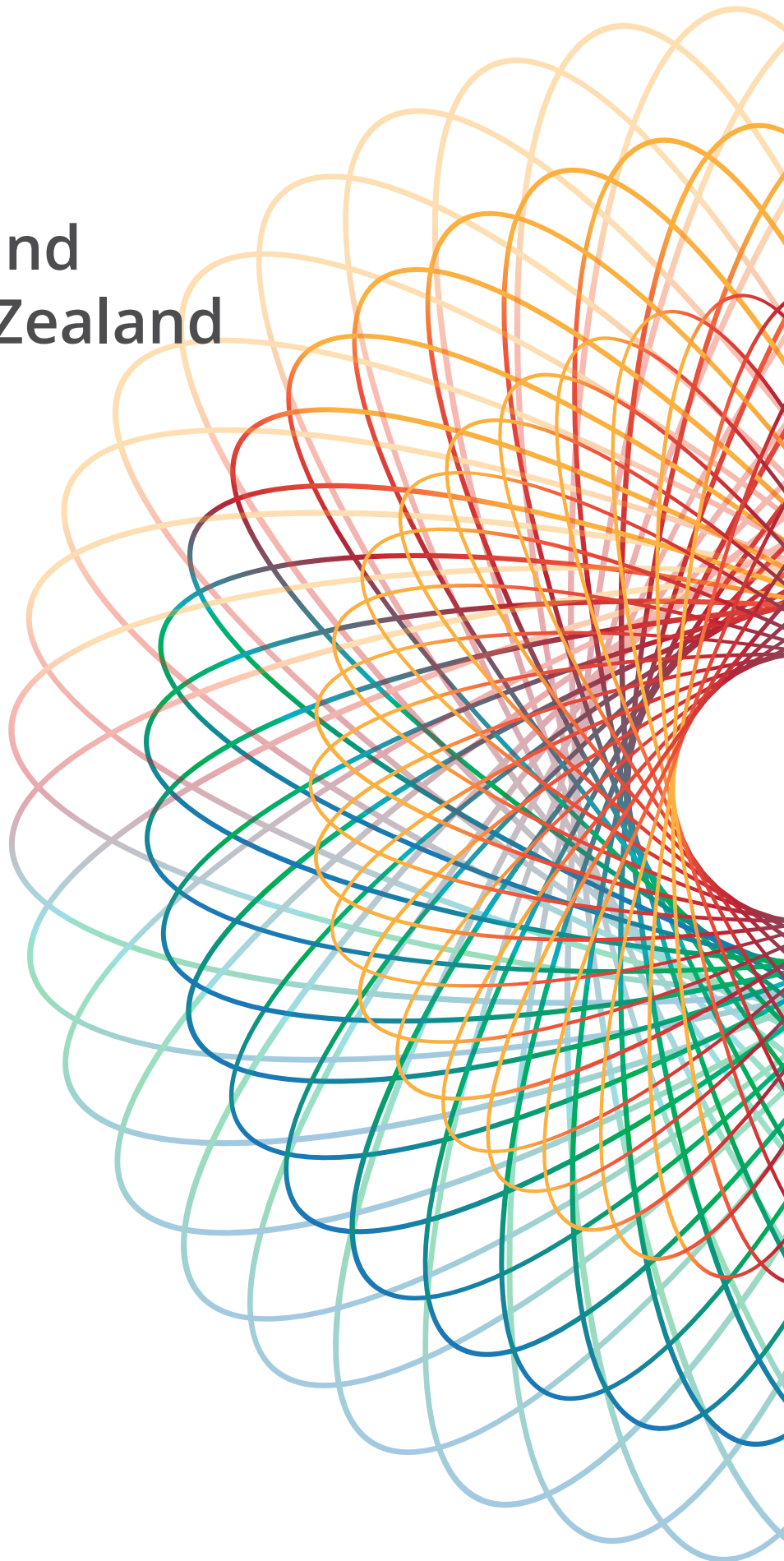




# OCS Australia and Aotearoa New Zealand ESG Report 2023

Doing business in the right way →



# About this report

This is our sixth sustainability report and our first Environmental Social Governance (ESG) report, aligning the Australia and Aotearoa New Zealand region to our global family. The report covers ESG activity over 2023 for OCS Australia, OCS New Zealand, Midcity and 1M (collectively, OCS ANZ).

At the end of 2022, OCS Group International sold its OCS facilities services division to Clayton, Dubilier & Rice (CD&R). In March 2023, CD&R also acquired facility management group Atalian Global Services' operations in the United Kingdom, Ireland and Asia, merging Atalian with OCS Group, and creating one of the world's largest international facilities service providers.

Globally, OCS is positioned to make a real difference to people and our planet. By focusing on the right actions, and working in partnership with our colleagues, customers, suppliers and communities, we can play a key role in ensuring a safe passage to a better future for generations to come.

Our ESG guiding principles are:

1. Embed a mindset and culture with all stakeholders to reduce our environmental impact.
2. Leverage our reach as a global employer to advance social mobility.
3. Demonstrate our commitment to ethical business practices through our 'evidenced actions' philosophy.

Note:  
All data, statistics, and improvement targets are in relation to OCS' operations in Australia and Aotearoa New Zealand, including Midcity Group and 1M, unless otherwise specified. Environmental targets and metrics exclude 1M. Note, these figures will be included in the 2024 data.



