

Sustainability Report 2025

Ancora TopCo Ltd (APM Group)





Cover image - Jamie's journey: from vision loss to cultural leadership

When Jamie Garlett, a proud Ballardong Noongar man and father of five lost his sight at 27, his future was filled with uncertainty. With support from the National Disability Insurance Scheme (NDIS) and APM Communities, Jamie found new independence and confidence. Using mobility aids and accessible technology, he regained the freedom to move through his community and reconnect with his passions.

Guided by Mykala from APM Communities, Jamie spent six months planning before launching a cultural performance business, sharing Noongar music and delivering Welcome to Country ceremonies. In just one year, Jamie performed at 34 events, inspiring his family and community to believe in what's possible.

Jamie's message is simple: "Dream big. NDIS is here to support you to achieve your goals."

See his story [here](#).

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About this report

APM Group is pleased to publish this Sustainability Report for the financial year ending 30 June 2025. This report covers APM Group operations for 1 July 2024–30 June 2025 (FY25) across our 11 operating countries. It is prepared with reference to Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards and maps to the UN SDGs. The focus of this report is on social and people impact, aligned with APM's four sustainability pillars: Participants, People, Communities, and Governance.

The information contained in this report demonstrates APM's management and performance in key ESG areas that have been identified as material to our business and stakeholders.

At APM, our purpose of enabling better lives continues to guide everything we do. Across 11 countries and more than 1,500 locations, our 16,307 team members delivered person-centred, evidence-based services that supported more than 2.4 million people this year to improve their health, independence, and economic and social participation in society.

In FY25, we deepened our impact through a broad portfolio of health and human services, supporting people of all ages and backgrounds to navigate life's challenges and access better opportunities for wellbeing, employment, and independence. From employment and disability support to mental health and aged care, our work is grounded in trust, quality, and local connection.

We know that the strength of our organisation lies in the people who power it. That's why we've further invested in building a safe, inclusive and high-performing workplace that reflects the diversity of the communities we live and work in and supports our people to grow, lead and thrive.

While this report and the data presented within have not been subject to third-party assurance, we have drawn on external guidance to inform our approach to materiality, disclosure, and greenhouse gas emissions calculations.

Acknowledgement of Traditional Owners

APM acknowledges that the lands and waters of all the communities we serve in Australia have been in the care of Traditional Custodians for thousands of years.

We recognise their continued connection to culture, Country, language, and community.

We honour the Elders, past and present in our communities, and extend respect to all First Nations people globally.

Chloe Watego, 2025



Our Purpose

Our purpose is simple: Enabling Better Lives, whether that be supporting a client to gain sustainable employment, rehabilitation post injury or illness, or to live as independently as possible.

Our Vision

APM's vision is to be the most trusted, highest performing and successful health and human services company in our chosen markets with performance centred on delivering exceptional outcomes for our clients and stakeholders.

Our Values

- Integrity**
- Customer Focus**
- Respect**
- Empathy**
- Achievement**
- Teamwork**
- Enthusiasm**



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Our Governance

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Pat - APM Employment Services client
Watch his story here



Message from our Executive Chair and Group CEO



At APM, our purpose of enabling better lives continues to guide everything we do.

In FY25, we supported 2.4 million people across 11 countries, delivering services that promote independence, wellbeing, and participation in community and economic life.

We operate in a world facing rising inequality, workforce shortages, and scrutiny of ESG performance. These challenges demand more than good intention, they require action, accountability, and leadership. At APM, we are proud to play a leading role in advancing inclusive, sustainable solutions that create lasting value for individuals, communities, and society.

This year, we've focused on embedding impact by refining how we measure outcomes, deepening our partnerships, and preparing for program reform in key markets.

We are especially proud to be a key provider of Inclusive Employment Australia, the new Australian Government disability employment services program which commenced in November 2025.

Our work with governments, employers, and communities is increasingly shaped by co-design, evidence, and lived experience.

We've also strengthened our commitment to reconciliation and inclusion, launching two significant Reconciliation Action Plans (RAPs) in Australia that reflect our long-term dedication to equity and cultural safety. These plans set out practical steps to build respectful relationships and create meaningful opportunities for Aboriginal and Torres Strait Islander peoples.

Looking ahead, we will continue to lift the bar on quality, safety, and transparency. We will publish clearer metrics on outcomes that matter, not just outputs, and leverage client feedback, data and technology to identify and address gaps where they exist.

Our goal is to build a more inclusive society where everyone can participate. We thank our clients for their feedback, our partners, employers, and communities for their collaboration, and most of all, we thank our people. Their commitment turns purpose into progress, and impact into lasting change.

Megan Wynne
Founder and Executive Chair

Michael Anghie
Group Chief Executive Officer

About APM

At APM, we partner with people through life's challenges, whether it's recovering from injury or illness, living with disability, navigating unemployment, or facing personal hardship. Our goal is to make a meaningful difference in their lives and the communities they live in.

Our services include:

- Allied Health, psychological and occupational therapy intervention
- Medical, psycho-social and vocational rehabilitation
- Vocational training and employment assistance
- Community-based support services

These services are designed to support people in improving their health, gaining independence, building employability, and participating more fully in society.

Sustainability guides every aspect of our work. Our programs are built to make a real difference by supporting social wellbeing, encouraging economic participation, and using resources wisely. We are always looking for ways to lessen our environmental impact and work alongside partners who share our commitment to a more equitable and sustainable future.

With a presence in 11 countries and more than 1,500 sites, APM supports more than 2.4 million people each year. Our global team of 16,307 professionals work across multiple sectors including early childhood, youth, employment, insurance, justice, veterans, disability, and aged care partnering with governments, businesses, and communities to deliver practical, evidence-based support.



Introduction

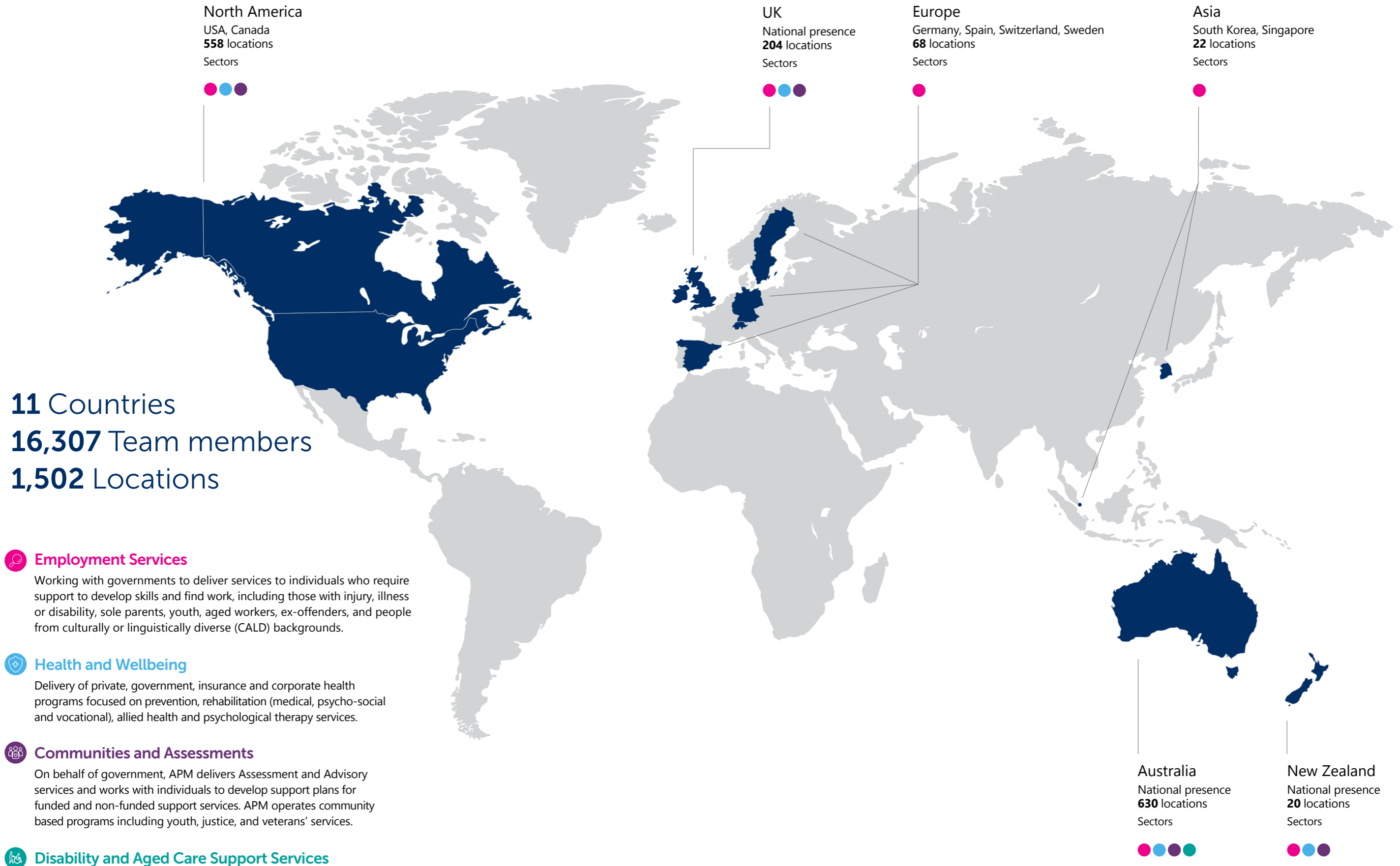
Our Participants

Our People

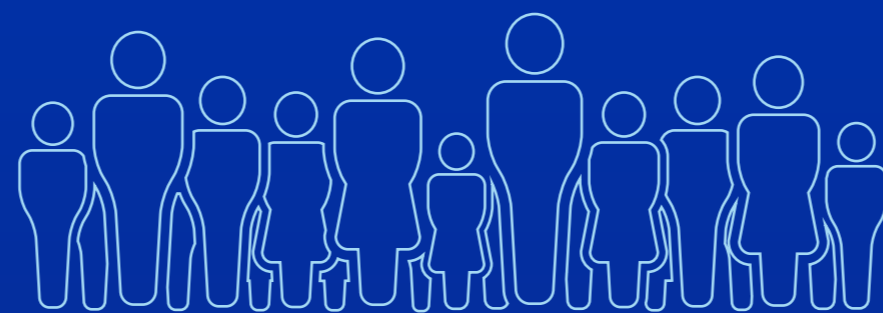
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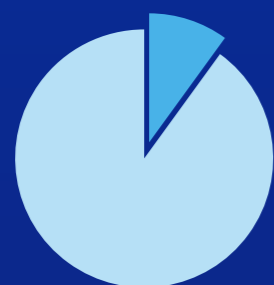
FY25 highlights



2,470,815
people supported*



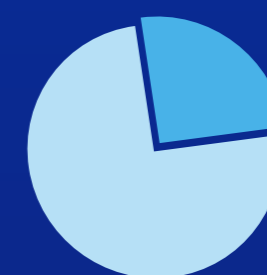
6,862
Ukrainian refugees supported with pro bono services



10% of our people have lived experience with disability**



1,121,525
job seekers supported



75% of team members say APM is a great place to work

144,998
people supported with mental health assistance

278,623
people with disability supported

69.71%
of our senior leaders are female

Scope 1,2&3
baseline GHG emissions measured

* Individuals who received at least one instance of service from an APM Group business in the year to 30 June 2025.
** Voluntary disclosure, based on surveyed staff across Australia, New Zealand, Singapore, Canada, South Korea and UK operations.



