



Green
by Nature

2024 – 2027

Green by Nature

ESG Strategy



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About Green by Nature

Green by Nature is a leader in the horticultural and landscaping industry, proudly standing as the premier partner for the design, construction, and maintenance of exceptional green spaces.

Formed from the merger of four prominent landscaping businesses with a combined heritage of over 120 years, our vision is to connect communities with the power of nature. We believe in the positive impact green spaces can have on people. Whether revitalising urban landscapes, crafting recreational oases, or preserving iconic parks, Green by Nature exemplifies the transformative potential of thoughtful and expertly executed landscaping for everyone to enjoy.

Green by Nature means green is genuinely in our nature. We exist to improve people's lives across Australasia by developing and caring for remarkable green spaces that enable us to do more of the things we love. From our early days, Green by Nature has been committed to excellence, leveraging innovative techniques and sustainable practices to create landscapes that not only appeal to the eye but also promote environmental wellbeing.

We strive to have a positive and lasting impact on the communities and environments we live and work in, creating spaces that foster community engagement, promote biodiversity, and contribute to the overall health of our planet.



Our purpose

We improve people's lives by developing and caring for remarkable green spaces that enable us to do more of the things we love.



Our vision

To connect our communities to the power of nature.



Our services

Our experience as green space nurturers spans education, government, commercial, residential, sports fields and community sectors. Well-designed and maintained landscapes give our communities space to create connections and build memories.

We specialise in:

- Sports Turf Construction and Renovation
- Landscape and Horticulture Management
- Grounds, Asset and Facilities Management
- Mowing and Vegetation Control
- Landscape Design, Construction and Enhancement
- Irrigation and Water Management
- Tree Management and Arboriculture Services
- Environmental Management and Consultancy
- Indoor Plant Services



Certifications And Awards

ISO

Green by Nature's management systems are certified to ISO standards. We hold certificates for ISO 14001:2015 Environment, ISO 9001:2015 Quality, and ISO 45001:2018 Safety.



Toitū

In recognition of our robust Environmental Management System and commitment to manage the business sustainably, since 2008 the New Zealand arm of Green by Nature has been Enviro-Mark Diamond certified through Toitū Envirocare.

Building on this, in 2019, the New Zealand business embarked on the process of becoming 'Carbonreduce' certified through the Toitū scheme, and has proudly retained this additional certification by measuring organisational greenhouse gas emissions, developing an emissions management plan, and committing to carbon reduction targets through a reduction in diesel and petrol consumption, energy use, and waste to landfill.



Green Flag Award

The Green Flag Award is an international scheme that recognises and rewards parks and green spaces that uphold the highest standards of excellence in management, planning, sustainability, and community engagement. Green by Nature are proud to manage 33 parks across Australia and New Zealand that received the 2023-24 Green Flag Award.



About This Strategy

Purpose

Our Environment, Social, and Governance (ESG) Strategy provides the framework for defining objectives and targets for our material ESG issues. It also outlines associated actions for embedding sustainability into our day-to-day operations.

Governance

Our Board directs the business strategy in a manner consistent with delivering returns to shareholders while having an overall positive impact on society and the environment. The ESG Strategy is a key component within Green by Nature's overall governance framework (refer to Figure 1).

The Senior Executives at Green by Nature ensure that ESG considerations are integrated into company operations, having overseen the development of our ESG Strategy. This strategy is co-owned by our Manager of Communications and Sustainability, and the Head of Health, Safety and Environment. They are supported by a hardworking team of Green by Nature staff across various levels and functions, who are responsible for implementing relevant sustainability initiatives, collecting ESG data for reporting, and engaging with our customers and suppliers.



Figure 1: ESG Strategy Governance Framework

Our commitment to ESG principles is woven into every aspect of our business, from strategic decision-making to daily operations. This integrated approach ensures that sustainability remains at the forefront of our corporate mission and values.



Our Material ESG Topics

We defined our material ESG topics using an engagement led approach that aligns with the requirements of the Global Reporting Initiative (GRI) framework. These material topics underpin the focus areas of our ESG strategy:

Key pillars of ESG Strategy	Green practices for sustainable futures	Thriving workforce and community	Accountable and responsible governance
Priority material topics for Green by Nature	<ul style="list-style-type: none"> Energy and greenhouse gas emissions Waste Pesticides and hazardous chemicals Water consumption 	<ul style="list-style-type: none"> Employee engagement and development Workplace health, safety and wellness Community investment and partnerships Customer satisfaction 	<ul style="list-style-type: none"> Legal and regulatory compliance Cybersecurity Market presence and economic performance Procurement practices

Aligning With The SDGs

The United Nations Sustainable Development Goals (“SDGs”) are a blueprint to achieve a better and more sustainable future for all. Agreed upon by all United Nations Member States in 2015, the 17 interconnected goals aim to address the global challenges of poverty, inequality, climate change, environmental degradation, and justice by 2030.

