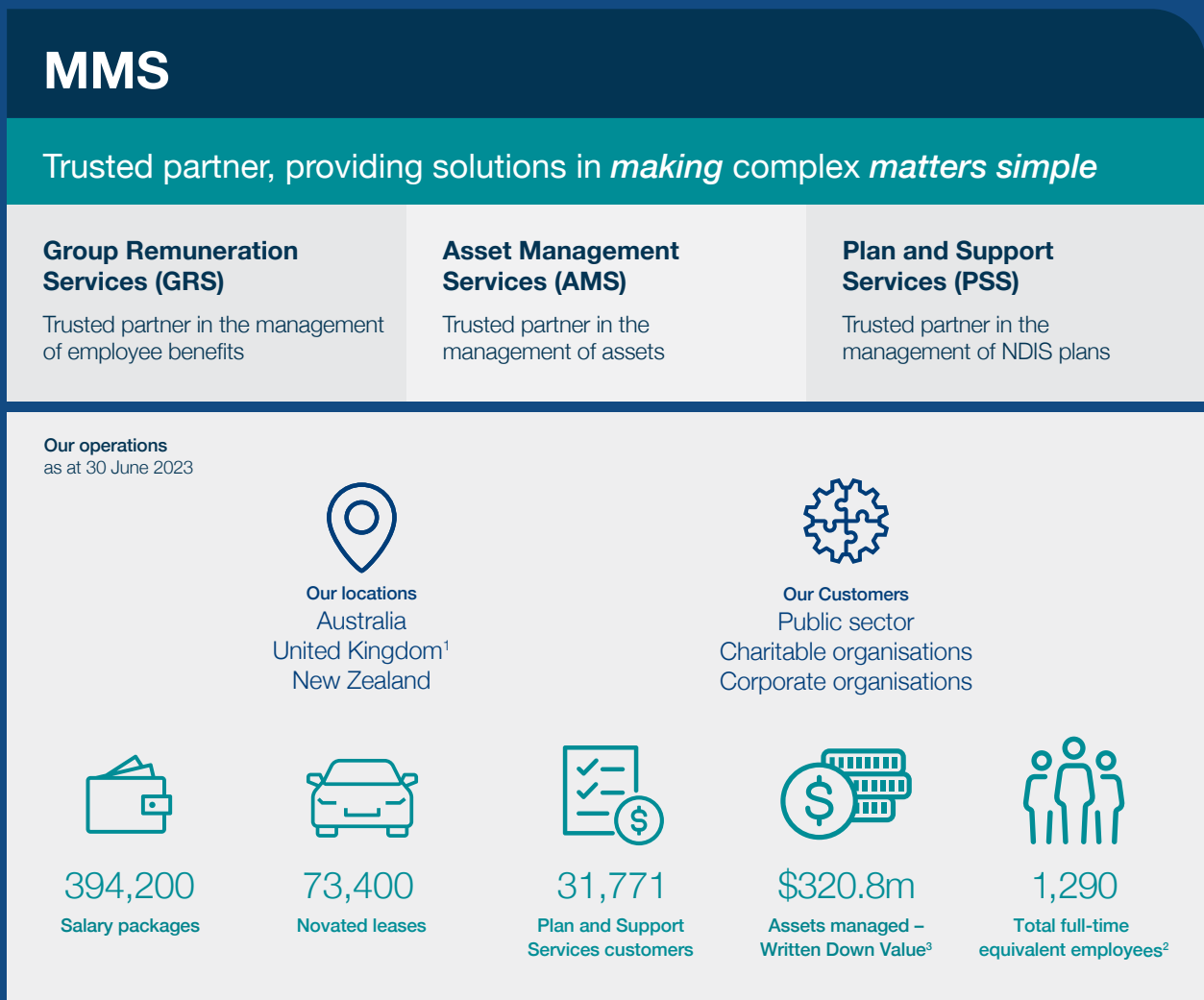
Disclaimer:

This report contains certain forward-looking statements which are based on management's own current expectations, estimates and projections about matters relevant to MMS' future performance. These statements are only forecasts. Actual events or results may differ materially. Nothing in this presentation is a promise or representation as to the future. MMS does not make any representation or warranty as to the reasonableness or accuracy of such statements or assumptions. MMS assumes no obligation to update any forward looking statements. Forward-looking information and statements are based on the reasonable assumptions, estimates, analysis and options of management made in light of its experience and its perception of trends, current conditions and expected developments, as well as other factors that management believes to be relevant and reasonable in the circumstances at the date such statements are made, but which may prove to be incorrect. The purpose of forward-looking information is to provide the audience with information about management's expectations and plans.

MMS at a glance

The McMillan Shakespeare (MMS) Group is a provider of salary packaging, novated leasing, disability plan management and support coordination, asset management and related financial products and services. We are publicly listed on the Australian Securities Exchange, trading as McMillan Shakespeare Limited (ASX:MMS).

The Group employs a highly committed team of c.1,300 people across Australia, New Zealand and the United Kingdom¹ and domestically manages programs for some of the largest public sector, corporate and charitable organisations.



¹ On 22 August 2023 MMSG signed an agreement with a consortium of funders predominantly associated with and including Praetura Group (UK) to divest the UK businesses with net proceeds of approximately \$20m. The UK business sale is subject to limited conditions and is expected to close in the first half of FY24.

² Includes Australia and New Zealand FTE (excludes United Kingdom).

³ Australia and New Zealand only (excludes United Kingdom)

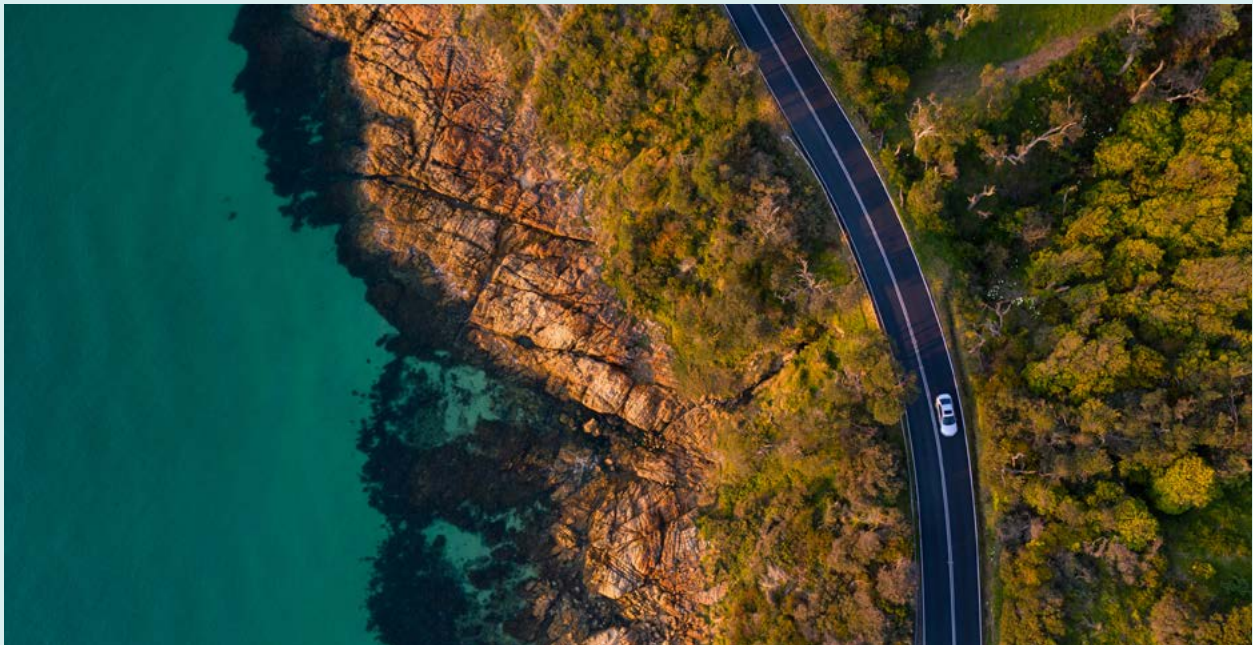
2023 Highlights

AS AT 30 JUNE 2023

<p>Low carbon future</p>	<p>18.2%</p> <p>EV orders of 2HFY23 NL orders</p>	<p>35%</p> <p>of MMS AU/NZ fleet converted to EVs</p>	<p>Climate Change Action Plan</p> <p>Developed</p>
<p>Customer wellbeing and social inclusion</p>	<p>2-Year community partnership</p> <p>with Jigsaw Australia</p>	<p>Disability workplace enhancements</p> <p>Implemented as part of Accessibility & Inclusion Plan</p>	<p>Supply Nation Membership</p> <p>Implemented under Reflect Reconciliation Action Plan</p>
<p>Responsible Business</p>	<p>80%</p> <p>Sustainable staff engagement score</p>	<p>MSCI⁴ ESG 'A' Rating for MMS</p> <p>Upgraded from 'BBB' in February 2023</p>	<p>100%</p> <p>People Leaders completed mental health training</p>

About this report

The 2023 Sustainability Report (Report) discloses McMillan Shakespeare Group's (referred to as 'MMS', 'we', 'our', and 'Group') approach, past performance and future commitments on environmental, social and governance (ESG) matters that are significant to our business and key stakeholders.