With Ingeus UK's support, Khalif's journey from homelessness to housing is proof that with the right assistance, anything is possible.



Our approach to sustainability

Advancing global priorities through local impact

In FY25, APM continued to align our work with the United Nations Sustainable Development Goals (SDGs), recognising our role in supporting global progress through health, employment, and human services. As a signatory to the UN Global Compact, APM aligns its operations with the principles of human rights, labour, environmental stewardship, and anti-corruption. By integrating sustainability into every layer of our business, we're not only contributing to the SDGs, we're helping build a more inclusive, resilient, and purpose-driven future.

Throughout this report, SDG icons highlight where our services contribute to these goals.

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>5 GENDER EQUALITY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>10 REDUCED INEQUALITIES</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>13 CLIMATE ACTION</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>

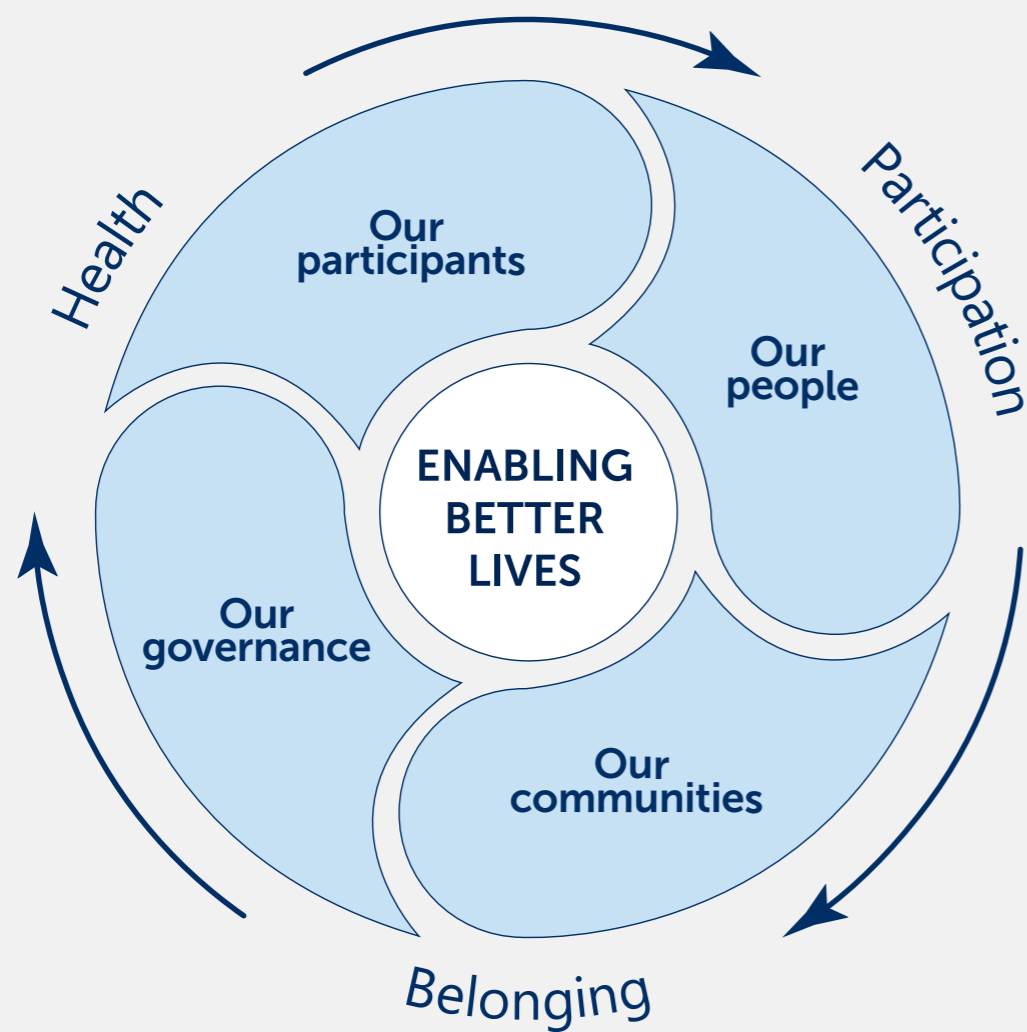


A shared vision

At APM, sustainability is not a standalone initiative. It's embedded in how we deliver impact, create value, and build trust across the varied communities we serve around the world.

Our global Sustainability Strategy provides a shared vision for our businesses, guiding our efforts to enable better lives through responsible, inclusive and future-focused practices. Overseen by the Global Sustainability Committee, supported by executive leadership and the Board Audit & Risk Management Committee, our strategy covers four pillars:

- Our participants
- Our people
- Our communities
- Our governance



Our material topics

In FY25, we remained focused on topics that drive long-term value and mitigate risk including:

- Social impact
- Participant experience and outcomes
- Diversity, equity, inclusion and belonging
- Employee health and safety and engagement, retention and development
- Community engagement and partnerships
- Climate action and the environment

With respect to effective governance and risk management we continued to focus on:

- 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





Creating value and delivering impact

At APM, creating value means driving positive change for individuals and communities, now and for the future. In FY25, our impact was shaped by a commitment to innovation, evidence-based practice, and strong partnerships across 11 countries and more than 1,500 locations.

We don't just deliver services; we work alongside people to help them overcome barriers, build independence, and participate fully in society. Our team of 16,307 professionals collaborates with governments, employers, and local organisations to design and deliver solutions that respond to individual and community needs. We do this in the early childhood and youth, disability, health, aged care, employment, and justice services sectors.

What sets APM apart is our focus on outcomes that matter. We measure our impact not only by the number of people we support, but by the quality and sustainability of the changes we help create, whether it's securing meaningful

employment, improving mental health, or strengthening social connections. Our unified social impact framework, introduced and refined in FY25, enables us to capture and communicate the difference we make, drawing on data, lived experience, and practitioner expertise.

We also recognise that lasting impact comes from continuous improvement. That's why we invest in co-design with participants, pilot new approaches, and use feedback to shape our services. Our commitment to responsible growth, ethical leadership, and environmental stewardship ensures that every initiative is sustainable and aligned with our purpose: enabling better lives.

By combining commercial discipline with deep social purpose, APM delivers value that extends beyond immediate outcomes, building stronger, more resilient communities and helping people realise their potential, every day.



Scott - APM Employment Services

APM's ability to create lasting value and deliver sustainable impact is powered by a set of core enablers that underpin everything we do:



Purpose and culture

Our shared purpose of enabling better lives unites our global team and shapes a culture of care, integrity, and ambition. This purpose drives our commitment to social impact and guides our decisions at every level.



Leadership and talent

We invest in strong, values-driven leadership and nurture talent across the company. Our leaders inspire innovation and accountability, while our people bring expertise, empathy, and energy to every interaction.



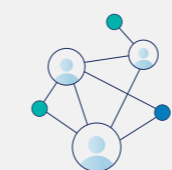
Quality, evidence-based programs

Our services are grounded in best practice and informed by data, research, and lived experience. We continually refine our programs to ensure they deliver measurable outcomes and respond to the evolving needs of participants, partners and communities.



Trusted partnerships

APM is a trusted partner to governments, industry, and community organisations. These relationships enable us to co-design solutions, scale our impact, and deliver services that are relevant, effective, and sustainable.



Embedded local networks

Our local teams are deeply connected to the communities they serve. This enables us to tailor support, build trust, and respond quickly to local challenges and opportunities.



Access to capital

Our financial strength and disciplined approach to growth allow us to invest in new initiatives, expand our reach, and ensure the long-term sustainability of our impact.

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 focus 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 focus on:

- Diversity, equity, inclusion and 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 focus on:

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

Our governance



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

We focus on:

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



Our participants

FY25 highlights

29,265

people with disability placed into sustainable employment

39,512

offenders and ex-offenders supported to reintegrate into their community

180,233

children (under 14 years) supported

168,408

mature aged (50+) people supported

34,826

children with disability supported

46,600

defence personnel and veterans supported

100,089

youth (aged 15 to 21) supported

1,121,525

participants seeking employment supported

With both parents working full-time, flexibility has been key for Liam and his family. Thanks to Early Start Australia's team's support and understanding, Liam has flourished.



Watch Liam's story here

Social impact

At APM, our purpose is to enable better lives. We deliver social impact by supporting people of all ages with injury, illness, disability or those facing unemployment or hardship, to build individual capability and social capital, and participate more fully in their community and the economy.

Our services span assessments, allied health and psychological interventions, medical and vocational rehabilitation, vocational training, employment assistance, and community-based support. We focus on enhancing health, wellbeing, independence, employability and networks, helping people improve their quality of life and contribute to their communities.

We are committed to delivering high quality, accessible services to all participants, regardless of language, disability, or location. We offer multilingual support, disability accessible facilities, and remote service options to ensure everyone can benefit from our programs.

Our Social Impact Framework, designed in FY24, continues to guide how we deliver meaningful wellbeing outcomes for our participants, people

and communities. Developed through leader consultation, global wellbeing research and program analysis, the framework aligns with funder and participant expectations. It focuses on the three drivers of health, participation, and belonging across eight outcomes: physical health, mental health, learning, employment, activity, relationships, safety, and connection.

In FY25, we continued to progressively roll out the measurement framework across material contracts to ensure evidence-based impact and continuous improvement.

Further embedding our unified impact framework enables us to capture outcomes and demonstrate the broader value we create for individuals, communities, and society. This reflects our belief that impact is not just about services delivered, it's about the lasting change we help people create in their own lives.

We are committed to understanding and communicating the impact of this work not just through the stories of our participants and their families, but through consistent, evidence-based measurement.



Case study

Ricki and Acumen Health



Returning to work after an injury can be challenging - physically, mentally, and emotionally.

At SPL Laundry in Cairns, a structured workplace support service helped one employee navigate that journey with confidence.

"I've been off work last year for a little bit trying to get better," said Ricki, a team member at SPL. "I sort of just wanted to do what I can to get back on my feet again."

