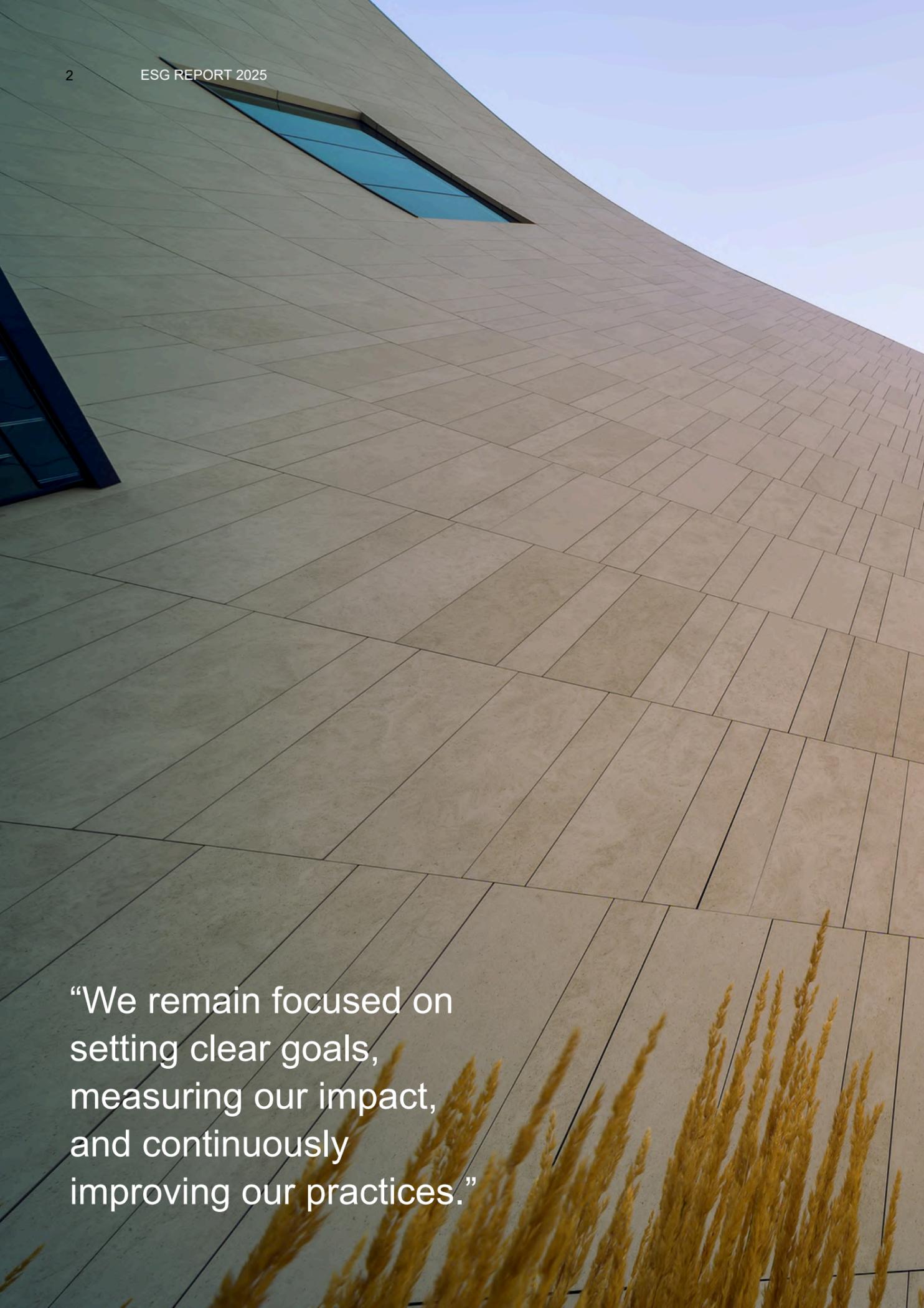


# ESG Report

1 July 2024 - 30 June 2025

Prepared by: Janice Phan | Reviewed by: Jayne Hopwood



“We remain focused on setting clear goals, measuring our impact, and continuously improving our practices.”

## CEO’s Statement



At MBM, we believe that long-term success is inseparable from our responsibility to the people, communities, and environments we serve. As the world continues to face complex social, environmental, and economic challenges, our commitment to Environmental, Social, and Governance (ESG) principles remains central to how we operate, innovate, and grow.

Over the past year, we have made meaningful progress in integrating sustainability into our strategy and decision-making. We have taken steps to reduce our environmental footprint, strengthen our approach to responsible resource use, and support the transition to a more resilient and low-carbon future. At the same time, we continue to invest in our people—fostering a safe, inclusive, and diverse workplace where everyone has the opportunity to thrive.

Strong governance underpins all that we do. We are committed to ethical conduct, transparency, and accountability, supported by robust policies and oversight structures that guide our actions and protect the trust of our stakeholders. We actively engage with our clients, employees and communities to ensure our ESG priorities reflect the issues that matter most.

This ESG report outlines our progress, performance, and areas for further improvement. While we are proud of what we have achieved, we recognize that sustainability is a continuous journey. We remain focused on setting clear goals, measuring our impact, and continuously improving our practices.

I would like to thank our employees for their dedication and collaboration, and our clients for their continued trust and engagement. Together, we are building a responsible, resilient, and sustainable future for MBM.

**David Pearson**  
Chief Executive Officer  
MBMpl Pty Ltd

# Contents

Profile	4	Governance	24
MBM ESG Report	6	Corporate Governance	24
MBM and ESG	8	ESG Governance	25
ESG and Materiality	10	Risk Management	25
Maintaining the ESG Dialogue	10	Ethics	26
ESG Material Topics	11	Anti-Corruption	26
ESG Strategy	11	Procurement	26
Environment	12	Performance tables	27
Our Approach / Strategy	12	FY2026 Goals and Targets	30
Energy	12	Environmental	30
Resource management	13	People and Communities	31
Business Travel	13	Governance	32
Supply Chain & Procurement	14	Our Expertise	33
Sustainability Services	15	Our Locations	34
Embodied Carbon	15	Appendix A	35
Our People	16	Appendix B	38
Building a career with MBM	16		
Employee Health, Well-being and Safety	17		
Diversity, equity and inclusion	18		
Respect at Work and & Non-discrimination	21		
Our Communities	21		
MBM Actions and Impacts	22		
Empowerment through learning	23		
Reconciliation Statement	23		

## Profile

Established in 2002, MBM is a national independent professional services firm specialising in quantity surveying and asset consulting. Our expertise ranges from quantity surveying, building consultancy, tax depreciation & asset services, PPP advice, infrastructure, facilities management advice and expert witness advice.



### Precision

MBM understands the gravity of budget precision on clients' project outcomes. That's why our national team's commitment to accuracy underpins all aspects of the firm's service delivery.

Across MBM's seven offices, the projects we undertake are guided by our commitment to exceed expectations and deliver to global standards. Our experts provide precise cost advice to bring your vision to life. They safeguard your budget from risks to manage your project with confidence and clarity. MBM's focus on precision, transparency, and consistency creates assurance at every stage.

MBM knows each development is unique and takes the time to understand project requirements. The team backs cost estimates with the latest benchmarking data across sectors. Our experts go the extra mile and combine resources for the most accurate picture, from Building Information Modelling (BIM) systems to peer reviews, dynamic and responsive forecasting, contractor input, and inhouse risk management systems for precise budget management.



### Integrity

MBM's long-lasting partnerships testify to our team's trusted knowledge. With 170+ cost experts committed to honesty, transparency, and ethical practices, MBM prioritises clients' best interest through informed advice and bespoke solutions.

Across MBM's service lines and seniorities, our team members are certified under national and global standards in cost and asset management, building consultancy, and tax services. MBM's experts have accreditations and affiliations with the Australian Institute of Quantity Surveyors (AIQS), Royal Institution of Chartered Surveyors (RICS), Facilities Management Association (FMA), and CPA Australia.

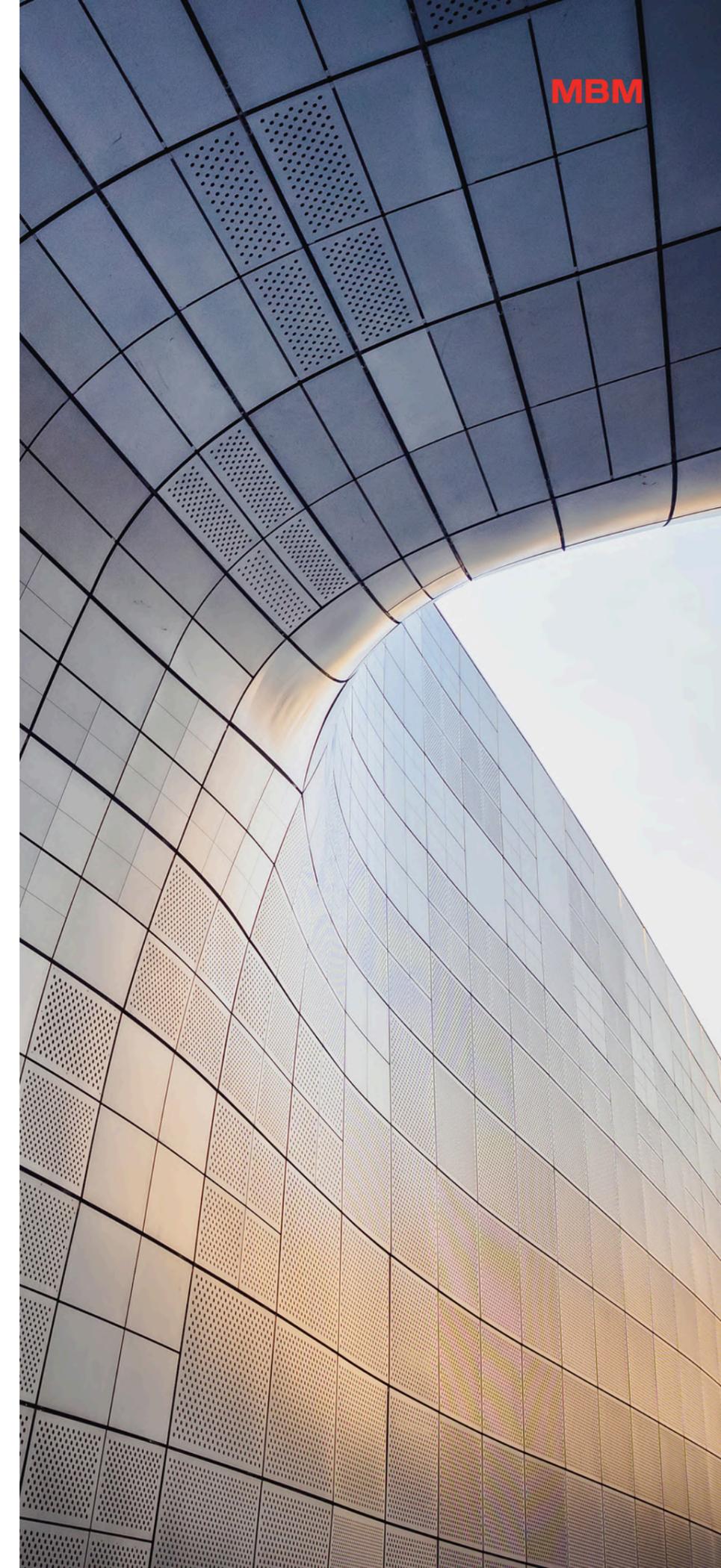
MBM consistently upholds best practices and alignment with international standards that allows our team to integrate innovative methodologies with globally informed solutions, underpinning the firm's credibility in the national construction industry.



### Reliability

MBM appreciates that trust is earned through consistency of advice, performance, and accomplished execution. MBM's services integrate to best support clients through every stage of the life cycle – from pre-construction to end-of-life. We bring together resources that uplift commercial decision making with the future in mind to meet your needs, reach your goals, inform your strategies, and give you the best results.

Our clients trust us to provide precise financial guidance, the latest benchmarking data, and effective budget oversight tailored to meet unique needs. Our team prioritises the delivery of service and results on time. MBM's experts create trust by working to global and national standards, and ensure a consistent level of quality and reliability across all deliverables.



# About MBM

## MBM Offices

MBM leases offices in Sydney, Parramatta, Melbourne, Brisbane, Adelaide, Canberra and Perth. The Sydney office has the largest number of employees, with over 120 people working on two floors. Being leased offices restricts our ability to implement ESG initiatives to energy and water, although we advocate for sustainable measures with all our landlords. Our Canberra and Perth offices operate from serviced offices and have been chosen specifically for their support of sustainability and ESG initiatives.