This Report covers the 2023 Australian Financial Year (FY23) from 1 July 2022 to 30 June 2023, or as at 30 June 2023, unless otherwise stated, and aligns with the reporting period for the Group's FY23 financial reporting. It encompasses our operations in Australia, New Zealand (NZ) and the United Kingdom (UK) unless otherwise stated. Our performance is updated annually.

The content of this Report has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021. For a full list of disclosures referenced in this Report, please refer to the GRI Content Index 2023, available on our [website](#).

The Report also includes an overview of MMS' progress against Task Force on Climate-Related Financial Disclosures (TCFD).

The information within this report should be read in conjunction with our 2023 Annual Report and Corporate Governance Statement, also available on our [website](#).

Message from our Chair and Chief Executive Officer



Helen Kurincic
Chair



Rob De Luca
Managing Director and
Chief Executive Officer

Our 2023 Sustainability Report provides an update on the progress and achievements made against our MMS sustainability strategy.

During FY23, we introduced our clear strategy and “Simply Stronger” program to deliver sustainable growth, focusing on three strategic priorities: excelling in customer experience, driving technology enabled productivity and leveraging our competency-led solutions.

The cost-of-living crisis, which is expected to continue well into 2023 and beyond, is being felt by many of MMS’ customers. Our products and services are designed to support our customers’ financial wellbeing and we aim to make complex matters simple. Salary packaging, novated leasing options, financial plan management for NDIS customers, are all services that can assist our customers navigate the current economic environment.

Sustainability is an important component of our strategy, as we aim to achieve our vision of being the trusted partner, providing solutions in making complex matters simple. From supporting novated and fleet customers to decarbonise their transport emissions through the transitioning to electric vehicles (EVs), to assisting National Disability Insurance Scheme (NDIS) customers in achieving their plan goals; the positive outcomes and value we create for our customers are key to our success as a business.

Having now completed the second year of the implementation of our sustainability strategy and achieved our FY23 targets, we have continued to strengthen our capability to manage relevant ESG risks and opportunities and progress our efforts in making a positive impact for our people, customers and other key stakeholders.

As a result of our progress, we were pleased to achieve an increase in our Morgan Stanley Capital International (MSCI) ESG Rating from BBB to A during FY23.

Transitioning to a low carbon future

As a leading provider of novated leasing and fleet management services, promoting the adoption of EVs and supporting our customers in their transition to a low carbon future is an important focus for MMS.

With the introduction of the Federal Government’s Electric Car Discount policy in December 2022, complemented by our enhanced EV-related products and services through education and transition support for our customers, we saw a significant increase in customer uptake of EVs, particularly during the second half of FY23.

We transitioned 35% of MMS’ own Australian and New Zealand fleet to battery electric during the period, which contributed to a reduction in our own carbon footprint (from our FY19 base) and enabled us to leverage learnings to inform our future EV product and service offerings.

During FY23 we also developed a Climate Change Action Plan, which brings together in a clear framework our proposed actions to respond to climate-related risks and opportunities over the next 3 years.

Message from our Chair and Chief Executive Officer

Creating inclusive communities

Our commitment to being an inclusive organisation is an integral element of MMS' social sustainability initiatives.

We implemented a range of initiatives through our Accessibility and Inclusion Plan (AIP) during FY23 to make our products, services and workplaces more accessible to people living with disability. These included developing ways to embed accessibility into our products, building the disability confidence of our human resources team and developing a workplace policy to support increased disability employment.

We're excited to have established a 2-year community partnership with the not-for-profit social enterprise Jigsaw Australia to facilitate placements at MMS for people living with disability.


We also continued our commitment to indigenous reconciliation in Australia through our Reflect Reconciliation Action Plan (RAP) by building cultural awareness and taking steps to improve commercial opportunities for First Nations communities, through membership of Supply Nation.

Focus on our people

In FY23 we maintained high levels of engagement through our employee engagement survey, with a Sustainable Engagement Score of 80%. Direct management, inclusion and diversity and performance management were identified as our strongest areas.

We are proud to announce that MMS joined other ASX300 companies and investors pledging its support for industry super fund HESTA's 40:40 Vision to increase the proportion of women in senior leadership across Australia's largest listed companies to at least 40% by 2030. At the end of FY23, we have made strong progress demonstrated in the following female representation: Board (including CEO/MD) at 43%, other Executive and General Management at 40%. We achieved our target range in closing the gender pay gap at MMS, achieving 101% (up 3.2%) pay equity against a target of 95-105%.⁵

We are proud of the progress and achievements we have made during FY23, and with this comes an awareness that there is still more to do and further opportunities ahead.



Helen Kurincic
Chair



Rob De Luca
Managing Director &
Chief Executive Officer

⁵ Pay equity in total remuneration between men and women in like for like roles 10 or more occupants.

Our stakeholders and strategy

STAKEHOLDER ENGAGEMENT

At MMS, we recognise the mutual benefits for both our business and our stakeholders that result from genuine and meaningful engagement.

We engage with our stakeholders to understand what's important to them and what they expect of us. This helps us address material risks and opportunities for our business and make more informed decisions that support mutually beneficial outcomes.

We identify key stakeholders based on the level of impact or interest they have in relation to our business, products or services.

Both formal and informal methods are used to engage with our stakeholders. Key relationship owners across the business ensure that the way we engage is consistent and well-considered and that we build trusted, long-term relationships.

Stakeholder group	How we engage
Investors	Meetings with Executives and Directors, full and half year results presentations, analyst briefings, investor roadshows, and our Annual General Meeting.
Customers (B2C)	Daily interactions via call centres and digital platforms (Apps, Websites, Maxxia Online and RemServ Online, LiveChat, emails and social), customer surveys, in-person and online education sessions, social media, and complaints management processes.
Clients (B2B)	Formal and informal meetings with relationship managers and events (e.g. boardroom lunches, speaker events, charitable events).
Our people	Internal communication channels, video communications from the CEO, annual staff roadshow, employee engagement surveys and pulse checks, learning and development programs.
Suppliers	Formal and informal meetings, contract renewals and risk assessments.
Government/regulators	Regular meetings and ongoing engagement, industry conferences, submissions to inquiries.
Industry associations	Ongoing engagement with peak industry bodies, including Director and Secretary responsibilities of the National Automotive Leasing and Salary Packaging Association (NALSPA). We are also members of the Australian Finance Industry Association (AFIA), the Electric Vehicle Council (EVC), the Disability Intermediaries Association (DIA) and the Australian Network on Disability (AND).

Our areas of focus

The environment in which our business operates is continually evolving, and it's important that we anticipate and adapt to changes to manage our risks and leverage opportunities.

In FY21, we conducted a materiality review to identify the most relevant economic, environmental, social and governance (ESG) risks and opportunities for the Group. In FY23, we again reviewed the outcomes of this assessment based on key developments within our business and operating environment.

The outcomes of this review showed that our ESG topics have not changed materially from FY21. The topics that increased in importance over the past year included investing in digital services to enhance the customer experience, privacy and cyber security, attracting and retaining a diverse and productive workforce, and supporting the uptake of low and zero emission vehicles in response to Australia's climate change policies.