Through a coordinated approach led by Acumen Health, Ricki received tailored support to assist his recovery and return to work.

"She's absolutely the loveliest person. She's been getting me on my feet," Ricki said of Marion, the health professional supporting him.

The service involved on-site assessments, collaboration with healthcare providers, and ongoing communication with the workplace.

"We speak their language. We help bring that all together for a process and a set of solutions that are going to work for that particular context," said Marion from Acumen Health

SPL Laundry's management also saw the value.

"Returning an employee to work can be a very time-consuming and intensive process," said Andrew. "Marion's advice and support around compliance and suitable duties was excellent and really ensured Ricki's wellbeing."



Watch Ricki's story here

// I wouldn't have got through without her and this program and the schedule as it is. //

Ricki - Acumen client

Participant outcomes

Measuring what matters

At APM, participant outcomes are a key measure of our social impact. Our measurement approach tells us not just if our services are effective, but how they contribute to meaningful, lasting improvements in people's lives. This helps us understand the difference our work makes, beyond immediate results, by demonstrating how support leads to greater independence, wellbeing, and participation for the people and communities we serve over the longer term.

With growing expectations from governments and communities to demonstrate tangible value, we've strengthened our commitment to consistently capturing data and measuring outcomes across all our services.

A rigorous and empathetic approach

We recognise that meaningful change is rarely linear. Many participants face complex challenges, and progress may take time. That's why our approach to outcome measurement goes beyond numbers. It reflects the broader context of each person's life and is supported by skilled practitioners using evidence-based tools. The dual focus of rigour and empathy ensures our data is credible, relevant, and aligned with stakeholder expectations, while remaining grounded in the complexity of the lives of the people we support.

Capturing the complete picture

Our services deliver a wide range of outcomes for participants. Some are immediately visible and easily measured, others more gradual and complex. For example:

- Immediate outcomes include securing sustainable employment, completing accredited training, or accessing community services
- Longer-term or more complex outcomes include improved mental health and wellbeing, increased confidence, greater independence, and stronger social networks

To effectively capture this diversity and complexity, we use a mix of quantitative and qualitative tools across programs and geographies, including:

- Validated wellbeing scales to track changes in mental health, resilience, and life satisfaction
- Functional assessments to measure improvements in physical capability and independence
- Employment tracking to monitor job retention, progression, and career development
- Participant surveys and interviews to understand lived experience, satisfaction, and service relevance
- Social connection indicators to assess changes in relationships, community engagement, and belonging

Using data to drive impact

Consistent outcome measurement enables us to:

- Provide clear evidence of the outcomes our services deliver to those who access, invest in and rely on them
- Inform continuous improvement, helping us refine service models and respond to emerging needs
- Support accountability and transparency, ensuring we meet our contractual and ethical obligations
- Contribute to broader social and economic value, by enabling better lives as our participants move towards better health and wellbeing, independence, and social and economic participation

We take participant privacy and data protection seriously. All personal information is handled in accordance with strict ethical standards and relevant legislation, ensuring confidentiality and responsible use of data to improve our services.



“ When I found out I had secured the job with Community House, I was actually overwhelmed. I honestly didn't think I would succeed. I feel stronger than I've ever been. I feel like I can take on the world now. ”

Kylie - APM Employment Services participant





Adam and Janeah
APM Employment Services

Participant experience

Embedding voice, choice, and continuous improvement

At APM, we place participants at the centre of everything we do. Their experience is not only a reflection of service quality, but also a key driver of long-term success and social impact.

We are committed to continuously improving and innovating our services to ensure participants, and employers where relevant, have a genuine voice in how services are designed and delivered.

Participant feedback to drive change

Participant feedback directly shapes our services. For example, following suggestions from our Disability Advisory Board, we introduced new accessibility features on our website and expanded remote support options. We actively gather feedback at key stages of the participant journey including onboarding, service delivery and post service exit.

We continue to invest in digital platforms and tools including online portals, mobile apps, and virtual support channels to enhance participant experience and make our services more accessible and responsive.

In FY25 we collected insights through:

- Targeted surveys tailored to service stages
- Embedded feedback tools such as QR codes, website forms, and live chat
- Site cards and our national service centre phoneline
- Post-program reviews, such as the Building Disability Capability Program, which informed future service design
- Research-led insights to understand participant needs and expectations



Co-design and engagement

We involve participants directly in shaping services through workshops, focus groups, and advisory panels. This ensures services are person-centred, culturally appropriate, and responsive to lived experience.

Australia

- Surveying participants and employers for direct feedback on their service experience. In FY25, using our Customer Experience Platform (InMoment) we sent surveys to more than 57,600 employment services participants.
- Disability Employment Services participants contributed to program design through focus groups and co-design sessions, including those led by Chair of APM's Disability Advisory Board and APM Ambassador, Ellie Cole, Member of Australia (AM), to inform inclusive service delivery.
- Our website co-design project was led by our Accessibility Consulting Group and QLD Disability Network.

UK

- Ingeus UK convenes a quarterly Youth Panel to guide program design and communications.
- Ingeus UK co-designed the RISE Residential Programme with Youth Voice and participants to respond to the growing number of young adults referred to the Restart Scheme in Greater Manchester. The 5-day programme focused on life skills, confidence and employability, and led to 46% of participants securing job offers.

Canada

- WCG partnered with Blueprint to engage over 3,000 stakeholders in Toronto through surveys, interviews, and focus groups. Insights informed inclusive service design, community investment priorities, and local relationship-building.

USA

- Grant Associates co-designed and delivered Career Discovery Week 2025, connecting 4,500 public high school students with hands-on career experiences across 139 companies. 89% of participating employers reported strong support for the initiative.



With support from APM New Zealand's Work Assist program, Leeann is rebuilding her life nearly 40 years after an accident changed everything.

Investing in team capability

Globally, our participant-facing teams are equipped to deliver high-quality, empathetic support through training in trauma-informed practice, motivational interviewing, unconscious bias and disability awareness. In the US, Equus staff complete the Legacy in Action CX program, based on the Disney Institute's Quality Service training.

Embedding behavioural insights

In Canada, WCG co-designed the Behavioural Insights Guide with Cowry Consulting to support psychologically attuned service delivery. This resource equips frontline teams with practical strategies to enhance engagement at every stage of the participant journey. Full rollout and training are planned for FY26.

Measuring experience consistently

In FY25, we advanced the implementation of a consistent framework to measure participant experience across brands, programs, and markets. This framework is tailored to local contexts and aligned with government contracts, allowing us to leverage global data-driven insight, identify areas for improvement, apply changes that positively impact participant experience and benchmark performance against global peers where data is available.





Our Lifecare physiotherapists, Richard Brock and Seth Corwin are using advanced tools like Vesticam goggles to improve vertigo diagnosis and treatment. Combining cutting-edge technology with compassionate care, they're helping patients regain balance and quality of life.



Watch their story here

Our people

FY25 highlights

16,307

APM team members

114

nationalities

69.71%

of our senior leaders are female

16

diversity, equity, inclusion and belonging committees

75%

of our team members say APM is a great place to work

600

UK team members trained in mental health first aid

10%

of APM team members have lived experience with disability*

73%

participation in global people survey

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

Employee engagement, development and retention

At APM, our commitment to enabling better lives begins with our people. We believe that when our team members are supported and empowered, our impact grows. In FY25, we continued to shape a workplace where individuals are supported to grow, contribute meaningfully, and realise their full potential both professionally and personally.

We design roles that harness the unique strengths and experiences of our people. Through targeted learning opportunities, career development pathways, and leadership support, we aim to create an environment where growth is not only possible, but expected.

We remain deeply committed to building a diverse and inclusive culture, one where every person feels they belong, is valued for who they are, and can confidently pursue their goals with APM.

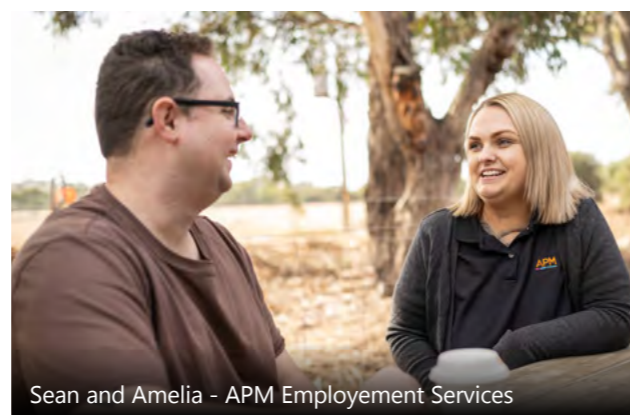
Our global People Strategy is built around four key pillars:

- People-centred leadership
- Being both a talent maker and a talent taker
- Retention through best-in-class workforce experience
- Building global ways of working

These pillars shape the policies, systems, and programs led by our People and Culture team and delivered locally to support better lives for our people.



Jamie and Mykala - APM Communities



Sean and Amelia - APM Employment Services



Mark and Katherine - Ingeus UK



Felix and Samar - WCG Canada

FY25 highlights

Leadership development: we continued to embed the APM Leadership Development Curriculum across our global teams. Structured development opportunities were delivered for leaders from first line to mid-level, with strong participation and positive feedback. Across all regions, participation averaged 76%, with program ratings consistently between 4.7 and 4.9 out of 5, reflecting the value and impact of our leadership development efforts.

In Canada, post-program surveys showed a 30% uplift in regular performance conversations and personal development planning, and a 28% increase in feedback and coaching contributing to stronger engagement and retention. These results reinforce our commitment to growing confident, capable leaders who shape a thriving APM culture.

Senior leader growth: for developing leaders, our Leadership Development Program engages APM's existing and future leaders in 21st century leadership concepts and skills and features a partnership with Harvard Business School. Leadership engagement was 84% in May 2025.

Leadership at all levels: we launched The APM Leadership Playbook created for all levels of leadership based on input from our best global leaders which codifies what they do during moments that matter. This leader resource provides a practical framework for great leadership at APM. Headway, a book summary app, was gifted to leaders across the APM Group as an opportunity to access leadership learning 'on the go'.

Global ways of working: we made a significant step towards our goal of global people enablement with alignment of our Talent platform across US/Canada and Australia/NZ, adding to a global skills tool and are well on the way to being able to cohesively view our own talent and future talent in the market. This will create career paths and opportunity for our people and ensure we remain ahead of the external market and can proactively pipeline future talent.

Continuous improvement: we delivered 2 APM Connect forums to help people leaders feel more connected to the APM Group and gain a clearer understanding of our global work, supporting continuous improvement. Our leaders shared success stories from across APM providing opportunities for learning to be applied in other businesses across the Group.