## MBM People

Diversity and inclusion are celebrated throughout MBM and we are proud of our gender equity ratio being close to 50/50. Our people come from a wide range of cultural backgrounds and we have representatives across every age group. The length of staff tenure is a testament to the supportive working conditions enjoyed by all employees, as we focus on recruiting people who match our company values.

## Accreditations



## MBM Mission Statement and Values

We pursue our visions through the following strategic goals:

- To be considered by our clients and staff as the leading professional services firm in our industry
- To provide our clients with quality services and value for money, and
- To provide our people with the opportunity to progress their career aspirations.
- Recognised by our clients as their partner of choice for our commitment to their success and for our track record of outstanding delivery
- Recognised by our clients as their expert of choice for the depth of our experience in their industry sectors and of our knowledge in the industry
- Recognised by our staff as an empowering environment in which to building a career and a company we can be proud of
- Recognised by our stakeholders as an engaged, ethical, and responsible corporate citizen.

**Mission**

- Be recognised as the most respected firm in our industry.
- Offer quality services and value for money to clients.
- Provide opportunities for career progression for employees

**Vision**

- National Practice
- Australian Owned
- Profitable
- Employer of choice
- Trusted
- Innovative
- Excellent reputation

**Culture**

- Open and honest
- Supportive
- Inclusive

**Values**

- Precision
- Integrity
- Reliability

# MBM ESG Report

At MBM, sustainability is embedded in the way we do business. As a consulting firm, we believe in leading by example by upholding strong ethical governance, supporting our people and communities, as well as minimising our environmental footprint. We also recognise our responsibility to influence sustainability outcomes through cost-efficient, socially responsible, and ethically guided project delivery.

MBM's inaugural ESG & Sustainability Report for FY2025 marks an important step in aligning our business with the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs). Through this process, we aim to enhance transparency, accountability, and our long-term positive impact. It is our commitment to continue to strengthen our data collection processes and refine our reporting approach to ensure greater clarity and consistency in the information we share.



## About this Report

### Reporting Period

Our annual Environmental, Social, and Governance (ESG) report shares our commitments progress, and performance across operations during the fiscal year 2025 (1 July 2024 to 30 June 2025), unless otherwise noted.

Our annual ESG report and performance indicators will be available online at <https://www.mbmpl.com.au> where additional information about our national ESG activities can also be accessed.

Accountability and transparency are integral to the foundation on which we build trust with our stakeholders. We continually take significant steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards. We conducted a materiality assessment with the help of key stakeholders within the business to inform our ESG strategy and approach for our inaugural report.

Our report is aligned to the Global Reporting Initiative (GRI) Standards and United Nations Sustainable Development Goals.

Item	Details
<b>Reporting Period</b>	1 July 2024 to 30 June 2025
<b>Reporting Frequency</b>	Annually
<b>Contact points</b>	CEO (David Pearson) National Operations Manager (Jayne Hopwood) Email: <a href="mailto:admin@mbmpl.com.au">admin@mbmpl.com.au</a>

### Company Summary

Item	Details
<b>Legal Name</b>	MBMPL PTY LTD
<b>Trading name</b>	MBM
<b>Head Office</b>	Sydney, Australia
<b>Regional Offices</b>	Parramatta, Melbourne, Brisbane, Adelaide, Canberra, Perth
<b>Country of Operation</b>	Australia
<b>Employees</b>	174 including permanent and casual staff
<b>Ownership Structure</b>	Privately owned, 100% Australian
<b>Services</b>	Quantity surveying, building consultancy, asset and facility management advisory, tax & asset services, expert witness
<b>Operational Scope</b>	All offices and projects delivered nationally and internationally are included in this report

# About this Report

Continued



## Environmental emissions methodology

This report has been prepared in accordance with the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and applies the Australian National Greenhouse Accounts (NGA) Factors for all emissions calculations.

Organisational boundaries for Scopes 2 and 3 have been defined using the operational control approach outlined in the GHG Protocol, reflecting MBM's direct influence over operational decisions within our offices nationwide.

### Data Sources and Estimation Methods

Data for electricity was primarily obtained from utility invoices. Where data gaps existed, missing months were extrapolated from available invoices or estimated using cost data and building floor area.

For Scope 2 emissions from electricity, location-based emissions were calculated using the national grid average carbon intensity from the NGA Factors. Market-based emissions reflect the contractual characteristics of our electricity purchases. Electricity sourced from 100% renewable energy suppliers, supported by renewable energy certificates, is treated as zero-emission on a market basis. Several MBM offices operate under green tariff contracts, which apply supplier-specific emission factors that represent a cleaner energy mix than the national average.

## Business Travel and Commuting

Scope 3 business travel emissions were estimated based on business-related kilometers recorded in employee reimbursement claims. As direct fuel consumption was unavailable during FY2025, total fuel spend was converted into litres using the average national retail price of ULP91 petrol, and emissions were calculated using the appropriate NGA emission factors.

For air travel, data was sourced from MBM's travel management provider. Emissions were calculated based on flight distance and cabin class, using NGA emission factors that exclude radiative forcing effects from condensation trails.

Taxis and ride sharing, public transport and commuting emissions were not included due to the lack of data available during the reporting period.

## Waste Management

MBM currently does not track waste and waste-related emissions quantitatively. We recognise that responsible waste management forms a critical component of our environmental footprint.

Our offices nationwide have implemented initiatives to reduce waste generation and promote responsible disposal through recycling and composting programs, elimination of single-use plastics, and sourcing of eco-friendly office supplies.

Over the coming reporting periods, MBM aims to begin monitoring waste volumes and recycling rates to include waste-to-landfill and recycling emissions in future Scope 3 assessments.

## Continuous Improvement

MBM remains committed to strengthening our environmental data collection and reporting processes. A key focus for FY2026 will be improving data accuracy across all offices and expanding the scope of measurement to include additional Scope 3 categories such as waste, procurement, business travel and employee commuting. These efforts will support transparent, data-driven progress toward our long-term sustainability goals.

## Forward Looking Statement

This Report contains certain forward-looking statements or information which are based on current expectations, estimates and projections about our business and industry, as well as our management's beliefs and assumptions. Words such as "may", "will", "expect", "believe", "plan", "intend", "anticipate", "estimate", "could", "should", "continue", and similar expressions are intended to identify forward-looking statements.

Such statements are not guarantees of future performance or outcomes and are subject to known and unknown risks, uncertainties and other factors that could cause actual results, performance or achievements to differ materially from those expressed or implied in the statements. Forward-looking statements are based on information available as at the date of this Report and, except as required by applicable Australian law, we undertake no obligation to update or revise any such statements to reflect new information, future events or otherwise.

All forward-looking statements in this Report are qualified by this cautionary statement.

## MBM and ESG

As an expert in quantity surveying and cost management consultancy, MBM takes great pride in helping our clients navigate the complex opportunities and challenges within the built environment. The 2024-2025 fiscal year (FY2025) has been no exception, with our industry continuing to adapt to rapidly changing geopolitical, economic, and market conditions.

Through our comprehensive range of services, we help clients optimise the value of their projects while delivering positive outcomes for both customers and communities. We apply these same principles to continuously strengthen our Environmental, Social, and Governance (ESG) practices, which we believe are crucial for creating long-term value for all our stakeholders, including:

- Serving as a partner and expert of choice for our clients
- Providing an open, inclusive and supportive environment for our staff members, and
- Engaging as an ethical and responsible corporate citizens

Our ESG commitment is rooted through our Vision, Culture and Values, through projects delivered in collaboration with clients, and through our operating practices, supply chain management, and community services projects.

Here are highlights of our performance during the 2024-2025 fiscal year, which are provided in greater detail throughout this report.

### Environmental

In a milestone this year, MBM took action to reduce our Scope 2 GHG emissions by transitioning our Sydney, Melbourne, Brisbane, Parramatta and Canberra offices to 100% renewable energy from June 2025. This transition helped MBM achieve Scope 2 zero emissions for 96% of our business and keep us on track with our climate strategy and long-term commitment to achieving net-zero.

Beyond our energy transition, MBM continued to enhance the environmental performance of our business operations. Notably, despite an increase in workforce size and ongoing project activity across Australia, MBM recorded no increase in business travel compared to the previous year. This reflects our efforts to promote low-carbon travel behaviour, leverage virtual collaboration tools, and apply a more deliberate approach to travel planning across the business.

Our supplier and procurement practices also evolved to better reflect our environmental values. MBM increasingly partners with suppliers and service providers that demonstrate strong environmental credentials, including commitments to emissions reduction, responsible resource management, and sustainable product offerings. By aligning our procurement decisions with our environmental standards, we strengthen the sustainability of our supply chain and support businesses that share our commitment to positive environmental outcomes.

These initiatives build on the foundation of our ISO 14001-certified Environmental Management System, which guides our approach to environmental risk, compliance, and continual improvement. Through regular monitoring of our environmental impacts and implementation of targeted initiatives across energy use, waste reduction, procurement, and travel, MBM remains committed to minimising our footprint and contributing to a more sustainable future.



“...MBM remains committed to minimising our footprint and contributing to a more sustainable future.”

# MBM and ESG

Continued



**“We would like to thank our staff, clients, shareholders, and community partners for their ongoing collaboration and support in advancing our ESG goals. Their collective efforts contribute to the economic, social, and environmental well-being of the communities in which we operate.”**

## Social

MBM understands our people are our greatest asset and we actively support a culture that focuses on their well-being and development. We are committed to cultivating a workplace culture that prioritises well-being, continuous learning, and personal growth. Over the past year, MBM has further increased its investment in employee training and development, with a particular focus on strengthening soft skills such as leadership, communication, and collaboration. These skills are essential to delivering exceptional service to our clients and fostering strong internal relationships.

Guided by our Mission Statement and our social responsibility values, we continue to enhance our Diversity, Equity, and Inclusion (DEI) initiatives. Through targeted programs and ongoing engagement, we are progressing toward our measurable DEI objectives, ensuring that our workforce better reflects the communities we serve.

Operating within a traditionally male-dominated industry, MBM remains focused on creating equal opportunities for women and underrepresented groups at all levels of the organisation. We continue to support industry initiatives and mentorship programs that promote greater participation, leadership, and advancement for women in the built environment.

To empower our people to make a positive impact beyond their roles, MBM encourages active community involvement and volunteering. This year, our teams have contributed their time, expertise, and resources to several community initiatives and charitable causes such as Property Industry Foundation (PIF) Sleep-Out, WAGEC Walk, or Australia's Biggest Morning Tea, strengthening the social fabric of the communities where we live and work.

In addition to championing employee health, well-being, and professional development, MBM remains dedicated to giving back to society through corporate social responsibility initiatives. Whether through fundraising, volunteering, or partnerships with not-for-profit organisations, we are proud to contribute to causes that make a meaningful difference in our communities.

## Governance

As a recognised and trusted name in the construction industry, MBM embraces its responsibility to operate ethically and in full compliance with all applicable laws and regulations. Over the past year, we strengthened our governance framework to further support transparency, accountability, and responsible business practices.

We updated key organisational policies — including those relating to ethics, conflicts of interest, data security, and risk management — to ensure continued alignment with regulatory obligations and industry expectations. MBM also enhanced its internal risk management processes by clarifying lines of accountability and improving the consistency of risk assessment, documentation, and review across our operations.

To reinforce a strong culture of integrity, we have expanded staff training on ethical conduct, privacy, and information security. In parallel, we invested in more secure systems and strengthened information-handling protocols to safeguard sensitive client and project data, reflecting our commitment to confidentiality and cyber resilience.

MBM aligns its ESG practices with the United Nations Sustainable Development Goals (SDGs), particularly those focused on protecting human rights across operations and supply chains. In FY2025, we published our first Modern Slavery Statement, formalising our commitment to identifying and mitigating risks such as forced labour, child labour, and human trafficking. We continue to strengthen supplier due diligence, enhance monitoring processes, and maintain transparent reporting on our progress.

Together, these initiatives reflect MBM's ongoing commitment to strong governance and responsible corporate conduct as our business continues to grow.

This inaugural report establishes the baseline for our ESG journey, reflecting a year of meaningful progress across all pillars and reaffirming our long-term commitment to responsible and sustainable business practices.

We would like to thank our staff, clients, shareholders, and community partners for their ongoing collaboration and support in advancing our ESG goals. Their collective efforts contribute to the economic, social, and environmental well-being of the communities in which we operate.

