

Sustainability Report 2024

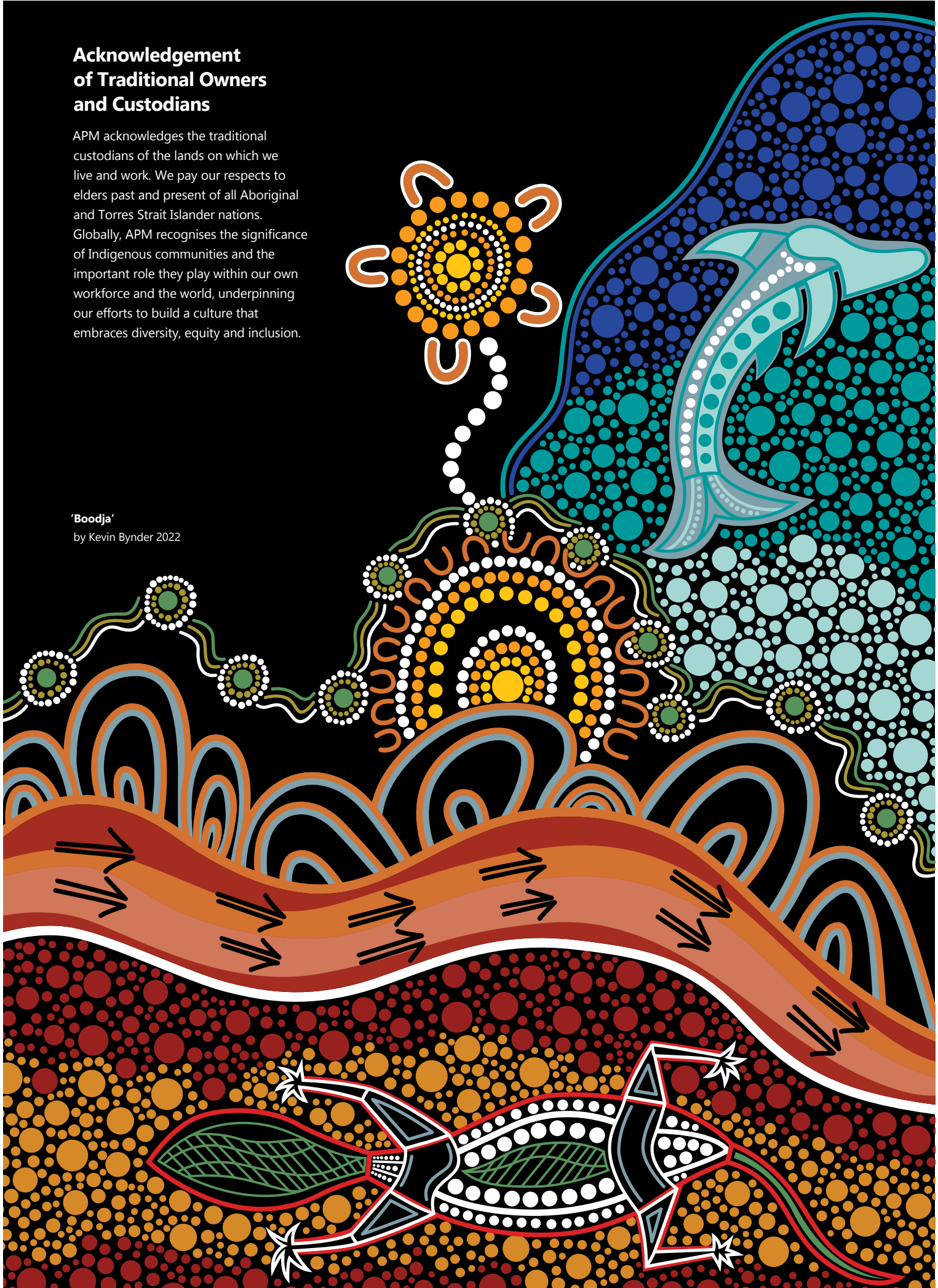
APM Human Services International Limited



Acknowledgement of Traditional Owners and Custodians

APM acknowledges the traditional custodians of the lands on which we live and work. We pay our respects to elders past and present of all Aboriginal and Torres Strait Islander nations. Globally, APM recognises the significance of Indigenous communities and the important role they play within our own workforce and the world, underpinning our efforts to build a culture that embraces diversity, equity and inclusion.

'Boodja'
by Kevin Bynder 2022





Cover image - Like any job seeker, Shannon came up against several barriers to employment. Living with Down syndrome, he had work experience, but hadn't secured the opportunity he needed. The Disability Employment Services program and APM helped Shannon secure and maintain sustainable employment in the Open Employment market. See his story [here](#).

Our purpose

Enabling Better Lives

Our vision

To be the most trusted, highest performing, and successful health and human services company in our chosen markets.

Our values

- I** Integrity
- C** Customer Focus
- R** Respect
- E** Empathy
- A** Achievement
- T** Teamwork
- E** Enthusiasm

About this report

APM Human Services International Limited is pleased to publish our Sustainability Report for the financial year ending 30 June 2024.

At APM, we are passionate about the work we do to support people to lead better lives. As a business of people for people, our **more than 15,000** dedicated team members make real, lasting and positive differences to more than **2 million** clients each year. FY24 was no exception: our diversified health and human services offerings delivered across **11 countries** in **1,701** locations helped people of all ages and stages of life to improve their independence, belonging, wellbeing and social and economic participation. Recognising our own people are our greatest assets, we support our peoples' health, wellbeing and development through dedicated and focused policies and programs.

The information presented in our Sustainability Report reflects APM's management of, and performance on, key environmental, social and governance (ESG) topics identified as material to the business and our stakeholders. The aim of this report is to communicate our understanding of the ESG risks, impacts and opportunities associated with our operations and how we are working to manage the risks and harness opportunities within the business for the betterment of society. Moreover, this report showcases the ways in which APM creates added value to programs and participants, in turn creating lasting positive social impact for people and communities.

In preparing this report, we have been guided by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standards, as well as the United Nations Sustainable Development Goals (UN SDGs). All disclosures in this report have been reviewed and approved by the APM Executive Leadership Team. **We have not sought third-party assurance for this report or data presented within.** However, we did seek external guidance in undertaking a materiality assessment, developing our disclosure approach, and in calculating our greenhouse gas emissions.

Our Report has been designed to be fully accessible online. We encourage you to consider the environment before choosing to print this document.

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From our Executive Chair and Group CEO

We are pleased to present APM's Sustainability Report which outlines how we are realising our sustainability and social impact goals.

This report is designed to highlight the impact we make through the work we do every day and the way we conduct ourselves with a strong commitment to ESG.

We believe that placing a strong focus on building a sustainable, purpose-driven business generates better outcomes for all stakeholders, including our participants, our people, funders and the wider community. As such, we are firmly focused on ensuring we operate sustainably and with social impact at the core of everything we do – as it has been since our inception 30 years ago.

Our sustainability framework sets out the topics we view as fundamental to how we advance our strategy, and create value and long-term sustainability from an environmental, social and governance perspective.

This year, we have focused on identifying and understanding our material topics and how each of these contribute to risk and value drivers. The priorities in this report were determined through extensive consultation to ensure we focus our efforts on the matters of greatest importance to our stakeholders and on the measures we can influence.

Operating in 11 countries, we are united by a common purpose – enabling better lives. We are proud of our enduring commitment to delivering high-quality person-centred, culturally appropriate and holistic services for participants while proactively focusing on continuous improvement and sharing best practice.

Our ambition is to be the most trusted, best performing, and highest impact health and human services company in our chosen markets and, through this success, to create more inclusive economies and societies.

This report outlines the steps we are taking to ensure we achieve this ambition, ethically and sustainably.

Megan Wynne
Founder and Executive Chair
APM Group

Michael Anghie
Group Chief Executive Officer
APM Group

2024 Highlights

2,027,594

PARTICIPANTS SUPPORTED *

15,053

APM TEAM MEMBERS

1,171,613

PARTICIPANTS SEEKING
EMPLOYMENT SUPPORTED

70.8%

OF OUR SENIOR LEADERS
ARE FEMALE

274,313

PEOPLE WITH DISABILITY
SUPPORTED

13.4%

OF OUR PEOPLE HAVE LIVED
EXPERIENCE WITH DISABILITY

148,905

PEOPLE WITH MENTAL HEALTH
NEEDS SUPPORTED

75%

TEAM MEMBERS SAY APM
IS A GREAT PLACE TO WORK

8,713

UKRAINIAN REFUGEES
SUPPORTED WITH
PRO BONO SERVICES

SCOPE 1&2

BASELINE GHG
EMISSIONS MEASURED**

* Individuals who received at least one instance of service from an APM Group business in the year to 30 June 2024.

** FY23 (FY24 data not available at time of publication).

Our approach to sustainability

A shared vision

The APM Sustainability Strategy provides a shared vision for our global businesses to harness our sustainability efforts to deliver positive impact for all we serve.

Our strategy comprises four pillars:

- our participants
- our people
- our communities
- our governance

The strategy is led by our Global Sustainability Committee, overseen by the Group Executive and Board Audit and Risk Management Committee. This report details our strategy, approach and management of our material topics across our four pillars and sets out our group-wide priorities for the forthcoming year. As this is our first Sustainability Report, we expect to refine our strategy and priorities and set targets as we further advance our sustainability agenda.

Our material topics

Following broad consultation with our stakeholders, a materiality assessment was completed to identify APM's most pressing topics to continue meeting our Impact agenda.¹ Our assessment identified 16 material topics. We have focused on the areas that drive and create value, and align to our corporate strategy:

- social impact
- participant outcomes
- participant experience
- diversity, equity, inclusion and belonging
- engagement, retention and development
- employee health and safety
- community engagement and partnerships
- thought leadership and research
- climate action and the environment

In terms of effective governance and risk management, our assessment identified:

- corporate governance and strategy
- business ethics
- regulatory compliance and quality assurance
- effective cyber security and data privacy
- modern slavery and human rights
- supply chain engagement
- increasing ESG compliance.