Career mobility: we continued investment in our Career Pathways community which included a Careers Coach and 'Enabling careers at APM' mailers, understanding that for our people to have the greatest impact, team members need to grow by building meaningful careers. In FY25, we achieved a global internal mobility rate of 17.2%, an increase of ~10% over 12 months.

Innovation culture: we joined the ILO Global Business and Disability Network (GBDN) to strengthen our efforts in creating truly inclusive workplaces for people with disability. The GBDN brings together 43 multinational companies, 45 national networks, and key partners to promote inclusive employment globally.

Looking ahead

In FY26, we will continue to invest in leadership development, career pathways, and enhancing the overall employee experience. Our April 2024 global engagement pulse showed that 75% of our team members are proud to work at APM with the next survey to be conducted in early FY26. We will build on this momentum by delivering on our engagement action plans and listening to what matters most to our people.

Diversity, equity, inclusion and belonging

At APM, we believe that a truly inclusive workplace isn't just good for our people, it's essential to our success. When team members feel supported and recognised for their contributions, they're more engaged, productive, and connected to our purpose.

Through these actions, we continue to foster a culture where every team member can bring their authentic self to work, driving innovation, engagement, better outcomes for our people and business, and the participants and communities we serve.

FY25 highlights

Access and inclusion

Our Reasonable Adjustments Program supported 318 team members in Australia, ensuring simple access to workplace tools and support. Globally, our Access and Inclusion Plan guided local initiatives such as accessibility audits, inclusive recruitment, and disability awareness training.

The Disability Advisory Board, chaired by APM Ambassador, Ellie Cole AM, provided strategic guidance and led accessibility audits, user testing, and feedback loops to improve usability and shape our Access and Inclusion Plan. The Board also supported the launch of the Leading Disability Inclusion campaign, encouraging employers to adopt inclusive practices.

The Ingeus Academy supports people with recent or current criminal justice experience to train as Peer Mentors and move into justice sector roles. Many progress to permanent jobs with ongoing support, and today 52 Ingeus team members have lived experience in the justice system, bringing valuable insight and commitment to our services.

Leadership and governance

We strengthened our leadership in inclusion by appointing a Head of Diversity, Equity, Inclusion and Belonging (DEIB) ANZ, and a Head of First Nations. Both bring lived experience and deep expertise, helping shape our strategy and reporting with authenticity and insight. These roles, together with the Disability Advisory Board, reflect our commitment to co-designed, evidence-based approaches that drive meaningful change across our global workforce.

Reconciliation and Indigenous engagement

FY25 marked a major step in our reconciliation journey with the launch of two Reconciliation Action Plans (RAPs) in Australia. Our Health Portfolio's Innovate RAP, endorsed by Reconciliation Australia, sets out practical actions to build understanding, respect, and partnerships with Aboriginal and Torres Strait Islander people across our health businesses. For APM Employment Services, APM Communities, APM Assessment Services and APM Corporate Services, our Stretch RAP focuses on long-term strategies for Indigenous recruitment, development, and retention, supported by culturally appropriate programs and active participation in events like NAIDOC Week and National Reconciliation Week.

Regional initiatives

Across our global operations, we delivered targeted DEIB programs. In Canada, WCG's Employee Resource Groups and high participation in DEIB training fostered a culture of belonging and practical skills for inclusive leadership. In the UK, Employee Resource Groups, Wellbeing Champions, and Mental Health First Aiders provided peer support and promoted a safe, inclusive environment. In Canada, Agilec's monthly DEI Lunch and Learn Series and peer recognition initiatives promoted awareness and inclusion.

Innovation and partnerships

We joined the ILO Global Business and Disability Network (GBDN), reinforcing our commitment to inclusive workplace practices. In FY26 we will pursue several new initiatives and partnerships that further highlight our commitment to diversity, equity, inclusion and belonging.



APM Ambassador, Ellie Cole and APM Employment Consultant, Lorna

Ellie Cole AM podcast series - sharing lived experience to inspire change

At APM, we know that facts and numbers can explain what we do but they don't show the heart behind it. That's why we created a powerful interview series hosted by APM Disability Advisory Board Chair and APM Ambassador, Ellie Cole AM, shining a light on the people who make our work meaningful.

Through open, honest conversations, we hear directly from people who've overcome challenges and those who support others to do the same. Told by the people living them every day, these are stories of resilience, empathy, and real impact.

The series goes beyond raising awareness. It brings our values to life by showing what inclusion looks like in practice. From frontline team members to participants and employer partners,

each story reveals the human side of our work and the difference it makes in communities across Australia.

The response to the series has been overwhelmingly positive. It's not just informing, it's inspiring.

This storytelling initiative is a clear example of APM's commitment to innovation, inclusion, and amplifying the voices of the people we serve.



Watch episodes here



Case study

A great start: Emily's journey in health leadership



From a childhood dream to a senior leadership role, Emily Glenn's career reflects the values and purpose that define APM.

Emily began her career as a physiotherapist and joined APM in a corporate role three years ago. Today, she leads as General Manager for Workplace Health & Safety across the APM Group.

"I grew up in a little town called Kinglake. It's a really beautiful town, surrounded by lots of national parks and an idyllic place to grow up. When I was a kid, I really wanted to be an eye doctor. I wrote it on a little blue piece of paper. I think I was always really drawn to working in healthcare and being a physio is where I ended up."

Her clinical background has shaped a career rich in opportunity and impact.

"I've been fortunate to progress in my career and take on leadership roles, which has been rewarding and enjoyable. Being able to

support other health professionals to develop is something that I've really enjoyed as part of my role."

Emily credits APM's culture and global reach for her continued growth. "The learning and development opportunities that have been provided to me by APM have been incredible and unexpectedly enjoyable. One of the real benefits of working for a global organisation like APM is the ability to learn from people all around the globe, and be able to translate that into the work we do everyday."

She also values the leadership model at APM. "Working in an organisation that's led by health professionals has also really illustrated to me that my skills as a health professional are valued by the organisation. You're often asked or consulted about matters that are critical to the services we deliver. We're really fortunate to be led by an organisation that has a health professional. Knowing that an OT degree can take you anywhere is such a phenomenal thing."

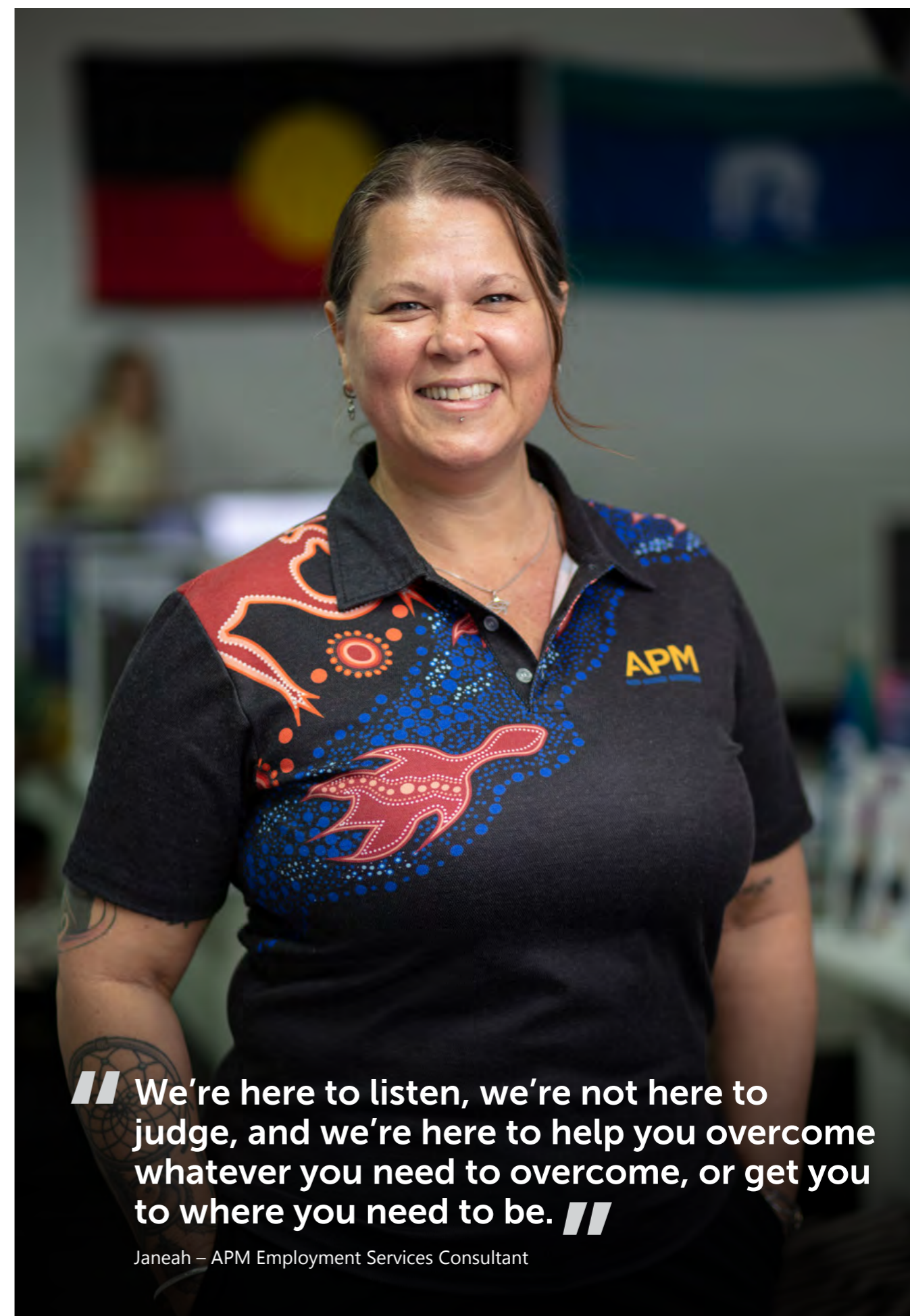
For Emily, it's the people and the culture that make APM special. "The organisation is full of kind, compassionate, caring people who really are committed to the purpose of the organisation. As a leader, providing a flexible, family-friendly, fun workplace is critical.

We spend a lot of time at work. It's important that you enjoy it while you're here."



Watch Emily's story here

“The thing I love most is being able to support health professionals and empower them to make a difference in the lives of the clients that they support. One of the most rewarding parts of my job is seeing someone I've employed as a new graduate come through and progress in their career.”



“We're here to listen, we're not here to judge, and we're here to help you overcome whatever you need to overcome, or get you to where you need to be.”

Janeah – APM Employment Services Consultant

Team health and wellbeing

Our people are central to our purpose of enabling better lives, and we remain focused on creating an environment where they can engage in meaningful work and feel proud of their impact. We continue to invest in creating safe, supportive workplaces so that our global team benefits from a range of programs designed to promote wellbeing, growth, and connection.