Aligned with our Sustainability strategy focus areas	Topic	Description
Responsible business	Data privacy and cyber security	Keeping business and customer data secure through robust systems and controls, and rapidly responding to evolving cyber security threats.
	Accessibility and social inclusion	Supporting individuals facing vulnerability and disadvantage (including people with disabilities, First Nations Australians) access and feel supported through our products, services and workplaces.
	Creating an inclusive place to work	Attracting and retaining a diverse, highly engaged, productive workforce to deliver on our strategy, supported through policies and practices that promote health, safety and wellbeing, inclusion and career development.
	Governance and business ethics	Strong corporate governance practices to manage business and ESG risks and opportunities, comply with applicable laws and regulations and ethical conduct and behaviour.
	Responsible supply chain management	Responsible and sustainable supply chain practices, including sourcing from suppliers that meet our social and environmental criteria, being aware of modern slavery risks, and creating opportunities for diverse suppliers.
	Engaging with government	Proactively participating in public policy advocacy on matters that could impact and create positive outcomes for our business, sector and customers.
	Transparency, disclosure and trust	Responding to evolving expectations of stakeholders in relation to ESG matters, and transparently disclosing our key risks, opportunities and performance.
Customer wellbeing and social inclusion	Customer experience	Digital services that combine human touch and self-service capabilities to deliver a customer experience that is personalised, simplified, seamless, and backed by exceptional customer service.
	Customer outcomes	Supporting better economic and social outcomes for our customers, clients and partners through the design and distribution of our products, services and solutions.
	Community investment	Making a positive impact on the communities in which we operate by supporting the work of our clients, partners and employees, and investing in strategic partnerships.
Low carbon economy	Climate change	Mitigating MMS's direct operational impact on the climate and assisting our clients and customers transition to a low carbon future, through transitioning to electric vehicles and related products/services.

Strategic focus on sustainability

Our sustainability strategy, endorsed by the MMS Board in FY21, is an important lever in realising our Purpose of making a difference in people's lives, and drives the Group's approach to sustainability.

This strategy responds to relevant, long-term sustainability risks of the Group, and opportunities to create positive social and environmental outcomes for our stakeholders and the communities in which we operate.

We have set long-term sustainability aspirations for our business, as well as annualised targets and deliverables which reflect the next steps as we continue progressing our sustainability strategy.

We monitor and track additional metrics related to our operational risks, with regular reporting to the MMS Board.



<p>Investing in our people, and maintaining trusted stakeholder relationships by operating a responsible, ethical and transparent business.</p>	<p>Creating better outcomes for customers and opportunities for economic and social inclusion of vulnerable people in our communities.</p>	<p>Facilitating the transition to a low carbon economy by enhancing environmental outcomes through our operations and value chain.</p>
<p>Our priorities: Looking after our people Managing ESG risks and opportunities Privacy and data security Responsible supply chains Advocacy for better community outcomes</p>	<p>Our priorities: Creating positive social and economic outcomes for customers First Nations reconciliation Accessibility and inclusion for people living with disabilities Sustainable procurement Community investment</p>	<p>Our priorities: Helping our clients/customers transition to a low carbon future Reducing the carbon footprint of our operations Climate resilience</p>

Strategic focus on sustainability

Our longer-term targets
Net Zero carbon emissions from our direct operations by 2030 ⁶
Source 100% of Group electricity consumption for controllable sites ⁷ from renewable sources by 2025
40-40-20 gender representation at Board, Other Executives and General Managers, and Senior Manager levels by FY30 ⁸
FY23 targets and deliverables
Responsible business
Gender pay equity for like-for-like roles, with a total remuneration pay equity target of 95-105% on average ⁹ (annual)
100% of employees complete compliance training (annual)
Maintain a sustainable engagement score of 75% or above
Provide mental health training to all people leaders during FY23
Develop and communicate with the business, guiding principles for sustainable and social procurement
Customer wellbeing and social inclusion
Implement planned deliverables within our Accessibility and Inclusion Plan for FY23
Establish community partnership focusing on key strategic impact areas for the Group
Implement planned deliverables within our Reflect Reconciliation Action Plan for FY23
Low carbon economy
Develop and commence implementing a Climate Change Action Plan responding to material climate-related risks and opportunities in FY23 (ongoing)
Transition 30% of MMS internal vehicle fleet to battery electric vehicles in FY23
Establish metric to measure the sustainability performance of customer / leased vehicles in line with current industry practice in FY23
Launch EV products for Novated Leasing and Asset Management
FY24 targets and deliverables
Responsible business
Gender pay equity for like-for-like roles, with a total remuneration pay equity target of 95-105% on average ¹⁰ (annual)
100% of employees complete compliance training (annual)
Customer wellbeing and social inclusion
Complete the delivery of Year 2 commitments within our Accessibility and Inclusion Plan in FY24
Implement community partnership with Jigsaw to facilitate workplace trials at MMS for people living with disability (Year 1 activities) in FY24
Complete the delivery of our Reflect Reconciliation Action Plan
Low carbon economy
Offer a green energy plan to novated leasing customers to lower the carbon footprint associated with charging an EV
Continue to support and promote to our customers the benefits of transitioning to a low carbon future through the adoption of low and zero emission vehicles
Ongoing implementation of our Climate Change Action Plan responding to material climate-related risks and opportunities

6 Covers emissions from MMS direct operations: Scope 1 (fuel use), Scope 2 (purchased electricity) and Scope 3 (indirect emissions from employee commute, business travel and from third party services).

7 Controllable sites are where MMS has the ability to choose the electricity provider using the existing building infrastructure.

8 Calculated according to the Workplace Gender Equality Agency (WGEA) reporting methodology.

9 & 10 Pay equity in total remuneration between men and women in like for like roles 10 or more occupants.

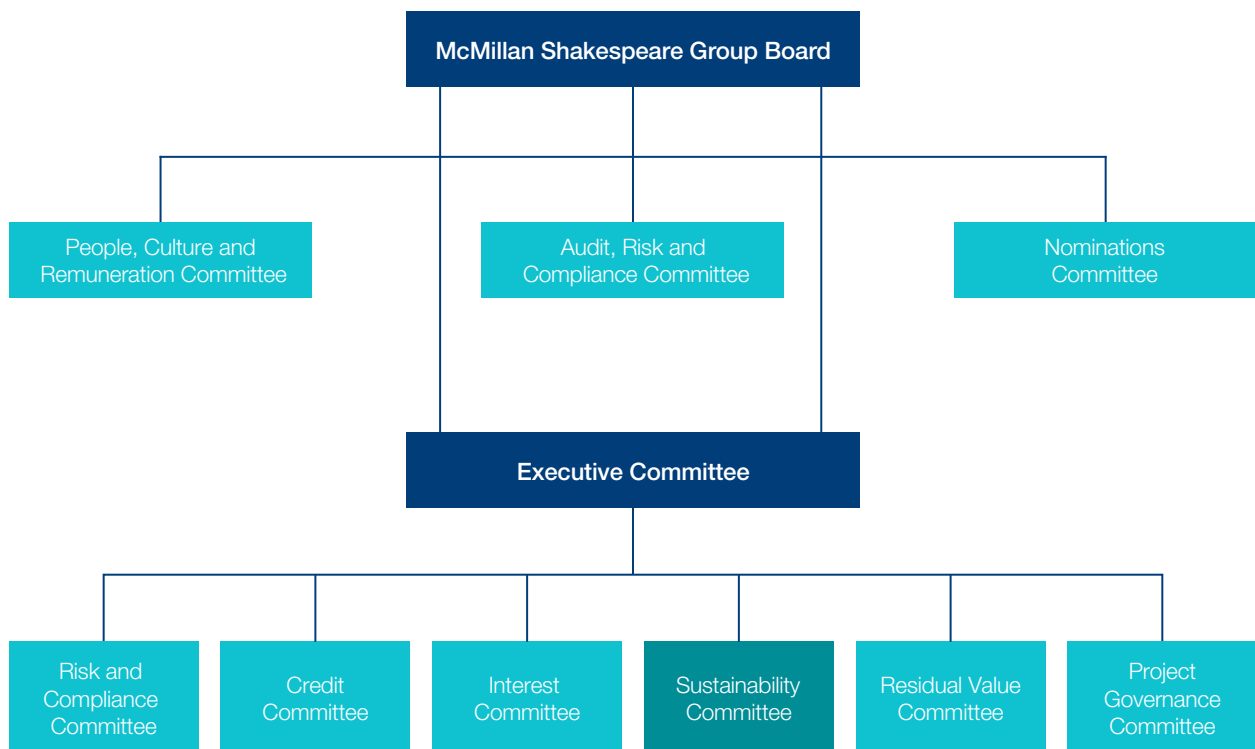
Sustainability governance

At MMS, the Board of Directors is committed to maintaining a governance structure that supports ethical conduct and oversees the framework for the management of our risks and opportunities.

The MMS Board is responsible for governance oversight of MMS' sustainability strategy and targets and approving external communications relating to MMS strategy and performance. Sustainability is integrated within the Board and Committee charters and governance structure.

Further information on MMS's governance arrangements can be found via our Corporate Governance Statement available on our [website](#).

MMS Governance structure



Responsible business

At MMS, we are focused on corporate governance, risk management and a culture that supports strong business conduct. This is core to being a trusted partner to our customers, clients and stakeholders, and to delivering our strategy.