Green by Nature is committed to delivering sustainable outcomes for the environment, society, and economy through our work, and are proud to align our business operations with the SDGs. Throughout this ESG Strategy, relevant SDGs have been mapped to the each of the key pillars.



FY23/24 ESG Snapshot

Here's a snapshot of Green by Nature's ESG performance over the 2023-2024 financial year.

Scope 1 and 2
Greenhouse gas
emissions:
12,263 tonnes CO2-e



Total water
consumption:
2,266 kL



223 tonnes of waste
diverted from landfill



175,985 GJ of energy
consumed



Lost time injury
frequency rate of
17.13



3.32% of profit given
back to the
community (including
donations and staff
time)



\$4,376,541 spend on
suppliers with third-
party environmental or
social certification



248 employees
participated in
external
professional
development



19.4% of our
workforce identify as
female



Average client
satisfaction rate
of **4.4 out of 5**



93.2% attendance
rate at Board
meetings



8% of our
workforce identify
as Aboriginal,
Torres Strait
Islander, or Māori



Green Practices for Sustainable Futures



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Green Practices For Sustainable Futures

At Green by Nature, we aim to minimise our environmental footprint and avoid environmental harm. We are deeply connected to environmental stewardship and sustainability, and are privileged that nurturing nature is part of our job. Ecological integrity underpins our operations, ensuring we minimize any negative environmental impact associated with our activities while improving the ecological health of our natural environment.



Energy & Greenhouse Gas Emissions

We all have our part to play in reducing greenhouse gas emissions and limiting the harmful impacts of climate change on our society, environment, and economy. Many tools and equipment essential to our day-to-day operations consume fuels and energy, such as fleet vehicles, mowers, and handheld power tools, contributing to Green by Nature's greenhouse gas footprint. Landscaping works and land clearing that convert the natural environment can also generate greenhouse gas emissions by reducing available carbon sinks.

Some of our environmental initiatives include:

Electric Equipment and Machinery

Green by Nature is committed to exploring alternate energy sources to reduce emissions associated with our operations. Across Australia and New Zealand, we have adopted a range of electric and hybrid commercial mowers, as well as many types of electric handheld equipment. Along with producing fewer emissions compared to diesel-powered combustion engines, there are a range of benefits provided by battery powered equipment including no refuelling, reduced noise, less engine maintenance, and lighter equipment for our staff to operate.

Our Sustainable Travel Policy

Our sustainable travel policy provides staff with guidelines for minimising corporate travel to reduce our emissions. Our corporate fleet includes hybrid vans and electric vehicles. In New Zealand, we utilise global positioning system (GPS) fleet tracking software to facilitate route optimisation and identify driving efficiencies, ultimately reducing our fuel consumption.

Carbon Offsetting and our Greenfleet Partnership

We are proud to partner with Greenfleet to offset a small portion of our carbon footprint. As part of our commitment to sustainability, we began working with Greenfleet in 2021 on a native reforestation project, as well as multiple carbon offset initiatives since then.

Helping our Clients with Sustainability Practices

We work proactively with our clients to identify and implement sustainability practices on their sites. An example of this includes planting over 12,000 trees with Essendon Fields, with a goal of reaching 15,000 trees as soon as possible.

Our Energy and Greenhouse Gas Emissions Goal

By 2027, our goals for energy and greenhouse gas emissions are to develop a plan for reaching carbon neutrality, and improve the energy efficiency of our operations by 15%.

Waste

Reducing waste sent to landfill is a crucial avenue for reducing greenhouse gas emissions, lessening our environmental footprint, and avoiding environmental degradation. While generating green waste such as lawn clippings, leaves, and branches is an inevitable outcome of our work, we strive to manage it responsibly. Disposing of green waste in typical landfill environments is not only expensive but also generates additional greenhouse gases as the organic matter decomposes.

Our operations also result in site and office-based waste streams including construction waste, comingled recyclables, paper, and inert landfill. Ensuring recyclable materials from our sites and offices stay out of landfill is crucial to contribute to a circular economy, providing valuable opportunities for resource reuse.

Our waste management solutions include:

Using Green Waste as Food at Local Zoos

To reduce the quantity of green waste sent to landfill, Green by Nature partners with local zoos to provide multiple food types for animals, using offcuts and discarded plants from many of our sites in Australia. For example, our team collects green waste such as bamboo offcuts and couch grass from sites and delivers it to Sydney's Taronga Zoo.

Composting Bays and Worm Farms

At various schools and sites in Australia, our team has created composting bays and worm farms for green waste disposal. This allows waste to stay on-site and be turned into nutritious feed for local gardens. It's also common practice for us to turn trimmings and cuttings into mulch on-site, which not only reduces green waste requiring disposal but also contributes to plant and tree health through beneficial reuse.

Minimising Packaging Waste

Green by Nature works with suppliers to optimise the delivery of construction materials to our sites, aiming to reduce packaging waste. For example:

- Bulk construction materials are delivered directly to sites on an as-needed basis, avoiding the need for packaging and storage before use.
- In our offices, we have implemented segregated recycling streams for paper, bottles, and cans.
- Where possible, we prioritise the use of electronic documents to reduce paper consumption associated with our work.