In FY25, we deepened our focus on mental health, recognising its growing importance across the communities we serve. Our approach is guided by the Global Wellbeing Plan, which spans four key pillars: physical, financial, mental, and social wellbeing. This framework ensures our programs are holistic, inclusive, and responsive to the diverse needs of our workforce.

Our wellbeing strategy is embedded in our broader people experience, including:

- Ongoing use of flexible working arrangements that support balance and autonomy
- Continued utilisation of different employment types (full time, part time, casual and contingent) to support our people in managing life and career goals
- Access to the Momentous Program, which celebrates key moments that matter, from professional development to recognition and community involvement
- A calendar of wellbeing and belonging events that promote connection and inclusion across our global teams



Team morning tea at Konekt



Donna - MyIntegra Support Coordinator

FY25 highlights

USA

Equus launched a peer-to-peer recognition tool, resulting in over 5,000 recognitions and strengthening a culture of appreciation and connection. Job Corps's Employee Experience Committee enhanced leadership and wellbeing through roundtables and staff-driven transformation projects. The FitPros LIVE app provided all team members with access to expert-led fitness, mindfulness, and personal development sessions.

Canada

WCG's volunteer-led Culture Committee fostered connection and belonging across a remote-first workforce. The flagship WCG Lounge offers bi-monthly virtual sessions on wellness and travel, reducing isolation and building community. The Committee is planning a strategic relaunch with refreshed goals and new engagement tools to further support team wellbeing and retention.

Australia

The Parents at Work program supports teams in Australia (and the UK) with caring responsibilities across all life stages. The expanded Momentous program now serves as a one-stop destination for wellbeing tools, resources, and benefits. Doing Good Rewards provides a no-cost, app-based solution for local savings and charitable giving.

The Be Mentally Healthy Every Day campaign, supported by Wellbeing Gateway, features webinars and masterclasses aligned with key dates like R U OK? Day. Fitness Passport was also introduced to give people access to local gyms.

UK

Ingeus UK promoted wellbeing and team spirit through group activities like the Summer 2025 Steps Challenge and over 2,200 hours of volunteering. Employee Resource Groups, 41 Wellbeing Champions, and 600 Mental Health First Aiders provided peer support and confidential help for colleagues. As a Menopause-friendly and Age-friendly employer, we support team members at every life stage, with senior leaders sharing experiences and dedicated manager training.

Our wellbeing strategy is reflected in high engagement with our Employee Assistance Program (EAP), strong uptake of Vitality healthcare, and a 9% drop in mental health concerns. We also offer financial wellbeing sessions, inclusive recruitment, and neurodiversity adaptations. Innovation is central to our approach, with tools like Read&Write supporting digital inclusion, and we are proud to be a Disability Confident Recruiter and a member of the Hidden Disabilities Sunflower Scheme.

Celebrating our ICREATE values in action

The APM Founder's Awards 2025



The APM Founder's Awards were launched in FY25 to honour team members who bring our purpose to life through their everyday actions to enable better lives and live our ICREATE values with integrity, passion and impact.

Regional winners were announced at our Australian, UK and North American leadership conferences.

The APM Founder's Awards are more than a recognition program, they reflect our culture, reinforcing what we stand for, inspiring excellence, and strengthening our shared commitment to purpose. In FY26 we will scale the program to our teams globally and look forward to celebrating the people who make APM extraordinary.



Australia/New Zealand APM Founder's Awards winners: Kim Brocchi, Briony Freda, Aaron Nichols, Emma Davidson, Megan Wynne (Founder and Executive Chair), Terry Thomson, Michelle Edwards, Cherise Brown, and Heather Pickering.

Global employer award recognition

We're honoured to have received recognition for our efforts to create inclusive and supportive workplaces in Australia and the United Kingdom during FY25.

In Australia, APM was named Employer of Choice at the 2024 Blind Australian of the Year Awards, acknowledging our commitment to inclusive hiring and support for blind and low-vision team members.

In the United Kingdom, Ingeus UK earned several accolades for workplace excellence, including Advanced SHINE Accreditation for leadership in health, wellbeing, inclusion, and fair work.

The team was also Highly Commended for the Inclusion Award at the Culture Pioneer Awards and named a finalist in the Wellbeing category.

In addition, Ingeus UK achieved London Mayor's Good Work Standard Accreditation, affirming best practices in pay, wellbeing, skills, and diversity.



Juliet Mortiss, Chief People Officer, Europe, commenting on the Advanced SHINE Accreditation award.

This recognition reflects the heart of our culture at Ingeus. We believe in supporting every individual to thrive, and SHINE has helped us benchmark and build on that commitment.

This recognition not only validates our internal culture but strengthens our reputation as a socially responsible employer, helping us attract and retain people who share our values and want to make a meaningful impact.





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5,085

Scope 1 GHG emissions

12,601

Scope 2 GHG emissions

65,205

Scope 3 GHG emissions

82,891

total GHG emissions*

6,862

Ukrainian refugees supported with pro bono services

70

small businesses supported to become Disability Confident Employers (UK)

10

submissions to government consultation processes

1,502


locations

With support from APM and the Self-Employment Assistance program, Vicki transformed her passion for caring for special-needs pets into starting her own business called Hand to Paw, and making a difference every day.



Watch Vicki's story here

Hand to Paw



*Previous data not yet published for FY23 & FY24 is included on page 49 of this document.

FY25 highlights

Global commitment to refugee inclusion and resilience

APM supports refugees through targeted, place-based initiatives that remove barriers to employment, inclusion and wellbeing, turning displacement into opportunity.

In Canada, WCG is advancing refugee inclusion through a partnership with Matthew House Ottawa, a non-profit supporting asylum seekers in transitional housing. This collaboration enables WCG to deliver employment services directly within community settings, reducing barriers such as transportation and language by offering bilingual support and onsite appointments.

WCG's outreach extends to hotels, shelters, and reception centres across Ottawa, York, Toronto, and Peel Region, ensuring early and equitable access to employment services. At the Peel Spectrum Reception Centre, WCG supported 57 asylum claimants, with more than 84% successfully securing employment. These results highlight the effectiveness of delivering targeted,

onsite employment services to newly arrived refugees. These efforts reflect APM's broader commitment to fostering social and economic participation for displaced individuals through practical, community-based solutions.

Ingeus Germany has been delivering a pro bono initiative since early 2022 to support Ukrainian refugee families arriving in Berlin. Originally planned to reach 300 families, the program has far exceeded expectations with 21,843 Ukrainians receiving support through free resettlement and integration services, including housing, childcare, education and employment assistance. The program continues to deliver high-impact support, with more than 6,862 people reached in FY25.

These initiatives are strategic investments in social inclusion. They reflect APM's mission to empower individuals and communities, and demonstrate how we build capacity for belonging and participation wherever we operate.



Case study

Felix's journey, rebuilding with purpose



When Felix arrived in Canada from Cameroon, he left behind everything he knew, including his business. Fleeing a terrible war, he faced the enormous task of starting over in a new country.

“The biggest challenge for me is firstly to have an accommodation, and the second challenge was to know how to speak because my first language is French. And the third challenge was to have a job,” says Felix.

Back home, Felix had run his own food delivery company. But in Canada, despite his skills and determination, the path wasn't easy. That began to change when WCG Services connected him with a service provider partner, a bilingual employment support organisation offering the foundation and tools newcomers like Felix need to adapt to life and work in Canada. There, he met Samar, a job developer who helped change the course of his journey.

“First, I need a good resume,” says Felix, “and to know which job I can do. The challenge is also to improve through my knowledge. Samar supported me in many aspects. Her coaching was wonderful.”

Samar helped Felix recognise the value of his transferable skills, his reliability, work ethic, and experience. After refining his resume and

practising mock interviews, she connected him with Osmow's, a local food production employer. Felix secured the interview, and the job.

Once he started in his new role, the team at Collège Boréal continued to support him with practical help like transport assistance, as well as financial and emotional support during his first few months. Felix made an immediate impact. His hard work was recognised with the Rookie of the Year award by his employer.

“It was amazing for me,” Felix says, smiling. “All the support I received helped me in my life. Today I have my own house. It's very important for me to be free, and I need to work hard to help other people who need help.”

For Samar, watching Felix thrive is the most rewarding part of her role.

“I'm so proud to see him in this kind of accomplishment and achievement. It's my goal for all new immigrants. We are here for them. It's not a job. It's kind of humanity.”



Watch Felix's story here

Global policy engagement and disability inclusion commitment

APM contributed to 10 major government policy consultation processes, including written submissions and participation in forums focused on the reform of services, legislation and commissioning approaches across disability, employment and early intervention.

Reinforcing our global commitment to disability inclusion, this year APM joined the International Labour Organization's Global Business and Disability Network (GBDN). This membership positions APM among leading organisations shaping inclusive employment practices. We actively participated in GBDN discussions focused on disability-inclusive employment and sustainability.

Inclusive employment research and WCG Employment Index, Canada

WCG collaborated with the University of Victoria to pilot and evaluate enhanced employment services for Trans+ individuals. The WCG team received specialised training during the pilot phase, which has since been extended across British Columbia's service provider network. The initiative was recognised by the Chair in Transgender Studies at the University as a valuable contribution to understanding and addressing employment barriers for the Trans+ population.

WCG's annual Employment Index conducted across Ontario, British Columbia and Alberta, tracks employment and career access, equity and inclusion over time. The latest findings show improved employer awareness of how to recruit and retain underrepresented groups, and increased job seeker understanding of available supports.

Equity in workforce development, USA

Equus partnered in the Sowing Seeds of Success initiative, supporting farmworkers in Ventura County, California. In collaboration with the Ventura County Workforce Development Board, Equus provided mobile-first learning tools to overcome barriers such as limited English proficiency and digital access. Equus presented best practices from this program at the 2025 California Workforce Association 'Meeting of the Minds' conference.

Clinical leadership in concussion care, NZ

APM New Zealand hosted a concussion workshop attended by 53 medical and allied health professionals. The program covered diagnosis, symptom management, and return-to-school and driving post-injury. Attendees reported improved protocol adherence and more targeted interventions, reinforcing APM New Zealand's leadership in concussion care.

Continuous Improvement Academy, UK

Ingeus UK presented on its Continuous Improvement Academy at industry events, showcasing how more than 127 accredited "Change Agents" have driven service improvements across justice, health, youth, and employment services.



[Download a copy here](#)

Community engagement, sponsorships and partnerships

At APM, we build strategic partnerships and maintain active memberships with peak bodies across our global markets. These relationships are purpose-driven and support our efforts to raise awareness, foster collaboration, and drive systemic change.

In FY25, we deepened our focus on partnering with organisations that champion access and inclusion, particularly for people living with disability.