Alignment with the United Nations Sustainable Development Goals

In support of the United Nations Sustainable Development Goals (SDGs), we are committed to driving action on the relevant goals which underpin our approach to enabling better lives. APM recognises the role we play in the global effort to address worldwide sustainability challenges, especially through our role as provider of health and employment services. Throughout our strategy we have used the SDG icons to indicate where our activities align with SDG targets.



1. More detail on the process, including our stakeholder map, is provided in the appendices.

Creating value and delivering Impact

As a Group, we are focused on creating long-lasting social impact by uniting around our purpose of enabling better lives. Every day around the world, our team of more than 15,000 develops and nurtures trusted partnerships with people, families, communities, local and national governments, and businesses at every level, by delivering high quality person-centred, evidence-based services and supports across the early childhood, youth, employment, insurance, justice, veterans, health, disability, and aged care sectors. We are committed to delivering sustainable impact, every day.

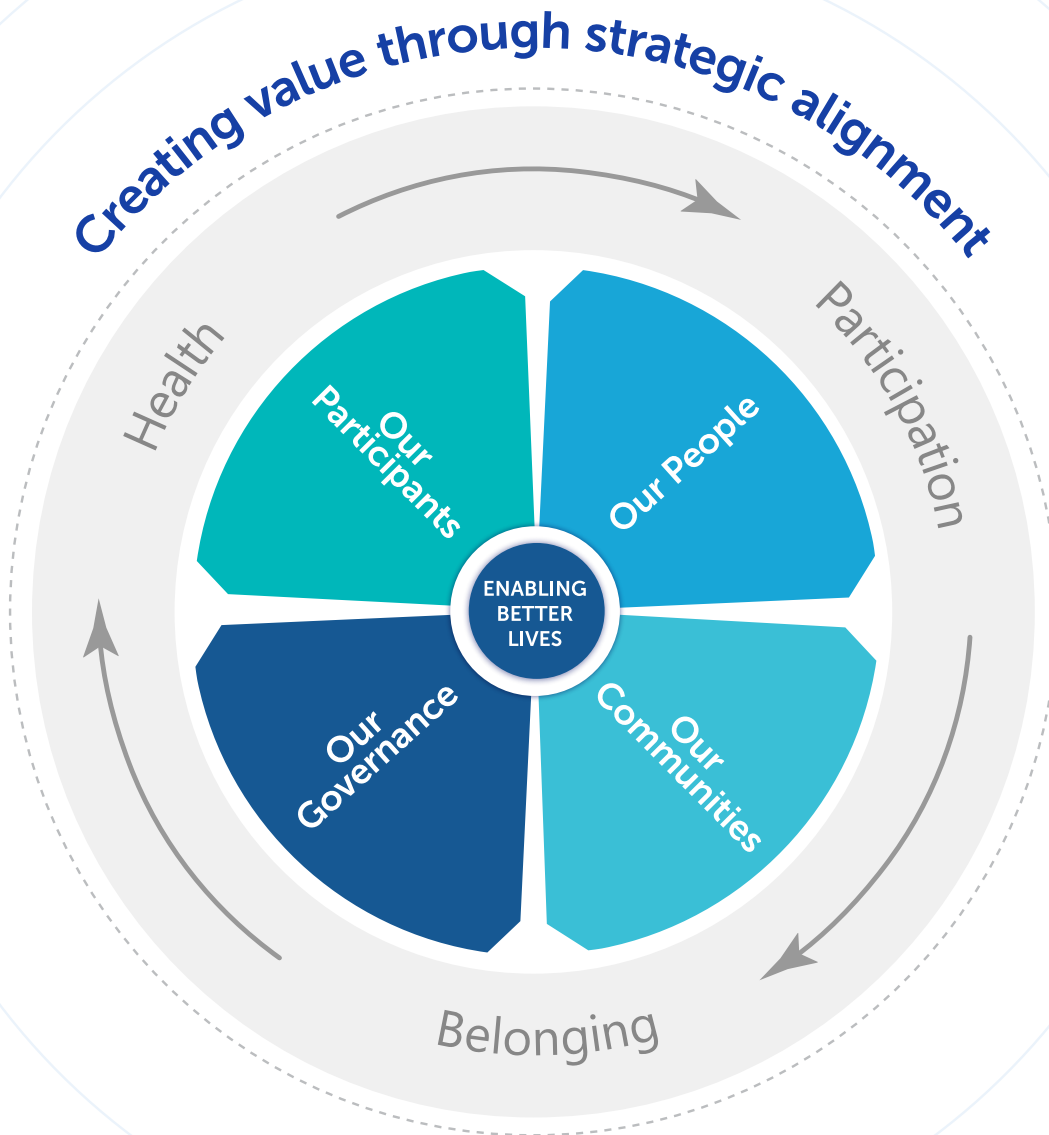
Our enablers

- Purpose and culture
- Leadership and talent
- Quality, evidence based programs
- Trusted partner to government and industry
- Embedded local networks
- Access to capital

Our values

Our values drive our collective pursuit of outcomes for our participants

- I** Integrity
- C** Customer Focus
- R** Respect
- E** Empathy
- A** Achievement
- T** Teamwork
- E** Enthusiasm



Our sustainability framework

APM's sustainability pillars reflect our commitment to the participants and communities we serve:



Our participants

We focus on enhancing a person's health and wellbeing, independence, employability and social and economic participation in their community.

We are focused on:

- Social impact
- Participant experience
- Participant outcomes



Our people

We provide safe and inclusive workplaces that reflect the diversity of our participants and communities and support the ongoing professional development and career aspirations of our people.

We are focused on:

- Diversity, equity, inclusion & belonging
- Engagement, development and retention
- Health, safety and wellbeing



Our communities

We are embedded in the communities in which we operate and support strategic partnerships that contribute to our purpose of enabling better lives.

We are focused on:

- Community engagement and partnerships
- Thought leadership and research
- Climate action and environment



Our governance

APM's approach to governance helps maintain our business integrity and provides clarity with respect to our business objectives.

We are focused on:

- Corporate governance and strategy
- Business ethics
- Effective cyber security and data privacy
- Modern slavery and human rights
- Regulatory compliance and quality assurance
- Supply chain engagement
- Increasing ESG compliance and expectations





Living with autism and ADHD, Andrew found and maintained a rewarding role in the open employment market with APM's assistance through the Disability Employment Services program. See Andrew's story [here](#).

Our participants

We focus on enhancing a person's health and wellbeing, independence, employability and social and economic participation in their community.

Material topics:

- Social impact
- Participant outcomes
- Participant experience



Our participants

FY24 highlights

29,441

PEOPLE WITH DISABILITY
PLACED INTO SUSTAINABLE
EMPLOYMENT

31,946

OFFENDERS AND EX-OFFENDERS
SUPPORTED TO REINTEGRATE
INTO THEIR COMMUNITY

225,217

CHILDREN (UNDER 14 YEARS)
SUPPORTED

159,314

MATURE AGED (>49)
PEOPLE SUPPORTED

33,310

CHILDREN WITH
DISABILITY SUPPORTED

41,658

DEFENSE PERSONNEL AND
VETERANS SUPPORTED

92,117

YOUTH (AGED 14 TO UNDER 21)
SUPPORTED

1,171,613

PARTICIPANTS SEEKING
EMPLOYMENT SUPPORTED

Social impact

We create impact by improving the health, social and economic participation of our participants, including people with disability, First Nations peoples, people from culturally and linguistically diverse backgrounds, refugees, sole parent families, people within the justice system and young people facing entrenched disadvantage. This is achieved through high quality, person-centred services which are customised to the individual needs and circumstances of participants.

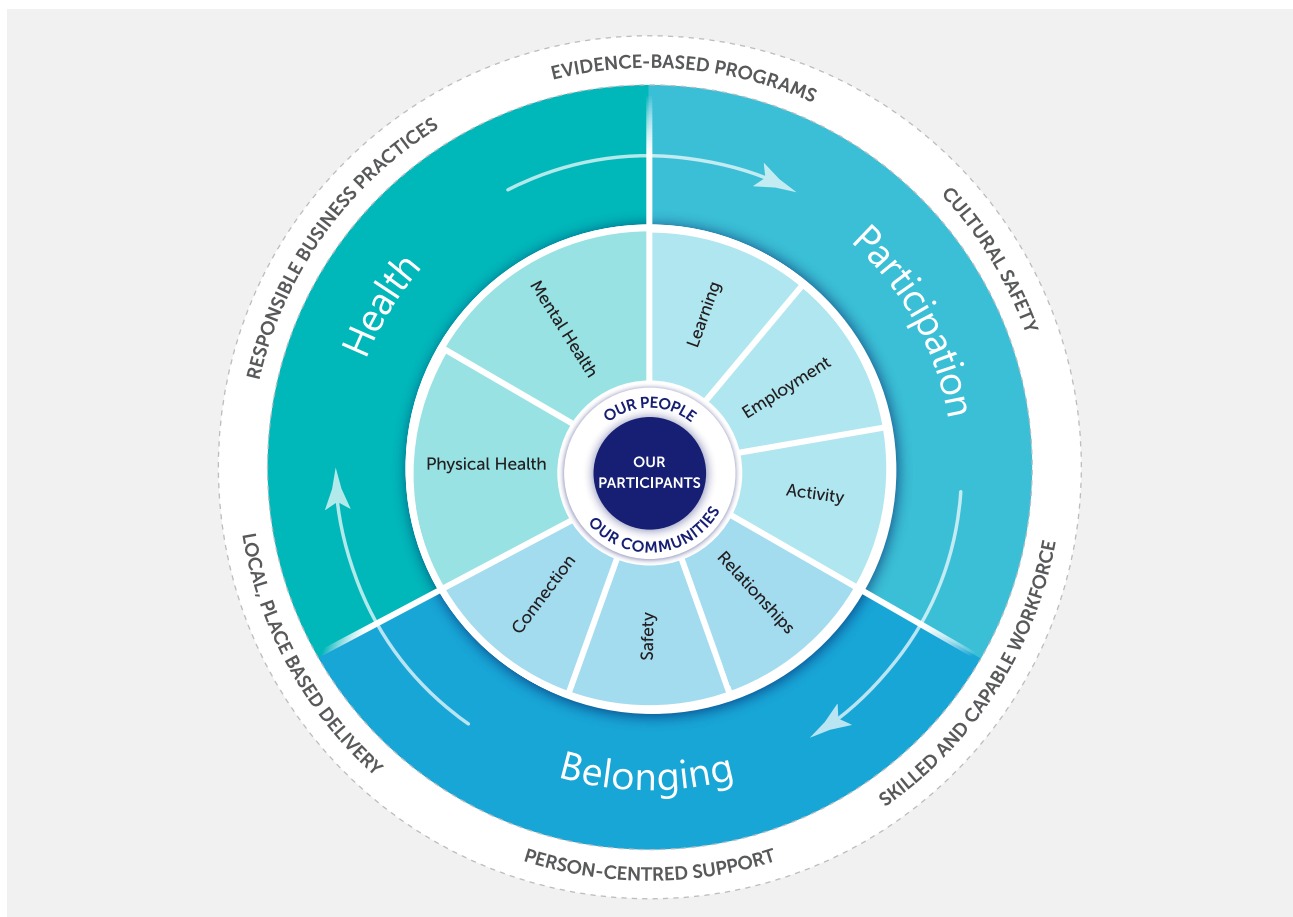
While impact has been a long-standing priority at APM, during FY24 we formally began a process to consistently align, capture and report the outcomes and social impact of the Group, encompassing:

- the social impact delivered through our core service offerings
- the wider impact afforded to our people and our communities

The framework was developed through an iterative approach that included:

- consultation with our senior leaders
- top-down analysis of existing literature and published theories of wellbeing, human and social capital
- bottom-up analysis of our existing program outcomes
- alignment with existing funding body and customer outcome frameworks

The framework focuses on key drivers of wellbeing: health, participation and belonging across eight primary outcomes – physical health, mental health, learning, employment, activity, relationships, safety and connection. Our focus is continuing to pilot and refine the framework and underlying theory of change methodology along with the progressive roll-out of the measurement framework across our material contracts.



Participant outcomes

The effective collection, monitoring and reporting of participant outcomes is critical to demonstrating the value we generate for individuals, communities and government. We recognise the increasing interest of stakeholders and communities in social impact, and the development of our social impact framework is predicated on the consistent collection of participant outcome data across our businesses.

For some programs, this is relatively straightforward as outcomes are tangible, easily validated, and are achieved over a modest time horizon, such as placement in sustainable employment.

Other participant outcomes such as improvements in mental health, or physical functional capacity, take time to emerge and an assessment and observation of change relies heavily upon the experience of the participant, the change in their circumstances over time, access to complementary services and supports, and the appropriate application of validated and reliable measurement tools by our skilled and qualified practitioners.

“ Human nature, for 99% of us, is to help others. It is at the core of most people’s being. What really sets APM apart is that we create the opportunity for our people, in the work they do, to achieve this aspiration. It’s unique to be in a business with so many different brands and so many different ways to help people. We meet people where they are and support them to achieve their potential. ”

Stephen Myers
APM Group



National Citizen Service (NCS) participant
Safi says the program helped her to listen and understand other people’s point of view. See Safi’s story [here](#)

Participant experience

Satisfied, and importantly, engaged participants are fundamental to our long-term business performance and sustainability, therefore we take a participant-centered approach to all that we do. APM is committed to demonstrating a culture of continuous improvement and innovation in providing services and ensuring participants (and employers, where relevant) have a voice in service design. We assure and continuously improve our person-centred customer experience across our global operations through:

- Our ongoing commitment to continuous improvement. Within APM Australia and New Zealand operations, feedback including complaints are captured using the Group’s incident management systems and assigned to relevant team members for action and response. Our Practice and Clinical Governance Team meet regularly to assess trends, identify common themes and share best practice. Similar approaches are in place across our UK and North American businesses, informed by our customer service charters, guarantees and contracted service level agreements.
- In Australia, we invite our Disability Employment Services participants to engage in co-design focus groups to help individuals with disability, injury or health conditions to prepare for, secure and maintain sustainable employment in the open labour market. Ingeus UK convene a quarterly Youth Panel to contribute to program design, marketing/communications and recommend improvements to our services, while in Canada, WCG has established a lived experience initiative to harness insights from our employees.
- Training our staff in contemporary approaches to engaging vulnerable people. Globally, we ensure our participant facing staff are equipped in key competencies such as trauma informed practice, motivational interviewing, unconscious bias, and working with people with disability to ensure effective participant engagement, retention, and the achievement of our contracted outcomes. In the USA, all Equus customer facing team members are trained in the Legacy in Action CX program, based on the highly regarded Disney Institute Quality Service professional development program.

- Investment in enablers of a seamless customer experience. We have implemented world-class contact-centre software, Genesys, across our Australia and New Zealand contact centres; invested in centralised booking capability to optimise customer access to high-demand therapy services; and audited our participant-facing websites continuously to improve accessibility. In FY24 as part of our commitment to customer experience, APM invested and implemented a purpose built CX platform, or (InMoment) to capture the voice of our customers to support co-design and continuous improvement.

At present, our approach to capturing and reporting on participant experience, feedback and complaints varies across geographies and business areas. APM will develop a framework to consistently measure participant experience, specific to each brand, program and/or market in line with our government contracts. From this framework we will be better placed to leverage our global presence through global data-driven participant insights, identification of areas for improvement, and implementing changes that will positively impact our participants. Our goal is to outperform the global peer benchmarked average, where data is available.

Our priorities

- Continuous enhancement and focus on our approach to participant experience and measurement
- Progressively implement our social impact framework, commencing with our largest programs
- Ongoing commitment to increasing flexibility and customisation of supports for participants (person-centred, case management approach)
- Demonstrating a culture of innovation in providing services and ensuring participants (and employers, where relevant) have a voice in service design

Case study

Bringing the mob together to make them stronger



When Martin Griese, the APM Indigenous Specialist Consultant on the Gold Coast, saw a RAILS car on the highway, he saw a chance to do something more for his people. He got back to his office and called them. He said, "I think we might be able to do something together to benefit mob and our participants."

RAILS stands for Real Australian Indigenous Learning Support, a First Nations owned and operated NDIS service provider operating from the northern Gold Coast down to the northern regions of NSW. It provides a range of different services to NDIS participants, including personal care, disability and social support, support coordination, domestic support and more.

Balan Jagun is a program RAILS and APM provides to help participants get into the workplace and find sustainable employment. Chantal Togo, General Manager at RAILS, explains, "Balan Jagun is the Yugambeh word for strong country. We're in the Yugambeh language region here in Bundjalung Nation. It is a job readiness program we've facilitated for First Nations participants in the workplace which encompasses cultural activities to strengthen participants to have the courage and the skills to go out and secure the jobs they see for the future."

For Gary, originally from the Walcha Region in NSW, it's about connecting him with people. "The Balan Jagun program has helped me with learning the culture, getting to know the people who are my people, my land, and helping me with music."

For Glen, a Wakka Wakka man, it's a new start. "With APM, I finally made a connection with Martin. He really listened to me. The first person who really listened to my story and what I needed."

Chantal says, "The partnership that we have with APM is one we value very much. It's an organisation that's just as proactive and as passionate as us."

Director of RAILS, Dane Husband, adds,

"It's been a privilege, and I'm so proud to see two organisations come together to provide the best sort of interest for our people, to put them in jobs and to network into different pathways. I hope to see this continue, to give more people opportunity."

See the RAILS story [here](#).



Disability Employment Services
Employment Consultant Amelia

Our people

We provide safe and inclusive workplaces that reflect the diversity of our participants and communities and support the ongoing professional development and career aspirations of our people.

Material topics:

- Diversity, equity, inclusion and belonging
- Engagement, development and retention
- Health, safety and wellbeing



Our people

FY24 highlights

15,053

APM TEAM MEMBERS

75%

TEAM MEMBERS SAY APM IS
A GREAT PLACE TO WORK

70.8%

OF OUR SENIOR LEADERS
ARE FEMALE

14

DIVERSITY, EQUITY, INCLUSION
AND BELONGING COMMITTEES

109

NATIONALITIES

233

CULTURE CHAMPIONS
IN THE USA**

13.4%

APM TEAM MEMBERS
HAVE LIVED EXPERIENCE
WITH DISABILITY*

300

UK TEAM MEMBERS
TRAINED IN MENTAL
HEALTH FIRST AID

73%

PARTICIPATION IN
GLOBAL PEOPLE SURVEY

160

GLOBAL LEADERS PARTICIPATED
IN APM'S GLOBAL HARVARD
LEADERSHIP PROGRAM

* Voluntary disclosure, based on surveyed staff across Australia, New Zealand, Singapore, Canada, South Korea and UK operations.

** Grant Associates and Equus

Employee engagement, development and retention

As a people business we are committed to ensuring that our people thrive at APM. We do this through designing great roles that utilise the skills and experience our people bring to APM, by aligning the work to our purpose, delivering compelling learning and development experiences and providing meaningful career paths. We strive to build a diverse and inclusive culture where all our people feel a sense of belonging and that their personal and work goals can be achieved with APM. Globally we continue to compete for the best talent in the markets we operate in. In FY24 we have experienced further tightening of the allied health professional talent market, particularly in Australia and New Zealand. We are committed to attracting, developing and retaining top talent in our markets and are focused on developing this talent to assist personal career objectives and support sustainable talent management and future business growth opportunities.

We remain focused on our global People Strategy, which has four pillars:

- people-centred leadership
- attracting and retaining the right talent
- purpose-led employee experience
- global ways of working

We continue to refine and develop the policies, processes, systems and engagement programs led by APM’s People and Culture Team, delivered locally to enable better lives for our people.