Our Waste Goal

For all waste under our operational control, our goal for 2027 is to reduce the volume sent to landfill by 15% compared to a FY24/25 baseline.



Pesticides and Chemicals

Pesticides are used to help protect our landscapes from harmful pests and diseases, and prevent the growth of unwanted weeds. When selected for appropriate use and applied in a controlled manner, pesticides can deliver positive outcomes for ecosystems. However, spills or inadvertent release of chemicals into soils and waterways can negatively impact the health of flora, fauna, and humans.

We strive to produce healthier landscapes and better turf surfaces with less chemical inputs. Our approach to chemical management includes:

Our Commercial Operator License

We maintain a Commercial Operator License for agricultural chemical use, and all workers hold Agricultural Chemical User Permits to ensure we comply with local legislation.

Employee Training

Employees are trained in safe chemical application, chemical risk management, and effective and safe weed control.

Selective and Pre-emergent Solutions

Our teams use pre-emergent herbicides and insecticides, which minimises the need for future spraying applications. We also employ selective herbicides that control targeted weed species while leaving other plants unharmed.

Innovative Technologies

- We've adopted drone-based technologies that use artificial intelligence to identify weed species within landscapes.
- GPS precision sprayers allow for vastly reduced chemical usage compared to regular handheld application.
- Our team has trialled steam weeding to replace chemical-based weed suppression.

Fertiliser Management

While our landscapes often require regular fertilizer application to improve plant growth and health, we recognize the potential environmental impacts:

- Excess nitrogen can leach into soils, groundwater, and waterways, causing negative impacts such as degraded soil quality and increased algal blooms.
- Nitrogen-based fertilizers are a key source of the greenhouse gas nitrous oxide.

Our Pesticides and Chemicals Goal

Green by Nature is committed to researching and investigating feasible alternatives with lower environmental impact, and will develop plans for reducing the impacts associated with pesticides, by 2026.



Water Consumption

Irrigation is a vital component of establishing and maintaining healthy landscapes, green spaces, and turf surfaces. At Green by Nature, we recognise that water is an important natural resource that must be conserved, not only to reduce our environmental footprint and preserve environmental flows, but also to ensure a sustainable water supply both now and into the future. Reducing our reliance on potable water is more crucial than ever to enhance our resilience to climate change, which is affecting when and where rainfall patterns, drought occurrence, and temperature extremes in Australia and New Zealand.



To reduce the amount of potable water required for irrigation, Green by Nature implements various innovative strategies including:

Wetting Agents

We apply wetting agents to the turf surfaces and landscapes that we install and manage. These agents help soil structures to absorb water, allowing water to distribute more evenly and be retained by the root structure for a longer period, reducing the frequency and quantity of irrigation required.

Native Species Prioritisation

At Green by Nature, we prioritise native species to support local ecosystem regeneration. We favour planting native groundcovers, shrubs, and trees because of their:

- Tolerance for drought
- Lower maintenance requirements
- Reduced water needs

Warm-Season Grass Transition

We help clients reduce their water consumption through strategic landscaping choices. For one of our tertiary education clients, we've been working to transition turf from cool-season grasses to warm-season couch grass. This change significantly reduces water consumption, as warm-season grasses require much less water than their cool-season counterparts.

Smart Irrigation Systems

We install advanced irrigation systems for our clients that use:

- Sensors to monitor soil moisture
- Weather data to adjust watering schedules
- Automated controls to optimize water usage

Rainwater Harvesting

Where possible, we implement systems to collect and use rainwater for irrigation.

Greywater Reuse

In appropriate settings, we explore opportunities to safely reuse greywater for landscape irrigation.

Our Water Consumption Goal

Over the next three years, our goal is to increase the water efficiency of our operations by 15%, and source 15% of our water from non-potable supplies.