Inclusive sport and physical participation

APM continued to support initiatives that promote access, confidence, and social connection through sport for people with disability. These programs create opportunities for participation and pathways for athletes of all abilities.

In Western Australia, Reds All Abilities and Sitting Volleyball, along with Volleyball WA's Mixed Sitting Volleyball Team, encourage accessible physical activity and teamwork. The Western Australia All Abilities Football Association (WAAFA), South East Queensland Inclusion League, and Queensland Inclusion State Team provide structured pathways for athletes of all abilities.



Ross IES Response to Hurricane Helene in the USA

Through partnerships with SANFL and Perth Soccer Club, blind football teams ensure opportunity for athletes with disability in mainstream sporting environments. Our partnership with Hockey Australia supports grassroots programs welcoming children of all abilities. APM is also proud to be Major Partner of the Hockeyroos, Official Partner of the Kookaburras, and Exclusive Category Partner – Disability Service Provider.

Food security and disaster relief

This year, APM responded to communities in times of disaster and urgent need. In the USA, our Ross IES teams supported recovery efforts following Hurricane Helene by delivering essential supplies, assisting with cleanup, and turning centres into communication hubs. In hard-to-reach areas, aid was transported by horses, ATVs, and aircraft. Local businesses operated from Ross centres, and volunteers helped distribute hundreds of meals to those affected.

In Canada, Agilec continued its long-standing Turn the Tables on Hunger initiative. Since 2014, the program has raised more than CAD\$30,000, donated over 9,000 pounds of food, and contributed thousands of volunteer hours. In FY25, Agilec donated 1,200 pounds of food, volunteered 187 hours, and provided 245 meals to people in need.



Education, employment and career pathways

Building skills and creating access to meaningful careers is central to inclusion. This year, APM supported programs that help people prepare for and succeed in the workforce.

In the USA, Equus partnered with Level All to integrate a digital platform into workforce programs, providing career exploration and skill-building tools to more than one million job seekers annually. By September 2025, 1,200 Job Corps students had enrolled, using the platform for personalised coaching and progress tracking to overcome barriers to career success.

In the U.S. Virgin Islands, Equus worked with the Department of Education to launch the K–12 Teacher Apprenticeship Program. 26 apprentices committed to 6,000 hours of training and 121 college credits, creating a pathway to teaching careers within local communities. Expansion to include high school students is underway, strengthening a sustainable pipeline for future educators.

Volunteering and social inclusion

Strengthening communities and supporting those who face barriers remains an important part of our work.

In Singapore, Ingeus team members joined the Yellow Ribbon Run to raise awareness and support the reintegration of ex-offenders, reinforcing our long-standing partnership with Yellow Ribbon Singapore and its commitment to inclusive employment and community engagement. This year, Ingeus Singapore also partnered with Willing Hearts for its Annual Volunteering Day, helping provide free meals and support to vulnerable communities.

In the UK, Ingeus facilitated more than 2,200 hours of community volunteering, contributing time and effort to local initiatives that make a lasting difference.

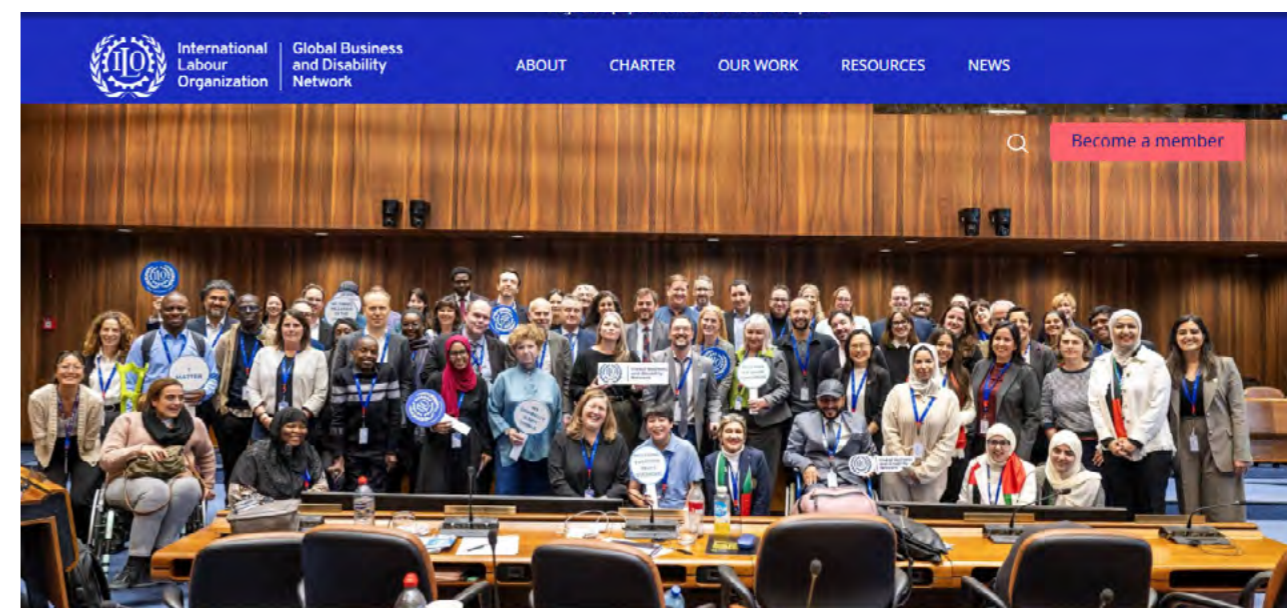
Child and youth support

Focusing on improving outcomes for children and young people, APM is a long-standing supporter of The Kids Research Institute Australia, providing much-needed support to improve outcomes for sick, disadvantaged and vulnerable children.

These initiatives reflect APM's belief that strong communities are built through inclusion, action and partnership. As we look ahead, we remain committed to deepening our local impact and working alongside communities to create lasting change.



Annual Ingeus Singapore Volunteering Day 2025



Strategic partnerships, memberships and associations

At APM, our strategic partnerships and active memberships with peak bodies across our global markets continue to reflect our commitment to enabling better lives. These relationships are purpose-driven and support our efforts to raise awareness, foster collaboration, and drive systemic change. In FY25, we strengthened our focus on partnering with organisations that champion access and inclusion, particularly for people living with disability.

The ILO Global Business and Disability Network (GBDN) is a worldwide initiative led by the International Labour Organisation. It brings together multinational companies, national business networks, and disability organisations to advance disability inclusion in the workplace. The network provides practical tools, research, and a collaborative platform for sharing best practices on accessibility, recruitment, retention, and career development for people with disability.

APM joined the GBDN in 2025, signing its Charter to align with global standards and strengthen our commitment to inclusive employment. Membership connects APM with a global

community of leaders driving systemic change and supports our DEIB strategy. This milestone reflects our purpose of enabling better lives and ensures people of all abilities have equal opportunity across our operations in 11 countries.

The Australian Disability Network (ADN) is the national peak body for disability inclusion in business. It works with employers across Australia to remove barriers and build accessible workplaces for people with disability. ADN provides practical resources, benchmarking tools such as the Access and Inclusion Index, and expert-led training programs that support inclusive recruitment, retention, and workplace culture. It also facilitates collaboration across industries, helping organisations share insights and accelerate progress on disability inclusion.

This partnership supports APM's efforts to build inclusive workplaces by applying evidence-based approaches and measuring progress over time. It also reinforces our role as both a major provider of services to people with disability and an employer committed to removing barriers and improving access. Membership of ADN strengthens our disability inclusion strategy and ensures we remain connected to national conversations and innovation in inclusive employment.



Dee brings people together by celebrating diversity. As APM's First Nations Engagement Lead, she draws on her own heritage and local knowledge to help others find a sense of belonging.

// Working with people from all backgrounds is my favourite part of the job. At APM, everyone can find connection and community. //

Indigenous and First Nations

We are committed to building genuine understanding, respect, and belonging for Indigenous and First Nations peoples and communities around the world, while developing programs and partnerships that support cultural inclusion and meaningful engagement across all regions where we operate.

Australia

This year, we strengthened our commitment to First Nations inclusion by establishing a dedicated leadership role to guide our strategy, engagement, and partnerships across the APM Group. The Head of First Nations supports cultural safety, amplifies First Nations voices, and ensures a cohesive, place-based approach to inclusion across all programs and regions.

APM also strengthened its commitment to reconciliation through the launch of two new Reconciliation Action Plans (RAPs). The Stretch RAP for APM Employment Services, APM Communities, APM Assessment Services, and APM's Corporate Services teams, and an Innovate RAP for the APM Health Portfolio. These plans reflect our deepening focus on cultural learning, inclusive practices, and meaningful engagement with Aboriginal and Torres Strait Islander peoples.

The Stretch RAP sets ambitious goals. These include increasing First Nations representation across our workforce, embedding cultural protocols into daily operations, and building respectful, place-based relationships with First Nations organisations. It also includes targets for culturally appropriate service delivery and transparent reporting on progress.

The Health Innovate RAP, endorsed by Reconciliation Australia, was developed to support the unique needs of our growing Health portfolio, particularly in recently acquired businesses. It outlines commitments to education, cultural

awareness, and partnerships that foster genuine connection and understanding.

Our First Nations Community Yarn continues to be a cornerstone initiative. It is a self-determined, co-designed culturally safe platform to connect Aboriginal and Torres Strait Islander team members, allowing space for connection, knowledge transfer and storytelling.

Canada

APM deepened its commitment to Indigenous partnership and inclusion through practical, community-driven initiatives that address local needs and foster meaningful engagement.

The Georgina Island Pilot, developed in partnership with the Chippewas of Georgina Island, focuses on removing transport barriers that limit employment opportunities. By connecting community members with services to obtain driver's licences, the program aims to increase mobility and access to work. Blueprint is also working alongside the community to identify further barriers and future opportunities. The pilot is set for full launch in early 2026 and is expected to significantly improve employment access for community members. Early feedback has highlighted its potential to transform mobility and opportunity.

In northern British Columbia, our WCG team collaborates with the Prince George Native Friendship Centre and the Prince George Nechako Aboriginal Employment and Training Association to host an annual Indigenous Job Fair. In 2025, more than 40 employers from diverse industries participated, connecting directly with Indigenous job seekers and promoting inclusive employment pathways.

These initiatives reflect APM's ongoing focus on building respectful, place-based relationships and supporting culturally appropriate, practical solutions that enhance economic participation for Indigenous peoples and communities across Canada.

New Zealand

APM continues our commitment to a more equitable future in Aotearoa through the evolution of our Māori strategy. Building on last year's foundation, we have deepened our approach with several key initiatives:

Te Tiriti o Waitangi Position Statement reinforces our commitment to equity and anti-racism.

Clinical integration through the Māori Strategy and Takitini Model which guides culturally safe service delivery.