100%

of our employees completed compliance training



Our performance against FY23 'Responsible Business' targets and deliverables

FY23 targets	Our performance	Page
40-40-20 gender representation at Board, Other Executives and General Managers, Senior Manager levels by FY30	43% female representation achieved at Board (CEO/MD) and 40% other Executives / General Management	16
Gender pay equity for like for like roles, with a total remuneration pay equity target of 95–105% on average ¹¹	101%	16
Provide mental health training to all people leaders during FY23	100%	17
Maintain a sustainable engagement score of 75% or above	80%	15
100% of employees complete compliance training (annual)	100%	12
Develop and communicate with the business, guiding principles for sustainable and social procurement	Sustainable Procurement Guideline developed	14

Ethical business practices

Our Code of Conduct provides clear guidelines on ethical conduct and the standards of behavior expected from our employees, contractors and Directors. The Code is supported by a set of policies that guide our approach to responsible business conduct.

Compliance training is provided to all MMS employees and contractors to ensure that they are aware of our policies and their obligations. New employees and contractors are required to complete compliance training within one month of commencement at MMS, and annually thereafter. During FY23, 100% of our employees completed their compliance training.

Regular audits of our policies and programs are carried out to assess that they remain effective, uphold ethical standards and compliance obligations and are up to date with evolving stakeholder and regulatory expectations.

MMS has in place a **Whistleblower Policy** designed to make sure that employees and stakeholders can raise grievances without fear of reprisal. The Board is informed of all incidents reported under the Policy.

During the year, one disclosure was received through our dedicated whistleblower channels. The matter related to workplace interactions and behavior and has been investigated and closed.

Policies supporting our Code of Conduct:

- Anti-Bribery and Anti-Corruption Policy
- Privacy Policy
- Securities Trading Policy
- Conflicts of Interest Policy
- Whistleblower Policy
- Equal Opportunity and Diversity Policy
- Work Health and Safety Policy
- Acceptable Use of IT Systems Policy
- Supplier Code of Conduct

¹¹ Pay equity in total remuneration between men and women in like for like roles 10 or more occupants.

Responsible business

Risk culture

The MMS Board and the Executive Leadership team, in conjunction with dedicated risk and compliance functions, oversee the ongoing monitoring of Group-wide risk management systems to proactively identify and manage material risks and opportunities.

We assess our Risk Culture Index score as part of our employee engagement surveys. This metric enables us to monitor and embed the right behaviors across the organisation and identify and manage risks appropriately.

Our Risk Culture score for the FY23 period remained strong at 82%, down 6% on FY22.

82%

Risk Culture Index Score



Privacy and cybersecurity

Managing and protecting the data we hold on behalf of our customers and employees and the integrity of our information systems is critical to maintaining the trust and confidence of our stakeholders and meeting our contractual and lawful requirements.

The MMS Privacy Policy governs how we collect and manage personal and sensitive information. This policy applies to the Group's Australian entities, with overseas entities having their own privacy policies that comply with requirements in their respective jurisdictions.

Oversight of privacy and cyber security matters is provided by both Board and Executive-level committees established through our corporate risk management framework, supported by internal and external audits as appropriate. Our Group Remuneration Services (GRS) business undergoes annual ASAE 3402 audits, which include testing of IT general controls including; logical access, system development and IT change management, physical security, data backup and recovery. In FY23 Plan and Support Services (PSS) achieved ISO 27001 accreditation following an external audit. The Chief Information Officer (CIO) is accountable for managing cyber security risks and is supported by a dedicated cyber security team, external partners and our membership in the Australian Computer Emergency Response Team (AusCERT), and a network partner of the Australian Cyber Security Centre (ACSC).

We have a cyber security program to continuously review and improve our security controls, which takes a risk-based approach and is supported by global threat intelligence.

Responsible business

Responsible supply chain

Outlined in MMS' **Modern Slavery Statement**, the likelihood of the operations contributing or being directly linked to Modern Slavery is considered low. MMS recognises the importance of these issues and introduced our **Human Rights Position Statement**. This Statement outlines the Group's commitment to respecting human rights within both MMS and our supply chains.

MMS' supply chain includes suppliers and service providers that support our corporate operations and our customers.

MMS' Procurement Policy guides how we procure goods and services across the Group. Our Supplier Code of Conduct outlines the standards expected of our suppliers and aims to ensure our supply chain is cost effective, ethical and responsible. In FY23 we developed a Sustainable Procurement Guideline which provides guidance, tools and resources for our people as they engage with a diverse community of suppliers including social enterprises, Indigenous businesses, disability enterprises and environmentally friendly suppliers. We became members of Supply Nation to increase procurement with Indigenous businesses.

Advocating for better outcomes

We proactively participate in and advocate for public policy reforms that have the potential to impact our business, industry and our customers, primarily through industry organisations that MMS is a member of. These activities are conducted transparently and ethically in accordance with our **Anti-Bribery and Corruption Policy**.

The Group's public policy advocacy work throughout FY23 related to matters concerning:

- Australia's transition to zero emission vehicles and de-carbonisation of land transport, and associated taxation and policy arrangements;
- The Independent Review of the NDIS and the provision of services to and in support of NDIS participants;
- Proposed modernisation of Australia's payments system by the Federal Treasury;
- The Fringe Benefits Tax (FBT) regime; including a review of Philanthropy in Australia being conducted by the Commonwealth Productivity Commission; and
- Regulatory requirements pertaining to products and services provided by the Group.

MMS' supply chain

Corporate operations	Customers
<ul style="list-style-type: none"> - building and facilities management; - ICT services; - professional services; - travel and accommodation, office supplies; and - events and marketing-related services. 	<ul style="list-style-type: none"> - a network of motor vehicle suppliers and dealers; - petroleum distribution companies; - motor vehicle insurance; - vehicle servicing and maintenance networks; - EV hardware and software providers; - payment card solutions; and - NDIS service providers.

Our people

Our people are a key enabler of the MMS strategy, as we seek to leverage our culture and competencies to enhance value for our customers and shareholders.



At MMS, we strive to foster an engaged, connected and inclusive culture that gives our people rewarding careers, and opportunities to grow and succeed both professionally and personally. Through our values, we encourage behaviors that foster a great place to work and drive better outcomes for our business and customers.



Sustainable engagement score



Score for Inclusion and Diversity

Employee engagement

We conduct comprehensive employee engagement surveys, giving our people the opportunity to share their feedback on our culture and the employee experience.

87% of our people responded to the 2023 survey. We saw a high sustainable engagement score of 80% (down 3% from FY22), demonstrating that our people remain energised, enabled and engaged in our sustainability agenda.

We use the results to understand what's working and where we can improve. The latest results told us that we can improve by achieving greater efficiency and effectiveness, how we communicate and connect with our people, leading through change and prioritising workloads.

Our **Diversity, Equity and Inclusion Policy**, outlines our approach to equity and inclusion in all aspects of our employment practices, and is supported by a suite of policies, tools and resources that enable our people to balance their personal and professional priorities.

Through bespoke programs such as our RAP and our AIP, we celebrate and amplify diverse voices to help shape a culture of understanding and inclusion, and work to remove barriers to accessibility, equity and opportunity.

Our people

38%



Women in leadership¹²

Gender diversity

Increasing gender diversity across our leadership teams is a key priority. We have a target of 40:40:20 gender diversity across our leadership by 2030¹³.

At the end of FY23, we made strong progress towards this target, achieving 43% female representation at Board (including CEO/MD) and 40% at Other Executive and General Management levels. We continue to focus on our Senior Management level, currently at 33% (up 4%).

MMS has also established several short-term measurable objectives¹⁴ to ensure the attraction, promotion and growth of women in leadership roles, with accountability assigned to the Chief People Officer, with progress reported annually to the Board. During FY23, women made up 40% of successful candidates for Executive and senior leadership and specialist roles across the Group. Female employees represented 73% of attendance at leadership development programs, 58% of internal promotions and 50% of the talent/succession management cohort.

Gender representation across employment categories is reported within the Sustainability Scorecard on page 28.

Each year we report our progress on gender equality to the Workplace Gender Equality Agency (WGEA), with our latest reports accessible on the [WGEA website](#).

Gender pay equity review

Closing the gender pay gap forms an important part of our commitment to gender equality and creating an equitable and diverse workplace.

During FY23, MMS made strong progress achieving 101% pay equity (up 3.2%) against a target of 95–105%¹⁵ in like for like roles.

We conduct annual gender pay gap analysis, which examines gender pay gaps at the overall Group level, by occupational category, segment and in the same position performing the same work with ten or more incumbents. In 2023 our overall WGEA pay equity gap was 21.2% in comparison to WGEA's actual 2022 pay gap of 22.8%¹⁶. This process aims to achieve equity and parity in remuneration for merit and work performed.