Our Environmental Goals

Topic	Goals	Timeframe	Actions	Responsibility
Energy & GHG emissions	Develop a plan to become carbon neutral.	2026	<ul style="list-style-type: none"> Calculate total emissions (Scope 1, 2 and 3) emissions for the business to form a baseline footprint, and understand key sources of emissions. Determine a target year for becoming carbon neutral using a marginal cost of abatement curve. Develop an accompanying Decarbonisation Roadmap outlining key initiatives to achieve carbon neutral target. 	Head of Health, Safety & Environment
	Improve energy efficiency (fuel and electricity) of our operations by 15% [units per hours worked].	2027	<ul style="list-style-type: none"> Investigate software or other methods to streamline and standardise environmental data collection process across all business units. Review list of company assets and identify opportunities to replace diesel-powered plant and equipment with electrified alternatives, particularly those reaching the end of useful life expectancy. Review list of company fleet vehicles and incorporate hybrid and electric vehicles in asset replacement plan. 	Head of Health, Safety & Environment; Fleet Manager
Waste	For all waste under our operational control, reduce the volume sent to landfill by 15% compared to a FY24/25 baseline.	2027	<ul style="list-style-type: none"> Develop a unified process to enable waste disposal data to be collected across the group, including responsibilities, timelines, and avenues for reporting. Calculate baseline for waste disposed to landfill vs. recycled across various waste streams. Develop and implement a Waste Reduction Plan based on the waste hierarchy. 	Head of Health, Safety & Environment
Pesticides and chemicals	Develop a plan to reduce the impacts associated with pesticides and chemicals from our operations.	2026	<ul style="list-style-type: none"> Develop a baseline of current pesticide and chemical usage. Research alternative products with lower environmental impacts and assess their feasibility. Establish targets for reduction of pesticides and hazardous chemicals, and develop and implement an associated action plan. 	Head of Health, Safety & Environment
	Develop a plan to reduce nitrogen content in urea and non-urea based fertilisers.	2026	<ul style="list-style-type: none"> Review types and volumes of fertilisers currently in use to establish a baseline. Investigate feasibility of low-nitrogen or alternative fertilisers. 	Head of Health, Safety & Environment
Water	Increase the water efficiency of our operations by 15% [litres per hours worked]	2027	<ul style="list-style-type: none"> Monitor and report water usage across all business units and contracts. Ensure water-saving opportunities are considered as part of all contracts. Continue to encourage installation of smart irrigation for clients. Continue to prioritise planting of drought tolerant species, particularly as a replacement for existing turf within small landscape verges. 	Head of Health, Safety & Environment; Operations Manager
	Source 15% of all water from non-potable sources.	2027	<ul style="list-style-type: none"> Measure non-potable water use to establish current percentage use baseline. Install rainwater harvest tanks in all Green by Nature depots across Australia and New Zealand. Investigate feasibility of purchasing recycled water from local water authorities. 	Head of Health, Safety & Environment

SDG Alignment



Thriving Workforce & Community



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Thriving Workforce and Community

Fostering a happy, healthy, and engaged workforce to deliver positive outcomes for local communities is core to our business ethos at Green by Nature. We view investment in employee growth and development, as well as customer satisfaction, as crucial components of business success. We also advocate for the important role that businesses can play in giving back to our communities and leading by example.

Employee Engagement and Development

The ability to attract and retain the best staff in the industry is very important for our organisation. We believe that fostering a culture of learning, growth, and development directly translates to increased job satisfaction, employee engagement, and a sense of pride for our staff.

Some of our initiatives include:

Employee Engagement

Results from our 2023 employee engagement survey indicated that staff desired improvements to the learning, development, and progression pathways available to them. In response, we have implemented a new Professional Development Policy that outlines the process for staff to access:

- Funding for external education and certifications
- Conference attendance opportunities
- Skills training sessions

Our aim is to provide all employees with the opportunity to further develop and improve their capabilities in their chosen field.

Our Induction Program

As a market leader, we have a responsibility to invest in future careers and develop the technical capabilities of our workforce for the benefit of the wider industry. We have developed a bespoke induction program that all new apprentices joining Green by Nature are required to complete. Spanning two days, apprentices receive targeted training on key topics including our Code of Conduct, workplace health and safety practices, working outdoors, communication in the workplace, and social media use.

The Green by Nature Academy

We are also proud to host our very own Green by Nature Academy, through which we provide training to our employees under two streams: 'Leadership' and 'Compliance'.

Our leadership training module is available to all existing and new staff who hold management positions at Green by Nature, where training is provided on essential managerial skills such as providing ongoing praise and corrective feedback, conflict negotiation and resolution, and group dynamics and optimal team functioning.

Compliance training ensures all employees are up-to-date with industry standards and regulations, and covers topics such as workplace safety, environmental compliance, and ethical business practices

Our Employee Engagement and Satisfaction Goal:

Over the next three years, our goals are to improve opportunities for professional development and lifelong learning of our workforce, and improve overall employee engagement and satisfaction.

Workplace Health, Safety and Wellness

Providing a safe place of work is a non-negotiable standard of doing business. At Green by Nature, we are committed to ensuring the health and wellbeing of our staff, recognising that poor physical and mental health can have long lasting effects on employees, families, and communities.

Some of our Workplace Health, Safety and Wellness initiatives include:

Regular check-ins

We recognise the challenges and anxieties that can arise when starting a new job or position. That's why our Human Resources team conduct regular check-ins with all apprentices and new starters after their first day, week, month, and after 3 or 6 months to ensure the employee is feeling supported in their role.

Our Health and Safety Management System

Our operations are underpinned by a holistic Health and Safety Management System that is well understood and embraced at all levels of the business.

- We conduct regular safety audits of our sites and work systems to ensure ongoing compliance with our ISO certified management system. As part of staff onboarding, work health and safety competency assessments are completed, allowing us to identify any gaps and schedule required training.
- Green by Nature's Injury Management Framework focuses on early intervention and prevention of manual handling injuries by including physical warmups and stretching as part of pre-start conversations.