In April 2024, we conducted a global engagement pulse. We found, 75% of our team members are proud to work at APM. Measures related to pride, leadership, development and belonging were strong. Delivery against committed engagement action plans will continue through FY25.

In FY24 we have successfully:

- continued investment in building future leadership capability by developing next generation leaders through aspiring leader learning solutions. Examples include the UK Aspiring Leader Program and the Equus Emerging Leader Program, both of which consist of in-person and self-paced learning
- brought 160 global executive leaders together for a Global Leadership Program on leading through change, delivered by a Harvard Professor. The program also included peer working groups consisting of leaders from our 11 countries to explore and collaborate on some of our most pertinent business opportunities
- built on our commitment to invest in leadership at all levels, with 23 programs delivered across the globe for almost 900 emerging and team leaders
- launched a flagship development program for senior leaders in the UK, consisting of four intensive face-to-face sessions, personal development activity and 1:1 mindset coaching. Three cohorts were run with 56 leaders
- utilised our Continuous Improvement Academy accredited by Lean Competency Systems (partnered with Cardiff University), with over 2,100 employees completing White Belts, creating 40 Yellow and 35 Green Belts alongside a company-wide total of 184 change agents
- established an internal careers function across Australia and New Zealand to support career growth, internal mobility and retention
- launched APM Ideas program to seek ideas to solve real life APM opportunities

To support employee engagement and retention, in FY25 we will continue to focus on opportunities for leadership development, career growth and enhancing our people experience.

Engagement and Retention Indicators	Achieved in FY24
Global Engagement Score	64%
I am proud to work for my company	75%
I would recommend my company as a great place to work	71%

Diversity, equity, inclusion and belonging

Building a diverse and inclusive workplace culture to enhance belonging is key to creating a compelling experience for our people and enables our business success.

In FY24 we took a significant step forward with the launch of our inaugural Access and Inclusion Plan. It includes the key initiatives, milestones and targets to achieve greater diversity and inclusion within APM. This plan is supported by a global governance committee who support delivery in local regions. The global nature of this committee is diversity in action and ensures a breadth of perspective and experience. Each region has a localised plan and initiatives to deliver.

In Australia, we cemented our Reasonable Adjustments Program which supports new starters with specific needs to obtain a workplace assessment with one of our rehabilitation consultants. The program is now available to all team members.

Our employee resource groups and local diversity committees, are key contributors to our diversity, equity, inclusion and belonging efforts, providing an opportunity for our people to co-create inclusive workplaces that reflect the diverse communities we serve. We have 14 active employee-led committees covering diversity groups including pride (LGBTQIA+), First Nations, Disability & Injury, Veterans, and Cultural & Linguistic Diversity.

Across Equus and Grant Associates, we appoint and train ambassadors to lead our local initiatives. To date 241 Equus team members have participated in our four-part learning series to become ambassadors.

In Australia, we have provided tailored advice and guidance to our disability employment partner employers on disability readiness to prepare the right supports to ensure success in employment.

“The purpose is the why. Why we’re here, why we do the work that we do, and why we get ourselves out of bed every day.”

Vanessa Corbett
APM Employment Services



Ayesha (right) was originally a participant and is now a valued member of our APM Communities team. See Ayesha’s story [here](#)

Employee health and wellbeing

Wellbeing remains a key focus for APM, as we are committed to providing safe workplaces for our people, where they can thrive in their work and personal life.

We are increasingly focused on maintaining the mental health of our people as we know this is a growing challenge within the wider community.

Our Global Wellbeing Plan, launched in FY24, focuses on wellbeing across four pillars, physical, financial, mental and social. The program features regular webinars and resources on a range of subjects, examples of which include:

- Parents at Work program in Australia, supporting people with carer responsibilities, across all ages and stages, to balance these responsibilities and get access to relevant supports
- In the UK, the UK Financial Program providing all employees and their families access to a personal one-to-one financial review with an external financial advisor
- In the USA, the FitPro Program, which is a workplace wellbeing benefit empowering our people to put their mental, physical, social, and financial health first. Free resources are available for team members to utilise.

Our priorities

We remain committed to enabling the Group achieve year on year growth with a focus on enabling scalable and efficient growth. We will do this by continuing to invest in our people strategic pillars to deliver our ambitions on:

- people-centred leadership
- attracting and retaining the right talent
- purpose-led employee experience
- global ways of working



Emma, one of our MCI Mentors, works with our MCI students to support them to complete a range of high-quality online business courses.

Case study

A personal and professional journey



An invitation to shoot some hoops with his friend Faye, opened an unexpected door of opportunity for Tristan. Faye, who works as part of the customer and participant support team for APM Communities, initially connected with Tristan through community capacity building activities. Getting to know him, she thought he would be a good fit for their local area coordination team.

APM Communities delivers NDIS Partners in the Community services in parts of Western Australia, Queensland and the Northern Territory. Local Area Coordinators (LACs) help people with disability, National Disability Insurance Scheme (NDIS) participants, families, and carers to identify and access the support they need.

As a NDIS participant himself, Tristan was early in his journey of living with disability.

"It's been quite a journey," he said. "I started with APM probably six months out of spinal rehab, so it was quite soon after having a disability I guess."

Over the three years Tristan has been part of the Communities team, he has progressed to the role of Senior Local Area Coordinator.

"It's kind of been a personal and a very professional journey at the same time, being able to connect with participants on a different level as well," Tristan said.

"Being a participant myself, it feels like it gives me a little bit of an edge."

An avid sportsman, Tristan has been able to find balance with his working life and his sporting commitments as a member of the Wheelchair AFL Brisbane Lions National team and the Wheelchair AFL All Australian team.

"Tristan has the benefit of being able to build rapport with participants so naturally with his lived experience," Faye said.

Tristan's confidence has grown, and he has a strong sense of stability and a capability, wherever his career leads him in future. "There's a lot to look forward to with APM, I feel like they've definitely given me the feeling that I can continue to progress in my career," he said.

"They've given me that belief and I also feel like I have that potential to keep going and I'm really looking forward to the future."

See Tristan's story [here](#).



Ashley (left) approached APM Employment Services for assistance to break out of long-term unemployment and launch a meaningful career. See his story [here](#).

Our communities

We are embedded in the communities in which we operate and support strategic partnerships that contribute to our purpose of enabling better lives.

Material topics:

- Community engagement and partnerships
- Thought leadership and research
- Climate action and environment



Our communities

FY24 highlights

8,713

UKRAINIAN REFUGEES SUPPORTED WITH PRO BONO SERVICES

2,943

TCO2 SCOPE 1 EMISSIONS*

47

SMALL BUSINESSES SUPPORTED TO BECOME DISABILITY CONFIDENT EMPLOYERS (UK)

10,568

TCO2 SCOPE 2 EMISSIONS*

10

SUBMISSIONS TO GOVERNMENT CONSULTATION PROCESSES

23.1 M kWh

TOTAL ENERGY USAGE*

3

RESEARCH REPORTS ON DISABILITY INCLUSION IN THE WORKPLACE

1,701

LOCATIONS

4th RAP

COMPLETED OUR 4TH RECONCILIATION ACTION PLAN

* FY23 (FY24 data not available at time of publication).

Thought leadership and research

APM is committed to investment in thought leadership and research, to advance effective policy development, system design, and clinical interventions to improve outcomes for vulnerable populations. Our proactive approach assists APM to manage our regulatory risks, keep informed of emerging trends, and adapt to policy and regulatory changes in support of maintaining our key contracts.

As a trusted partner to governments globally, our teams contribute to government policy development processes and program design through:

- Contribution to government consultation processes, via written submissions, surveys, and participation in consultative forums
- Investment in research to further the evidence base of 'what works' to achieve outcomes for our participant cohorts, including through designing and testing new/innovative service delivery models
- Sharing our knowledge through participation in industry conferences and events

In FY24, APM:

- sponsored and undertook specific separate disability and inclusivity in the workplace studies in Australia, the UK and Canada. An annual exercise, this research measures the progress of job seekers with disabilities in country as well as changing attitudes of employers to hiring candidates with disability
- engaged in research projects partnering with Queensland University of Technology (QUT) on innovation in the disability employment services sector and designing pathways to employment for young people with psychosocial disability; Griffith University on a rapid review of vocational assessment and counselling approaches in disability employment services; and Flinders University on the ILC project – Diversity Pathways. Co-designing disability employment with employers in hospitality and fashion retail
- contributed 10 written submissions to governments globally, including on NDIS pricing, the Disability Employment Centre of Excellence, Early Years Strategy and the development of the new Specialist Disability Employment Program in Australia

A global thought leadership and research global function is in operation to guide our approach to this important work. In FY25, we will explore the establishment of global communities of practice to share emerging research, innovative ways of working, and best practices across our teams, and investigate opportunities for research partnerships with academia and industry.

Two communities of practice are in operation including one on justice and one on those most distanced from the labour market.



Community engagement and partnerships

We know that enabling better lives is not a singular pursuit – we exist in an ecosystem of supports that help to address entrenched disadvantage. Collaboration with our local communities and service delivery partners is critical to ensuring we are responsive to local conditions, secure positive employment and health outcomes for our participants, and create long-lasting societal change.