**DID YOU KNOW?**



**12 APPRENTICES ARE TRAINING WITH 1M**



**REFLECT RECONCILIATION ACTION PLAN DRAFTED**



**44 PEOPLE WITH DISABILITIES PLACED INTO EMPLOYMENT**



**WON WHS WORKPLACE DIVERSITY AND INCLUSION AWARD**



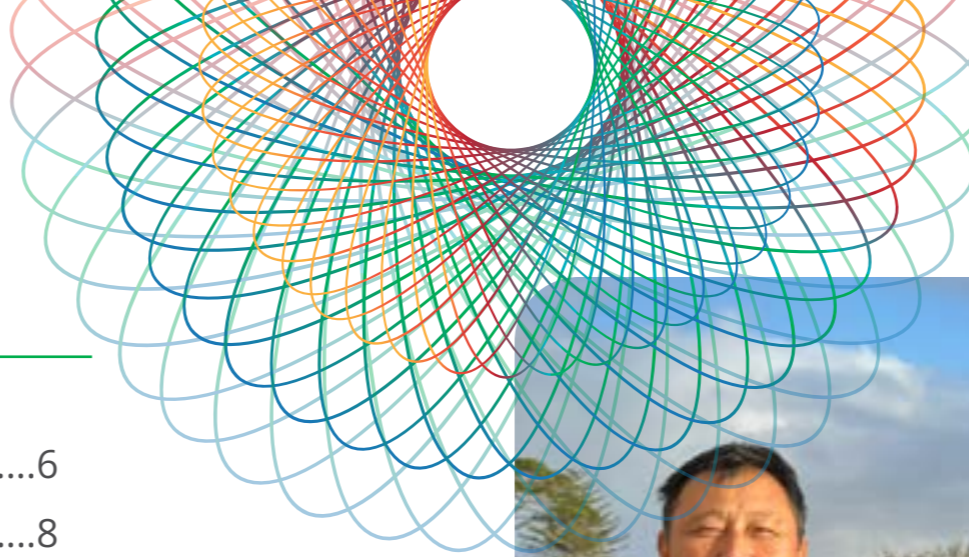
**514 INSTANT STARS STARS AWARDED**



**MODERN SLAVERY WORKING GROUP FORMED**

# Contents

- Message from OCS ANZ Managing Director .....6
- Message from OCS Group CEO .....8
- Message from Sustainable Business Council CEO Mike Burrell.....9
- About OCS .....10
- Our approach.....16
- Environment.....20
- Social .....34
- Governance .....56



**DID YOU KNOW?**

We operate across Australia and Aotearoa New Zealand (ANZ) with more than 1,600 customers delivering innovative award-winning services to the private and public sectors



# A message from our Managing Director



Throughout the first years of this decade, the COVID-19 pandemic was a defining influence on the world. More recently, the unpredictability of the global economy and seismic shifts in

geopolitical dynamics have been almost as disruptive.

As we navigate the complexities introduced by ground-breaking technologies such as generative AI, we're also confronting climate change and societal imbalances. These factors are sending ripples across continents, industries, and communities, challenging us to adapt and innovate.

At OCS, we are fortunate to work with like-minded customers and partners who are also seeking new ways of doing things to achieve better outcomes for people and planet. It is a pleasure to work with organisations like the Climate Leaders Coalition, First Foundation, The Salvation Army, Sustainable Business Council, Toitū Envirocare, Workbridge and the Wynnum Wolves Football Club – all doing their bit to change the world for good, one step at a time.

We take our responsibility to our colleagues, customers and communities seriously – we are in the business of making people and places the best they can be. This ESG report is a showcase of exactly that, highlighting our achievements, our challenges, and the support for those who sit at the centre of all we do.

Reducing our carbon emissions remains one of our biggest challenges. While we have already made significant inroads to reducing emissions across Scope 1 and 2, we recognise that reducing total emissions is challenging. We saw some setbacks in 2023 but are even more determined to address this going forward.

In Australia, we welcomed the expansion of our Midcity insurance repair and commercial building business into Victoria, responding to the growing needs of our customers. The team has had a busy year, and while that's a plus for the balance sheet, it's a stark reminder of the challenges we are all facing as a result of global climate change.

Still with Australia, our Australian business was an award winner in the WA 2023 Work Health & Safety Awards, taking out the coveted Workplace Diversity & Inclusion Award and being a finalist in the Innovation Work Health & Safety, Management Systems Award, and Workers' Compensation & Injury Management Award. This is a testament to our management team's absolute focus on ensuring our people's wellbeing, health, and safety.

Speaking of our people, one of the standout highlights for me was the story of our 2023 Annual OCS Stars winner, Peter Lucas. The 72-year-old proves that age is no boundary for delivering exceptional service in a customer-focused environment.

I invite you to read about Peter and our other OCS colleagues in the social section of this report.

Another of the year's highlights was to see the work we have committed to in improving our cultural capability. In Aotearoa New Zealand, we partnered with renowned Māori business advisor Dr Jim Mather (Ngāti Awa, Ngai Tūhoe) to craft a cultural capability strategy, Whiria Te Tangata. We presented this at our OCS ANZ Conference in March, and I was humbled to be able to wear a beautiful pākē (Māori cloak) crafted by one of our colleagues – a physical embodiment of 'weaving the strands together'.

In Australia, we completed our draft Reflect Reconciliation Action Plan (RAP), partnering with First Nations advocate Cameron Costello to guide us as we began our journey towards reconciliation. The RAP outlines our actions to achieve our vision of contributing to positive change in the social,



economic, and health outcomes of Aboriginal and Torres Strait Islander peoples.

As we look to 2024, we will not take our eye off the prize – we're committed to our 2040 net zero target and making people and places the best they can be. It won't be an easy journey, but with a 120+ year history already under our belts, we won't be stopping now.

I wish to thank all of those who have contributed so substantially to our success, from the global leadership provided by Rob Legge and Roland Salameh to the tireless dedication of our leadership team, the commitment of our Advisory Group

(Sir Bill English, Rob Fyfe, Dr Jim Mather, Laura Scampion, Francois Barton, Mike Burrell, Tom Nickels, and Jo Wills), and, most importantly our colleagues right across our Australia and Aotearoa New Zealand business. We are a people business, and without you, we wouldn't be the thriving, innovative and community-focused company that we are today.

**Gareth Marriott**  
Managing Director, OCS Australia & New Zealand

## A message from our OCS Group, Chief Executive Officer



In a world where considerations are becoming increasingly critical, I'm proud to be a part of the OCS team and applaud the efforts of our ANZ colleagues as we work together to strengthen our

commitment to making people and places the best they can be.

As an organisation, I am proud of our dedication to the environment, our creation of a safe and respectful workplace and our delivery of the best business practices, which put us ahead of the curve in the global response to ESG compliance.

Our unwavering commitment to sustainability as a core driver of our operations has continued to steer our endeavours throughout 2023 as the Australian and New Zealand businesses have navigated rising interest rates, inflation, and evolving industry ESG concerns.

Complemented by our BEST strategy and underpinned by our TRUE Values, it's clear to see why we're consistently meeting our targets. But there's always room for improvement, particularly as we look to reduce our greenhouse gas emissions.

Protecting the environment is one of the guiding principles of maintaining our brand's integrity and supporting our mission to achieve net zero carbon emissions in Australia and New Zealand by 2040 it is as pivotal to our success as our commitment to cultivating a workplace that champions safety, inclusivity, and respect.

This report showcases the great things our teams are doing to do their best for our colleagues, customers, and communities.