This is Me

During the period, MMS launched an internal series named This Is Me, sharing personal stories about our people, who they are, their experiences and what makes them unique. These stories unearth different life challenges, and successes and recognises that our personal experiences make us who we are as professionals and people.



¹² Female leadership at all levels.

¹³ At Board, Other Executives/General Managers and Senior Manager levels.

¹⁴ Please refer to our 2023 Corporate Governance Statement to see measurable objectives on gender diversity.

¹⁵ Pay equity in total remuneration between men and women in like-for-like roles, 10 or more occupants.

¹⁶ MMS all employees (excluding CEO and Heads Of Business) total remuneration.

Employee capability

Investing in developing the skills and capabilities of our people helps us deliver our strategy and provide excellent experience for our customers.

58,000+

Learning and development hours provided to our people

58%

of promotions to female employees

100%

People Leaders completed mental health training

Developing the skills and capabilities of MMS leaders at all levels is a priority, and in FY23, we delivered a range of programs consisting of online learning, leadership development programs and targeted career development opportunities, providing our people ways to improve their leadership capabilities and support further career advancement.

- More than 25 emerging and operational leaders participated in our LIFT (Lead, Inspire, Facilitate and Trust) leadership program, focused on practical tools to improve leadership and management skills.
- Over 76 employees, participated in our Tech Expert to Coach program, aimed at providing subject matter technical experts with the skills to train and coach other team members.
- LearnLab is our online learning portal which is available to all employees and contractors at MMS.

Career progression

MMS has a long tradition of growing and promoting our own people and where possible advertising roles internally. Our diverse portfolio of brands creates a multitude of career progression opportunities for our people.

During the year 58% of promotions were awarded to female employees.

Employee wellbeing and benefits

The health and wellbeing of our people is a key priority at MMS, with a focus on creating safe, flexible and supportive working environment to achieve a work-life balance.

Via our internal Health and Wellbeing Hub, a digital portal containing a collection of tools and resources, our people can take charge of managing their wellbeing. Our program includes a broad range of benefits and initiatives that support our employees' physical, psychological, social and financial wellbeing. Some of these benefits include;

- free flu vaccinations;
- discounted health insurance;
- salary sacrifice up to \$1,000 per year to buy MMS shares from their pre-tax salary (for eligible employees¹⁷);
- a long-term loyalty and service to the business recognition program that celebrates various years of service milestones;
- salary packaging and novated leases; and
- discounts on motor vehicles and partner services.

We keep a focus on the mental wellbeing of our team members, providing mandatory mental health training to all people leaders helping them to support their team members who are experiencing mental health conditions. We also offer a confidential employee assistance program, free of charge, to all employees and their immediate families.

Supportive policies

We understand the importance of achieving work-life balance and provide flexible work arrangements and paid and unpaid leave options, in addition to statutory entitlements.

Our Flexible Working Arrangements Policy provides eligible employees with the ability to request flexible working arrangements to manage their personal and professional responsibilities. All permanent employees are able to take paid parental leave, and career break leave is also available. Ten days of paid leave is available to employees experiencing domestic and family violence.

¹⁷ Permanent full-time and part-time employees that have been with the business for at least 6 months.

Customer wellbeing and social inclusion

Making a difference to our customers' lives is at the heart of what we do at MMS. Across each of our brands, we deliver on this Purpose by providing solutions in making complex matters simple.

Our performance against FY23 'Customer wellbeing and social inclusion' targets

FY23 targets	Our performance	Page
Implement planned deliverables within our Reflect Reconciliation Action Plan for FY23	Delivered FY23 commitments ●	21
Implement planned deliverables within our Accessibility and Inclusion Plan for FY23	Delivered FY23 commitments ●	21
Establish community partnerships focusing on key strategic impact areas for the Group	Partnership established with Jigsaw Australia ●	20

#1 Provider of Salary Packaging and Novated Leasing	31,771 NDIS customers	\$320.8m Assets managed (WDV)
<p>Our customers deliver vital services to communities across Australia. We help them to navigate complex tax legislation and maximise their financial savings, and support employers with staff attraction, retention and value proposition.</p>	<p>We seek to provide better outcomes for people with disabilities by helping our customers understand available support and ways to achieve their NDIS goals. We also support the financial integrity and sustainability of the NDIS Scheme.</p>	<p>We help organisations with fleet management and asset finance services and support them in transitioning to a low carbon future through the adoption of low and zero emission vehicles into fleets.</p>

Excelling in customer experience

MMS' aims to enable our brands to excel in digital and insights-led customer experience and respond to changing customer preferences.

During FY23, MMS and the MMS Digital team, implemented and enhanced our customer service digital experience across several initiatives including:

- creating a consolidated data platform within GRS to enable a more personalised experience for our customers; and
- launching digital dashboards for our PSS customers that enables timely insights into NDIS plan spending and payment processing times.

Teams at Maxxia and RemServ continued to engage with customers through onsite and online education sessions, via an online Education Hub and regular communications to raise awareness of potential financial savings and benefits through salary packaging and novated leasing, which is particularly important in an environment of increased cost pressures.



Customer wellbeing and social inclusion

Helping NDIS participants achieve their life goals

Our PSS businesses, Plan Partners and Plan Tracker, continued to deliver on their aim to empower better outcomes for people living with disability. This resulted in the segment achieving strong customer growth of 22.8% and a Net Promotor Score (NPS) of 59%.

This focus extends to their support network, with a range of initiatives aimed at enhancing the experience of nominees, support coordinators and service providers.

We implemented several key initiatives during the year to help support NDIS participants achieve their Plan goals, build understanding of availability of supports, to help achieve better outcomes.

PSS focused on connecting support coordinators and service providers with participants, with local community events and via an enhanced online webinar series. The launch of a new Dashboard provided stakeholders with online functionality that increases efficiency and saves time by reducing paperwork. Introduction of a 'My Team' feature within the dashboard allows support coordinators to easily view and allocate support across multiple team members and participants. Additionally, PSS assisted clients to easily calculate the costs of supports over time and a tool to better understand those costs. Easy-to-read social media posts, blogs, Live Chat and accessible Facebook Live events were also delivered.

PSS' investments in fraud detection, integrity checks and seeking to pay services under the price guide limit have achieved financial savings for the NDIS, contributing towards the scheme's integrity and long-term sustainability.

Complaints management

Our Group Customer Advocate is an internal resource that sits independently of the Group's operational arms and operates with the full authority of the Group CEO. This resource is available to customers of our Australian and New Zealand businesses and provides a voice for customers and helps to promote fair, impartial, and reasonable customer outcomes.

Customer complaints, in our UK operations are managed by our dedicated in-house customer service team, with complex complaints escalated to the external Financial Ombudsman Service or the British Vehicle Rental and Leasing Association for independent review, as appropriate.

During FY23, MMS implemented further measures to allow customers easier access to file complaints. These measures coupled with numerous challenges saw an increase in complaints received across the Group. These trends are reflective of prior periods and across the sector generally. At MMS we continually strive to create positive outcomes and add value to all our customers. The main drivers of complaints remain relatively stable at MMS, with 99% of complaints resolved internally.

View the Sustainability Scorecard (page 27) for performance data in relation to customer complaints and resolutions.



Supporting our communities

Our business directly impacts people working across not-for-profit, government and community service organisations, and people living with disabilities.

\$464,000+

contributed to the community through our sponsorships, supporting the work of our clients and community organisations

Our MMS community investment program aims to make a positive impact within the communities in which we operate. The program consists of three pillars:

- **Investing** in strategic areas where our Group can make a meaningful social impact, i.e., disability inclusion and employment and promoting and supporting customers to transition to electric vehicles;
- **Supporting** the integral work our clients, customers and partners do in their communities; and
- **Enabling** our people to contribute to the communities in which we operate.

Partnership with Jigsaw Australia

As part of our community investment program, in FY23 MMS entered a 2-year partnership with Jigsaw Australia to support enhanced employment opportunities and outcomes for people with disabilities at MMS.

Jigsaw are a not-for-profit social enterprise that trains and transitions people living with disability into mainstream employment. Jigsaw and MMS will work together to facilitate workplace trials at MMS, connecting and supporting candidates living with disability with suitable roles within MMS.

The partnership will provide opportunities for MMS employees to engage with Jigsaw through volunteering, mentoring and community involvement activities that help to build their disability confidence.

Supporting the community work of our clients

During the year, across our Group brands, we supported the community work of many of our clients by taking part in activities such as fundraisers, conferences, sponsorship of community events, staff reward recognition and development programs.