Scholarship program which has been redesigned to support final year Māori and Pasifika students with financial assistance, cultural mentoring, paid internships and a guaranteed shortlist for employment, demonstrating our commitment to growing a strong Māori and Pasifika allied health workforce.

These initiatives complement the work of our Te Tai Tikanga Māori team, which includes a National Manager Māori, Cultural Relationship Leads, a Hauora navigator, and Ngā Kaihāpai: Māori Champions. Together, they provide cultural support, build meaningful relationships in the Māori community, and contribute to better health equity outcomes. The team also leads a comprehensive cultural capability program for APM team members.



Watch Gary's story here

Gary and Amy APM New Zealand

Climate action and environment

At APM, we understand that climate change is a global challenge that requires collective responsibility. While our operations are not resource-intensive, we are committed to managing our environmental impact in a way that supports long-term sustainability and community resilience. Our approach goes beyond emissions reduction, reflecting our broader responsibility to the people and communities we serve.

Advancing our climate strategy

In FY25, we made significant progress in strengthening our environmental performance. We completed a full baseline measurement of our Scope 1, 2 and 3 greenhouse gas emissions, reporting a total of 82,891 tonnes of CO₂. This comprehensive view of our carbon footprint provides the foundation for our emissions reduction strategy and aligns with our intended commitment to the Paris Agreement.

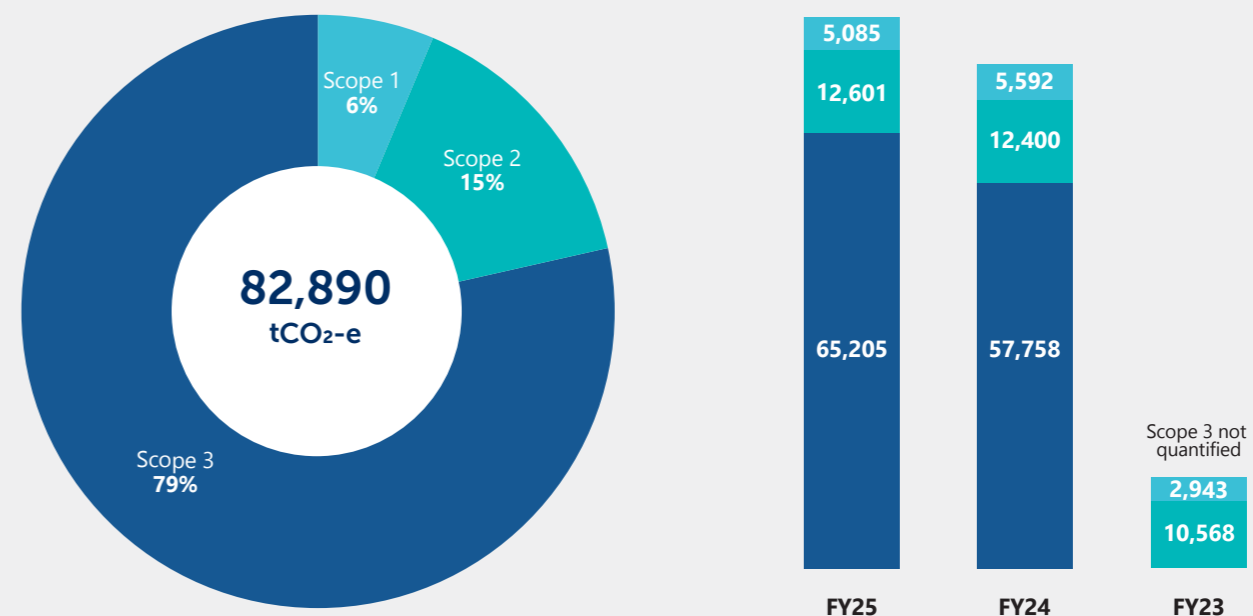
Development of our Climate Action Plan is underway. This plan will outline science-aligned emissions reduction targets, energy efficiency

initiatives, and responsible procurement strategies. We continue to assess our environmental performance against ISO 14001:2015 standards, ensuring our systems reflect internationally recognised best practices.

Managing risk and building resilience

Climate-related risks are assessed through APM's Enterprise Risk Management Framework and monitored across Group and Business Unit risk registers. We have identified extreme weather events and natural disasters as key risks to our operations. In response, we have robust business continuity plans to ensure uninterrupted service delivery during climate-related disruptions such as bushfires or floods.

We also recognise that climate change disproportionately affects vulnerable populations. As such, we are committed to adapting our services to meet evolving needs and support community resilience.





Operational improvements

Across our 1,502 sites we have enhanced recycling and e-waste disposal protocols, supporting circular economy practices. Our offices are transitioning to energy-efficient lighting and appliances, and we are piloting renewable energy solutions to inform broader implementation. Virtual service delivery continues to reduce travel-related emissions, and where travel is necessary, we encourage the use of lower-emission transport and carbon offsetting.

Sustainable office practices, including double-sided printing, paperless documentation, and the use of environmentally responsible supplies are promoted through internal campaigns and training.

Governance and transparency

Environmental stewardship is now embedded in APM's governance framework, alongside other key ESG priorities such as data privacy, modern

slavery prevention and ethical business conduct. Oversight is provided by the Global Sustainability Committee and the Board Audit and Risk Management Committee.

Once finalised, our emissions reduction targets and progress will be published annually to ensure transparency and accountability.

Looking ahead

As Australia moves toward mandatory climate-related financial disclosures, APM is focused on readiness. In FY26, we will assess reduction opportunities, and develop science-aligned targets consistent with frameworks such as the Science Based Targets initiative (SBTi).

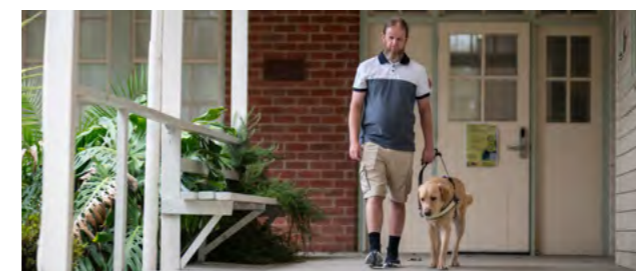
Our climate strategy is not just about compliance but about creating long-term value, reducing our environmental footprint, and contributing to healthier, more resilient communities.



Shannon - Occupational Therapist at Early Start Australia



Ben defied the odds after a life-changing cancer diagnosis at six. Now, he's challenging perceptions and building a future with APM Employment Services by his side.



Our governance

Our approach to governance supports business integrity and ensures clarity on our goals and strategy. We focus on doing the right thing, staying accountable, and meeting growing expectations across our operations.

A former secondary school science teacher, Megan had built a career she was proud of. Everything shifted when she was diagnosed with a brain tumour.



Watch Megan's story here



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Corporate governance and strategy

At APM, governance is an evolving process that shapes how we make decisions, manage risk, and lead with integrity. Our multi-layered framework embeds transparency and accountability across every part of the business. It supports ethical leadership, responsible growth, and continuous improvement, while providing the oversight needed to guide strategy and deliver lasting impact for our participants and customers.

Sustainability and ESG priorities are fully integrated into our group strategy and operations, shaping how we deliver meaningful, sustainable outcomes for our participants, partners, and communities.

In FY25, following our transition to private ownership, we refreshed our governance framework to strengthen independent oversight and strategic guidance. This included:

- **The APM Group Board**, responsible for overall governance, strategic direction, and risk management, comprising the Executive Chair and Founder, Group CEO, and directors with deep health and human services and commercial expertise.
- **The Strategic Advisory Board**, offering independent advice on growth, strategy, and sector trends to keep APM agile and forward-looking.
- **The Disability Advisory Board**, chaired by Paralympian Ellie Cole AM, ensuring our services remain inclusive and accessible, with guidance shaped by lived experience and community consultation.

To drive our sustainability agenda, the Global Sustainability Committee, made up of senior leaders across our global operations meets quarterly and reports to the Board Audit and Risk Management Committee. It ensures ESG priorities are embedded in everyday decisions and tracked against clear metrics, guided by internal policies and global standards.

Our governance priorities this year included:

- Social impact and inclusion; continued commitment to inclusive employment, disability support and community engagement; joining the ILO Global Business Disability Network.
- Strengthening data protection and privacy through enhanced cybersecurity protocols and training.
- Increased oversight via our Global Sustainability Committee and the Board Audit & Risk Management Committee, ensuring accountability across environmental, social and governance (ESG) initiatives.
- Embedding ethical leadership via a refreshed Global Code of Conduct aligned to our ICREATE values, integrating this into risk management by embedding ESG risks within our enterprise risk frameworks and incorporating them into scenario planning.
- Preparation for mandatory climate disclosure compliance and financial disclosure laws including International Financial Reporting Standards (IFRS) focused on Scope 1 & 2 emissions reporting, and more recently Scope 3.
- Addressing modern slavery and human rights risks in our supply chain with updated due diligence tools and supplier engagement processes.

Our group strategy continues to focus on four pillars:

1. Operational excellence through evidence-based practice, digital innovation, and a focus on customer outcomes.
2. Strategic acquisitions that expand our capabilities and reach, with successful integrations across Australia, North America, the UK, and Europe.
3. Winning new contracts by leveraging trusted relationships with funders and governments.
4. Market expansion into adjacent and emerging sectors, guided by demographic trends and evolving community needs.

This strategy is activated through our annual business planning cycle, ensuring alignment across the organisation and tracking progress through measurable outcomes. We benchmark our governance and strategy against global leaders in health and human services, aligning with frameworks such as the UN Sustainable Development Goals. Our ESG credentials continue to be recognised as a strength by partners and stakeholders.

Internal	Guiding our approach	Managing risks	Driving action
	Our key governance documents are: The APM Constitution and Shareholders Deed Board Charter Board Committee Charters APM Code of Conduct Delegation of Authority Materiality Matrix Enterprise Risk Framework and Register Information Security Framework	Diversity Policy Anti-bribery, Fraud, Corruption and Money Laundering Policy Modern Slavery Policy Whistleblower Policy Insurance policies	Diversity and Inclusion Strategy and Diversity Policy Modern Slavery Statement Reconciliation Action Plan Employee Resource Groups e.g. Disability, First Nations and Pride (LGBTQIA+)

External	Global compacts	Key accreditations	Memberships and associations
	United Nations Sustainable Development Goals (UN SDGs) Local laws and regulations Federal, state and local health and safety laws Modern Slavery Acts (UK, AU) Standards 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)	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 Continuous Improvement Academy, accredited by Cardiff University LCS (Lean Competency System)	Australian Disability Network British Association for Supported Employment (BASE) Business Disability Forum (UK) Business Services Association (BSA) UK Canadian Centre for Diversity and Inclusion (CCDI) Disability Confident Employer (UK) Disability Employment Australia Diversity Council of Australia Employment Related Services Association (UK) European Commission PARES Network EU Public Employment Service Stakeholder Forum Institute of Employability Professionals (Australia and the UK) International Labour Organisation Global Business Disability Network National Disability Services (AU) National Employment Services Association (AU) OECD Local Employment and Economic Development (LEED) Forum Ontario Disability Employment Network (ODEN) Reconciliation Australia The Valuable 500 World Association of Public Employment Services

Business ethics and compliance

In FY25, we strengthened our commitment to ethical conduct and accountability across our operations. As a global provider of publicly funded services, we prioritise integrity in every decision and ensure our operations deliver value for our funders and quality of services for our participants.