I'm also proud to see that our determination to doing business the right way, both by upholding ethical integrity and implementing robust governance frameworks, remains a strict non-negotiable for the business.

While I know many of you live and breathe ESG, I invite you to take some time to read this report and, like me, reflect on all the good we're doing to create a better world for our colleagues and our customers.

**Rob Legge**  
CEO  
OCS Group

## A message from New Zealand Sustainable Business Council, Executive Director



As I read OCS's 2023 ESG report, I was encouraged by the continued progress the business has made over the last year in its sustainability journey, despite the pace of change and increasing

complexity in the world around us.

I'm impressed with the advances they've made towards their environmental commitments and applaud their honesty in talking frankly about some of the challenges they, and many other businesses, are experiencing in the transition to net zero.

It was never going to be an easy journey – if it was we'd be there already. However, I have faith in our business community when I see OCS's commitment to upholding ISO standards and achieving Toitū net carbonzero certification. It reaffirms to me that this type of robust approach to driving continuous improvement will strengthen global environmental performance.

It was a pleasure to be a part of the OCS Advisory Group, hearing the global stories and seeing how challenges are being tackled around the world. I've appreciated working closely with the leadership and operations teams to see the many sustainability projects under way.

One key highlight of the report is the waste diversion work that OCS's WasteLine team is doing. Initiatives like this are critical for business innovation and spearheading the environmental responsibility that our planet demands, setting a precedent for industry-wide sustainable growth.

As we head towards a zero carbon and climate-resilient future, we must place people at the very heart of our actions. The dedication to people that OCS always infuses in its environmental endeavours never fails to impress me. Their commitment to ensuring all people thrive and flourish speaks volumes. Providing meaningful learning and development opportunities for their team members and working alongside the communities they work in is truly impressive.

In addition, I am pleased to see the important role OCS continues to play as a signatory of the Climate Leaders Coalition, and Gareth's involvement in highlighting the importance of implementing robust modern slavery legislation.

It remains a privilege to collaborate with the OCS team. It is rewarding to contribute to their pursuit of significant and ambitious sustainability milestones and successes.

**Mike Burrell**  
Executive Director  
Sustainable Business Council

# About OCS

OCS ANZ employs almost 4,500 colleagues across Australia and Aotearoa New Zealand. We are a melting pot of ethnicities with over 90 different nationalities!

---

Our companies include OCS Australia, Midcity Group (our insurance building repair and construction business), OCS New Zealand and 1M (a commercial and infrastructure heating ventilation and air conditioning (HVAC) business). Together, we provide a range of both standalone and integrated services, including commercial cleaning, hygiene, waste management and recycling, building maintenance and passenger assistance and aviation support.

We operate across Australia and Aotearoa New Zealand (ANZ) with more than 1,600 customers delivering innovative award-winning services to the private and public sectors and supporting the local communities in which we operate.



# About OCS

## OCS Group

OCS Group is a global facilities services business with over 120,000 colleagues and 8,000 customers across the United Kingdom (UK), Ireland, Europe, Asia Pacific (APAC) and the Middle East. Services include facilities management, cleaning, catering, pest control, security, hard services, and private and public sector facilities management.



## OCS New Zealand

With over 3,500 team members and 1,100 customers, OCS New Zealand is one of Aotearoa New Zealand's largest facilities management services companies with a history dating back more than 90 years. OCS New Zealand offers nationwide commercial cleaning, washroom hygiene, waste management, grounds maintenance and building maintenance services across sectors including government, corporate, healthcare, education, retail, and aviation - from Kaitaia to Bluff.



## OCS Australia

Since 1998, OCS Australia has been offering comprehensive, integrated facilities management, commercial cleaning, waste management and recycling, grounds maintenance, pest control and building maintenance across more than 200 sites. We operate in sectors ranging from aviation, retail and government, to manufacturing and corporate. Our branch network includes Perth, Sydney, Brisbane, Melbourne, Kalgoorlie and Albany.



## 1M New Zealand

Established in Auckland in 2001, 1M excels in commercial and infrastructure air conditioning mechanical services. Offering HVAC services with a focus on large-scale refurbishments and maintenance, 1M is widely recognised for handling complex projects in complex environments including universities, hospitals, data centres, and large-scale retail.



## Midcity Australia

Midcity, with over 35 years in business, specialises in insurance building repairs and commercial building work in Western Australia, New South Wales, Victoria and Queensland employing skilled contractors across trades for residential, commercial, and industrial sectors. With a proven track record, the team are renowned for quality service and successful project delivery.



### DID YOU KNOW?

A snapshot of our OCS ANZ business:



**4,397**

**Colleagues**



**1,626**

**Customers**



**4,069**

**Customer sites**



**491**

**Supply partners**

# Our TRUE Values and Guiding Principles

## TRUE Values

We're guided by our TRUE Values.

Our TRUE Values help to build our culture and define the behaviours we expect from our colleagues.

### TRUST WHAKAPONO

*Honesty, consistency and excellence.*

Built and maintained through transparency and communication.



### RESPECT WHAKAUTE

*People, planet and purpose.*

The starting point and ongoing position for every interaction.



### UNITY KOTAHITANGA

*Inclusive, diverse and together.*

One team working towards the betterment of each other.



### EMPOWERMENT WHAKAMANA

*Dynamic, driven and agile.*

Providing the tools and skills to do more, achieving great things together.

## Guiding Principles

Inspired by our TRUE Values, we've developed a set of commitments we all sign up for when joining OCS.

Alongside our values, this alignment is essential for maintaining our brand's integrity and achieving our long-term objectives.

1. **Safety first**  
We always prioritise safety.
2. **Honesty**  
We are open, honest and speak up confidently.
3. **Respect**  
We respect our colleagues, customers and communities.
4. **Better than before**  
We always make people and places the very best they can be.
5. **Environment**  
We protect the environment and act sustainably.
6. **Together**  
We work together to help each other, leaving no one behind.
7. **Listen & Learn**  
We listen, learn, improve and get better.
8. **Inclusivity**  
We are inclusive, and we celebrate diversity.
9. **Promises**  
We deliver on our promises and we honour our commitments.
10. **The OCS Way**  
We do the right things in the right way – the OCS Way.



# Our approach

Our dedication to sustainability is woven through every layer of our work, guiding our care for the environment and the communities we serve. Holding ISO 14001 and Toitū net carbonzero accreditations reflect our commitment to environmental stewardship – a testament to our colleagues' daily efforts to respect and protect our planet.