Some of the initiatives we supported include:

- Staff training, development and wellbeing programs at Monash Health.
- Supporting blood donation drives of Australian Red Cross Life Blood during National Blood Donor Week and NAIDOC Week.



Supporting our communities

Creating community connections for our people

At MMS, we support and enable our people to contribute to community activities and causes through various ongoing staff engagement and fundraising activities. Each employee is entitled to one paid volunteering leave day per annum to participate in volunteer work for charitable and not-for-profit organisations, including our clients. Some of the key events we acknowledged and celebrated during the year included;

- **International Day of People with Disability**
Disability advocate and Paralympian Karni Lidell, spoke to our staff about creating a more inclusive society for persons living with disability.
- **International Women’s Day (IWD)**
Dr. Alina Dini, a passionate advocate for electric vehicles, was our keynote speaker.
- **National Reconciliation Week 2023**
Ian Hamm, joined us for a yarnning session on the theme Be a Voice for Generations.
- **Domestic Violence Awareness month**
Supporting RizeUp Australia to cover the cost of furnishing new accommodation for a family fleeing violence.

“Please let your team know that everything we put into the home: from the pillows on the beds, to the dining table and to the food in the pantry, are more than just things. They are anchors for trauma recovery. These items provide a fresh start, a warm and happy home where the family can begin their new life free from violence. The funds donated will provide everything needed for one family to have this fresh start.”

Debbie Kennedy

Business Lead, RizeUp Australia



Accessibility and Inclusion Plan

In June 2022, MMS launched our Accessibility and Inclusion Plan (AIP), which aims to enhance accessibility of our products, services and workplaces for people living with disability and their carers.

In FY23, we implemented a number of initiatives aimed at systematically removing barriers experienced by people with disability who interact with our Group. We are pleased with the progress made in the first year of implementing our AIP, but we recognise the work we need over the long term to enhance access and inclusion at MMS and create better outcomes for people with disability.

Starting with building our own disability awareness and capability, we conducted disability awareness sessions for our employees, provided Disability Confidence Recruiters Training to our human resources team, developed a Workplace Adjustment Policy to support our employees to request reasonable adjustments as needed. Selected MMS employees are participating in the Australian Network on Disability’s PACE Mentoring Program, which connects job seekers living with disability with industry, which supports our managers build their disability confidence.

With accessibility recognised as a key priority for our products and services, we also developed a framework to embed accessibility into our digital products, as well as accessibility improvement plans for our key digital customer platforms.

Reflect Reconciliation Action Plan

MMS’ Reflect RAP launched in June 2022 and marked the beginning of the Group’s commitment to reconciliation and prosperity of Aboriginal and Torres Strait Islander peoples.

In the first 12 months of our RAP implementation, we undertook several activities to build cultural awareness and understanding within our business and to identify practical ways we can contribute towards reconciliation.

We raised employees’ awareness of First nations histories and cultures and local Traditional Owners by leveraging important events such as National Reconciliation Week and NAIDOC Week through an internal communications series called “Know Your Country”. We also provided cultural awareness training to our RAP Working Group, which informed the development of a cultural learning plan for our organisation.

Aboriginal cultural protocols, such as Acknowledgement of Country, were incorporated into significant MMS meetings and events, including internal meetings, investor briefings, conferences and our interactions with clients and customers.

We also identified ways MMS could contribute towards positive indigenous reconciliation outcomes, from First Nations employment to procurement, and took the important step of becoming a member of Supply Nation enabling us to source goods and services through First Nations businesses.

A cross-functional and passionate RAP Working Group continues to drive the implementation of our RAP, including two First Nations employees helping to guide our work in this area.

Low carbon future

As a leading provider of novated leasing and fleet management services, we are in a unique position to assist our customers reduce their impact on the environment and transition to a low carbon future.



Our performance against FY23 ‘Low carbon economy’ targets

FY23 targets	Our performance	Page
Net Zero carbon emissions from our direct operations by 2030 ¹⁹	59% reduction in emissions from base year (FY19)	24
Source 100% of Group electricity consumption for controllable sites ²⁰ from renewable sources by 2025	All Australian and New Zealand controllable sites on 100% Greenpower contracts.	24
Develop and commence implementing a Climate Change Action Plan responding to material climate-related risks and opportunities in FY23	Climate Change Action Plan developed and under implementation	24
Transition 30% of MMS internal vehicle fleet to battery electric vehicles in FY23	35%	24
Establish metric to measure the sustainability performance of customer/leased vehicles in line with current industry practice in FY23	Average tailpipe CO2 emissions for GRS and AMS segments	23
Launch EV product for Novated Leasing and Asset Management in FY23	Complete and ongoing	23

Supporting customer uptake of Electric Vehicles

With the introduction of the Electric Car Discount legislation in Australia in December 2022, facilitating novated leasing and fleet understanding and uptake of electric vehicles is a key focus for MMS.

During the year, we implemented a range of initiatives aimed at providing a compelling EV product offering for our novated and fleet customers.

Partnerships were established with reputable providers of EVs and related services, to gain access to vehicle supply, financing, charging hardware and software solutions. A strong emphasis on customer education, marketing of EVs, EV trials and uplifting the capability of our own staff have helped to address barriers to customer uptake.

Interleasing has been supporting its fleet clients in planning and commencing their fleet transition to EVs through practical and progressive strategies. In collaboration with leading manufacturers of EV chargers and software solutions as well as other industry partners, Interleasing has facilitated customer EV trials, installation of on-site charging, financing options, as well as developing product offerings for fleet managers and drivers to track and manage charging electricity usage. Whilst there is still a way to go, these initiatives have helped alleviate driver anxiety around the use of EVs giving clients the confidence to make the transition.

Through our collaboration with NALSPA and the Electric Vehicle Council, we continued to work with our industry partners and policy makers to increase awareness of how current policies have impacted demand for EVs, and share data and learnings to inform future policy.

¹⁸ We use the **Australian Taxation Office (ATO) definition** of zero or low emission vehicles.

¹⁹ Scope 1, scope 2 and scope 3 emissions compared to FY19 baseline year.

²⁰ Controllable sites are where MMS has the ability to choose the electricity provider using the existing building infrastructure.

Low carbon future

Informing sustainable decisions

In addition to promoting EVs, we work towards equipping our clients and customers with knowledge and tools to make more sustainable decisions on their leases.

We have continued to provide vehicle emissions intensity ratings within vehicle quotations to help our customers understand and consider the carbon footprint of their vehicles at the time of purchase, providing environmental performance reporting to fleet customers, and offering the ability to offset vehicle carbon emissions through two of our leading partners Ampol and Greenfleet.

During the year, we calculated the average emissions intensity (grams of tailpipe CO2 emissions per kilometer) for our customer leased vehicles. This provided a baseline and a meaningful metric for MMS to measure sustainability of the customer leased fleet, and further support our clients to make progressive improvements through the purchase of low and zero emission vehicles.

FY23 average tailpipe emissions (g CO2 / km) ²¹	173	179
	GRS novated fleet	AMS fleet



35%



of MMS Australian and New Zealand car fleet transitioned to BEVs

²¹ For AMS, the metric includes active Passenger and Light Commercial Vehicles only, with funding facilitated by MMS, and excludes pre-paid maintenance and managed-only fleet. For GRS, the metric includes active novated leases as at 30 June 2023, originated by Maxxia and RemServ.

Case study: Hafele Australia partnering with Interleasing to transition fleet to EVs

Interleasing client Hafele Australia is a global specialist for intelligent hardware and fitting systems and electronic access control systems. Their global value proposition places a heightened level of importance on sustainability and environmental management.

With goals set for its global operations to reduce greenhouse gas emissions, Hafele Australia is working with Interleasing to transition to a more sustainable fleet in Australia and New Zealand.

“Hafele, with the consultative inputs from Interleasing, has developed a national sustainable plan that will a) see charging hardware installed into our national sites for Hafele employees and Hafele customers to access and b) convert the entire Hafele corporate fleet from ICE to EVs via our preferred OEM partner in Tesla. Their capacity to provide the financial packages required to implement both will help Hafele in Australia reach and exceed the objectives set by Hafele’s global Head Office in Germany.”

Ben Stewart

Head of Strategy for APAC

Interleasing has been supporting Hafele in understanding and planning the transition of its Australian fleet to EVs, by demonstrating the financial savings that can be achieved through incentives such as the Electric Car Discount Policy and the associated FBT exemption on EVs.

Recognising the commensurate commercial benefits attached to Hafele’s CO2 reduction strategy, Interleasing and Hafele scoped the market to find appropriate vehicle and charging solutions.