# ESG and Materiality

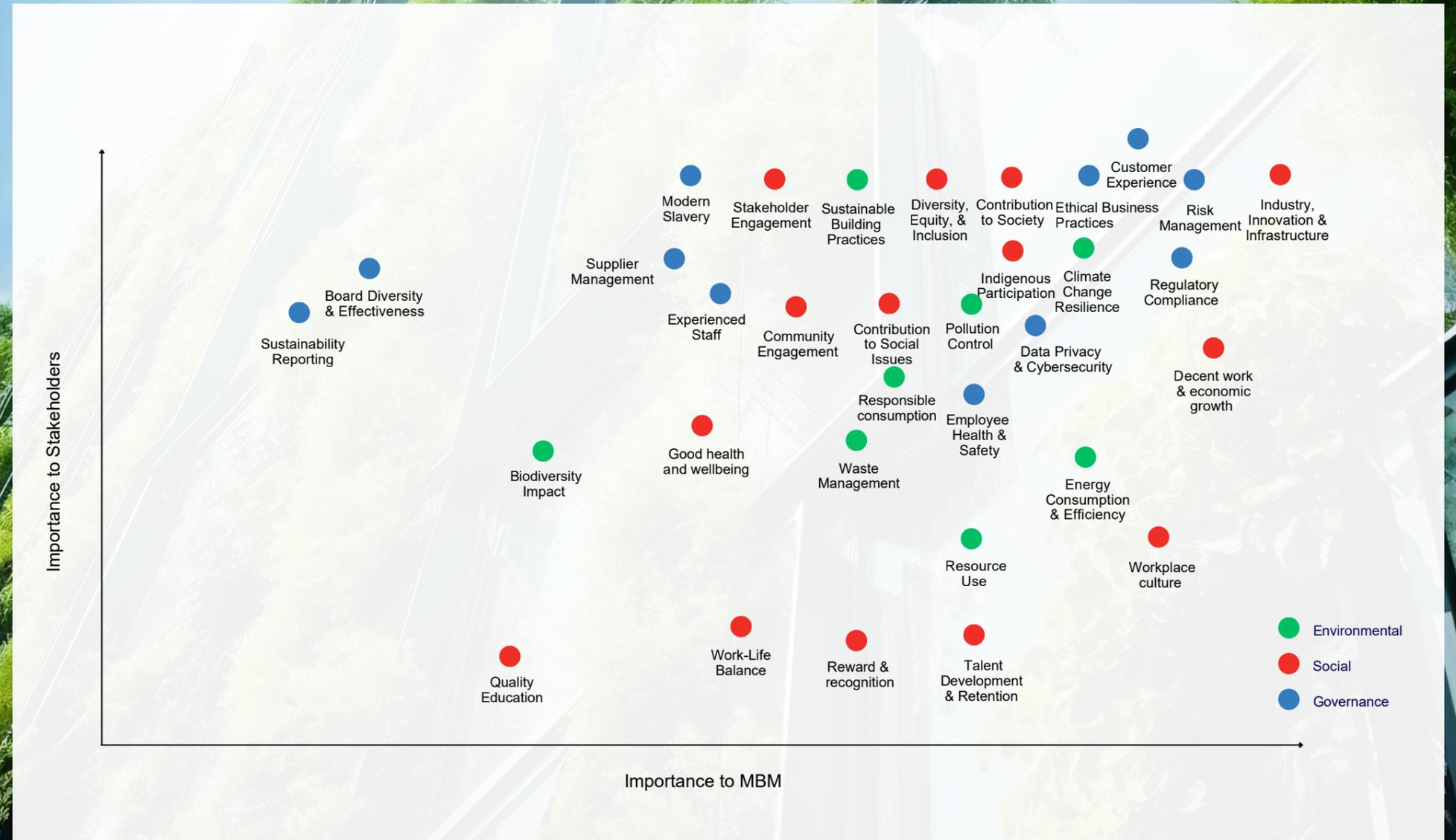
## Maintaining the ESG Dialogue

As a leader in the full spectrum of property and construction advisory services within the built environment, MBM embraces our responsibilities to contribute to the continuous improvement of the economic, social, and environmental well-being of the communities where we live and work.

Maintaining an ESG dialogue with our key stakeholders on critical ESG topics is foundational to how MBM operate, track our performance, and cultivate strong, enduring relationships. We achieve this goal through the following actions:

1. Annual staff survey: allowing MBM to systematically foster quality dialogue, evaluate and improve the satisfaction of our staff members, with all responses anonymous to promote open, honest feedback.
2. Client requirements: In-depth conversations/debriefs with our clients inform us on the trends and priorities affecting their businesses.
3. Actively engage with our ecosystem (industry partners, suppliers, local communities & organisations) on various ESG topics

## Material topics



# ESG and Materiality

## ESG Material Topics

In 2024, following ESG dialogues and internal meetings, MBM identified the following material topics:

### Environmental ESG Pillar - Key Topics

Climate change resilience

Energy consumption and efficiency

Sustainable building practices

Pollution control

Responsible consumption of resources

Waste management

Biodiversity impact

### Social ESG Pillar - Key Topics

Workplace culture

Decent work & economic growth

Industry innovation and infrastructure

Indigenous participation

Stakeholder engagement

Community engagement and contribution

Good health and well-being

Quality education

Work-life balance

Reward, recognition and retention

### Governance ESG Pillar - Key Topics

Board diversity and effectiveness

Ethical business practice

Supplier management, modern slavery and human rights

Data privacy and cybersecurity

Client experience

Regulatory compliance

Anti-bribery and corruption

## ESG Strategy

Having completed our research into the material topics for all stakeholders, MBM created an ESG strategy that supports our role in shaping a responsible built environment. By embedding environmental stewardship, social responsibility, and strong governance into our everyday operations and project delivery, we aim to enhance client value, reduce project risk, contribute to sustainable development, and build a resilient, ethical business.

The strategy will be embedded using an implementation framework that allows us to measure and report on each of our material topics, while aligning with global standards such as the UN Sustainable Development Goals (SDGs), GRI Standards and our ISO certification.

**“Having completed our research into the material topics for all stakeholders, MBM created an ESG strategy that supports our role in shaping a responsible built environment.”**



# Environment

At MBM, we understand the positive effect that adopting sustainable practices can have in preserving our world. We are committed to identifying and implementing market-leading environmentally sustainable property and business management practices to reduce our impact on the environment.

Environmental responsibility is deeply embedded in the way we conduct business, manage our operations, and contribute to the communities in which we live and work. We acknowledge our influence on climate change and the broader environment and are dedicated to reducing our environmental footprint through measurable and accountable actions.

Our environmental efforts focus on several key priorities:

1. Transitioning to clean and renewable energy across our national office network.
2. Reducing emissions and waste through efficient operations, responsible travel, and bio-friendly waste management.
3. Implementing sustainable procurement and supply chain practices, ensuring that our purchasing decisions support ethical and environmentally conscious suppliers.
4. Embedding sustainability principles within the built environment and throughout our professional services.

MBM proudly supports the advancement of the United Nations Sustainable Development Goals (SDGs), particularly those focused on Climate Action (SDG 13), and Responsible Consumption and Production (SDG 12). These global frameworks guide our sustainability strategy and inspire us to embrace innovation, foster eco-conscious supplier partnerships, and promote responsible service delivery that benefits both people and the planet.

Our commitment is further demonstrated through our accreditation under ISO 14001:2015 Environmental Management Systems which reflects MBM's robust environmental governance, risk management, and continual improvement processes.

We understand that business growth must not come at the expense of the environment or the communities where we operate. As such, MBM is actively monitoring, measuring, and managing our environmental impacts (particularly CO<sub>2</sub>e emissions) to ensure transparency and continuous improvement. A key focus for FY2026 will be enhancing our data collection processes to provide greater accuracy and insight into our environmental performance.

In seeking to improve our environmental performance, we continue to prioritise reducing electricity and paper consumption, minimising electronic waste to landfill, and eliminating single-use plastics across our offices. Through these actions, MBM aims to create a positive environmental footprint while demonstrating leadership within Australia's built environment sector.

## Key figures:

- All offices are ISO 14001 certified
  - Canberra operates from a serviced office which is BCorp and Carbon Neutral Certified
  - Perth operates from a serviced office who produce their own CSR report.
- 85% of offices using renewable energy

## Our Approach / Strategy

MBM is committed to continually improving our environmental performance and embedding sustainability into the way we operate. While we do not yet have formal quantitative environmental metrics in place, we are building the foundations for consistent tracking and reporting of key sustainability indicators across our internal ESG program. Our priority focus areas include energy consumption, travel-related emissions, and resource use across our offices. These commitments are guided by MBM's Sustainability and CSR Policy, which outlines our environmental objectives and promotes sustainable practices among all staff.

Our sustainability actions and focus areas include:

- **Energy:** Transition to renewable energy across our office network.
- **Resource management:** Apply the principles of reduce, reuse, and recycle, and align with ISO 14001 environmental management standards.
- **Travel:** Encourage public transport, active travel, and electric vehicle use to reduce commuting-related emissions.
- **Supply chain:** Collaborate with suppliers to reduce carbon impacts and promote circular economy principles.
- **Sustainable construction:** Promote the use of through our advisory services.
- **Embodied carbon:** Integrate throughout our projects

MBM also incorporates climate considerations into our policies, strategies, and annual planning. We ensure key staff members receive training on sustainable service delivery, including due diligence processes to identify potential sustainability risks or violations in project work.

Together, these initiatives provide a strong foundation for our environmental program as we continue to build a more structured and measurable approach to sustainability across the organisation.

## Energy

As MBM continues to grow, we recognise that our energy consumption and associated Scope 2 emissions are also increasing. In January 2025, MBM's Sydney Head Office expanded to an additional floor to accommodate our growing team and operations. As our business grows, we remain focused on minimising the intensity of our emissions and embedding sustainability into every aspect of our operations.

To offset our environmental impact, MBM has transitioned all offices across New South Wales, Victoria, Queensland, South Australia, and the Australian Capital Territory [JM1] [JP2] to renewable energy from June 2025, achieving Scope 2 zero emissions for 96% of our workforce. This shift represents an important step towards reducing our carbon footprint while supporting Australia's broader transition to clean energy.

We are committed to improving energy efficiency by pursuing strategies that reduce energy consumption per employee. These include the adoption of smart energy management practices and energy-efficient devices, offering flexible working arrangements, as well as raising internal awareness through climate-positive initiatives such as Earth Hour and other sustainability engagement campaigns.



# Environment

Continued

## Resource management

Typical for an office-based consulting business, electronic waste (e-waste) represents the most significant waste generated by MBM's operations. E-waste includes equipment and components that are no longer required, no longer functional, or approaching end-of-life.

Our e-waste management strategy emphasises the principles of 'reduce, reuse, recycle'. MBM engages certified suppliers specialising in secure information management and accredited e-waste processing to ensure all electronic items are collected, handled, and disposed of responsibly. These providers undertake activities such as data-secure refurbishment, material recycling, and energy recovery, allowing us to divert e-waste from landfill and maximise the recovery of valuable resources.

In addition to managing electronic waste, MBM has implemented a series of initiatives to minimise paper-related waste across our offices. As a professional services firm, the majority of our paper footprint comes from document handling, printing, and administrative processes. To address this, we continue to transition away from paper-dependent workflows and towards digital-first practices. These include the adoption of cloud-based document management systems, electronic communication protocols, and digital approval processes, significantly reducing the need for printed materials.

**“We are proud that all our offices have achieved ISO 14001 certification, demonstrating our commitment to environmental sustainability and effective environmental management practices.”**

To further encourage responsible printing among MBM employees, our printers are configured with double-sided printing as the default setting and equipped with “hold print” functionality, requiring employees to manually release their print jobs. This reduces accidental and unnecessary printing. MBM has also introduced digital business cards for staff, reducing the need for traditional paper cards and reinforcing the shift toward sustainable communication tools.

Beyond paper and e-waste, MBM promotes a broader waste-reduction culture by donating or re-homing surplus office furniture, equipment, and consumables where possible. This approach ensures items remain in use for longer, reduces demand for new materials, and lowers the volume of waste generated during office upgrades or relocations.

These efforts form part of MBM's continual improvement under our environmental management system. We are proud that all our offices have achieved ISO 14001 certification, demonstrating our commitment to environmental sustainability and effective environmental management practices. The ISO 14001:2015 standard ensures that we consistently monitor, manage, and improve our environmental performance.

## Business Travel

The World Economic Forum identifies employee travel as one of the largest contributors to corporate carbon emissions, and the UN Global Compact (UNGC) notes that Scope 3 emissions typically account for more than 70% of a business's carbon footprint. As a professional services firm with staff operating nationally, MBM recognises the importance of managing business travel responsibly and embedding low-carbon mobility choices into our everyday operations.

To reduce travel-related emissions, we encourage our teams to consolidate trips, plan meetings more efficiently, and make use of virtual collaboration tools wherever practical. We also promote the use of public transport for local client meetings and site visits, reinforcing a shift towards more sustainable mobility choices. This approach has delivered clear results: despite increases in both revenue and workforce size during FY25, MBM recorded no growth in business travel compared to FY24, demonstrating our capacity to grow responsibly.