---

We're doing the right things at the right time in business, with the highest environmental, social, and governance responsibility standards.

Our [Group ESG Policy](#) outlines our commitment and approach to minimising our environmental impact, supporting the wellbeing of our colleagues and communities, maintaining strong corporate governance, and our dedication to continuous improvement. It isn't just a document; it's a living blueprint that steers our yearly goals and journey towards ever-greener practices.

In Aotearoa New Zealand, our Managing Director, Gareth Marriott, leads by example, serving as the chairperson for the Sustainable Business Council, which positions us at the forefront of sustainable business practices.

As signatories to the Climate Leaders Coalition, we commit to proactively reducing greenhouse gas (GHG) emissions and incorporating sustainability into every purchasing decision.

We're also committed to supporting the United Nations Sustainable Development Goals (SDGs), which provide a framework for governments and businesses to solve global economic, social and environmental challenges. We're integrating global aspirations into local actions, reflecting our commitment to making people and places the best they can be.



# United Nations Sustainable Development Goals

With our ethical approach to our colleagues, customers, communities and the environment, we're committed to supporting the [United Nations SDGs](#). Adopted by all United Nations Member States in 2015, the 17 SDGs are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

The interlinked goals recognise that action in one area will affect outcomes in others, and that development must balance social, economic, and environmental sustainability. They're designed to bring the world to several life-changing 'zeros', including zero poverty, hunger and discrimination against women and girls. The interconnected goals are designed to be a blueprint to achieve a better and more sustainable future for all.

At OCS, we recognise that sustainability is a journey, not a destination. Our ESG Policy reflects a strategic commitment to five key SDGs that resonate most with our business operations and values. These SDGs guide us as we strive to:

- Promote Industry, Innovation, and Infrastructure (SDG 9) through our cutting-edge facilities services and sustainable practices.
- Contribute to Sustainable Cities and Communities (SDG 11) by enhancing the liveability of the spaces we manage.
- Advocate for Responsible Consumption and Production (SDG 12) by minimising waste and encouraging circular economy principles.
- Champion Climate Action (SDG 13) by reducing our carbon footprint and helping mitigate climate change.

Each of these goals isn't just a commitment on paper; they're actions we live by every day, reflected in every decision we make, from the boardroom to the frontline.

- Foster Decent Work and Economic Growth (SDG 8) by creating fulfilling careers and upholding fair labour practices.

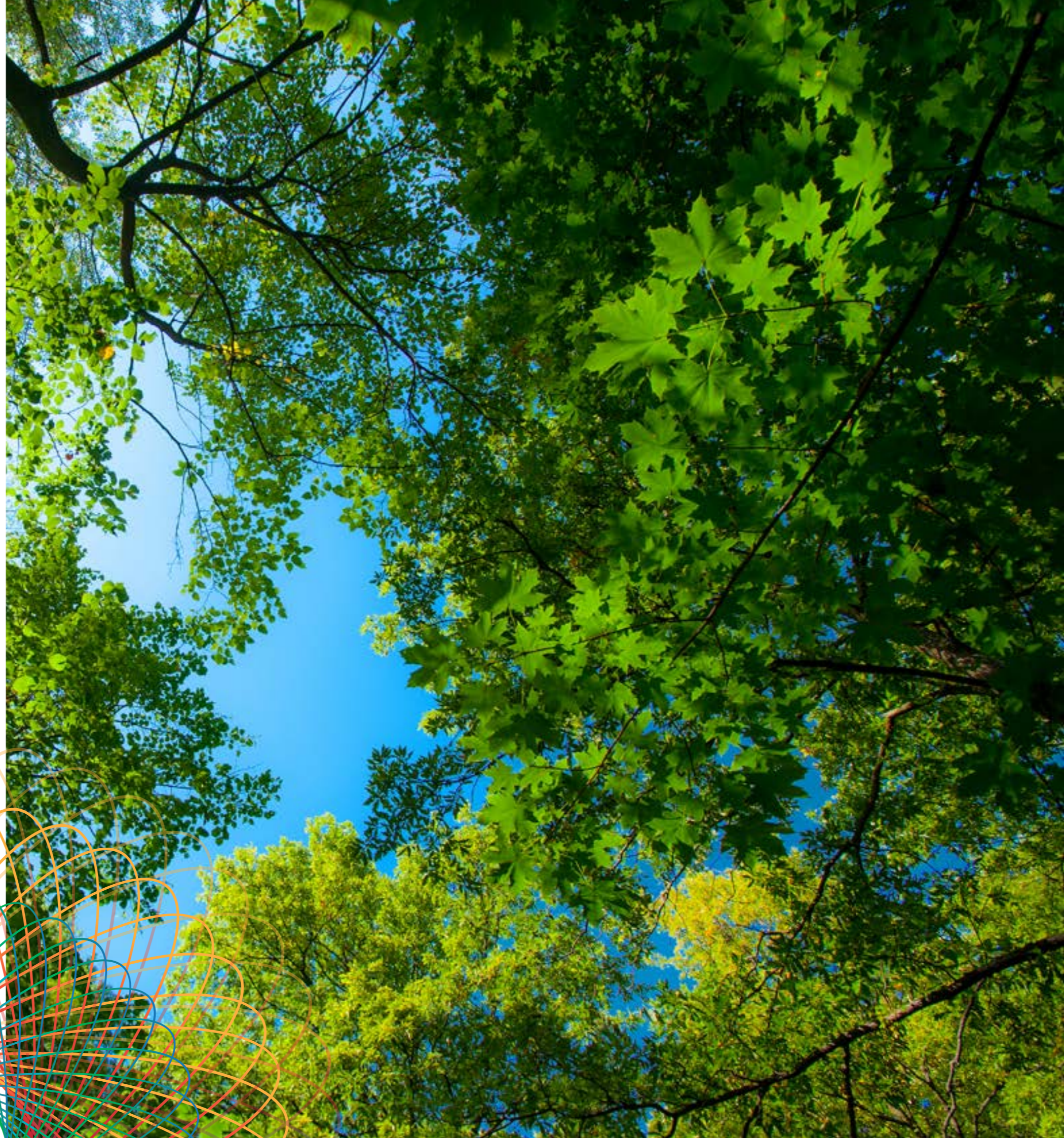
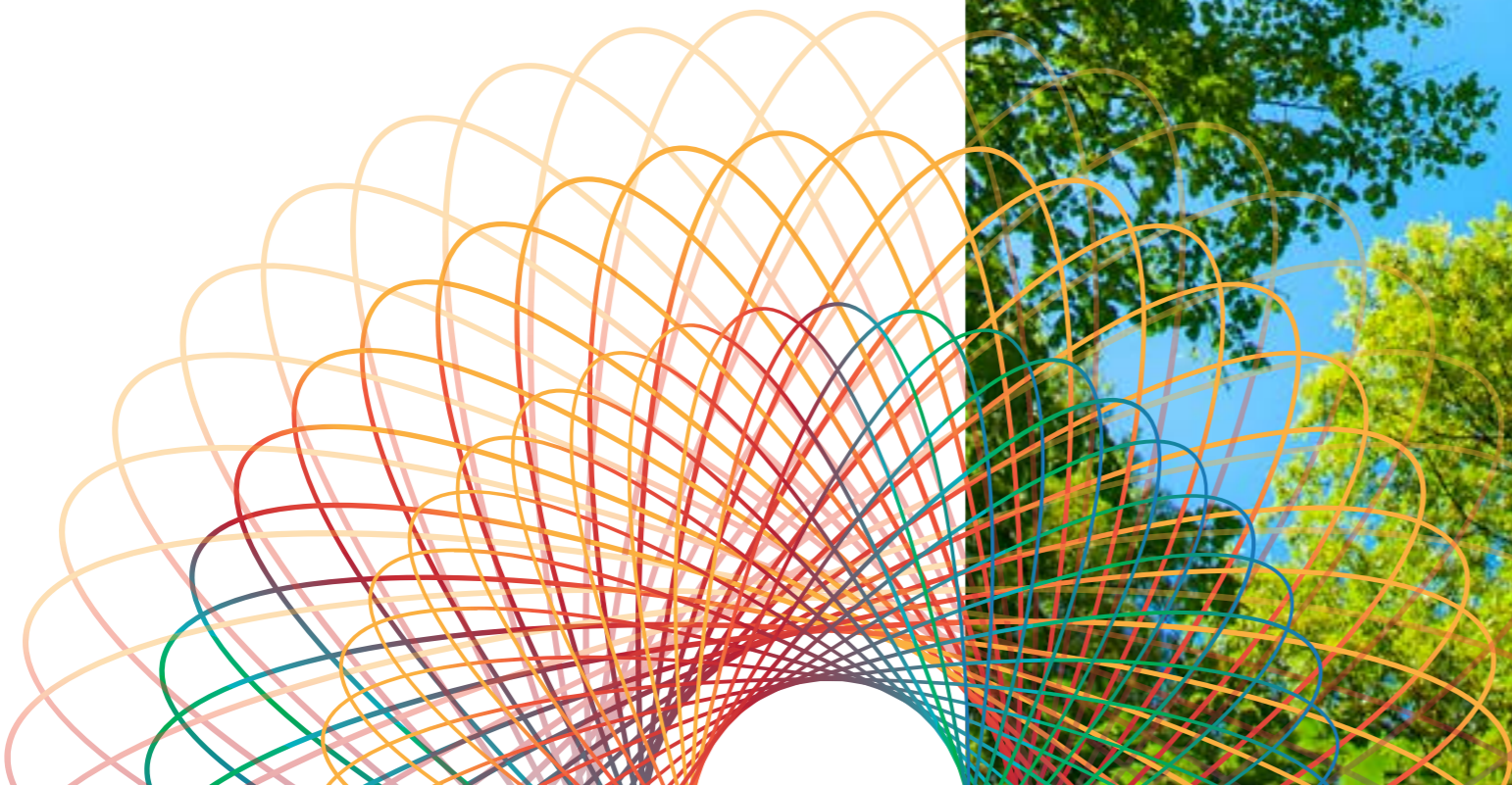