Through its partnership with EV charging infrastructure providers, Interleasing organised onsite inspections, end-to-end pricing and financing solutions, and appropriate software packages to support reporting needs. Hafele has elected to progressively introduce Teslas into its fleet, with Interleasing supporting the charging, procurement and management of these vehicles through a bespoke financial package.

The partnership has seen EVSE EV chargers installed in Hafele sites in Western Australia, with further installs planned for New South Wales and Victoria. Once operational, the chargers will be accessible to not only company allocated vehicles, but also employee-owned EVs, and customers and tradespeople visiting Hafele showrooms – an industry leading initiative designed to complement the Hafele product suite.

Interleasing Relationship Manager, Steve O’Brien, says Hafele is to be congratulated on their lateral foresight and the approach to optimising commercial and sustainability objectives that led them to the Tesla/EVSE solution.

“With the Tesla product making a compelling value proposition for Hafele and their employees, it was then simply a matter of leveraging off Tesla and EVSE’s superior supply-chain profiles and Interleasing’s all-encompassing solution to make the transition from ICE to EVs. This will ultimately set the benchmark template for other corporate clients to leverage their sustainability strategies and successfully transition from ICE vehicles to EVs.”

Low carbon future

59%

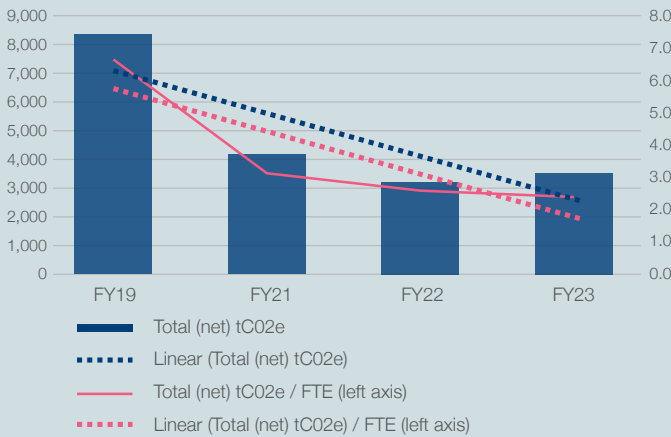


Reduction in carbon emissions from FY19

Reducing our operational impact

Our direct impact on the environment primarily relates to the operation of our offices and car yards.

In FY21, we established a long-term target to reach net zero carbon emissions by 2030 across our direct operations.



Reducing our emissions is a priority at MMS, in FY23 we transitioned a third of our internal company car fleet to Battery Electric Vehicles (BEV) and switched controllable energy usage at MMS sites to renewable energy contracts. However, we recognise that our emissions have slightly increased in FY23, and this was partly due to more of our people returning to our offices, and an increase in our business travel activity post COVID-19.



Our Group carbon footprint in FY23 was 3,429 tonnes CO₂-e²², which represents a 7% increase from the previous year. Our total CO₂e by FTE has remained stable at 2.5 tCO₂e/FTE, both metrics are down on our baseline year (FY19) by 59% and 63% respectively. We continue to offset the remainder of our scope 1 and 2 carbon emissions through Greenfleet and via purchasing eligible Climate Active credits.

Partnership with Greenfleet

We continued to work with our partner Greenfleet to offer carbon offsets to our customers to help reduce the impact of their vehicles on the environment.

Funds invested in Greenfleet contribute to native revegetation projects across Australia and NZ to support biodiversity, native wildlife and capturing carbon emissions to mitigate the impacts of climate change.

Using their volunteering leave, MMS employees participated in Greenfleet's annual tree planting events in Bonna Point in Kurnell (New South Wales), Glendalough, Ferndale (Victoria) and Bull Creek, Mt Observation (South Australia).

Managing climate-related risks and opportunities

Climate change presents strategic and financial risks and opportunities for our business and our stakeholders

We continued to embed climate change considerations into our governance, risk management and strategy processes in line with the Task Force for Climate-related Financial Disclosures (TCFD) framework.

This year, we developed a Climate Change Action Plan (CCAP), which brings together in a clear framework the actions we will take over the next 3 years to respond to identified climate-related risks and opportunities. A key focus was on embedding opportunities related to Australia's decarbonisation policies and increasing customer transition to electric vehicles across our GRS and AMS segments into our business strategy.



²² Includes scope 1 (fuel), scope 2 (purchased electricity) and scope 3 emissions (employee commute and working from home, business travel and third party services) from offices and facilities in Australia, NZ and the UK. Reductions are compared to the baseline year FY19.

Low carbon future

Overview of MMS's progress against TCFD disclosures

TCFD Disclosure requirements	Our progress
Governance	Organisation
<ul style="list-style-type: none"> a) Board oversight b) Management's role 	<p>MMS's Board of Directors oversees the management of risks and opportunities for the Group (which includes climate change risk) through the Audit, Risk and Compliance Committee (ARCC). Progress against climate-related initiatives and targets are reported to the Board quarterly. Sustainability is integrated within the Board and Committee charters and governance structure.</p> <p>The MMS Sustainability Committee, chaired by the Group CEO is responsible for assessing and managing climate-related risks and opportunities. The Sustainability Committee is supported by members of the executive and senior leadership teams i.e., the Head of Risk and Sustainability Manager.</p>
Strategy	
<ul style="list-style-type: none"> a) Climate-related risks and opportunities b) Impact on businesses, strategy, and financial planning c) Resilience of MMS strategy (climate scenario analysis) 	<p>We continue to strengthen our capabilities to assess and manage climate-related risks We continued to build our capabilities to assess and manage climate-related risks and opportunities.</p> <p>During FY22, we conducted a high-level climate-related risk and opportunity assessment, engaging independent climate change specialists. Actual and potential climate-related transition and physical impacts for MMS identified through this assessment were disclosed within our 2022 Sustainability Report (page 29).</p> <p>Building on this assessment, during FY23, we developed a Climate Change Action Plan (CCAP) for MMS. CCAP brings together in a clear framework, the actions we will take over the next 3 years in five areas:</p> <ol style="list-style-type: none"> 1. Strengthen governance; 2. Reduce our direct carbon footprint; 3. Support customer transition; 4. Resilience to physical impacts; and 5. Transparency and disclosure. <p>Climate scenario analysis will be undertaken as part of the CCAP to further strengthen our governance processes and understand the resilience of our business strategy.</p>

Low carbon future

TCFD Disclosure requirements	Our progress
Risk management	How the organisation identifies, assesses, and manages climate-related risks
<ul style="list-style-type: none"> a) Processes for identifying and assessing climate related risks b) Processes for managing climate-related risks c) Integration climate risk into overall risk management 	<p>Climate risks and opportunities are identified, assessed and managed through MMS' broader risk management and sustainability governance frameworks. This is implemented through our sustainability strategy and overseen by the Sustainability Committee (see page 11).</p> <p>A management level EV Steering Committee assesses business risks and opportunities and drives the development of products and services related to increased adoption of electric vehicles, driven by climate-related commitments of our clients and customers (see page 23 for further details).</p> <p>Climate change is included as a risk within our risk management framework and has been incorporated into our Risk Register and Risk Appetite Statement, with related risk indicators being reported quarterly to the Board.</p>
Metrics and targets	The metrics and targets used to assess and manage relevant climate-related risks and opportunities
<ul style="list-style-type: none"> a) Metrics to assess climate related risks and opportunities b) Scope 1, 2 and 3 GHG emissions c) Targets and performance 	<p>MMS reports our scope 1, 2 and 3 greenhouse gas emissions and has set climate-related targets, including a long-term target to reach net zero carbon emissions for our direct operations by 2030.</p> <p>Established a baseline and a meaningful metric for MMS to measure sustainability performance of novated and fleet vehicles. Our targets are reported on page 22 and performance on page 23.</p>

Sustainability scorecard

The content of this Report has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021. For a full list of disclosures referenced in this Report, please refer to the GRI Content Index 2023, available on our [website](#).