Mental Health and Our Employee Assistance Program

We have a dedicated Employee Assistance Program that provides free-of-charge, confidential counselling services to all employees and their families. Individuals can access support for issues affecting general wellbeing in both their professional and personal lives, such as stress and anxiety, depression, managing grief and loss, developing work-life balance, and financial counselling.

In addition, Green by Nature has trained Mental Health First Aiders across the business, who champion national mental health awareness programs in Australia and New Zealand.

Our goals for workplace health, safety and wellness are:

- By 2026, achieve a 30% reduction on lost time injury frequency rate (LTIFR) compared to 2023 baseline.
- 98% achievement of Health and Safety audits at our work sites.
- Investigate and close out 100% of corrective actions identified as "serious" or "critical" in accordance with the relevant timeframe in Green by Nature's Health & Safety Management System.



Community Investment and Partnerships

Community engagement has always been important to us, and we know we can add value and help in impactful ways. At Green by Nature, we intend for our philanthropic activities to support our Group purpose and business activities, including nurturing the next generation, championing environmental preservation, and contributing to local communities.



Our Core Impact Areas

We have established five specific focus areas for Green by Nature's corporate social responsibility activities: Sustainable Practices; Māori, Aboriginal and Torres Strait Islander Engagement; Mental Health; Youth Development; and Industry Support and Advocacy.

Community Engagement

We regularly invest in our communities through volunteering, sponsorships, and donations. Examples of our community investment and partnerships include:

- Providing horticulture support and education to local schools and universities across Australia and New Zealand;
- Becoming a corporate sponsor for local sporting teams;
- Partnering with the NRL School to Work program to support First Nations employment; and
- Partnering with Blue Light charity to support youth development programmes.

Since 2016, we have bestowed 106 grants totalling over NZD \$279,000 through the Recreational Services Foundation – a registered charity associated with the New Zealand arm of our business. The aim of this Foundation is to give young people and the general public a 'hand up' to support their aspirations by providing resources, support, and funding for education, recreation and community outcomes.

Volunteering

We are proud to have a dedicated volunteer leave allowance where all staff can utilise paid employment hours to volunteer in the community. Example volunteer activities that we support at Green by Nature include

- Emergency response initiatives
- Tree planting
- Community fundraising events.

BBQ trailer and marquees

In New Zealand, our custom-designed BBQ trailers and marquees are available at no charge to approved groups for community events, such as fundraisers, across our contract areas. Where special events tie in with our sponsorship program, we are pleased to provide the BBQ trailer fully provisioned and fully staffed to support key community events. Since we began offering the BBQ trailers and marquees for community use, hundreds of users such as schools, sports clubs, charitable organisations and community groups have put this free service to good use.

Our Community Investment and Partnerships Goals

- Increased staff uptake of paid volunteer leave.
- Give back 3% of annual profit to the community, supporting through a combination of financial contribution and our time.

Client Satisfaction

Satisfied clients are the cornerstone of a thriving business, and we're proud to have built a strong base of repeat clients over the years. Some clients have been with us since Day 1 of operations, whilst the average tenure for the majority of our clients is approximately 10 years.

When clients trust us and love our work, we also benefit from happier employees, greater revenue, and expanded opportunities. This cycle of satisfaction and success drives the company forward, supporting Green by Nature to meet our overarching goal of becoming the premier provider of green spaces in Australia and New Zealand. That is why client satisfaction is included as a key topic in Green by Nature's leadership training.

We distribute regular client satisfaction surveys to capture feedback from our clients so we can continually improve.

Our Client Satisfaction Goal

Our goal is to improve customer satisfaction over the three-year period of this ESG Strategy.

Our Social Goals

Topic	Goals	Timeframe	Actions	Responsibility
Employee engagement and development	Improve opportunities for professional development and lifelong learning of our workforce	2025	<ul style="list-style-type: none"> Develop a 12-month training calendar that outlines all learning and development opportunities that are required and optional for staff. Record # of individuals who participate in external PD opportunities each year. Develop internal survey to evaluate learning and development initiatives and interventions. Expand existing Green by Nature Academy offerings to include Apprenticeships and Technical streams. 	Head of Learning and Development
	Improve employee engagement and satisfaction.	2025	<ul style="list-style-type: none"> Continue to conduct annual employee engagement surveys and report results to staff internally. Measure attrition levels and benchmark against industry average. Implement formal 'exit interview' process for departing employees to understand areas where Green by Nature can improve. Establish a formalised and structured employee onboarding experience via our centralised HR system, that is applicable to all new hires across the Group. Develop a consolidated total rewards framework to articulate Green by Nature's value proposition to employees. Undertake financial modelling and staff analysis to understand feasibility of implementing best practice parental leave policy. Establish a dedicated channel on our intranet that is used to engage with all staff and communicate internal business updates, upcoming events, and other opportunities. 	Head of Remuneration, Systems & Reporting; Manager of Communications and Sustainability
Workforce health and safety	30% reduction on lost time injuries (LTIFR) compared to 2023 baseline.	2026	<ul style="list-style-type: none"> Develop, implement and resource an education program to create awareness preventing Green by Nature's most common injuries. Increase risk identification and reporting, including positive interventions. Consolidate hazard and risk reporting system across all business units to streamline process. Encourage/incentivise all staff to report hazards and risks identified in the workplace, including identification of control measures or positive interventions. 	Head of Health, Safety, and Environment