# Environment

At OCS, we understand the importance of environmental sustainability and are committed to protecting our environment and acting sustainably, minimising our environmental impact.

---

With a clear 2040 net zero target, we've developed an environmental dashboard that records our consumption of resources and measures our carbon intensity. We aim to reduce our carbon emissions from buildings, vehicles and operations, save water and energy, divert waste from landfill, reduce paper use, promote recycling schemes, and innovate with the greenest technologies for our vehicle fleet. While some emissions reductions proved challenging in 2023, this remains our mission. We're acting today to sustain our business, our customers' businesses and the environment we work in for tomorrow's generations.



# Key measures

Our parent company, OCS Group, is committed to every OCS company in Ireland, Australia and Aotearoa New Zealand achieving, net zero emissions by 2040 and has set science-based targets. Every OCS company across all other countries is committed to net zero for Scope 1 and Scope 2 emissions by 2040 and Scope 3 by 2050.

To continue our progress toward achieving a net zero target by 2040, we have developed new short and long-term science-based targets to reduce emissions in accordance with the [Paris Agreement goals](#).

As a whole, OCS Group has committed to several key milestones:

- 100% renewable energy in our UK, Ireland and ANZ offices by 2025.
- 100% electric (EV) or hybrid vehicles across our global business by 2034.
- 70% reduction in Scope 1 emissions by 2030 in OCS companies in the UK, Ireland and ANZ.
- 56% reduction in Scope 3 emissions by 2030 in OCS companies in the UK, Ireland and ANZ.

Our global business has also committed to align with the [Science Based Targets initiative](#) (SBTi), a partnership between CDP, the United Nations Global Compact, the World Resources Institute, and World Wide Fund For Nature that drives climate action in the private sector.

We have set Toitū-certified targets that align with the SBTi's framework. OCS Group has submitted their net zero commitment letter to SBTi and are working with Eunomia to ensure their plans meet the SBTi verification process prior to submission at the end of 2024.

When reflecting on our 2023 results, the biggest emission sources are the consumption of diesel (Scope 1) and air travel. Overall, our emissions increased slightly against 2022.

Air travel increased significantly in 2023 following the removal of COVID-19 travel restrictions and the need for senior leadership travelling to other parts of the global business, along with senior management teams to travel domestically to connect with customers and colleagues.

Air travel was also impacted by hosting our first (since 2019) OCS ANZ Conference, which saw the majority of the Australian leadership team and middle managers travel across to Aotearoa New Zealand to develop strategies and plans for the future.

We also saw an increase in our overall vehicle fleet emissions, largely caused by the expansion of our Midcity fleet in line with business growth.

We understand what our levers and drivers are and will focus on reducing travel as much as possible in 2024.