Performance indicator	Unit	FY23	FY22	FY21
Financial performance⁵				
Normalised revenues ^{1,2 & 3}	\$M	625.6	594.3	544.5
Total expenses	\$M	559.6	496.4	449.1
Normalised UNPATA ^{1,2 & 3}	\$M	86.2	83.8	71.9
Dividends paid to shareholders	\$M	91.9	50.4	23.4
Market Capitalisation at 30 June	\$M	1,257.8	753.7	1,002.1
Salaries and related expenses paid to employees	\$M	174.0	154.8	130.7
Taxes paid ⁶	\$M	27.7	28.7	35.6
Corporate donations and sponsorships ⁶	\$	464,659	611,033	733,134
Customers				
Net Promoter Score ^{6 & 11}		47	52	60
Customer Complaints ⁴	Ratio per customer (%)	1.55	0.86	0.41
Customer Complaints resolved by MMS & Customer Advocate ⁴	Ratio per customer (%)	99	99	99
Environment				
ENERGY USE				
Total energy use	GJ	7,716	8,076	10,175
Electricity consumption – Group	GJ	2,536	3,793	4,079
Australia/NZ	GJ	2,300	3,332	3,776
UK	GJ	236	462	303
Electricity from renewable sources	GJ	2,450	3,687	1,103
Total Fleet fuel use	GJ	5,180	4,283	5,012
Australia/NZ	GJ	4,149	4,283	4,549
UK	GJ	1,031	0 ⁷	463
GREENHOUSE GAS EMISSIONS				
Group total	CO ₂ -e tonnes	3,429	3,193 ¹²	4,191
Australia/NZ	CO ₂ -e tonnes	3,176	2,838 ¹²	3,832
UK	CO ₂ -e tonnes	254	356	359
Scope 1 – Group	CO ₂ -e tonnes	164	172	343
Australia/NZ	CO ₂ -e tonnes	93	166	324
UK	CO ₂ -e tonnes	71	5	18
Scope 2 – Group	CO ₂ -e tonnes	16	26	731
Australia/NZ	CO ₂ -e tonnes	-	1	712
UK	CO ₂ -e tonnes	16	25	19
Scope 3 – Group	CO ₂ -e tonnes	3,250	2,936	3,117
Australia/NZ	CO ₂ -e tonnes	3,083	2,670 ¹²	2,796
UK	CO ₂ -e tonnes	167	326	321
Emissions intensity (Scope 1, 2 & 3)¹⁵	CO ₂ -e tonnes/FTE	2.5	2.5 ¹²	3.3
Australia/NZ		2.5	2.5 ¹²	3.3
UK		2.9	2.5	2.3
Emissions intensity of customer vehicles – average tailpipe CO₂ emissions¹³				
GRS novated vehicles	g CO ₂ /km	173	-	-
AMS fleet vehicles	g CO ₂ /km	179	-	-

Sustainability scorecard

Performance indicator	Unit	FY23	FY22	FY21
Our people				
WORKFORCE BY CONTRACT TYPE AND GENDER				
Permanent	Headcount M F X	615 776 5	593 712 2	550 579
Fixed-term/temporary	Headcount M F X	8 8 0	12 15 0	10 25
Casual/Non-guaranteed hours employees	Headcount M F X	2 0 0	3 2 0	3 2
Full-time	Headcount M F X	608 669 5	585 602 2	539 528
Part-time	Headcount M F X	15 115 0	20 125 0	21 76
Workers who are not employees	Headcount M F X	130 75 3	-	-
Australia	Headcount M F X	576 735 5	556 681 2	560 602
NZ	Headcount M F	3 4 0	3 3	3 4
UK	Headcount M F	46 45 0	49 45	90 66
Total employees	Headcount	1,414	1,339	1,325
Full time equivalent employees	FTE	1,290 ⁸	1,294	1,286
SAFETY AND WELLBEING				
Lost-time injury frequency rate ⁶	LTIs per million hours worked	0.44	1.4	2.6
Absenteeism rate ⁴	%	3.6	3.1	2.7
Employees accessing flexible work arrangements ⁴	%	99	96	100
DIVERSITY AND INCLUSION				
By gender^{8 & 17}				
Board (including MD/CEO)	% M F	57 43	71 29	71 29
Other Executives/General Managers	% M F	60 40	67 33	76 24
Senior Managers	% M F	67 33	69 31	78 22
Other Managers	% M F	61 39	58 42	57 43
Professionals	% M F	53 47	52 48	51 49
Other	% M F	40 60	41 59	45 55
Women in leadership	% F	38	38	34
By age⁴				
Under 30	% of employees	19	20	22
30-39	% of employees	35	35	38
40-49	% of employees	28	27	24
Over 50	% of employees	18	19	16
Other				
Employees that identify as having a disability ⁴	% of employees	6	3	3
Employees that identify as First Nations Person ⁸	% of employees	2	2	2
Remuneration ratios by category^{8 & 9}				
Group Executive (including MD/CEO)	%	89	80	-
Management	%	91	91	-
Non-management	%	92	95	-
Gender pay equity in like-for-like roles^{8 & 9}	%	101	98	-
Annual total compensation ratio¹⁶		10.07 ⁸	-	-

Sustainability scorecard

Performance indicator	Unit	FY23	FY22	FY21
Our people				
LEARNING AND DEVELOPMENT				
Annual Compliance training completion rate ⁸	% of employees	99.7	99	100
Risk Culture Index Score	%	82 ⁸	88 ⁸	86 ⁴
Staff Training & Development hours ^{4 & 14}	Hours	58,280	62,132	40,992
Average hours of training per employee (based on total headcount) ⁴	M F X	35 46 49	41 51 14	33 29
Leadership development training hours	M F X	933 2,014 1	2,958 3,132	1,610 1,040
Eligible employees receiving annual performance reviews ⁴	%	100	100	100
TALENT ATTRACTION AND RETENTION				
Sustainable engagement score	%	80 ⁸	83 ⁸	85 ⁴
Engagement survey response rate	%	87 ⁸	83 ⁸	87 ⁴
Voluntary turnover rate ⁴	%	25.5	25.8	16.4 ⁴
Involuntary turnover rate ⁴	%	2.4	3.1	4.0 ⁸
Total turnover rate ⁴	%	27.9	29	20.4 ⁸
New hire rate ⁴	%	33.8	36.9	30.7
Positions filled through internal promotions ⁸	% total	19	19	16
Promotions secured by females ⁸	%	58	60	68
Return to work from parental leave ⁸	% M F	100 90	100 86	100 88
Retention rate after parental leave ⁸	% M F	100 86	100 84	100 86
WHISTLEBLOWER COMPLAINTS				
Complaints received via whistle-blower channels ⁴	Number of complaints	1	1	-

X – Gender unspecified

Financial data – All dollar values are in Australian dollars (\$) unless state otherwise.

Effect of rounding - A number of figures, amounts, percentages and calculations of value in this report.

1. Normalised revenue and Normalised UNPATA are non-IFRS metrics used for management reporting.
2. Normalised refers to adjustments made for the negative earnings transitional period for the implementation of the funding warehouse. Onboard Finance ("Warehouse"). It normalises for the Warehouse's in year operating and establishment expenses and for an adjustment for commissions that would have otherwise been received in period had the sales been financed via a principal and agency funder rather than through the Warehouse. Normalised financials are stated for FY23 and FY22 (for comparative purposes) and are currently expected to be stated up to and including FY25. For FY21 normalisations only include an adjustment to remove the impact of JobKeeper.
3. Underlying net profit after tax and acquisition amortisation (UNPATA), being net profit after tax but before the after-tax impact of acquisition and divestment related activities, accounting standard changes and non-operational items.
4. Data includes Australia, NZ and UK operations.
5. Total operations as at 30 June.
6. Australia operations only.
7. Following divestment of CLM (UK), existing UK businesses no longer operate company owned fleet cars. Employee travel for work purposes are captured in Scope 3 emissions.
8. Australia/NZ operations only
9. Average female remuneration (basic salary and superannuation) divided by average male remuneration.
10. Gender pay equity in total remuneration in like-for-like roles, calculated according to the Workplace Gender Equality Agency (WGEA) reporting methodology.
11. FY22 and FY23 results cover the average NPS across GRS, AMS and PSS Segments in Australia. FY21 NPS only covers the GRS segment.
12. A minor variance in the values for emissions associated with electricity consumption was detected in the calculations for the previous year's GHG inventory, this represents less than 2% of overall emissions and the reported values have been adjusted accordingly to allow for meaningful comparison.
13. For AMS, the metric includes active passenger and light commercial vehicles only, with funding facilitated by MMS, and excludes pre-paid maintenance and managed-only fleet. For GRS, the metric includes active novated leases as at 30 June 2023, originated by Maxxia and RemServ.
14. The figures reported in "Staff Training & Development Hours" are a mix of compliance, face to face, online learning and coaching. Manager coaching hours only includes hours captured in Work Force Management (WFM).
15. Emissions intensity (scope 1, 2 & 3) includes AU, NZ and UK FTE as at 30 June.
16. Ratio of the annual compensation of the highest paid individual (CEO) to the median annual total compensation for all employees (excluding the highest paid individual)
17. Categories align with those reported to WGEA, figures updated to reflect as at 30 June.

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