Our ethical business practices are anchored in the APM Code of Conduct and our ICREATE values, shaping our culture, leadership, and stakeholder interactions. In FY25, we refreshed and relaunched our Code of Conduct along with new training modules, reaffirming our commitment to ethical business practices and robust compliance.

In addition we continue to mandate staff globally complete training modules which cover expected behaviours, key policies and risk areas such as data privacy, cybersecurity, child safety, bullying and harassment, and workplace health and safety.

To support a culture of openness and responsibility, we continue to utilise our Whispli platform, ensuring that we give team members and other stakeholders the ability to raise ethical concerns confidentially or anonymously. This helps ensure issues arise early and are addressed appropriately.

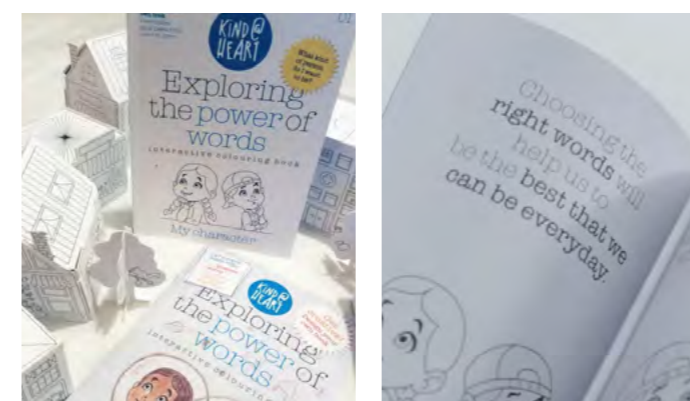
In FY25 we have invested in systems which help to identify and manage safety and clinical incidents, foster continuous improvement, and mitigate risks.

Our Enterprise Risk Management (ERM) approach, improving consistency across governance structures, quality systems, and compliance processes is now more deeply embedded in strategic planning and day-to-day operations, helping us manage reputational and operational risks more effectively.

Our internal audit program provides independent oversight of our control environment. In FY25, all planned audits were completed, with findings reported to the Board Audit and Risk Management Committee. These insights inform continuous improvement and help ensure our governance systems remain fit for purpose.

Our remuneration framework is continuously reviewed to reinforce ethical behaviour and responsible risk management. Performance incentives are now more closely aligned with our ESG commitments, ensuring that leadership decisions reflect both our commercial outcomes and our values.

Across all regions, our focus remains on maintaining high standards of conduct, strengthening compliance, and ensuring our governance systems support ethical, effective service delivery.



At 60, Jacqueline turned a lifelong dream into reality by launching her own business and publishing an accessible children's colouring book, supported by the Restart Scheme, Ingeus UK, and Momentic.



Regulatory compliance and quality assurance

APM's commitment to regulatory compliance and quality assurance is central to our ability to deliver services that consistently meet the highest standards of quality and performance, while ensuring value for money for our funders and the delivery of quality services for our participants.

Our approach to compliance and continuous quality improvement is driven by four key practices:

- **Government quality accreditations and audits.** We meet legislated standards such as the National Standards for Disability Services (NSDS) and the NDIS Practice Standards in Australia, industry standards like the Disability Employment Services Quality Framework, and undergo regular contractual performance audits and external program evaluations. In addition, many of our contracts and funders require us to undergo rigorous external audits, such as Australia's Right Fit For Risk framework and the UK's Provider Assurance Team reviews.
- **External quality accreditations.** Several APM businesses have sought and maintained relevant ISO certifications which are bolstered by a coordinated framework of internal and external audits, demonstrating our commitment to internationally recognised standards.
- **Dedicated internal resources.** We have quality teams as appropriate for the size and scale of each of our businesses, focused on maintaining and improving compliance and quality.
- **Continuous improvement.** Our business systematically collects, reviews, and responds to emerging trends and feedback, embedding continuous improvement practices throughout APM. We do this through providing dedicated complaints channels, promoting team involvement in improving processes, and responding to customer feedback.

Data privacy, cybersecurity and AI

Safeguarding information is at the heart of APM's commitment to participants, customers, and our people. As digital transformation accelerates across our sector, the responsibility to protect sensitive data and maintain robust cybersecurity has become more complex and critical than ever. In FY25, APM has responded to these challenges with a renewed focus on resilience, transparency, and continuous improvement.

We are entrusted with personal and sensitive data because of the services we provide, and take seriously our responsibility to collect, store, and manage data in accordance with data sovereignty requirements, local laws and regulations, our compliance frameworks, contractual obligations, and the expectations of our funders.

Throughout the year, we have enhanced our global data privacy framework to ensure compliance with evolving local laws, data sovereignty requirements, and contractual obligations in every market where we operate. Our legal and data privacy teams have worked closely with IT and business units to update policies and procedures, ensuring that data collection, storage, and sharing practices meet the highest standards. All team members and contractors complete annual training modules on data protection, privacy rights, and cybersecurity best practices.

APM is vigilant in meeting government requirements around data sovereignty. Local IT teams in each country utilise robust data sharing frameworks, policies, and procedures that set out the circumstances, security protocols, and processes for sharing de-identified data to enable global operations. Our Group legal and data privacy teams ensure we remain up to date with contractual and legislative requirements and advise on upcoming changes in this complex environment.

We remain alert to key challenges in this area, including increasing cyber threat activity such as ransomware, phishing, and distributed denial-of-service attacks, as well as the growing sophistication of these threats and rising compliance requirements for providers. APM actively manages its cybersecurity 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.

In FY25, APM introduced a Group AI Usage Policy to guide the responsible and secure use of artificial intelligence across our business. Our approach is focused on ethical deployment,

aligned with our values and regulatory requirements, and where we have explicit approval to use this technology. This ensures that any AI-enabled tools we adopt are implemented safely, transparently, and in compliance with government and contractual obligations.

Transparency and accountability remain central to our approach. We have increased the frequency of internal and external audits and provide regular updates to the Board Audit and Risk Management Committee on data privacy and cybersecurity risks, incidents, and mitigation actions. Our commitment to continuous improvement is reflected in our investment in new technologies, ongoing staff education, and collaboration with external experts to stay ahead of emerging threats.



From uncertainty to opportunity, Brendan's journey shows how NC Works and Trackhouse helped him put his career on track.

Supply chain engagement

As a health and human services provider, APM's supply chain activities are shaped by the nature of our programs and the communities we serve. Our approach is grounded in ethical, inclusive, compliant and responsible practice across our global footprint, which includes more than 20,000 providers.

Our supply chain is primarily comprised of service providers who support both internal operations and client-facing programs. A smaller portion is product-related. We prioritise local sourcing wherever possible to support economic participation, ethical sourcing and to reduce reliance on complex global supply chains.

Our approach

Across all regions, we apply due diligence protocols aligned with our Group frameworks, local regulatory requirements, and the obligations of the client contracts we deliver. This includes large-scale government programs where additional quality assurance and performance reporting are required.

In FY25, we also began exploring opportunities to strengthen supplier engagement through enhanced onboarding processes, supplier self-assessments, and the use of procurement systems that support visibility and risk segmentation.

FY26 priorities

Through our Global Sustainability Committee, we will continue to assess and improve our supply chain practices. Key focus areas include:

- Expanding engagement with Disability led, Indigenous owned and social enterprises, supported by inclusive sourcing criteria and frameworks and incorporating lived experience insights to improve accessibility, employment pathways and inclusive service delivery
- Embedding ESG criteria into sourcing decisions through sourcing strategies, supplier evaluations and contract requirements
- Strengthening supplier risk segmentation and reporting to identify high-impact categories and monitor ESG performance

Natalie and Kim - APM Employment Services



Modern slavery and human rights

Respect for human rights is fundamental to how APM operates as a global health and human services provider working with vulnerable populations. We embed fairness, transparency and inclusion into our operations and supply chains to protect the people and communities we serve.

Human rights and the prevention of modern slavery are deeply connected to our mission to enable better lives. By embedding fairness, transparency, and inclusion into our operations and supply chains, we aim to create environments where people are protected, empowered, and treated with respect.

We listen to the lived experiences of our participants, team members and partners as they reinforce that our work is not just about systems and safeguards, but about people.

In FY25, we continued our commitment to human rights and ethical sourcing in how we recruit, engage suppliers, deliver services, and manage risk. We align our practices with international human rights frameworks and local legislation, including the Modern Slavery Acts in Australia and the UK. This includes risk-based supplier due diligence, contractual obligations and monitoring processes to identify and mitigate modern slavery risks.

Since our first Modern Slavery Statement in FY20, APM has progressively strengthened its governance, awareness, and operational controls.

FY26 priorities

We will continue to advance our human rights and ethical sourcing strategy through:

- Embedding modern slavery and human rights risk assessments into sourcing decisions and supplier on-boarding processes
- Building internal capability through targeted training that supports ethical decision making
- Engaging with team members, participants and community partners to identify human rights risks relevant to our services and supply chain



After a routine hernia operation led to a rare cancer diagnosis, Ocie lost his health, his job, and his financial security. Facing unemployment and no insurance, Dynamic Workforce Solutions helped him rebuild and move forward.



Watch Ocie's story here



Appendices



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Our Participants

Our People

Our Communities

Our Governance

Appendices

Emily and Jess - MyIntegra participants

Our stakeholders

APM fosters collaborative relationships with stakeholders by engaging regularly through various channels. 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 • Consultation, round tables and feedback 	<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 and/or hold membership 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 is how we identify and assess the issues that matter most to our internal and external stakeholders, based on their needs, concerns, and expectations. It reflects the significance of each issue and its potential impact on 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 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 and 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.
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.



Pillar	SDG	Material topic	What this means to APM
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 and include:

Group policies:

- [APM's Code of Conduct](#)
- [Anti-bribery, Fraud, Corruption and Money Laundering Policy](#)
- [Whistleblower Policy](#)
- [Diversity policy](#)
- [Modern slavery policy](#)

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.

apm.net.au/apm-group/global-stories/our-stories



Ngairé, Zoe and Adam - APM Employment Services