Building service system capacity

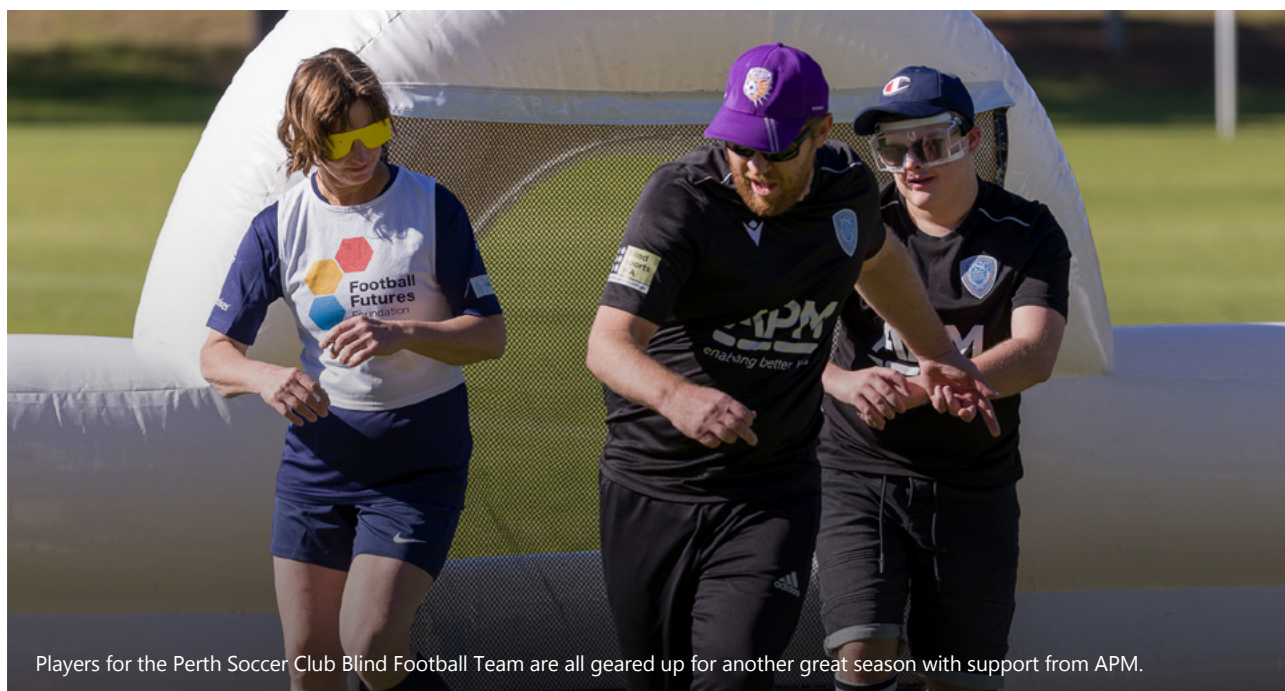
Our community engagement is informed by place-based approaches to enable us to best serve local participants and customers and to address issues related to belonging. In all our operations, we ensure we have effective local referral and delivery networks to support our participants to access high quality complementary services in response to their often multiple and complex needs.

In some markets, government is explicitly contracting our services to build community service system capacity. For example:

- WCG is supporting employment services transformation in Ontario, Canada. As service system manager, WCG is working with 69 partners and applying proactive and intentional change leadership to build local capacity, establish partnerships, and undertake service planning to build a locally responsive employment services system
- APM Communities in Australia delivers Local Area Coordination, an important element of which is community capacity building. Our teams work in seven regions with communities and multiple levels of government to promote inclusion and improve the accessibility of services and facilities

“All the work we do, every contract, in every geography, right around the world – there’s nothing we do that doesn’t enable better lives.”

Phil Paysden
Generation Health



Players for the Perth Soccer Club Blind Football Team are all geared up for another great season with support from APM.

Corporate giving and sponsorships

APM businesses sponsor local charitable organisations and causes through fundraising, donations or volunteering of staff time.

In Australia, our focus has been on sponsoring and developing inclusive sports leagues, to strengthen access and participation in community sporting for people with disability and break down stigma and stereotypes. We proudly sponsor the Volleyball WA Mixed Sitting Volleyball Team, Western Australia All Abilities Football Association (WAAFA), South East Queensland Inclusion Team and Queensland Inclusion State Team, the Reds Volleyball All Abilities and Sitting Volleyball program, SANFL: South Australian Football League and the Perth Soccer Club Blind Football Team.

As part of APM’s sponsorship of Hockey Australia, we are supporting the creation of an all-inclusive grassroots program to enable children of all abilities to participate in hockey. Our Everyday Independence business has an initiative whereby local clinics can choose to sponsor specific sporting clubs or community groups to build their capacity for inclusion. Since 2020, APM has also sponsored Telethon which has had an enormous impact on the lives of sick, disadvantaged and vulnerable children.

In the UK, Ingeus partners with organisations local to our contracts, such as in Greater Manchester, where considerable fundraising is achieved through staff volunteering and donations. Ingeus has partnered with Matchable, an employee volunteering platform, that connects our employees with projects across the UK requiring specific expertise and man-hours. In Europe, our Ingeus Germany team offers pro bono resettlement and local integration support services for refugees from Ukraine. In FY24, 8,713 individuals have received vital support including housing, language, childcare, education, employment, and health services.

APM and its global businesses continue to champion and build capacity for inclusion and belonging of cohorts experiencing disadvantage within our communities, with a focus on aligning our corporate sponsorship framework to enhance our social impact.

Strategic partnerships, memberships and associations

Globally, APM has established strategic partnerships and is an active member of peak bodies in each of our markets. These are aligned to our purpose and assist to advance awareness and understanding. APM currently has a strong focus on working with organisations that are focused on improving access and inclusion, particularly for people living with disability (examples of our national memberships and associations are below).



The Valuable 500 is a global business partnership of 500 companies working together to end disability exclusion. APM was Australia’s first signatory to the collective that represents 500 companies, with 22 million employees across 64 sectors and 41 countries.

Unified in our purpose to accelerate inclusion for the one in five people living with a disability, the 500 are transforming business systems to transform society through collective action against the most systemic barriers to inclusion. APM has joined to reflect our commitment to disability inclusion as both a significant provider to, and employer of, people with disability.



Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain, and develop people with disability.

As one of 3% of participating organisations achieving Disability Confident Leader status, our Ingeus UK team supports employers of all sizes to become Disability Confident accredited and sits on the Department of Work and Pensions’ Professional Advisory Committee overseeing the initiative.

As keen advocates of disability employment, the UK team regularly host or speak at events, promoting the benefits of employing people with disability or health conditions.



Diversity Council Australia is the independent not-for-profit peak body leading diversity and inclusion in the workplace in Australia. Its 1,200 members, many of whom are Australia’s biggest employers and business diversity leaders, are estimated to employ nearly two million Australians, representing more than 20% of the workforce.

As a member, APM has access to leading practice research, events and expertise on all aspects of diversity and inclusion and is able to contribute to advocacy on diversity and inclusion in the workplace with government, regulators and the wider community.

Indigenous and First Nations

APM is dedicated to creating a strong sense of connection and belonging for Indigenous and First Nations people and communities, while creating programs that underpin an inclusive and culturally respectful business.

In New Zealand, APM has a commitment to working towards a more equitable future in Aotearoa. We have established the Tai Tikanga Māori team that includes a National Manager Māori, Cultural Relationship Leads, a Cultural Clinical Advisor, and Ngā Kaihāpai: Māori Champions to provide our people with cultural support, build meaningful relationships in the Māori community and contribute towards better health equity for Māori. The team has developed a comprehensive program that provides opportunities to grow the cultural capability, confidence, and competence of all APM Aotearoa employees, and embed culturally safe practices through exposure to our Indigenous knowledge and values. Some examples include:

- quarterly mihi whakatau (welcoming ceremony) for new starters
- regular cultural hui that focuses on specific concepts or events relating to the Māori culture
- kaupapa (topic) of the week session that provide engagement and interaction opportunities to learn or practice te reo Māori (the Māori language)
- APM wide karakia (affirmations) to start and finish our working week

APM is committed to fostering a thriving and flourishing Māori and Pasifika workforce. Our Māori–Pasifika Scholarship Program provides a supportive, nurturing, and culturally enriching experience for four occupational therapy (Whakaora Ngangahau) and physiotherapy (Haumanu Korikori) students who are in their final two years of their degree as they progress through study into the workforce.

In the USA, our Dynamic Workforce Solutions team include culture conversations as a standing item in monthly all-staff meetings, to build engagement awareness, and further our cultural competency across a range of topics.

In Australia, our efforts contribute to positive and lasting changes in the lives of Aboriginal and Torres Strait Islander peoples. We have a responsibility to support First Nations participants, customers and employees in a way that is true to our vision for reconciliation and inclusion at APM. Our First Nations Community Yarn is a key initiative of our First Nations Employee Resource Group which connects us to understand and talk and provide support for one another, by participating in a network for our Aboriginal APM employees and Allies of Aboriginal and Torres Strait Islander peoples.

APM continues its commitment to advance national reconciliation. In 2023 we completed our fourth Reconciliation Action Plan (RAP), and we are developing our fifth RAP, the focus of which is in establishing a consistent approach across the Australian businesses in terms of: cultural learning; policies, plans and procedures; embedding cultural protocols into standard operating procedures; procurement of services from a preferred supplier database of First Nations-owned businesses; and strategies to ensure that APM is an inclusive workplace for our First Nations people, participants and communities. An area of focus will be to uplift our practices in recently acquired businesses.

In Canada, Agilec has partnered with Bear Waters Gathering (a 100% Indigenous owned and operated organisation), to develop a 13-module training program based on the call to action from the Truth and Reconciliation Commission of Canada. The Sacred Gift is an interactive and engaging Indigenous experience designed to educate, inform, and inspire. The training provides the opportunity to experience the connection we have to each other and develop a greater awareness of our role in the reconciliation process. This online and in-person program focuses on cultural awareness, competency, and engagement, and supports those who are working with Indigenous individuals and communities to develop a deeper understanding of Indigenous worldviews. The program also includes Talking Circles to provide a safe space for discussion of the concepts and enhance our cultural competency.

Climate action and environment

APM recognises that climate change is a global issue where every person, business, community, and government has a role and responsibility to contribute and effect change. While not being a major emitter of carbon nor a significant consumer of energy and natural resources, we are committed to managing our operations in an environmentally sustainable manner to minimise our contribution to global warming.