Topic	Goals	Timeframe	Actions	Responsibility
Community investments & partnerships	98% achievement of Health and Safety audits at our work sites.	Annual	<ul style="list-style-type: none"> Continue with current audit schedule across all services areas in Australia and New Zealand, including sites in South Australia, Western Australia and the Northern Territory. Achieve and maintain ISO certification 45001 across all business units. 	Head of Health, Safety, and Environment
	Investigate and close out 100% of corrective actions identified as "serious" or "critical" in accordance with the relevant timeframe in Green by Nature's Safety Management System. Improve staff uptake of paid volunteer leave.	Annual	<ul style="list-style-type: none"> Continue with current audit schedule across Australia and New Zealand. Continue to implement processes for corrective action identification and close out as identified in Green by Nature's Safety Management System. Achieve and maintain ISO certification 45001 across all business units. 	Head of Health, Safety, and Environment
	Improve staff volunteering and uptake of paid volunteer leave.	2026	<ul style="list-style-type: none"> Record and analyse the number of volunteer hours undertaken by staff each year to facilitate monitoring of uptake. Organise volunteering days as a company and encourage staff to participate. Communicate with staff about upcoming volunteer opportunities via the intranet or other dedicated channel. 	Manager of Communications and Sustainability
	Give back 3% of annual profit to the community, supporting through a combination of financial contribution and our time.	Annual	<ul style="list-style-type: none"> Prepare an annual Community Engagement Plan. Participate or invest in a minimum number of corporate social responsibility events every year (New Zealand: at least 5 events per region, Australia at least 10 events). Continue to provide social and environmental value-add propositions as part of all contracts. Consolidate process for measuring social and environmental value generated for clients across all business units, and continue to report monthly per contract. 	Manager of Communications and Sustainability
Customer satisfaction	Improve customer satisfaction	Annual	<ul style="list-style-type: none"> Consolidate the process for undertaking customer satisfaction surveys across all business units, and ensure that surveys are distributed at least annually (for ongoing contracts) or at the conclusion of a job (for standalone engagements). Consolidate existing methods used by business units to capture or record informal client feedback into a singular source for ongoing use across the Group. Report outcomes of the customer satisfaction surveys and any informal feedback received to all staff at least quarterly. Analyse customer satisfaction data to identify areas for improvement, and develop and implement an action plan. 	Manager of Communications and Sustainability; Sales and Business Development Team; Head of Health, Safety, and Environment.

SDG Alignment



Accountable & Responsible Governance



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Accountable and Responsible Governance

We are committed to maintaining the highest standard of business integrity and ethical conduct. Building our business on strong governance processes lays the foundation for delivering on Green by Nature's company purpose, safeguarding our operations, and generating returns to shareholders, all whilst having a positive overall impact on society and the environment.

Legal and Regulatory Compliance

We aim to be leaders in good corporate citizenship, so it is essential for Green by Nature to ensure all our business is conducted in line with relevant legislative and regulatory requirements across Australia and New Zealand. As our business continues to grow, inconsistencies in processes and practices may lead to an increased risk of regulatory breaches, which can result in financial and reputational costs for the business.

Code of Conduct

We instil confidence in Green by Nature's customers and employees by ensuring that our operations are underpinned by robust governance processes. Our Code of Conduct provides the framework for professional and ethical behaviour at Green by Nature, prohibiting bullying and harassment, anti-corruption and bribery, and political contributions, while providing guidance on conflicts of interest, gifts and benefits, and internet and social media use.

Whistleblower Policy

Our Whistleblower Policy outlines processes and procedures for speaking up about suspected breaches of conduct. All staff are required to participate in annual training on our Code of Conduct and Whistleblower Policy, which include information on internal grievance reporting mechanisms.

Integrated Management System

At Green by Nature, legal and regulatory compliance is generally managed through our Integrated Management System (IMS). We have reviewed and identified all statutory and regulatory requirements that apply to our operations, processes, and infrastructure within the defined scope of the IMS, and use a Group-level Risk and Opportunities Register to identify applicable risks and appropriate control measures.

Compliance

Compliance against legislative and regulatory requirements is verified through our audit program, which includes both internal and third-party audits.

Our dedicated Compliance Manager receives monthly alerts about changes to environmental and occupational health and safety regulations or legislation, ensuring we stay on top of changes applicable to our business. In addition, Green by Nature undertakes annual modern slavery reporting in compliance with Australian legislation, disclosing how we are identifying and managing human rights risks within our supply chain.