**DID YOU KNOW?**



**12% OF FLEET ARE ELECTRIC/HYBRID**



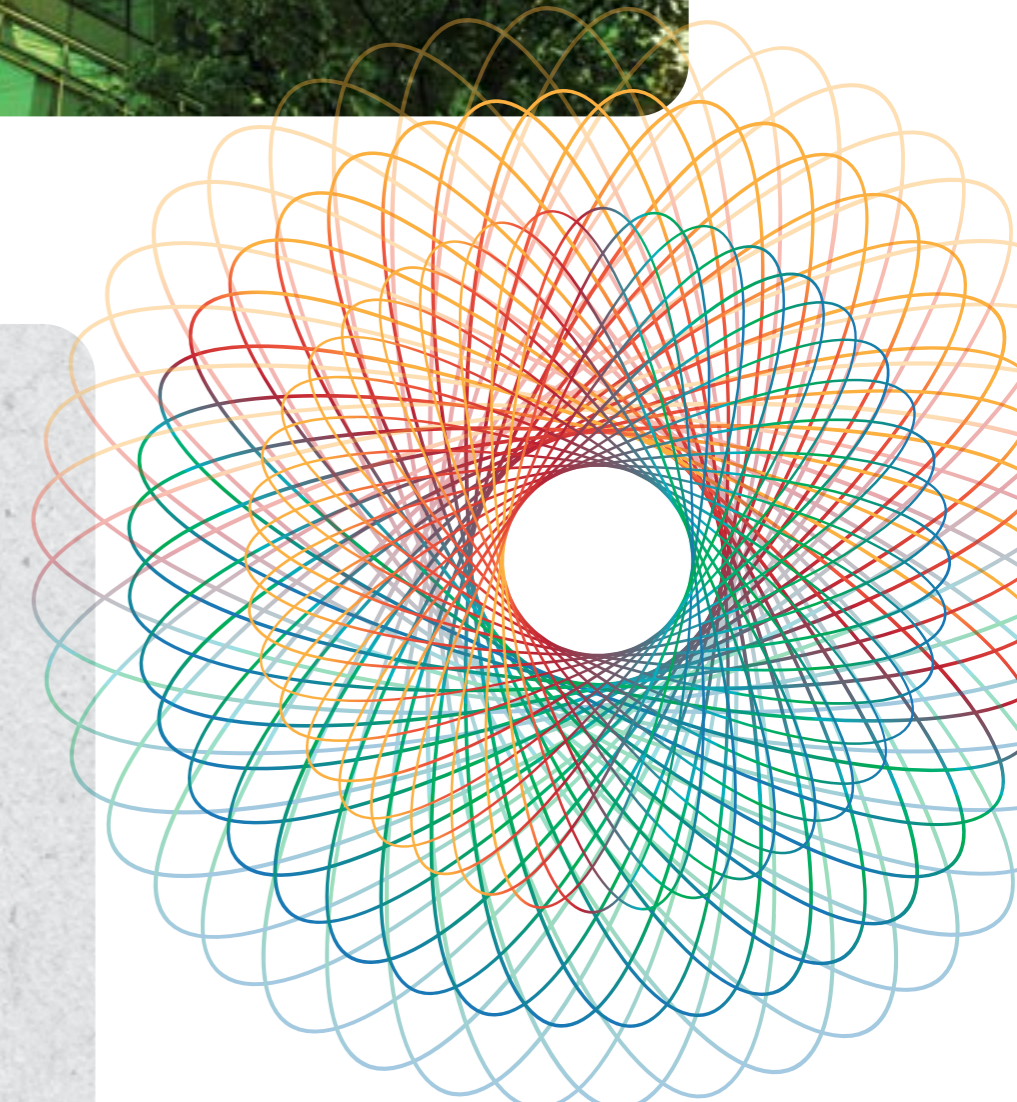
**WASTE TO LANDFILL EMISSIONS REDUCED BY 18.88% ON BASELINE**



**FOURTH YEAR OF ACHIEVING TOITŪ NET CARBONZERO CERTIFICATION**

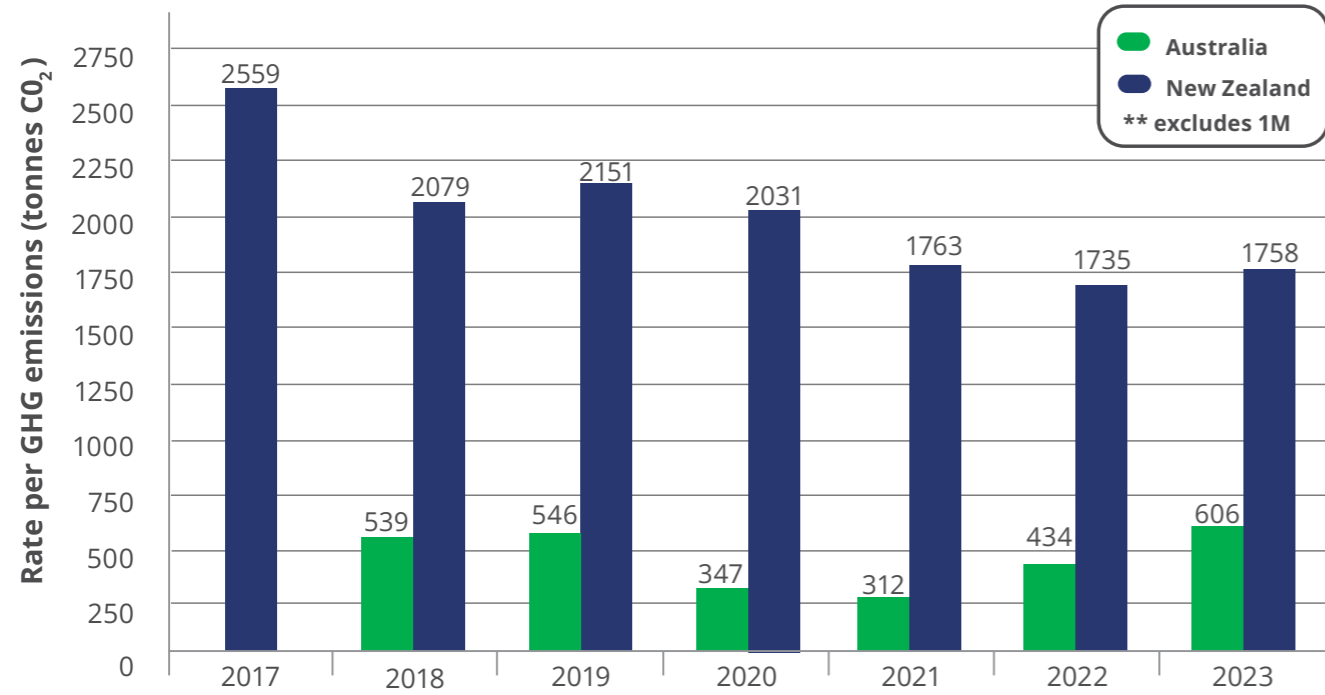


**98% OF MACHINERY RECYCLED IN 1M OFFICE MOVE**

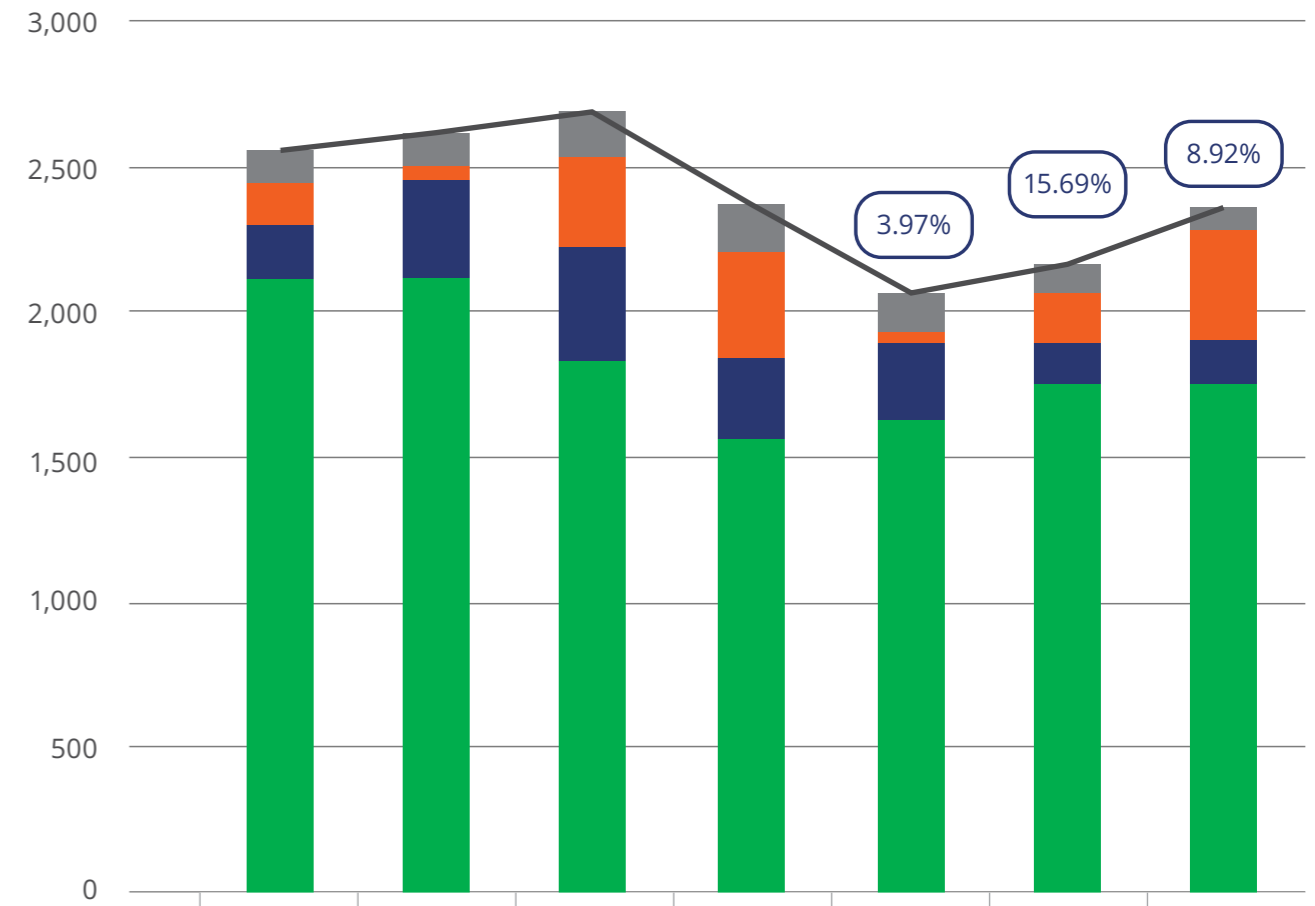


# OCS ANZ carbon emissions

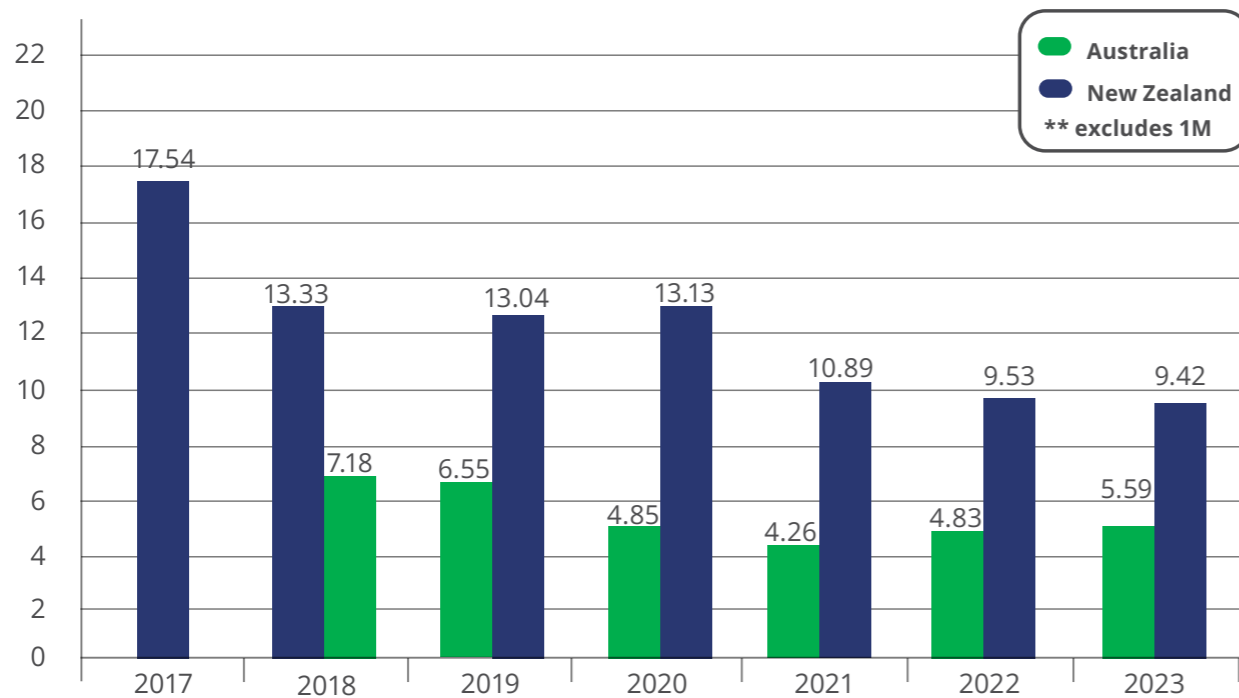
Total Gross Carbon Emissions\*



Emissions sources (Grouped) tCO<sub>2</sub>e – comparison by source



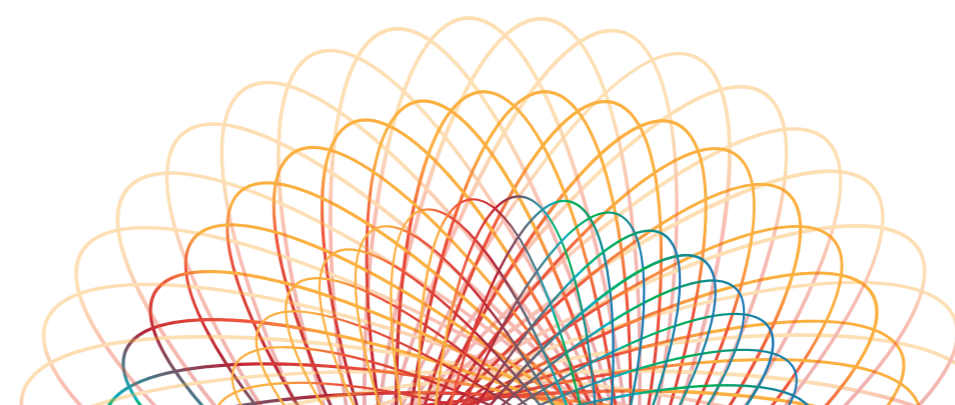
Total Mandatory Gross GHG Emissions per operating revenue (\$million)<sup>1</sup>



	2017	2018	2019	2020	2021	2022	2023
Diesel/petrol total	2122.67	1960.02	1835.41	1568.6	1631.48	1756.92	1757.13
Waste total	186.24	163.25	398.99	279.27	270.32	141.08	151.07
Air travel total	142.64	385.49	304.91	374.89	40.71	181.32	378.76
Other total	107.75	108.83	157.74	155.74	133.14	90.10	76.88
Total emissions	2559.3	2617.59	2697.05	2378.5	2075.65	2169.42	2363.84

YoY revenue growth

<sup>1</sup> Tonnes of carbon dioxide equivalent  
<sup>2</sup> Actual economic value added plus estimated Scope 3 emissions



## How we will make a difference

We know that one person and one company alone can't change the world. However, by working in partnership with our supply partners and through the efforts of thousands of other companies, we can together effect monumental change to reshape our planet.

We're doing what we can in myriad ways, drawing on our TRUE Values to find innovative solutions, fostering collaborative creativity and team brainstorming, and working in partnership with others to find better, more efficient and 'planet-friendly' ways of working.