Our approach to climate action and environment is informed by four areas of concern:

- the impact of climate change on our participants and the communities in which they live
- the impact of climate change and decarbonisation on employment opportunities for our participants
- the impact of our operations on the environment
- the vulnerabilities of our operations due to climate change

Climate change risks have been assessed in accordance with the APM Enterprise Risk Management Framework and are regularly monitored and reassessed within the Group and Business Unit risk registers. The risk of extreme weather and/or natural disasters that impact operations (direct and indirect) are the primary identified risks for the APM Group.

APM has comprehensive business continuity plans in place for most of our operations, which detail our response and mitigation strategy, ensuring continuous operations in the event our premises are shutdown, for example, due to bushfire, floods or tornadoes. We are aware that the effects of climate change have an outsized impact on those we serve who are vulnerable, and we are prepared to make changes to our services to meet these emerging and changing needs. We continue to strengthen our global environmental management systems.

Our climate action journey

2022
Incorporated climate-related risk into our Enterprise Risk Management framework

2023
Baseline scope 1 and 2 GHG emissions

2024 and 2025
Develop a climate action plan, baseline material scope 3 emissions and establish emissions reduction targets

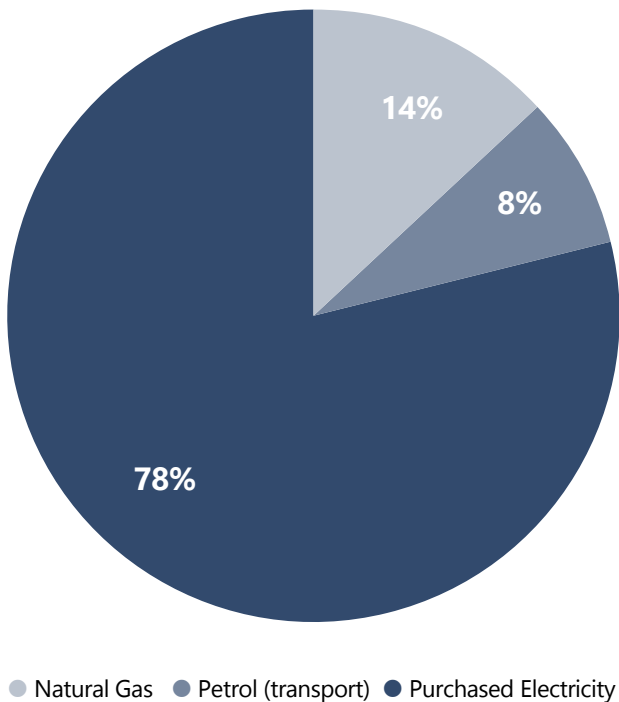


APM Ambassador Ellie Cole OAM (left), joined by Priya Cooper OAM (right), APM Communities and the City of Joondalup team up for the Accessible Beaches project. This important initiative drives greater awareness in making our beaches accessible for people with disability.

APM has progressed our climate action journey, quantifying our Scope 1 and 2 emissions across global operations, to provide the foundation for assessing key areas of risk and opportunity, setting climate targets and developing an achievable plan to meet them.

Scope 1 emissions represent carbon emissions from operating our fleet to attend clients' homes, schools, or workplaces, and comprised 22% of our total emissions in FY23. Scope 2 emissions comprised 78% of our total emissions, generated by purchased electricity from the energy grid for sites within APM's operational control boundary.*

Our emissions by source



A key risk identified is our local, place-based service delivery model. While we co-locate brands to minimise our office footprint and reduce duplication, our premises are leased based on contracted service delivery areas, and primarily selected based on accessibility to major public transport hubs and proximity to community services, rather than energy efficient characteristics.

APM has yet to quantify Scope 3 emissions. This will be an area of focus as we work through our upstream and downstream activities and prepare for the implementation of internationally aligned requirements for disclosure of climate related financial risks and opportunities.

Our focus is on enhancing our environment governance and management systems and aligning our approach to the Taskforce for Climate related Financial Disclosures (TCFD). This will include establishing a plan to quantify material Scope 3 emissions

Our priorities

- Continue to champion inclusion and belonging within our communities, aligning our corporate sponsorship framework to our impact themes
- Continue our reconciliation journey, including planning for our 5th Reconciliation Action Plan
- Prepare for mandatory climate disclosures, and develop a plan to quantify and report on our material Scope 3 emissions

* Excluding sites under gross leases where energy consumption information is not available.

Case study

A new job helped Olena start a new life after fleeing the war in Ukraine



When the war in Ukraine escalated in 2022, our German team came up with the idea of extending the services we offer in Germany, given its proximity to Ukraine, to assist displaced people and families. The outcome was a program offering free resettlement and local integration support services to refugee families arriving in Berlin, from across the Polish border.

To date, Ingeus Germany has assisted 8,713 people (primarily women and children) to help them settle as easily as possible into Germany by facilitating access to housing, language, childcare, education, employment and health services.

When the war broke out in Ukraine, Olena, a highly experienced hotel worker from Kyiv, fled to Germany. A new country, a new language, and an unfamiliar employment market were all barriers Olena overcame in finding her new job.

Olena remembers how hard it was, "My adviser at the job centre has written a plan for me: First a B1 German course, then a B2, and then a coaching company. I said, 'Why so long? I want to work now.' Then I had a nice phone call. 'I'm Mr Ismael from this coaching company. We need to meet and talk about all the questions about how you can find work.'"


Ismael, a Senior Consultant at Ingeus, knew the difficulties Olena faced. "The challenge at the beginning was the reorientation, the language, and everything around it because she had no experience of how to apply for a job in Germany or how to look for work."

With Ismael's help, Olena began her job search and applied for internships to build her experience in Germany. She got a quick reply, "I received a letter: 'We don't have an internship, but we can give you work.' Wow! Already so fast? Yes, I want, I need this job."

Ismael understood that an industry with international guests needs international employees like Olena.

"I am proud that I have played a positive role, that her life has changed after she met us, that she feels good now, that she is happy at work and that I have played a role in that. That makes me incredibly proud, and that makes me happy too."

See Olena's story [here](#).



John's struggles with mental health led him to homelessness with little hope for the future. The Homelessness Assistance Program provided by Equus helped John get back on his feet and turn his life around. See his story [here](#)

Our governance

APM's approach to governance helps maintain our business integrity and provide clarity with respect to our business objectives.

Material topics:

- Corporate governance and strategy
- Business ethics
- Increasing ESG compliance and expectations
- Supply chain engagement
- Modern slavery and human rights
- Data privacy and cybersecurity



Corporate governance and strategy

With thirty years in operation, APM has embedded robust governance framework practices and risk management processes. At APM, governance is an active and evolving process of embedding oversight and effective controls, risk management and assurance, underpinned by effective cultural leadership, business ethics, and integrity. In FY23, to further evolve the governance of the company, we appointed a lead independent director and achieved a balanced composition on APM’s Remuneration and Nomination Committee by appointing an independent non-executive director. This governance structure was enhanced with an Independent Board Committee, Chaired by the lead independent directors, with the specific scope of overseeing corporate activity associated with the privatisation of the company.

To oversee APM’s Sustainability Strategy, we have formed a Sustainability Committee, comprising senior leaders from key functions and across our global operations, reporting to the Board Audit and Risk Management Committee via the executive leadership team. The committee is responsible for driving our action in the delivery of strategy, embedding sustainability throughout the business, and providing oversight and management of key environmental, social and governance initiatives.

APM’s sustainability governance structure, and the internal and external governance frameworks, regulations, standards and forums that guide our approach, support us to manage our risks and drive action are shown below.

Our growth strategy comprises four objectives: optimising performance, strategic accretive acquisitions, organic growth via new contracts, and entry into adjacent markets. Our Group Strategy is given effect via our annual business planning cycle, through which each business refreshes its strategy on a page, aligned to group priorities and cascaded into annual operational plans. Effective execution and monitoring of our progress and performance at all levels of the business ensures we:

- remain focused on key drivers of performance and priority improvement initiatives
- maximise value from our accretive acquisitions over a period of extensive growth
- continue to deliver value for money for our funders, through the efficient and effective delivery of public services and appropriate use of public funds
- achieve our ambition to be the highest performing, most trusted provider in our chosen markets

<p>APM Board Oversees the management of environmental, social and governance (ESG) risks and opportunities</p>			
<p>Impact Considers environmental and social impact of operations and activities.</p>	<p>Policy Approves the Sustainability Framework and associated policies.</p>	<p>Risk Management Approves the approach to managing ESG risks.</p>	<p>Opportunities Endorses ESG related opportunities from the Executive.</p>
<p>Audit & Risk Management Committee Monitors the company’s ESG risk profile, including emerging risks and receives and reviews ESG related reports from management.</p>		<p>Remuneration & Nomination Committee Engaged on ESG topics relevant to their charter, where required.</p>	
<p>Executive Responsible for determining which ESG risks and opportunities are most important for APM (material topics), what the appropriate management approach and strategy is for each material topic and reporting back to stakeholders on the progress in these areas.</p>			
<p>Sustainability Committee Responsible for driving the sustainability strategy, providing oversight and management of key environmental, social and governance issues. The committee includes representatives from key functions across the group: Strategy, People & Culture, Quality, Risk & Compliance and Finance.</p>			

APM’s sustainability governance structure, and the internal and external governance frameworks, regulations, standards and forums that guide our approach, support us to manage our risks and drive action are shown below.