Our Accountable and Responsible Governance Goal

Our ongoing goal is to have no breaches of environmental or occupational and workplace health and safety legislation.



Cybersecurity

Protecting our systems, data, and sensitive customer information from cybercriminal activity is of the utmost importance to Green by Nature. The world in which we do business is becoming increasingly digitised, which brings many benefits for connectivity and productivity in the workplace.

Unfortunately, an increased reliance on digital information goes hand in hand with increased cybersecurity risks, with cybersecurity incidents growing in frequency and sophistication. A security breach could negatively impact Green by Nature's operations if essential systems are inaccessible, and harm our clients if sensitive information falls into the wrong hands.

Protective mechanisms

We use multi-factor authentication to protect our systems from unauthorised access, and endpoint detection and response software to increase Green by Nature's resilience to cybersecurity threats.

Recognising that our people are our last line of defence against cyber-attacks, we periodically communicate with all staff about phishing, spoofing, and malware emails.

In addition, Green by Nature's business-critical files and IT systems are backed up separately from the main network to preserve our operability in case of a network outage.

Privacy

Green by Nature is committed to protecting the privacy rights of all stakeholders. All client information is protected by our Privacy Policy, which outlines the principles for collection, use, disclosure, and storage of personal or sensitive data in accordance with the Australian Privacy Act 1988, and the Privacy Act 2020 in New Zealand.

Our Cybersecurity Goal

Our annual, ongoing goals for the business are to have zero instances of cybersecurity breaches, and retain the operability of our business in the face of various cybersecurity threats.

Market Presence and Economic Performance

We are driven to be a market leader in the landscaping industry. It is important to us that Green by Nature is a respected and trusted business, renowned for delivering and nurturing exceptional green spaces. Strengthening our market presence and brand is invaluable for fostering ongoing connections with clients and communities. Enhanced market presence leads to stronger economic performance, which in turn means that we have more resources to invest in developing our people and investing in our communities.

More than ever before, clients want to work with organisations with demonstrated and credible performance in sustainability. Developing this ESG Strategy is an exciting first step in documenting our commitment to sustainability, outlining progress to date as well as future actions for Green by Nature to become the premier landscaping company known for outstanding ESG performance. Doing business sustainably not only benefits the planet, but has positive outcomes for society and the economy as well.



Industry Engagement

Sharing knowledge with peers and contributing to best practice within our industry is important to us at Green by Nature. We support industry associations such as Parks and Leisure Australia, Recreation Aotearoa, and the Sports Turf Association by attending and presenting at conferences and events. We also collaborate with our partners to host seminars, forums, and industry networking events to strengthen our community of practice.

Our Market Presence and Economic Performance Goal

Our goal is to improve Green by Nature's market presence and recognition as a leader in sustainability within the landscaping industry.

Procurement Practices

As a company with wide reach across Australia and New Zealand, there is significant opportunity for Green by Nature to influence real change in driving responsible, ethical, and sustainable values within our supply chains. Green by Nature procures a wide range of goods and services as part of doing business, such as landscaping materials, tools and equipment, construction materials, office supplies and technology, as well as subcontractors to deliver specialised services including arboriculture, plumbing and electrical, pest control, traffic control, and earthworks.

Local suppliers

We aim to procure from local suppliers who align with our ESG values to improve the social and environmental outcomes associated with our operations. We have longstanding relationships with many of our major suppliers and are proud to support the local economy by having the vast majority of our supply chain located in Australia and New Zealand.

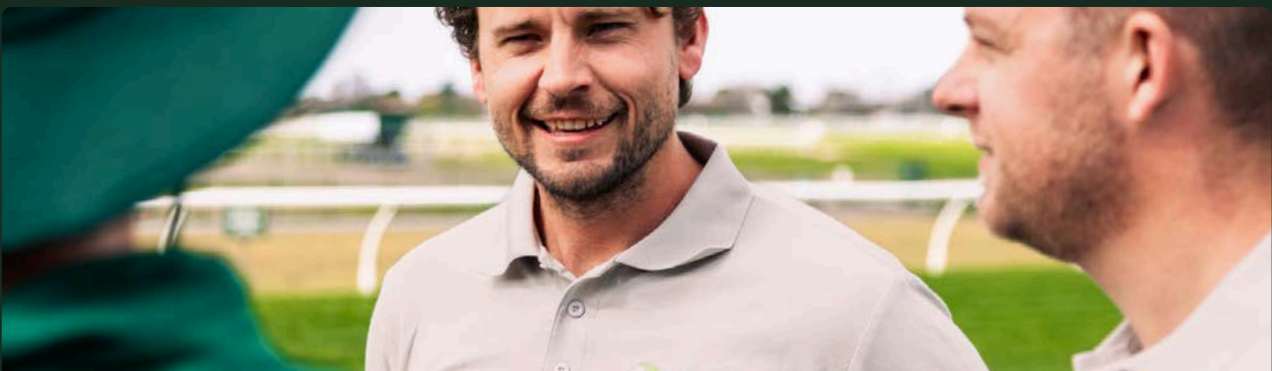
Our Ethical Sourcing and Sustainable Procurement

Green by Nature's Ethical Sourcing and Sustainable Procurement Policy outlines our approach for assessing preferred suppliers, considering aspects of quality, price, safety, environment and sustainability, and human rights. We aspire to use our buying power to generate positive social and environmental value, and have identified social procurement as a focus area over the next three years.