All MBM offices are strategically located near major public transport hubs, making it easier for staff to choose low-carbon commuting options. In addition, MBM partners with a novated leasing provider that offers incentives for electric vehicle (EV) adoption, supporting the transition to cleaner, greener commuting alternatives.

Together, these measures form an integrated approach to managing business travel, reducing Scope 3 emissions, and aligning our operations with global expectations for sustainable corporate mobility.



# Environment

## Continued

### Supply Chain & Procurement

At MBM, we recognise that our environmental impact extends beyond our direct operations - it also encompasses the suppliers, partners, and materials that support our business. We are committed to embedding sustainability principles across our supply chain by working with organisations that share our values of environmental stewardship, innovation, and ethical practice.

We place high importance on building strong, mutually beneficial relationships with clients and suppliers who are aligned with our sustainability goals. Through these partnerships, we aim to increase the proportion of sustainably sourced goods and services, reduce the use of harmful materials such as single-use plastics, and promote responsible production and consumption across all aspects of our operations.

MBM continues to expand its sustainable procurement practices, engaging with eco-friendly suppliers who provide environmentally responsible alternatives for office amenities and consumables. From kitchenware and toilet paper to stationery and cleaning products, we actively prioritise products with recyclable or biodegradable materials, minimal packaging, and verified environmental certifications. These actions reflect our commitment to reducing our indirect carbon footprint and supporting the transition to a circular economy.

In addition, we seek suppliers who minimise waste and maximise resource efficiency through initiatives such as recycling, composting, and bio-friendly waste management. We collaborate with ethical waste management vendors to ensure materials are responsibly handled and diverted from landfill wherever possible.

As we continue to refine our procurement strategy, MBM will focus on establishing formal sustainability criteria for supplier selection and performance, further strengthening our ability to track, measure, and report the environmental impact of our supply chain. By embedding sustainability into procurement decisions, we not only reduce environmental harm but also help drive positive changes across the broader property and construction industry.

**“We collaborate with ethical waste management vendors to ensure materials are responsibly handled and diverted from landfill wherever possible..”**



# Environment

Continued

## Sustainability Services

At MBM, we understand the positive effect that adopting sustainable business practices can have on the preservation of our world. We are committed to identifying and implementing market-leading environmentally sustainable property and business management practices which reduce our impact on the environment. We consider approaches to maximise sustainability in every commercial development. MBM promotes sustainable infrastructure through the delivery of environmentally sustainable design services (ESD).

MBM has extensive experience in the creation of sustainability-centric developments in metropolitan areas and increase Australia's progress towards sustainable cities through the built environment.

MBM can assist our clients to minimise its environmental impact and uphold social sustainability through:

- **Ecologically informed quantity surveying:** Our team incorporates environmental considerations into every stage of our quantity surveying processes. MBM's approach includes assessing and recommending materials and construction methods that reduce carbon footprint and environmental impact.
- **Use of recycled materials:** MBM promotes the use of recycled materials in construction projects wherever feasible, extending not only to waste reduction but also the conservation of natural resources.
- **Reduction in greenhouse gas emissions (GHG):** MBM can recommend strategies to reduce greenhouse gas (GHG) emissions associated with operations. The scope includes the promotion of energy-efficient practices and an exploration of renewable energy options.

MBM supports our clients' efforts in alignment with our company goals to maintain ethical practices, commercial and social sustainability.

## Embodied Carbon

MBM's integrated approach to carbon and costs empowers clients to make bold sustainability choices. Our team ensures that every project meets today's environmental standards and tomorrow's expectations.

MBM helps Australia's leading developers navigate the transition to Net Zero Carbon precinct through practical, cost-informed solutions that reduce emissions without a compromise to financial viability.

MBM works side-by-side with clients to address embodied carbon as a key planning and procurement priority. We help clients meet various Government requirements for embodied carbon reporting, including alignment with the key Policies, NABERS Embodied Carbon Tool, and BASIX Materials Index. MBM's reporting is structured, stage-aligned, and consistent from early works through to final completion.

Our employees engage with project teams early in the project lifecycle to select low-carbon materials, conduct design-for-performance assessments, and identify carbon hotspots within cost plans. We proactively incorporate circular economy strategies, such as component reuse, ensuring that every design decision contributes to emission reduction. We tackle embodied carbon comprehensively—from structure and substructure to façades, glazing, roofs, insulation, and site-wide infrastructure—so clients can make informed choices at every step.

MBM's approach integrates carbon analysis directly into the cost planning workflow to give clients a clear line of sight on sustainability goals and financial targets. Our collaborative, senior-led method keeps costs in check and empowers clients to deliver decarbonized precincts without delays or surprises.

MBM will support our clients to achieve sustainability outcomes that are practical, achievable, and commercially viable for project and ESG success.

MBM offers a combination of internal and external training opportunities to enhance both technical and soft skills for our workforce. Each year, as part of the annual performance appraisal process, all employees are encouraged to select at least one external training course aligned with their career development goals.

In addition to external learning with reputable education providers, internal training sessions are also organised by each state office based on identified needs and feedback collected through annual staff surveys. Senior technical staff at MBM have developed a range of internal training guides and resources, including practical learning tools on CostX, Excel, and other industry-relevant topics. These resources promote collaboration and shared learning, ensuring that knowledge gained within the firm continues to benefit our entire team.

Above all, MBM places strong emphasis on ensuring that all staff understand and uphold the organisation's Environmental, Social and Governance (ESG) responsibilities. Going forward, our performance appraisal process for every employee, including Board Members, will be assessed on their understanding of MBM's ESG commitments and how they integrate these principles into their work. This will ensure that ESG awareness, accountability, and responsibility are embedded across all levels of the business and form a core part of our competency framework.

## Our People

At MBM, we believe that our success is driven by the strength, diversity, and wellbeing of our people. As a professional services firm, we recognise our responsibility to provide a workplace where all individuals feel safe, respected, and empowered to contribute to their full potential.

Our approach to social responsibility begins with creating an inclusive and equitable environment. MBM is committed to advancing diversity, equity, and inclusion (DE&I) across all levels of the organisation. We value the differences between people and the unique perspectives they bring, actively seeking ways to accommodate individual needs and ensure equal opportunity, while also driving innovation in our business. Central to this commitment is our dedication to ensuring that all employees are treated with respect and dignity.

We also invest significantly in the growth and development of our workforce. MBM provides structured training programs, ongoing professional development, and embedded learning practices — including regular knowledge sharing, project debriefs, and insights exchange. This approach ensures that learning is integrated into day-to-day work and supports long-term career progression. Our financial and resource investment in training further demonstrates our commitment to building capability and nurturing the professional advancement of our people.

We also understand that meaningful impact requires active participation. MBM encourages staff involvement in community initiatives, charitable partnerships, and social causes aligned with our values. Together, these efforts strengthen our culture of care, integrity, and respect — principles that define MBM's contribution to a more equitable and sustainable future. They form the foundation of MBM's commitment to cultivating a diverse, capable, and engaged workforce where every individual feels supported and able to thrive.



### Key figures:

- Women represent 47% of our workforce, up from 45% in FY24
- An increase of 7% more women into senior roles from the previous year
- 81% of employees believe MBM provides a supportive, inclusive, open and honest culture

### Building a career with MBM

At MBM, we are committed to fostering a culture of continuous learning and professional growth across all roles and locations. We recognise that the strength of our business lies in the knowledge, capability, and commitment of our people and we invest in their development to ensure they are equipped to deliver the highest standards of service across the built environment.

MBM actively supports employees in pursuing professional accreditations such as the Australian Institute of Quantity Surveyors (AIQS) and the Royal Institution of Chartered Surveyors (RICS) and are assisted through our internal mentoring programs. MBM also encourages staff to seek out external training opportunities, seminars, and industry events to stay informed of the latest developments, standards, and innovations within the property and construction sectors. Where appropriate, MBM provides financial sponsorship or support for employees to participate in these opportunities, reinforcing our belief that professional development is an investment in both our people and the business. By empowering our staff to continuously expand their expertise, we help maintain MBM's position at the forefront of industry best practice and thought leadership.

We also place strong emphasis on mentorship and sponsorship, participating in programs such as the Cultivate Mentorship Program and the Property Council of Australia (PCA) Sponsorship Program, which provide valuable guidance, connection, and career growth opportunities.

MBM offers a combination of internal and external training opportunities to enhance both technical and soft skills for our workforce. Each year, as part of the annual performance appraisal process, all employees are encouraged to select at least one external training course aligned with their career development goals.

In addition to external learning with reputable education providers, internal training sessions are also organised by each state office based on identified needs and feedback collected through annual staff surveys. Senior technical staff at MBM have developed a range of internal training guides and resources, including practical learning tools on CostX, Excel, and other industry-relevant topics. These resources promote collaboration and shared learning, ensuring that knowledge gained within the firm continues to benefit our entire team.

Above all, MBM places strong emphasis on ensuring that all staff understand and uphold the organisation's Environmental, Social and Governance (ESG) responsibilities. Going forward, our performance appraisal process for every employee, including Board Members, will be assessed on their understanding of MBM's ESG commitments and how they integrate these principles into their work. This will ensure that ESG awareness, accountability, and responsibility are embedded across all levels of the business and form a core part of our competency framework.

# Our People

Continued

## Employee health, well-being and safety

MBM believes that the health, safety, and well-being of our people form the foundation of our success. We are committed to fostering a workplace culture where every employee feels safe, supported, and empowered to maintain a healthy work-life balance.

### Health and Safety Management

MBM maintains a robust Work Health and Safety (WHS) framework aligned with the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems. This certification demonstrates our commitment to providing a safe and suitable working environment, systematically identifying and managing risks, and promoting continuous improvement in health and safety performance.

Upon commencement of employment, all new team members complete a comprehensive induction and safety onboarding program, which provides essential information and training on health, safety, and operational procedures. Each MBM office has a designated First Aid Officer to ensure immediate response capability in case of emergencies.

For employees visiting construction sites, MBM requires possession of a valid White Card and enforces the use of appropriate personal protective equipment (PPE) such as safety boots, helmets, and high-visibility clothing. These standards ensure compliance with industry regulations and reflect MBM's commitment to protecting every person who represents our business.

### Workplace Flexibility and Balance

MBM recognises the importance of flexibility in supporting both physical and mental health. We offer flexible working arrangements, including the option to work from home one day per week and additional ad hoc hybrid arrangements as needed. Employees are also encouraged to integrate physical activity into their daily routines — whether before, during, or after standard business hours — to maintain personal well-being and productivity.

Flexible working hours are also provided to those who have carer's responsibilities, such as dropping off and picking up children from school, or to attend personal appointments. Provided our employees work the required hours each week, we are able to provide the flexibility in when those hours are completed.

Further to this, MBM ensures that all staff have a good work life balance. Resource levels are closely monitored and distributed as necessary, so that no employees are working excessive hours. During our busiest periods of the year, communication with our staff about workloads are held to maintain a level of understanding among the whole team. Extra hours are noted within timesheets and these can be utilised as time in lieu at an appropriate time.

For employees returning from parental leave, MBM is open to discussions regarding the status of their employment. Changing to part time employment, flexible hours and extra working from home days all form part of the options provided to those who can no longer work full time hours.

### Building a Healthy and Supportive Culture

Our approach to health and well-being extends beyond compliance. We actively promote a culture of care, prevention, and engagement, where staff are encouraged to raise safety concerns, participate in wellness activities, and contribute ideas for improving workplace safety and morale. Regular team check-ins, social initiatives, and mental health awareness campaigns help foster open communication and mutual support across all offices.

Through these initiatives, MBM continues to demonstrate its commitment to providing a workplace that not only protects the physical safety of its people but also champions their mental health, emotional well-being, and overall quality of life.

### Mental Health and Well-being

A key focus at MBM is mental health and emotional well-being. Each office has accredited Mental Health First Aid Officers, who serve as trained points of contact for employees experiencing mental distress or personal challenges. MBM also provides access to a confidential Employee Assistance Program (EAP), offering free counselling and psychological support to all employees. This program is extended to former staff for up to three months after leaving the organisation, reinforcing our genuine care for people beyond their employment term.



## Our People

Continued

### Diversity, equity and inclusion

MBM is proud to be an inclusive, equal opportunity employer with a commitment to diversity. The firm upholds a DEI program to eliminate discrimination and contribute to workplace gender equality through several objectives in accordance with the Gender Equality Act 2012 (Cth). The core objectives include:

- the promotion and improvement of gender equality, including equal remuneration between women and men
- supporting the removal of barriers to full and equal participation of women in the workforce
- eliminating discrimination based on gender in employment matters, including family and caring responsibilities
- encouraging workplace consultation on gender equality issues between directors and employees
- enhancing the productivity and competitiveness of MBM through the advancement of gender equality in employment and the workplace.