	Guiding our approach	Managing risks	Driving action
Internal	<p>Our key governance documents are:</p> <ul style="list-style-type: none"> • the APM Human Services International Constitution • Board Charter • Board Committee Charters • Corporate Governance Statement • APM Code of Conduct • Materiality Matrix • Enterprise Risk Register 	<ul style="list-style-type: none"> • Diversity Policy • Anti-bribery, Fraud, Corruption and Money Laundering Policy • Modern Slavery Policy • Whistleblower Policy • Insurance policies 	<ul style="list-style-type: none"> • Diversity and Inclusion Strategy and Diversity Policy • Modern Slavery Statement • Reconciliation Action Plan • Employee Resource Groups e.g. Disability, First Nations and Pride (LGBTQIA+) • APM Disability Diversity and Inclusivity Index (Australia) • Ingeus UK Disability Diversity and Inclusivity Index (UK)
External	<p>Global Compacts</p> <ul style="list-style-type: none"> • United Nations Sustainable Development Goals (UN SDGs) • Local laws and regulations • Federal, state and local health and safety laws • Modern Slavery Acts (UK, AU) <p>Standards</p> <ul style="list-style-type: none"> • National Standards for Disability Services (NSDS) • NDIS Practice Standards and NDIS Code of Conduct • Nationally Consistent Approval Framework for Workplace Rehabilitation Providers (Australia) • Government guidelines for material contracts • The Tripartite Standards for Progressive Employment Practices (Singapore) 	<p>Key accreditations</p> <ul style="list-style-type: none"> • Quality Assurance Framework (QAF) for Workforce Australia • ISO 9001 Quality Management Systems • ISO 45001 Occupational health and safety management systems • ISO/IEC 27001:2013 and DESE Information Security Systems Scheme Issue 1 (Right Fit for Risk) • Cyber Essentials Accreditation and ISO 27001 Information Security Management accreditation (UK) • SOC2 accreditation (Canada) • Australian Skills Quality Authority (ASQA) accreditation 	<p>Memberships and associations</p> <ul style="list-style-type: none"> • Australian Network on Disability • Business Disability Forum (UK) • Disability Confident Employer • Disability Employment Australia • Diversity Council of Australia • Employment Related Services Association (UK) • European Commission PARES Network • EU Public Employment Service Stakeholder Forum • International Labour Organisation Global Business Disability Network • National Disability Services • National Employment Services Association • OECD Local Employment and Economic Development (LEED) Forum • Reconciliation Australia • The Valuable 500 • World Association of Public Employment Services

Business ethics and compliance

As a trusted provider of publicly funded services across the world, we recognise the importance of conducting ourselves with the highest levels of integrity, and delivering efficient and effective services that offer value for money to taxpayers.

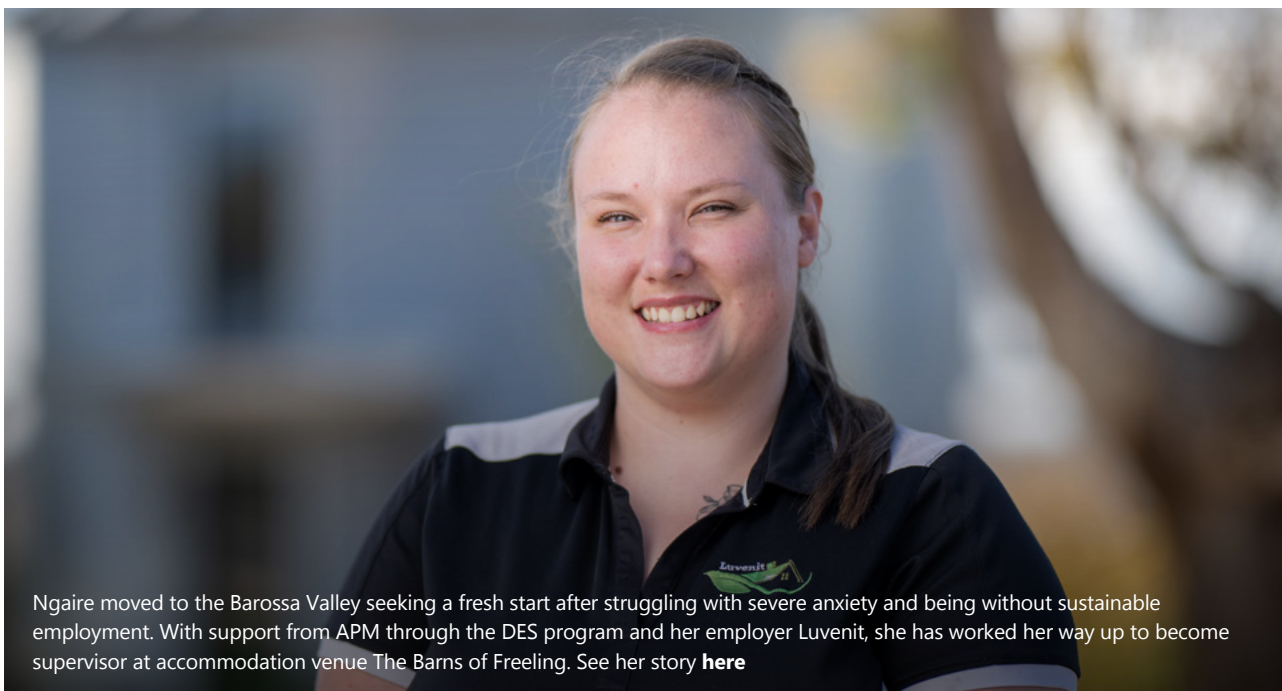
APM’s Code of Conduct (the Code), and our ICREATE values, set the foundation for our ethical business practices, cultural leadership, effective people management, and interactions with our stakeholders. We bring our values to life through our behaviours, which set the culture and shape the reputation of our company.

The company has a zero-tolerance approach to unethical behaviour, fraud and corruption. Strict control measures including policies, procedures and sanctions for non-compliance are in place to ensure that integrity is maintained. All employees globally must commit to the Code, and employees within entities which have been fully integrated into APM to complete mandatory training at induction and annually, that sets out our expected standards of behaviour, policies and procedures, and covers key areas of risk. Training modules include APM’s data privacy and cybersecurity, child safety responsibilities, bullying and harassment prevention, and cultural awareness tailored to local market cultures and practices. Globally, APM partners with Whispli, an independent platform where our people can raise concerns (including anonymously) about any activity they believe does not adhere to our Code of Conduct including incidents or suspicion of misconduct, malpractice or illegal acts or omissions.

APM has undergone a period of significant inorganic growth and we recognise that periods of change such as acquisition and integration present increased risk to our business ethics, compliance and reputation. While we have strong values, proactive cultural leadership, and rigorous recruitment and performance management processes that promote ethical practices, we understand that we cannot be complacent. We continue to further strengthen our approach to Enterprise Risk Management (ERM), improving the quality and consistency of our structures, quality management systems, policies and procedures across our newly acquired businesses, and improvements in ERM integration in strategy and day-to-day operations.

Our internal audit function provided an independent assessment of our control framework, through an annual program of internal audits, and reporting findings to the Board Audit and Risk Management Committee. In FY24, we improved our assurance approach in several areas, and completed all planned assurance activities across the group. These were reported to the Board Audit and Risk Management Committee. We are confident that our leadership, internal policies, evolving processes and controls are effective at managing risk and upholding ethical business practices into the future.

We continuously improve our remuneration framework to ensure performance and incentives are aligned with and reinforce ethical behaviours, effective risk management and delivery of our ESG commitments. We will refresh and relaunch our Code of Conduct globally in FY25.



Ngairé moved to the Barossa Valley seeking a fresh start after struggling with severe anxiety and being without sustainable employment. With support from APM through the DES program and her employer Luvenit, she has worked her way up to become supervisor at accommodation venue The Barns of Freeling. See her story [here](#)

Regulatory compliance and quality assurance

Regulatory and quality processes provide additional mechanisms to ensure that our services are consistently meeting the highest standards of quality and performance excellence while delivering services in a cost-effective manner. Achieving and exceeding satisfactory performance audit outcomes is a critical enabler of our organic growth strategy as it positions our businesses favourably to secure new contracts, while ongoing compliance with our regulatory frameworks is essential for APM to maintain its social license to operate.

Four practices inform and drive our approach to compliance and continuous quality improvement:

- Government quality accreditations and audits, either via legislated standards, such as the NDIS Quality Standards in Australia, industry standards such as the Disability Employment Services Quality Framework, and/or contractual performance audits and external program evaluations
- External quality accreditation. Several APM businesses have sought and maintained relevant ISO certifications
- Dedicated internal resources focused on quality and compliance, either quality teams, or a quality officer, as appropriate to the size and scale of operations
- Continuous improvement practices are embedded in each business. We systematically collect, review, and respond to emerging trends and feedback

We strive to maintain excellence in quality through meeting standards and accreditation requirements and aim to deliver better than national benchmarks.

Data privacy and cyber-security

Protecting our participant, customer, and employee data is of utmost importance, and is a critical business risk that we actively manage. APM is entrusted with our participants personal and sensitive data because of the services that we provide. We are extremely mindful of the responsibility this imposes upon us to collect, store, and manage data in accordance with data sovereignty requirements, local laws and regulations, our quality and compliance frameworks, contractual obligations, and the expectations of our funders.

As a provider of public services, we are ever vigilant in meeting government requirements around data sovereignty. We have local IT teams in each of the countries in which we operate who utilise a robust data sharing framework, policy and procedures that sets out the circumstances, security protocols, and process by which de-identified data may be shared to enable our global operations. Our Group legal and data privacy teams ensure we are up to date with our contractual and legislative requirements and advise on upcoming changes in this complex environment.

We are alert to key challenges in this area including increasing cyber threat activity (e.g. ransomware, phishing, distributed denial-of-service attacks), increasing sophistication of these threat attacks, and increasing levels of compliance mandated for providers as a result of this environment. APM actively manages its cyber security posture and data management processes in accordance with ISO 27001, Right Fit for Risk (Australia), Cyber Essentials (UK) and SOC2 (Canada) and commits extensive resources to frequent and rigorous internal and external security testing to protect our IT environment.

Supply chain management

APM’s management of supply chains and partners is a key differentiator in our marketplaces and underpins both performance gains and consistency of participant experience. Working with small to medium enterprises to capacity build is often a contractual requirement and our ability to attract and partner with the best performing organisations is critical to our ongoing success.

While opportunities to utilise supply chains differ by country and funder/commissioner, in the UK and Canada our businesses operate some of our larger contracts as a prime contractor with supply chain partners undertaking end-to-end participant services. Here, our supply chain governance provides formalised processes for monitoring and evaluating performance against agreed objectives and ensures consistent staff training, delivery practices and participant experience.