Green by Nature has formed strong partnerships with social enterprises and other not-for-profit organisations to provide employment opportunities for Aboriginal and Torres Strait Islanders, Māori and Pasifika, people living with disabilities, military veterans, as well as the long-term unemployed.

Our Procurement Practices Goal

Our goals are to strengthen Green by Nature's procurement practices to improve the social and environmental impact of our supply chain, and increase our social procurement spend.



Our Governance Goals

Topic	Goals	Timeframe	Actions	Responsibility
Legal and regulatory compliance	No breaches of environmental or occupational and workplace health and safety legislation.	Annual	<ul style="list-style-type: none"> Review and update register of statutory and regulatory compliance requirements monthly. Retain ISO certification for our Integrated Management System (IMS). 	Compliance Manager
	Zero instances of cybersecurity breaches.	Annual	<ul style="list-style-type: none"> Consolidate existing online environments to utilise common applications and management functions across all business units. Liaise with HR to standardise role descriptions across business units to allow stratified system of IT access permissions. Implement a process to regularly recertify employee IT accounts, checking for currency of employment status and appropriateness of access permissions. Develop and implement a cybersecurity training program for staff. Establish an online information hub containing key documentation about IT security policies and processes, as well as useful resources for staff. 	Group IT Manager; Head of Learning & Development
Cybersecurity	Business retains operability in the face of various cybersecurity threats.	Annual	<ul style="list-style-type: none"> Conduct disaster recovery testing of IT systems. Review and update Business Continuity Plan to include provisions related to cybersecurity threats. Develop and distribute a Cybersecurity Response Plan for the Group that outlines key communications and actions to be undertaken in the case of a cybersecurity breach. 	Group IT Manager
Market presence & performance	Improve Green by Nature's market presence as a leader in sustainability, and as a recognised front-runner in setting and guiding others towards new industry standards.	2027	<ul style="list-style-type: none"> Attend at least 15 conferences or industry events each year. Establish a connection or partnership with at least one industry association per sector. Publish an annual impact report that highlights our performance in key ESG metrics. Investigate the applicability of third-party ESG certifications, such as B Corp and Climate Active, and pursue certification. 	Manager of Communications and Sustainability
	Strengthen and streamline procurement practices to improve social and environmental impact of supply chain.	2026	<ul style="list-style-type: none"> Consolidate and standardise procurement practices across all business units. Develop supplier and subcontractor screening questionnaire and distribute to all new and existing suppliers to understand the social and environmental impact of our suppliers. Identify areas for improvement based on supplier and subcontractor screening data. 	Procurement Lead (acting)
Procurement practices	Increase our social procurement spend year-on-year.	2026	<ul style="list-style-type: none"> Analyse existing procurement data to establish baseline data for social procurement spend. Set a target for % increase of social procurement spend across the Group. Develop and implement a Social Procurement Plan as an addendum to existing Ethical Sourcing and Sustainable Procurement policy. Investigate social procurement suppliers in major spend categories. 	Procurement Lead (acting)

SDG Alignment



Monitoring, Evaluation and Reporting

At Green by Nature, we are committed to undertaking regular monitoring, evaluation and reporting to track the progress of the actions outlined within this ESG Strategy, maintain accountability to our commitments, communicate successes, and identify areas for improvement.

We will establish a monitoring system for tracking the implementation of actions, utilising both qualitative and quantitative metrics to measure achievement over time. Progress on our committed actions will be reported to the Board internally on a six-monthly basis, ensuring ongoing oversight from our executive leadership.

On at least an annual basis, Green by Nature will conduct a formal internal evaluation of the progress made in undertaking the agreed actions, to determine whether we are on track to achieve our ESG goals, or if additional action is required. This will allow us to capture opportunities for continuous improvement and derive maximum value from the Strategy. In addition, we commit to reviewing our ESG materiality assessment at least every second year, and updating it if necessary. This is to ensure that our focus remains on the ESG topics that are most significant and impactful for Green by Nature.

Reporting is a cornerstone of our ESG Strategy, serving as a means to transparently communicate Green by Nature's performance to our stakeholders. We are committed to producing an external Impact Report on an annual basis, providing a snapshot of our ESG performance over the financial year, and summarising progress-to-date in achieving our ESG goals. Our reporting format will align with an internationally recognised reporting framework, the GRI, to ensure the credibility and comparability of what we communicate in our reports.