The DEI program and policy target several areas of inclusion, from gender equity to opportunities for Indigenous Australians and people living with a disability. MBM's objectives aim to support the interests and potential of all workplace participants. The benefits include increased productivity, improved morale, reduced absenteeism and presenteeism, and higher retention rates of employees. MBM's National Operations Manager maintains responsibility for MBM's DEI Program.

MBM's social and sustainable procurement strategy is centered on diversity, inclusion, and representation. We are committed to reducing domestic, economic, and social inequalities by promoting diverse employment opportunities across different age groups, demographics, and disadvantaged communities.

Each year, our firm seeks to increase employment opportunities for people living with disabilities and those from disadvantaged backgrounds. Providing opportunities for individuals who experience barriers to employment remains a top priority for MBM and is central to our inclusive culture.

MBM is highly engaged in the incorporation of diversity across all areas of our business, both internally and externally. We provide formal training on gender equality, LGBTIQ+ community awareness and support, embrace people from all cultures, religions, and backgrounds, engage in corporate initiatives to support people in low-socioeconomic



# Our People

Continued



## **Gender Diversity and Equality**

MBM is proud to embrace gender diversity and close the gender pay gap. MBM promotes and improves gender equality (including equal remuneration between women and men) in employment and in the workplace. As of 30 June 2025, MBM has 47% female employees throughout our 174-strong internal talent pool. MBM aims to promote more females into leadership roles and provides adequate training for all our leaders. During FY25, MBM celebrated the promotions of 17 female staff out of total of 35 promotions. Our organisation fosters workplace consultation between employers and employees on issues concerning gender equality in employment and in the workplace. Our goal is to improve the productivity and competitiveness of the company by participating in the Workplace Gender Equality Agency citation program, aiming to become a WGEA Employer of Choice.

## **Sexual Orientation**

Our aim is to provide an environment where employees and others in the workplace are treated fairly and with respect, and are free from unlawful discrimination, harassment, vilification, and bullying. The policy and company-wide perspectives robustly extend to the LGBTIQ+ community. MBM is proud to be an advocate and to be an employer of many whom identify as gay, lesbian, trans, non-binary, or questioning. MBM celebrates Mardi Gras each year and promotes the awareness of fair treatment and inclusive practices for those identifying across the spectrum of sexual orientation.

## **Cultural Inclusivity**

MBM celebrates people from all cultures, backgrounds, and religions. We have implemented a monthly staff lunch celebrating cultural diversity from around the world. The social event and promotional practices aim to increase awareness of different cultures and religions and embraces our staff members from all walks of life. MBM also celebrates cultural events, such as Eid al-Fitr, Diwali, Lunar New Year and Ramadan.

## **Opportunities for the Disadvantaged**

MBM provide the best possible working environment for people with a disability and aims to increase the number of people with a disability in our organisation. Flexible working days and hours can be arranged and working from home has proven to be successful in our business in many cases. MBM utilises emails, phone calls, phone/video applications (e.g., Teams) to ensure we stay connected. MBM will continue to purchase furniture and design the office in a way that accommodates people with a physical disability. Our offices are wheelchair accessible, contain sit and stand desks, and are open plan with clear walkways. We are committed to purchasing technology and furniture that allows people with a disability to work comfortably, safely, and at their full capacity. MBM welcomes service and support animals to ensure people living with disabilities feel completely supported.

## **Generational Diversity**

MBM appreciates the contributions and unique value of a generationally diverse workforce. A multigenerational workforce encourages knowledge sharing, innovation, and continuity, as experienced employees provide mentorship while younger generations introduce new ideas, technologies, and ways of working. We seek to increase and nurture our diverse talent to improve our business operations and create progressive opportunities for our workforce. We employ specialists in every department from all age groups and have many valued employees across the full expanse of the working age.

Additionally, we hold an annual cadetship program to provide opportunities to students currently studying relevant subjects. The opportunity provides ongoing professional development and a foundation to a long-term career in the construction industry. MBM has seen many cadets thrive from the program, including a number of our company directors who started in this position at our company.

“MBM is proud to embrace gender diversity and close the gender pay gap. MBM promotes and improves gender equality (including equal remuneration between women and men) in employment and in the workplace.”

## Our People

Continued

### **Indigenous Engagement**

MBM acknowledges that as independent advisors in the construction and property space, we can play a significant role in encouraging Aboriginal and Torres Strait Islander education, skills development, and financial independence. We understand that First Nations communities and businesses are interconnected and we aim to bring widespread positive outcomes through these communities.

Our Reconciliation Statement confirms that we are committed to social impact and actively seek to enhance engagement with Aboriginal and Torres Strait Islander communities through meaningful employment pathways, inclusive procurement practices, and community capacity-building initiatives.

Our multicultural workforce is a testament to this commitment, and we are proud to include a team member who identifies as First Nations, as we continue striving for greater representation and inclusion.

Our dedication extends beyond our own operations. MBM has contributed to the development of infrastructure that supports Aboriginal and Torres Strait Islander communities across Australia. From schools and tertiary institutions to health services, our work supports equitable access to essential facilities and helps build stronger, more resilient communities. These projects reflect our broader commitment to reconciliation and delivering positive, culturally informed outcomes.

In practice, we prioritise working with First Nations suppliers who combine commercial services with cultural value. For example, we engage Sydney First Nations Catering, a social enterprise that preserves First Nations culture through traditional cuisine while supporting the local community; FigJam & Co., a 100% First Nations-owned and operated company in Southeast Queensland; Koori Kulcha, whose catering ensures environmental sustainability and respect for seasonal harvesting. We are currently supporting the registered Aboriginal company Gali Group in NSW by promoting their business to our contractors for environmental and waste management solutions.

Our approach to broadening participation in our supply chain and employment pathways includes identifying new First Nations businesses through targeted outreach, inviting them to participate in procurement opportunities, and fostering ongoing relationships through repeat engagement. We also work to ensure cultural safety by engaging in early dialogue with potential partners to understand their preferences, timelines, and protocols before any commitments are made.

We also continue to seek new partnerships where we can contribute meaningfully through donations, fundraising initiatives, community engagement, or volunteer programs. For example, we have initiated communication with organisations such as Red Dust, Children's Ground, Yalari, and the Australian Marine and Research Rescue Institute (AMRRIC) to explore opportunities for involvement. As the company continues to expand, we will continue to promote and support similar types of Aboriginal businesses with a national approach.

“Our multicultural workforce is a testament to this commitment, and we are proud to include a team member who identifies as First Nations, as we continue striving for greater representation and inclusion.”

## Our People

Continued

### Respect at Work and Non-discrimination

MBM is committed to fostering a safe, respectful, and inclusive workplace where all employees are treated with dignity and fairness. We uphold a zero-tolerance approach to any form of discrimination, harassment, or bullying, and we actively promote a culture built on integrity, collaboration, and mutual respect. We have implemented a comprehensive policy framework that strictly prohibits any form of abuse, including threats, harassment, coercion, or violence. Our people policies are designed to promote wellbeing and to foster a culture of mutual respect and accountability at every level of the business.

To strengthen our commitment, MBM will roll out mandatory Respect at Work training for all employees in August 2025. This program aims to raise awareness of respectful behaviours, educate staff on workplace rights and responsibilities, and reinforce our expectations for maintaining a positive and inclusive work environment.

To provide a clear, confidential process for MBM staff to raise and resolve workplace concerns, our National Operations Manager has developed and implemented a formal grievance mechanism, informed by employee feedback gathered through training sessions and workplace surveys. The mechanism is reviewed annually to ensure it remains effective and aligned with best practice and evolving legislative requirements.

During this reporting period, no incidents of discrimination were recorded across MBM's operations. We view this outcome as a reflection of our strong workplace culture and proactive approach to employee wellbeing. Nonetheless, we remain committed to continuous improvement, regular training, and open communication to ensure our workplace remains safe, equitable, and inclusive for all.

**“We uphold a zero-tolerance approach to any form of discrimination, harassment, or bullying, and we actively promote a culture built on integrity, collaboration, and mutual respect.”**





## Our Communities

### MBM Actions and Impacts

With MBM’s growing national presence and expertise across the built environment comes a responsibility to contribute positively to the wider well-being of society. We remain dedicated to creating meaningful social impact, supporting local communities, and addressing social and environmental challenges through both our operations and our partnerships.

Our approach to community engagement focuses on collaboration, inclusivity, and shared value. We actively seek opportunities to engage with suppliers and partners who share our social and ethical values, keeping social procurement at the forefront of our operations. Wherever possible, we work with organisations that support larger social causes and contribute to stronger, fairer communities such as Fruit2Work, Two Good, Koori Kulcha and Pixii.

MBM proudly partners with and supports a range of charities and community organisations that work to reduce inequalities and improve lives within Australian communities. Giving back is embedded in our culture, and our team takes great pride in participating in initiatives that make a tangible difference.

MBM supports various charity events such as the Biggest Morning Tea, RUOk day and Movember. Staff are encouraged to participate, with company accounts setup for our employees to easily donate to the cause.

We are honoured to serve as a National Sponsor of the Property Industry Foundation (PIF), an organisation that builds homes for homeless youth and provides long-term support for young people as they rebuild their lives. MBM contributes to PIF through fundraising, volunteering, and financial support, helping to improve housing outcomes for vulnerable young Australians.

MBM also supports the Women and Girls Emergency Centre (WAGEC) in the Sydney region. As a homelessness service for women and families escaping domestic violence, their values closely align with MBM in empowering women and providing shelter for those in need. MBM is the main event sponsor for the annual WAGEC walk and numerous employees have been mentors for women reentering the workforce after traumatic life events.

### Key figures:

- 6% of total office expenses was contributed through sponsorships and donations in FY25
- Of this, 2% was contributed by MBM employees across national charity events

Organisation	Relationship	Sponsorship name
UOM - Construction Students Association	Sponsor	Gold Sponsor
Property Council Australia	Sponsor	
WAGEC	Sponsor	Event sponsor
Cultivate Sponsorship	Sponsor	Program
NAWIC VIC	Sponsor	Workshop Sponsor
Property Industry Foundation	Sponsor	National Sponsor

# Our Communities

Continued

## Empowerment through learning

MBM believes that education and knowledge-sharing are powerful tools for creating a more inclusive, equitable, and sustainable future. We are committed to empowering individuals, both within our organisation and across the broader property and construction industry, through learning, mentorship, and opportunity.

To foster continuous growth and industry-wide development, MBM employees are encouraged to participate in external mentoring programs, such as those offered by the National Association of Women in Construction (NAWIC). These programs enable our team members to share expertise, support the professional growth of others, and help shape a more diverse and balanced workforce across the built environment.

We are equally committed to inclusive education pathways. Our annual Cadetship Program provides aspiring quantity surveyors and project advisory professionals with hands-on experience, mentoring, and training to support their entry into the industry. Textend these opportunities even further, MBM is currently developing a scholarship program for students from Indigenous communities, reinforcing our commitment to equitable access to education and professional development.

In 2024–2025, MBM proudly partnered with the Royal Institution of Chartered Surveyors (RICS) to support the RICS Quantity Surveying Scholarship and Placement Program. The initiative, designed to raise the profile of the quantity surveying profession among construction students, awarded successful applicants a \$3,000 scholarship and a four-week work placement with leading QS firms. MBM's involvement in this program reflects our dedication to attracting and nurturing the next generation of diverse, skilled professionals who will help build a resilient and inclusive future for the built environment.

MBM also contributed to the Trinity's Young Professionals Program, where our National Head of Quantity Surveying, Helga Maynier, served as mentor to recent graduates. Through structured sessions, project workshops, and site tours, this initiative provided participants with valuable industry exposure, professional guidance, and networking opportunities. These mentoring relationships exemplify MBM's culture of sharing knowledge, fostering leadership, and building professional confidence across all career stages.

Through these initiatives, MBM continues to champion education, mentorship, and professional inclusion as key enablers of sustainable growth. By investing in our community, we are helping to shape a future workforce that is more skilled, diverse, and socially responsible, which is aligned with both our corporate values and our broader ESG commitments.

## Reconciliation Statement

At MBM, we acknowledge the deep histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples and recognise their enduring connection to Country. Our Reconciliation Statement reflects our commitment to supporting reconciliation through meaningful action, respectful engagement, and continuous learning. Our Statement provides a clear framework for how we seek to contribute to positive outcomes for First Nations peoples across our organisation and industry.