In the UK, for example, Ingeus has developed a Contract and Quality Assurance Framework that sets out agreed delivery processes and KPIs against which prompt performance feedback is provided. Supply chain partners are required to complete a structured onboarding process to ensure a seamless integration into our core business and adopt our practices such as working towards becoming a Disability Confident accredited employer and paying staff the Real Living Wage. The company also supports suppliers through our accredited Continuous Improvement Academy, helping to build capacity for supply chain partners on a pro-bono basis.

Key challenges in our supply chain management include mitigating risks by conducting thorough due diligence such as understanding financial information, site visits and assessing value alignment.

Our priorities for supply chain engagement are to:

- Continue to support core service delivery and the achievement of contracted participant outcomes through strong relationships with carefully selected, high performing supply chain partners
- Extend the reach of our Continuous Improvement Academy across APM and our key supply chain partners
- Continue to act as an influence for good by supporting our supply chain partners on our journey as we continuously improve sustainable procurement practices in important areas such as monitoring the risk of modern slavery.

Modern slavery and human rights

APM acknowledges that modern slavery is a global and systemic issue and we take responsibility for human rights and obligations under the Modern Slavery Act seriously. Our commitment to human rights aligns with our commitment to the UN Sustainable Development Goals to provide decent work and to foster economic growth.

As a human-centred business, conducting our work in a way that does not infringe upon any human rights is of utmost importance, whether that be for our people, our supply chain, or our participants. To address modern slavery, APM has completed a number of focused initiatives including:

- ensuring our employment services participants are placed in sustainable ongoing employment
- identifying modern slavery, risks in our supply chain
- developing a modern slavery risk assessment for suppliers
- including mandatory modern slavery provisions for use in third-party contracts
- completing and publishing our FY23 Modern Slavery Statement



Project Disco and Easybeatz support social inclusion and build the confidence of people in the community to go out in a safe, inclusive environment and enjoy a good time together and dance. See the story [here](#)

A core service offering at APM is supporting disadvantaged people into safe, ethical, and sustainable employment. As part of our contractual requirements, established safeguards to mitigate the risk that our participants are subject to modern slavery include:

- reporting on participant employment outcomes, including how and where participants are working, length of time in the role, wages paid, and in some markets, administration of wage subsidies
- regular reviews with participants at their place of employment, as part of post-placement support

Further detail on the key risks to our operations and supply chains, can be found in APM’s latest Modern Slavery Statement.

Our priorities

- Strengthen our global sustainability governance
- Continuously review and improve our remuneration framework
- Maintain excellence in quality through meeting standards and accreditation requirements
- Continue to engage with our supply chains with a focus on reducing risks of modern slavery
- Obtain external review and limited assurance over our sustainability data

Our sustainability roadmap

In developing our sustainability approach and analysis of our material risks and opportunities, we have identified key priorities to progress. A summary of the commitments detailed through the report is provided in the table below. We are actively in the process of planning and executing these initiatives.

The APM Board, Executive Leadership Team, our Sustainability Committee, and local Executive Management Teams are committed to advancing our sustainability agenda. We continue to review our progress as we mature and embed our sustainability function.

Our priorities

Our participants

Progressively implement our social impact framework

Enhance our approach to participant experience measurement

Our people

Strengthen our global approach to diversity, equity, inclusion and belonging

Grow our people with lived experience workforce at APM

Continue to invest in the development of our people, embedding APM ways of working and core competencies

Continue to refresh succession planning for business-critical roles and deepen our leadership capacity

Our communities

Align our corporate sponsorship framework to our impact

Develop our 5th reconciliation action plan

Prepare for mandatory climate disclosures, including preparing to report on material Scope 3 emissions

Our governance

Strengthen our global sustainability governance

Continuously review and improve our remuneration framework

Maintain excellence in quality through meeting standards and accreditation requirements

Continue to engage our supply chain partners to reduce modern slavery risk

Obtain external review and limited assurance over our sustainability data

Enhance our compliance frameworks and controls around anti-bribery, fraud and corruption



Through Mobility, Vera is able to get the support she needs to live independently.

Appendices

Our stakeholders

APM fosters collaborative relationships with stakeholders by engaging regularly through various channels across the company. Quality stakeholder engagement is important for developing and maintaining positive, two-way relationships that enable the company to understand stakeholder needs, interests, expectations and concerns.

Below are the key stakeholder groups which have an interest in, or impact on, our business activities.

Stakeholder	Stakeholder type	How we engage	Top engagement topics
Participants	The people we support	<ul style="list-style-type: none"> • Face-to-face support • Websites and other digital tools • Social media 	<ul style="list-style-type: none"> • Social impact • Participant outcomes
Customers	Governments, businesses and other funders	<ul style="list-style-type: none"> • Tender documents • Face-to-face meetings • Industry participation • Policy submissions 	<ul style="list-style-type: none"> • Social impact • Data privacy and cybersecurity • Regulatory compliance and quality assurance • Business ethics • Participant outcomes
Our people	People who are employed directly by APM	<ul style="list-style-type: none"> • Employee intranet • Face-to-face meetings • Internal newsletters • Internal committees and working groups • Team meetings and town halls • Employee engagement surveys 	<ul style="list-style-type: none"> • Diversity, equity, inclusion and belonging • Employee health and wellbeing • Social impact • Employee engagement, development and retention
Supply chain partners	Suppliers of goods and services to APM, including delivery partners that support our participants to achieve their goals	<ul style="list-style-type: none"> • Email • Face-to-face meetings • Industry events • Conferences 	<ul style="list-style-type: none"> • Social impact • Modern slavery compliance • Regulatory compliance and quality assurance • Climate action and environmental footprint
Community and industry	Community and industry organisations and associations we partner with	<ul style="list-style-type: none"> • Email • Face-to-face meetings • Community events • Industry events • Round tables • Conferences 	<ul style="list-style-type: none"> • Community engagement and partnerships • Social impact and value creation • Thought leadership and research • Environmental footprint

Our materiality assessment








Materiality refers to how we determine the needs, concerns and expectations raised by both our internal and our external stakeholders and the significance of which each of the aspects influences the success of our business.








In 2022, APM developed our overarching sustainability framework guided by the outcomes of a materiality assessment. This process was externally supported and was designed to help bring our vision and strategy together with our material topics, while setting our future direction. Our materiality assessment was conducted in alignment with our key value drivers, strategic opportunities, and enterprise risk assessment to ensure overall congruence with Group priorities.

The materiality assessment involved:

- reviewing global and industry ESG risks, trends and reporting frameworks
- analysis of peer ESG approaches and sustainability disclosures
- consideration of investor, proxy advisor and ESG rating agency perspectives, and other stakeholder influences and interests, including government, regulators and customers
- input from workshops and discussions with APM Board Members, the Executive Leadership Team and operational team members

Our material topics, their definitions, and alignment to the UN Sustainable Development Goals are outlined in the table below.

Pillar	SDG	Material Topic	What this means to APM
Our Participants		Social impact	We strive to make a measurable, positive and lasting impact on the lives of our participants, our people and our communities.
		Participant outcomes	Measurably improving the health, social and economic participation of our participants is at the core of everything we do.
		Participant experience	We are committed to ensuring our participants receive high quality care and have a positive participant experience across the service continuum.
			
Our People		Employee engagement, development & retention	Attracting, developing and retaining a skilled and motivated workforce is critical to our operations and the successful achievement of participant outcomes. We create a culture of belonging that supports our employees' ongoing professional development.
		Diversity, equity, inclusion and belonging	We actively support all forms of diversity – including ability, gender, age, culture, ethnicity and sexual orientation – and strive to create a workforce that is inclusive and reflective of the diverse communities we serve.
		Employee health and wellbeing	We have a responsibility to ensure that our people are supported and safe at work and provide opportunities to enhance their wellbeing.

Pillar	SDG	Material Topic	What this means to APM
Our Communities		Community engagement and partnerships	Our business is embedded in the communities where we operate. We support strategic partnerships that align with our purpose of increasing access and inclusion for everyone.
		Thought leadership and research	As part of APM's commitment to corporate social responsibility and data philanthropy, we advocate for the topics that are important to us and share research to inform and develop programs that enhance community health and wellbeing.
		Climate action and environment	Climate change affects our stakeholders globally, particularly vulnerable people who are most affected by rising temperatures and natural disasters. We aim to understand our impact and to reduce our contribution to global warming.
			
Our Governance		Corporate governance and strategy	Our approach to governance is designed to maintain our integrity and assist in aligning our operations and performance with our vision and values.
		Business ethics	We aim to conduct all aspects of our business in a way that satisfies the highest professional and ethical standards of our industries.
		Data privacy and cybersecurity	We are committed to maintaining high quality infrastructure and systems, as a trusted and responsible custodian of the data we hold on behalf of participants and customers.
		Regulatory compliance and quality assurance	We strive to ensure that our services are consistently meeting the highest standards of quality and performance excellence.
		Supply chain engagement	We work to understand, manage and engage with our supply chain to identify any risks to which we may be inadvertently exposed, and to mitigate issues before they occur.
			
		Modern slavery and human rights	We understand the requirements for modern slavery compliance and aim to ensure that our policies align with our values as an impact-led business.
	Increasing ESG compliance and expectations	We proactively improve our plans, performance and reporting to meet evolving expectations about environment, social and governance action and disclosures.	

Other APM ESG resources

There are several sources of additional information that build on the summary provided in this report, which are available at [apm.net.au](https://www.apm.net.au) and include:

- **APM Code.** APM's Code of Conduct.
- **Group policies and procedures:**
 - Anti-bribery, Fraud, Corruption and Money Laundering Policy
 - Whistleblower Policy
 - Diversity policy
 - Modern slavery policy.
- **Modern Slavery Statement**
- **Our stories from around world |** APM provides a selection of interviews and case studies showcasing stories from the people who have changed their lives with support from the APM Group.

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