As a national advisory firm within the construction and property sector, MBM understands the important role we can play in supporting the participation, visibility, and economic empowerment of Aboriginal and Torres Strait Islander communities. We recognise that increased access to education, skills development, employment pathways, and procurement opportunities can create broader, long-lasting benefits for First Nations individuals and businesses.

Our commitment to reconciliation is reflected in the actions we are taking across the business, including:

- Building cultural awareness by encouraging staff to develop a deeper understanding of First Nations histories, cultures, and perspectives through learning and engagement.
- Fostering respectful relationships by promoting inclusive practices and encouraging meaningful interactions between MBM employees and First Nations stakeholders.
- Supporting First Nations procurement by seeking opportunities to engage Indigenous-owned businesses where appropriate and encouraging greater participation in our supply chain.

- Creating opportunities by exploring ways to improve access to professional pathways for Aboriginal and Torres Strait Islander peoples within the construction and advisory sectors.
- Recognising Country by incorporating Acknowledgment of Country practices into events, meetings, and official communications as a sign of respect and cultural recognition.

MBM is committed to advancing reconciliation both within our organisation and across our sphere of influence. We view this as an ongoing journey – one that requires active participation, continued reflection, and a willingness to evolve. Through our Reconciliation Statement and the actions that support it, we seek to contribute to stronger relationships, deeper respect, and expanded opportunities for Aboriginal and Torres Strait Islander peoples.



## Governance

### Corporate Governance

MBM is governed by a Board of Directors (Board Members) that meet on a bi-monthly basis to provide strategic oversight and direction. The Board is the highest decision-making body and holds ultimate accountability for the organisation's performance, including its economic, environmental, and social impacts.

Operational responsibilities and day-to-day management are delegated to senior executives, including the National Operations Manager, Executive Manager Finance, Head of Client Relations and Marketing, and National Bidding Manager. These leaders are accountable for implementing the Board's strategic directives, managing business operations, and ensuring that all decisions consider their broader economic, environmental, and social impacts.

All Board Directors are executive members and, as a private company, the Board is an independent entity. None of the Board members are on any other Boards and therefore remain free of external influence and any conflicts of interest.

The Board does not currently operate through formal sub-committees. All decisions, including those related to financial, operational, and sustainability matters, are made collectively by the Board. Oversight of specific functional areas is carried out by senior executives who report directly to the Board.

### Board Composition

Member Name	Tenure (Years)	Gender
David Madden	23.3	M
Xan Duong	23.3	M
David Pearson	21.5	M
Paul Janes	21.5	M
David Shlom	21.21	M
Stephen Flynn	16	M
Helga Maynier	15	F
James Larkin	14.71	M
Justin Noakes	14.6	M
Luke Anthony	11.6	M
Richard Smith	11.5	M
Lee Williams	9.3	M
Alan Stewart	9	M
Ujwal Lakra	8.2	M

“MBM is governed by a Board of Directors (Board Members) that meet on a bi-monthly basis to provide strategic oversight and direction.”

## Governance



### ESG Governance

At MBM, strong governance is the foundation of our sustainability strategy. We recognise that effective leadership and transparent decision-making are essential to delivering long-term value for our clients, employees, and communities.

To strengthen ESG capability at the leadership level, the Board nominated two senior executives from the Operations team to complete formal sustainability training. This initiative enhances MBM's ability to integrate ESG considerations into strategic planning, risk management, and daily operations. It also supports informed decision-making on matters that influence our long-term resilience and stakeholder trust.

ESG accountability extends across all levels of MBM. As part of our performance appraisal process, every employee, including senior leaders and Board members, will be evaluated against their contribution to MBM's ESG objectives. Understanding and upholding ESG principles will be embedded in our competency framework, reinforcing that sustainability is not a standalone goal, but an integral part of how we work and lead.

In addition to individual accountability, MBM's executive team meets regularly to review progress against ESG targets, assess emerging risks, and identify opportunities for continuous improvement. ESG performance updates are reported to the Board, ensuring transparency, oversight, and alignment with our corporate strategy.

Through this structured governance approach, MBM ensures that sustainability and ethical responsibility remain embedded in every aspect of our operations, guiding our actions, shaping our culture, and strengthening our impact across the built environment. MBM's National Operations Manager was elected to oversee the management and impact of ESG topics including human capital management, diversity, equity, and inclusion, climate risk, and supply chain responsibility.

**“In addition to individual accountability, MBM’s executive team meets regularly to review progress against ESG targets, assess emerging risks, and identify opportunities for continuous improvement.”**



### Risk Management

MBM maintains a comprehensive and proactive approach to risk management, ensuring that potential economic, environmental, social, and operational risks are systematically identified, assessed, and mitigated. Our risk framework supports responsible decision-making, strengthens organisational resilience, and enables us to operate confidently within an evolving business and regulatory landscape.

During this reporting period, MBM experienced no material risk incidents, reflecting the effectiveness of our internal controls, governance processes, and continual focus on prevention rather than response. Regular monitoring, documented procedures, and clear lines of accountability ensure that risks are managed consistently across all offices and service lines.

Data privacy and information security remain key priorities across the organisation. MBM implements robust digital security measures to safeguard sensitive information relating to clients, employees, and suppliers. Our systems, protocols, and access controls are regularly reviewed and updated to maintain compliance with relevant privacy legislation and industry-leading cybersecurity standards.

MBM has achieved ISO 27001 certification for all offices. This certification demonstrates our commitment to maintaining a secure information management environment and provides assurance to our stakeholders that MBM applies disciplined, internationally recognised practices in managing information security risks.

# Governance

Continued

## Ethics

MBM is committed to maintaining the highest standards of ethical conduct across all aspects of our operations. We uphold a zero-tolerance approach to bribery, corruption, fraud, and unethical behaviour, as outlined in our Anti-Bribery and Corruption Policy and Code of Conduct. These policies set clear expectations for all employees, guiding how we engage with clients, suppliers, and stakeholders. We require all staff to proactively identify, manage, and disclose any actual or perceived conflicts of interest. This ensures that decisions are made impartially and in the best interests of our clients and the organisation. Ethical judgement and transparency are foundational principles that shape day-to-day conduct at MBM.

To support this culture, we invest in regular training to ensure employees understand their responsibilities and remain up to date with relevant legal and policy requirements. This includes training on ethical behaviour, professional conduct, gifts and hospitality rules, and responsible use of company resources. Our policies are reviewed and updated periodically to reflect regulatory changes and evolving expectations within our industry.

MBM also emphasises open communication and accountability. Employees are encouraged to raise concerns or potential breaches via the channels provided in our complaint and grievance handling procedure without fear of retaliation. This reinforces a safe environment where integrity is protected, and compliance concerns can be addressed promptly. By embedding clear expectations, continuous learning, and strong accountability mechanisms, MBM ensures that ethical decision-making underpins our culture and guides the way we conduct business.

## Anti-Corruption

MBM maintains a strict zero-tolerance policy towards all forms of bribery and corruption, as outlined in our Anti-Bribery and Corruption Policy. Any act of bribery, whether direct or indirect, is strictly prohibited. This includes offering, promising, giving, accepting, or soliciting anything of value to influence a decision or gain an improper advantage.

In line with MBM's Code of Conduct, all employees are required to identify, disclose, and manage conflicts of interest in accordance with internal policies and professional standards. All business decisions must be made impartially and in the best interests of our clients, stakeholders, and the organisation. Undisclosed conflicts of interest undermine trust and credibility and constitute a serious breach of both company policy and professional ethics.

Given the low inherent risk of corruption within our operations and our record of zero incident, corruption has not yet been included in our formal risk assessment register. However, MBM is committed to periodically reviewing and updating our risk management framework to ensure that bribery and corruption risks are appropriately assessed across all offices, employees, and business activities.

## Procurement

MBM understands the extent and significance of our duty to engage suppliers that uphold sound environmental and ethical standards throughout our operations.

Our Code of Conduct, Social Procurement and Procurement policies reflect our commitment to sustainability and responsible procurement practices and communicate our expectations for all third parties doing business with us. We further address this commitment in the Ethics and Human rights sections of this report. Our Code of Conduct reinforces our principles of human rights protection, more specifically as they pertain to modern slavery.

MBM has implemented an additional procurement process to mitigate the risk of slavery in our supply chain. We expect all third parties with whom we work to comply with anti-human trafficking and anti-slavery legislation. To assist with this, the MBM Supplier Code of Conduct aims to provide suppliers with the appropriate guidance to make informed business decisions while working with MBM.

### Modern Slavery and Human Rights

MBM recognises that Modern Slavery remains a widespread and deeply concerning issue that affects millions of people globally. As a socially responsible organisation, MBM upholds the highest standards in every aspect of its business and expects the same level of diligence and responsibility from all suppliers, service providers, and business partners.

We take a firm stance against any practice that constitutes modern slavery—including forced labour, child labour, debt bondage, and exploitation. MBM adopts a zero-tolerance approach toward these violations, and we are dedicated to proactively identifying, preventing, and addressing any risks associated with such practices within our organisation or amongst those with whom we do business.

MBM considers our overall risk of directly causing or contributing to modern slavery is low given:

- The nature of our business - our direct business operations do not involve manual labour processes
- Our geographic reach being within Australia where there are strict Modern Slavery legislation and frameworks
- We do not have vendor relationships with large manufacturing businesses where modern slavery has been found to be an issue
- Our supply chains are relatively straightforward and do not involve complex tiers of contractors or subcontractors.

Throughout the Reporting Period, MBM did not identify any incidents or indicators of modern slavery within our business operations or among our suppliers.

MBM will ensure that our operations uphold human rights standards throughout the supply chain. The firm's approach is firmly aligned with our UN SDGs and Modern Slavery policy, including vetting suppliers for ethical practices and fostering a workplace culture that respects diversity, inclusion, and fair labour practices.

# Performance Tables

## Environment

<b>Emissions</b>	<b>FY25</b>
Emission intensity (metric tons of CO <sub>2</sub> e/employee)	0.84
Energy intensity (total energy gigajoule/employee)	1.996
Operational sites with environmental management system certified to ISO 14001 *	71%
Operational sites for which an environmental risk assessment has been conducted *	71%

<b>Greenhouse Gas Emissions by Sources (Metric Tons of CO<sub>2</sub>e)</b>	<b>FY25</b>
Offices	53.26
New South Wales	36.31
Victoria	8.68
Queensland	7.55
South Australia	0.72
Western Australia	N/A
Australian Capital Territory	0
Business Travel (Air)	81.2
Business Travel (Mileage reimbursement)	11.55

<b>Energy (Scope 2)</b>	<b>FY25</b>
Total energy consumption (MWh)	96.4785
Total energy consumption from non-renewable sources (MWh)	80.075
Total energy consumption (grid + renewable) (MWh)	16.4035
% of renewable electricity	100

\* MBM's Canberra and Perth offices are not included in our ISO14001 certification, due to be in serviced offices, where MBM has no authority over the WHS compliance of the space.

## Our People

<b>Employees</b>	<b>FY25</b>
Total	174
Full-time employees	153
Part-time employees	17
Casual employees	4

<b>Permanent employees and breakdown by region (%)</b>	
New South Wales	74.4%
Victoria	12.9%
Queensland	8.2%
South Australia	2.9%
Western Australia	0.6%
Australian Capital Territory	0.6%

<b>Permanent employees and breakdown by gender (%)</b>	
Women	47%
Men	53%

<b>Full-time employees' breakdown by gender</b>	
Women	42%
Men	58%

<b>New Hire</b>	
18–30	58%
31–50	42%
50 and over	0

<b>Turnover</b>	
18–30	6.2%
31–50	5.7%
50 and over	1.4%

# Performance Tables

## Our People (continued)

Employees (continued)	FY25
<b>Diversity, Equity &amp; Inclusion</b>	
Women employees overall	47%
Women in leadership *	34.6%
Employees with disabilities	0
<i>*based on a list of 81 executive staff</i>	
<b>Employees Age Group Breakdown</b>	
<30 years old	28.4%
30–50 years old	53.4%
>50 years old	17%
<b>Overall Ethnicity Breakdown</b>	
<i>Not available as it is not mandatory for MBM employees to provide their ethnic background</i>	
<b>Annual Compensation</b>	
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees	39:100
Share of total remuneration by Gender (Male)	56.6%
Share of total remuneration by Gender (Female)	43.4%

Employees (continued)	FY25
<b>Training and Development</b>	
Employees who received annual regular performance and career development reviews	100%
Cadets/Internships	7%
Training, conferences and seminars expenses	\$134,921
Number of training programs offered	20
Number of training hours in FY25	1,392
<b>Employees Satisfaction Assessments *</b>	
MBM as a great place to work	94%
Employees understand MBM's goals and objectives	91%
Training and career development	77%
MBM health and well-being programs and services are effective at supporting my needs	89%
My work environment and working conditions provide me the opportunity to work well and comfortably	80%
MBM's supportive, inclusive, open and honest culture	81%
Satisfaction with MBM leadership	79%
Satisfaction with team support and collaboration	94%
<i>*based on the outcome of the 2025 annual staff survey completed by 110 staff</i>	
<b>Health, Well-being, and Safety</b>	
Employees using our health and well-being resources on a monthly basis	100%
Number of Mental Health First Aiders	14
Sites with employee health and safety risk assessment	100%
Work-related injuries	0

\* MBM's Canberra and Perth offices are not included in our ISO14001 certification, due to be in serviced offices, where MBM has no authority over the WHS compliance of the space.

# Performance Tables

## Our Communities

Communities and Educational Initiatives	FY25
Business units with pro bono projects implemented	14%
Hours of participation in paid/unpaid volunteering	243
Employees participating in pro bono programs and volunteering	15
Sponsorships and Donations	6%

## Governance

Corporate Governance	FY25
Attendance rate at Board regular meetings	93%
Women on the Board	18.8%
Average age of the Board Directors	48.6
Average tenure of Board members in years	15.3

Ethics	FY25
Employees that annually reconfirmed Code of Ethics acknowledgment	100%
New employees acknowledging our Code of Ethics	100%
Number of material confirmed incidents with third parties related to corruption	0
New employees who received training on Ethics	100%
New employees who received information on Anti-Corruption	100%
Confirmed internal incidents of corruption	0
<i>Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</i>	

Data Privacy and Security	FY25
Number of material complaints regarding breaches of client privacy and losses of client data resulting in judicial action	0
Operational sites with an information security management system (ISMS) certified to ISO 27001	72%
Employees who received an annual Security and Ethics (including Human Rights) Mandatory Compliance Training	100%
New employees who received training on Data Privacy	100%
New employees who received training on Security Awareness	100%
Total number of substantiated complaints received concerning breaches of customer privacy	0

Procurement	FY25
Socially and environmentally responsible suppliers	7
Suppliers with whom MBM place purchase orders acknowledging our Supplier Code of Conduct	100%
Modern Slavery risks and incidents	0

## FY2026 Goals and Targets

Looking ahead, MBM will continue to strengthen our environmental management approach through improved data collection, measurement, and reporting.

### Environmental

A key focus for FY2026 will be the development of quantitative sustainability metrics and performance indicators to better assess our environmental impact and track progress against our targets.

We also plan to expand our renewable energy commitments, explore opportunities for carbon accounting and offsetting, and formalise our resource efficiency and waste reduction programs across all offices. In addition, MBM will continue to engage employees and stakeholders through awareness campaigns, training, and collaboration, embedding sustainability deeper into our culture and day-to-day operations.

Through these actions, MBM aims to build a more resilient, low-impact business that supports the transition to a sustainable built environment and delivers long-term value for our clients, people, and communities.

Our short and long-term environmental goals are as follows:

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Green Building Advisory Services	Assess the benefits of membership with the agency	Partner with another organisation to publish at least 1 thought leadership paper on sustainability in the built environment	Green Building's Green Star SDG11 SDG13
Energy	Transition of our offices to renewable energy	Become carbon neutral through reduction initiatives and carbon offset programs	SDG9 SDG12 GRI 302-1,4 ISO 14001:2015
Resource management	Reduce all waste by 10%	Comprehensive report on reduction, reuse and recycling amounts of all waste	SDG11 SDG12 ISO 14001:2015
Travel	Review our travel expenditure to ensure sustainable business travel compliance	Identification of all Scope 3 emissions across our value chain	SDG12 SDG13 GRI 305-2,3,5
Supply chain	Increase the number of sustainable suppliers and overall operation expenditure on these suppliers	Track, measure, and report the environmental impact of our supply chain	SDG9 SDG13 ISO 14001:2015
Sustainable construction	Incorporate sustainability metrics into all cost plans	All staff to have a minimal level of expertise in sourcing low-carbon, recycled and ethically produced materials	SDG9 SDG11 SDG12 SDG13
Embodied carbon	Train and develop our professional staff on a consistent methodology for measuring embodied carbon	Become a key player in achieving a net-zero built environment	SDG9 SDG11 SDG12 SDG13

## People and Communities

Our environmental commitments are closely connected to our broader responsibility toward people and communities. At MBM, we recognise that sustainability extends beyond environmental performance — it also encompasses how we support our employees, clients, and the communities in which we operate.

As we continue to minimise our environmental footprint, we are equally focused on creating a safe, inclusive, and equitable workplace, fostering community partnerships, and driving positive social impact through our projects and operations. The following section outlines how MBM's social initiatives complement our environmental efforts to deliver holistic, sustainable value.

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Learning and development	Increase the number of external ESG courses available for all staff to attend	Equip senior management with the skills to model sustainable leadership	SDG4 GRI 403-6,7 GRI 404-1,2 ISO 45001:2018
Health, wellbeing and safety	Continue to build strong support networks within the company to enhance overall wellbeing and culture	Implement mindfulness and resilience strategies to manage the inherent stressors of working in the industry	SDG3 SDG8 GRI 403-2,4,5 ISO 45001:2018
Gender equity	Equality in workforce profile and remuneration metrics	Equal representation on the Board and all senior leadership roles	SDG5 SDG10 GRI 404-2,3 GRI 405-1 WGEA
Diversity and inclusion	Champion the skills development of First Nations students looking to build a career in the industry	Set a benchmark of 2% of employees that identify as either First Nations, work with a disability or come from a disadvantaged background	SDG8 SDG10 GRI 403-6 GRI 404-2
Respect at work and non-discrimination	Integrate respect and non-discrimination principles into the competency matrix	Score a minimum of 95% in the employee staff survey for having a psychologically safe workplace	SDG5, SDG8 SDG10 GRI 403-4, 5, 6 GRI 406-1 ISO 45001:2018
Social Procurement	Increase social procurement spend by 15%	Procure 100% of goods and services from sustainably recognised companies	SDG8 SDG12 GRI 204-1 GRI 408-1 GRI409-1
Community engagement	Encourage higher employee participation in local, sponsored events along with increasing the diversity of charities that we engage with	Pro bono and reduced fee services to be offered to a minimum of 15 clients annually	SDG11 GRI 413-1



“With significant changes in the industry, including digital transformation and artificial intelligence legislation, the requirement to maintain ethical standards and a high level of trust mean that MBM must uphold its emphasis on continual improvement.”

## Governance

To support our efforts in environmental and social initiatives, MBM recognises that it must have a strong governance foundation. With significant changes in the industry, including digital transformation and artificial intelligence legislation, the requirement to maintain ethical standards and a high level of trust mean that MBM must uphold its emphasis on continual improvement.

The following table advises the areas where MBM will focus, based on anticipated changes, to ensure our governance benchmark continues to support our environmental and social efforts.

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Transparency and accountability	Include an ESG report within the Operations pack at the Board meetings on a bi-annual basis	Disclosure to clients and other stakeholders on the use of AI services, including how MBM has mitigated bias and maintained data security	GRI 205-2,3 GRI 418 ISO 27001:2022
Ethics	Implement a whistleblowing service where employees can report any concerns or breaches of policy and legislation	Continue a nil report of any bribery, corruption, fraud or unethical behaviour at MBM or at any of our clients or suppliers	GRI 205-1,2,3 GRI 418 ISO 9001:2015
Procurement	Publish an annual modern slavery report, based on the results of our supplier questionnaire	Map and trace MBM's supply chain to a minimum of fourth-party level	SDG8 GRI 408-1 GRI 409-1
Reporting	Distribute an annual ESG report	Accuracy and auditability of ESG data	All selected SDGs, GRI standards and ISO certifications

MBM's Board of Directors holds oversight of the company's ESG strategy, risk management and goal achievement. The National Operations Manager (NOM) is responsible for the collation and reporting of the data to the required agencies and Board, with assistance from each of the Office Managers and the Finance team. It is also the responsibility of the NOM to review the ESG performance on a quarterly basis and set annual improvement targets.

All publicly listed documents will be distributed to employees and clients for their feedback and suggestions. An ESG working group will be formed and they will be responsible for the implementation of the strategy, checking for regulation updates, evaluating the feedback and providing insights on market conditions. The working group will ensure the strategy has a continuous improvement focus, providing MBM with an up to date and best practice ESG function for the industry.

# Our Expertise

**We are recognised by clients and peers for our expertise across multiple disciplines, market segments and industries.**

## Quantity Surveying

- Feasibility studies
- Cost planning and estimating
- Bills of Quantities
- Tender estimates, analysis and evaluation
- Contract administration
- Financier reporting
- Replacement cost analysis

## Building Consultancy

- Technical due diligence
- Make good schedules
- Condition audits
- Life cycle costing
- Asset registers / Sinking funds
- Capital expenditure forecasting and analysis
- Quantum reports

## Tax & Assets Services

- Tax depreciation and capital allowance schedules
- Management of fixed asset registers
- Depreciation modelling and auditing
- Transaction support for acquisition, disposal and leasing

## AM and FM Advisory

- Strategies
- Plans
- Audits
- Procurement and Mobilisation
- Lifecycle
- Enterprise AM
- Property Services

## Infrastructure

- Independent/ probabilistic estimating
- Cost planning
- Cost & contract administration
- Audits/assurance reviews
- Expert witness and dispute resolution

## Expert Witness

- Financial evaluation of claims
- Negotiation of costs
- Dispute resolution
- Tribunal and court proceedings



## Our Locations

**MBM has offices in Sydney, Parramatta, Brisbane, Melbourne, Canberra, Perth and Adelaide.**

We operate as a single entity and are able to utilise specialised skills from any office to deliver a successful outcome for your project or development.

### **Adelaide**

Level 5, 60 Waymouth St  
Adelaide SA 5000  
08 8223 3038  
sa@mbmpl.com.au

### **Parramatta**

Suite 1A Level 8, 111 Phillip St  
Parramatta NSW 2150  
02 9270 1000  
nsw@mbmpl.com.au

### **Brisbane**

Suite 2.4 Level 2, 100 Creek St  
Brisbane QLD 4000  
07 3234 4000  
qld@mbmpl.com.au

### **Perth**

Suite 01, Level 23,  
108 St Georges Terrace  
Perth WA 6000  
08 9322 1795  
wa@mbmpl.com.au

### **Canberra**

Level 1, 68 Northbourne Ave  
Canberra ACT 2600  
02 6152 0996  
act@mbmpl.com.au

### **Sydney**

Level 6, 1 Chifley Square  
Sydney NSW 2000  
02 9270 1000  
nsw@mbmpl.com.au

### **Melbourne**

Level 26, 500 Collins St  
Melbourne VIC 3000  
02 8856 3730  
vic@mbmpl.com.au



# Appendix A

## ESG Strategy

As a service provider to the construction industry, MBM is driven by its values of Reliability, Precision and Integrity. Leading the mid-tier market in this sector, MBM recognises the importance of the environmental, social and governance (ESG) principles and our responsibility to integrate these considerations into every aspect of our business operations. To highlight our commitment to these principles, MBM has created an ESG strategy to outline the actions we will take to reduce our environmental impact, enhance social equity and inclusion, and uphold the highest standards of transparency and accountability.

### Our Purpose

To deliver high-quality professional services while creating long-term value for our clients, employees, and stakeholders through responsible environmental practices, positive social impact, and strong governance.

### Our Vision

To elevate our standing as a leading consultant in the building and construction industry by embedding trust, integrity, and reliability into sustainable practices that protect the environment, empower our workforce, and create lasting value for clients and communities.

### Our Objectives



Reduce our environmental footprint operationally and champion climate resilience and sustainable practices in construction



Achieve equity throughout our workforce and drive community engagement in all regions where MBM operates



Uphold the highest standards of ethics, transparency, and accountability, with proactive risk management, social procurement and policy compliance

Having identified the material topics in each of these three objectives, MBM has created a set of short and long term goals to address the key focus areas. To achieve these objectives, we will use internationally recognised frameworks, including the UN Sustainable Development Goals (SDGs), the GRI Standards and our ISO certification.

## Environmental Strategy

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Green Building Advisory Services	Assess the benefits of membership with the agency	Partner with another organisation to publish at least 1 thought leadership paper on sustainability in the built environment	Green Building's Green Star SDG11 SDG13
Energy	Transition of our offices to renewable energy	Become carbon neutral through reduction initiatives and carbon offset programs	SDG9 SDG12 GRI 302-1,4 ISO 14001:2015
Resource management	Reduce all waste by 10%	Comprehensive report on reduction, reuse and recycling amounts of all waste	SDG11 SDG12 ISO 14001:2015
Travel	Review our travel expenditure to ensure sustainable business travel compliance	Identification of all Scope 3 emissions across our value chain	SDG12 SDG13 GRI 305-2,3,5
Supply chain	Increase the number of sustainable suppliers and overall operation expenditure on these suppliers	Track, measure, and report the environmental impact of our supply chain	SDG9 SDG13 ISO 14001:2015
Sustainable construction	Incorporate sustainability metrics into all cost plans	All staff to have a minimal level of expertise in sourcing low-carbon, recycled and ethically produced materials	SDG9 SDG11 SDG12 SDG13
Embodied carbon	Train and develop our professional staff on a consistent methodology for measuring embodied carbon	Become a key player in achieving a net-zero built environment	SDG9 SDG11 SDG12 SDG13

# Appendix A

Continued

## Social Strategy

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Learning and development	Increase the number of external ESG courses available for all staff to attend	Equip senior management with the skills to model sustainable leadership	SDG4 GRI 403-6,7 GRI 404-1,2 ISO 45001:2018
Health, wellbeing and safety	Continue to build strong support networks within the company to enhance overall wellbeing and culture	Implement mindfulness and resilience strategies to manage the inherent stressors of working in the industry	SDG3 SDG8 GRI 403-2,4,5 ISO 45001:2018
Gender equity	Equality in workforce profile and remuneration metrics	Equal representation on the Board and all senior leadership roles	SDG5 SDG10 GRI 404-2,3 GRI 405-1 WGEA
Diversity and inclusion	Champion the skills development of First Nations students looking to build a career in the industry	Set a benchmark of 5% of employees that identify as either First Nations, work with a disability or come from a disadvantaged background	SDG8 SDG10 GRI 403-6 GRI 404-2
Respect at work and non-discrimination	Integrate respect and non-discrimination principles into the competency matrix	Score a minimum of 98% in the employee staff survey for having a psychologically safe workplace	SDG5, SDG8 SDG10 GRI 403-4, 5, 6 GRI 406-1 ISO 45001:2018
Social Procurement	Increase social procurement spend by 15%	Procure 100% of goods and services from sustainably recognised companies	SDG8 SDG12 GRI 204-1 GRI 408-1 GRI409-1
Community engagement	Encourage higher employee participation in local, sponsored events along with increasing the diversity of charities that we engage with	Pro bono and reduced fee services to be offered to a minimum of 15 clients annually	SDG11 GRI 413-1
Learning and development	Increase the number of external ESG courses available for all staff to attend	Equip senior management with the skills to model sustainable leadership	SDG4 GRI 403-6,7 GRI 404-1,2 ISO 45001:2018

## Governance Strategy

Key Focus Area	Short Term Goal	Long Term Goal	Framework / Standard
Transparency and accountability	Include an ESG report within the Operations pack at the Board meetings on a bi-annual basis	Disclosure to clients and other stakeholders on the use of AI services, including how MBM has mitigated bias and maintained data security	GRI 205-2,3 GRI 418 ISO 27001:2022
Ethics	Implement a whistleblowing service where employees can report any concerns or breaches of policy and legislation	Continue a nil report of any bribery, corruption, fraud or unethical behaviour at MBM or at any of our clients or suppliers	GRI 205-1,2,3 GRI 418 ISO 9001:2015
Procurement	Publish an annual modern slavery report, based on the results of our supplier questionnaire	Map and trace MBM's supply chain to a minimum of fourth-party level	SDG8 GRI 408-1 GRI 409-1
Reporting	Distribute an annual ESG report	Accuracy and auditability of ESG data	All selected SDGs, GRI standards and ISO certifications



# Appendix A

Continued

## ESG Integration

MBM recognises that ESG factors can have a direct and financially material impact on the company's performance, risk profile and reputation. To achieve success and meet stakeholder expectations, it is necessary to integrate ESG principles into the business strategy to accomplish the identified objectives and goals. As such, MBM will embed ESG principles into the following areas:

- Fee proposals
- Client reports and recommendations
- Training and development of staff to identify ESG risks and opportunities for clients
- Develop ESG-related services and advisory capabilities
- Use ESG performance as a differentiator against competitors
- Supplier contracts and engagements
- Recruitment of new employees
- Performance appraisals and the competency matrix
- Skills development and career progression
- All operational processes and procedures

Incorporating ESG into our Mission, Vision and Values will also ensure the company culture grows in a positive and prosperous manner. Communication of the strategy, along with education and momentum will help achieve successful implementation.

Once integrated, MBM will be able to adhere to regulatory compliance, identify opportunities for growth and innovation, attract and retain staff, strengthen brand reputation and provide us with a competitive advantage.



## Measurement, Reporting & Continuous Improvement

A key function of measuring ESG performance is the ability to capture critical data points, along with financial analysis. MBM's current accounting software, MYOB, does not have built-in measurement features and a separate business case is being created to introduce a different accounting package that does capture this information. Once the new software program has been implemented, MBM will have access to all relevant data, such as:

- Scope 2 and 3 emissions, including all forms of travel
- Energy consumption
- Waste and resource management
- Sustainable suppliers and the percentage of expenditure
- Training, memberships, and upskilling
- Donations, sponsorships and volunteer hours
- Pro bono and reduced fee services

Along with the accounting software, MBM use ELMO for its human resources records. This package allows us to gather data on:

- Recruitment
- Promotions
- Learning and development
- Staff turnover
- Gender equality
- Performance appraisals
- Leave taken/applied for

Combining the accounting and HR data, along with productivity reports from the company's intranet, will provide comprehensive tracking of the ESG goals. To complement this, MBM will continue to apply for recertification for each of its ISO certifications. This allows us to monitor and measure policy and procedural compliance, risk management and non-conformance.

Report	Report To	Frequency
Comprehensive ESG Report	All stakeholders	Annually
Environment targets and goals	NGER	Annually
Modern slavery statement	All stakeholders	Annually
Gender Equality	WGEA	Annually
Diversity, Equity & Inclusion	MBM Board	Bi-annually
Staff survey	MBM Board	Annually
Performance appraisals	MBM Board	Annually
Training and development	MBM Board	Annually
ISO performance	MBM Board	Quarterly
ISOs external audit	MBM Board	Annually
Staff turnover/retention	MBM Board	Quarterly
Grievances and complaints	MBM Board	As required
Operations pack	MBM Board	Bi-monthly

# Appendix B

## GRI Content Index

**Statement of use** MBMPL PTY LTD has reported the information cited in this GRI content index for the period 1 July 2024 to 30 June 2025 with reference to the GRI Standards.

**GRI 1 used** GRI 1: Foundation 2021

## GRI STANDARD: GRI 2: General Disclosures 2021

Disclosure	ESG Report 2025
2-1 Organizational details	p.6
2-2 Entities included in the organization's sustainability reporting	p.6
2-3 Reporting period, frequency and contact point	p.6
2-4 Restatements of information	p.6
2-5 External assurance	p.6-7
2-6 Activities, value chain and other business relationships	p.8-9
2-7 Employees	p.27-28
2-8 Workers who are not employees	p.27
2-9 Governance structure and composition	p.29
2-10 Nomination and selection of the highest governance body	p.24
2-12 Role of the highest governance body in overseeing the management of impacts	p.24
2-17 Collective knowledge of the highest governance body	p.26
2-18 Evaluation of the performance of the highest governance body	p.24
2-21 Annual total compensation ratio	p.28
2-22 Statement on sustainable development strategy	p.11, p.35-37
2-23 Policy commitments	p.9
2-24 Embedding policy commitments	p.9
2-25 Processes to remediate negative impacts	p.21
2-26 Mechanisms for seeking advice and raising concerns	p.21
2-27 Compliance with laws and regulations	p.29
2-28 Membership associations	p.5
2-29 Approach to stakeholder engagement	p.6



# Appendix B

## GRI Content Index (continued)

### GRI 3: Material Topics 2021

Disclosure	ESG Report 2025
3-1 Process to determine material topics	p.11
3-2 List of material topics	p.10-11
3-3 Management of material topics	p.11

### GRI 102: Climate Change 2025

Disclosure	ESG Report 2025
102-1 Transition plan for climate change mitigation	p.12, p.30
102-2 Climate change adaptation plan	p.12-15, p.30
102-4 GHG emissions reduction targets and progress	p.12
102-6 Scope 2 GHG emissions	p.27
102-7 Scope 3 GHG emissions	p.27
102-9 GHG removals in the value chain	p.14
102-10 Carbon credits	p.15

### GRI 103: Energy 2025

Disclosure	ESG Report 2025
103-1 Energy policies and commitments	p.12
103-2 Energy consumption and self-generation within the organization	p.27
103-3 Upstream and downstream energy consumption	p.27
103-5 Reduction in energy consumption	p.12
201-2 Financial implications and other risks and opportunities due to climate change	p.12

### GRI 204: Procurement Practices 2016

Disclosure	ESG Report 2025
204-1 Proportion of spending on local suppliers	p.29, p.31

### GRI 205: Anti-corruption 2016

Disclosure	ESG Report 2025
205-1 Operations assessed for risks related to corruption	p.29
205-2 Communication and training about anti-corruption policies and procedures	p.26, p.32
205-3 Confirmed incidents of corruption and actions taken	p.29, p.32

### GRI 302: Energy 2016

Disclosure	ESG Report 2025
302-1 Energy consumption within the organization	p.27
302-2 Energy consumption outside of the organization	p.27
302-4 Reduction of energy consumption	p.12, p.30
302-5 Reductions in energy requirements of products and services	p.12, p.30

### GRI 305: Emissions 2016

Disclosure	ESG Report 2025
305-2 Energy indirect (Scope 2) GHG emissions	p.27
305-3 Other indirect (Scope 3) GHG emissions	p.27
305-5 Reduction of GHG emissions	p.15, p.30

### GRI 306: Waste 2020

Disclosure	ESG Report 2025
306-2 Management of significant waste-related impacts	p.13
306-4 Waste diverted from disposal	p.13

# Appendix B

## GRI Content Index (continued)

### GRI 308: Supplier Environmental Assessment 2016

Disclosure	ESG Report 2025
308-1 New suppliers that were screened using environmental criteria	p.14
308-2 Negative environmental impacts in the supply chain and actions taken	p.14

### GRI 401: Employment 2016

Disclosure	ESG Report 2025
401-1 New employee hires and employee turnover	p.27
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.16
401-3 Parental leave	p.17

### GRI 403: Occupational Health and Safety 2018

Disclosure	ESG Report 2025
403-1 Occupational health and safety management system	p.17
403-2 Hazard identification, risk assessment, and incident investigation	p.17, p.31
403-3 Occupational health services	p.17
403-4 Worker participation, consultation, and communication on occupational health and safety	p.17, p.31
403-5 Worker training on occupational health and safety	p.17, p.31
403-6 Promotion of worker health	p.17, p.31
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.17, p.31
403-8 Workers covered by an occupational health and safety management system	p.28
403-9 Work-related injuries	p.28
403-10 Work-related ill health	p.28

### GRI 404: Training and Education 2016

Disclosure	ESG Report 2025
404-1 Average hours of training per year per employee	p.28
404-2 Programs for upgrading employee skills and transition assistance programs	p.16, p.31
404-3 Percentage of employees receiving regular performance and career development reviews	p.28, p.31

### GRI 405: Diversity and Equal Opportunity 2016

Disclosure	ESG Report 2025
405-1 Diversity of governance bodies and employees	p.29, p.31
405-2 Ratio of basic salary and remuneration of women to men	p.28

### GRI 406: Non-discrimination 2016

Disclosure	ESG Report 2025
406-1 Incidents of discrimination and corrective actions taken	p.21, p.31

### GRI 408: Child Labor 2016

Disclosure	ESG Report 2025
408-1 Operations and suppliers at significant risk for incidents of child labor	p.26, p.31-32



## Appendix B

### GRI Content Index (continued)

#### GRI 409: Forced or Compulsory Labor 2016

Disclosure	ESG Report 2025
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p.26, p.31-32

#### GRI 413: Local Communities 2016

Disclosure	ESG Report 2025
413-1 Operations with local community engagement, impact assessments, and development programs	p.22, p31

#### GRI 414: Supplier Social Assessment 2016

Disclosure	ESG Report 2025
414-1 New suppliers that were screened using social criteria	p.26
414-2 Negative social impacts in the supply chain and actions taken	p.26, p.32

#### GRI 418: Customer Privacy 2016

Disclosure	ESG Report 2025
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p.29, p.32

### Version Control

Version	Date	Revision Details	Approved By
1	December 2025	Original Issue	Jayne Hopwood





“We would like to thank our staff, clients, shareholders, and community partners for their ongoing collaboration and support in advancing our ESG goals. Their collective efforts contribute to the economic, social, and environmental well-being of the communities in which we operate.”