We will enhance our environmental stewardship by upholding the standards set by the ISO 14001 Environmental Management certification. This commitment will help us reduce our environmental footprint, ensure compliance with regulations, and bolster our sustainability efforts, aligning with our goal to make a meaningful difference alongside our partners.

We will sustain our Toitū net carbonzero certification by continuously reducing GHG emissions and

offsetting unavoidable ones, demonstrating our unwavering commitment to achieving net zero emissions.

We will protect our planet's natural resources through:

- Reducing our reliance on natural resources.
- Working in partnership with our customers to have a broader impact.
- Optimising the sustainability of our supply chains.
- Embedding sustainable behaviours into everything we do.
- Championing change.

### Striving for net-zero carbon emissions by 2040

OCS Group have committed to achieving full Scope 1, 2 and 3 net zero by 2040 across all OCS businesses operating in the UK, Ireland and ANZ.

Our targets cover:

- **Scope 1:** direct emissions from the buildings and assets we own or lease.
- **Scope 2:** indirect emissions from purchased electricity, steam, heating and cooling systems.
- **Scope 3:** indirect emissions throughout our value chain, for example, from suppliers and customers. We know this is complex and we will need to influence many different partners. However, we believe that our commitment should include all those we work with to achieve net zero authentically.

Our net zero commitment aligns with science-based targets, aiming to reduce emissions consistent with the Paris Agreement goals. Science-based targets provide resilience against new regulations, drive innovation and that demonstrate our commitments are authentic.

As referenced previously, we observed an increase in emissions with a correlation in increased air travel. Air travel across both countries will continue into 2024 as a key component to customer relations and colleague health & safety. However, we have put our 2024 OCS ANZ conference on hold as a strategy to reduce excess emissions from international air travel.

In 2023, we worked with Toitū Envirocare to offset our carbon emissions by purchasing international carbon credits for the entire ANZ business, excluding 1M.

## Focus Area – Fleet

### Targets

- Transition fleet to electric/hybrid vehicles (full fleet transition by 2028).
- Reduce fuel consumption.
  - AU 26% reduction against 2018 baseline
  - NZ 30% reduction against 2017 baseline

### 2023 Performance

Made progress on our fleet conversion

- 12% of total fleet are EV-hybrid vehicles<sup>1</sup>.
- Fuel consumption/carbon reduction (tCO<sub>2</sub>e).
- AU 284.06 – 67.38% increase of 169.71/tCO<sub>2</sub>e.
  - NZ 1467.04 – 30.3% decrease of 2,103.94/tCO<sub>2</sub>e.

### Key activities & achievements

- 1M transitioned 17 vehicles from petrol and diesel to plug-in hybrid vehicles (PHEV) (26.6% of the 1M fleet is now EV/hybrid).
- Aotearoa New Zealand's fuel reduction target (30%) met through fleet management analysis via EROAD<sup>2</sup>, vehicle maintenance and timely vehicle turnover.
- Upgraded GPS from 3G to 4G with EROAD.
- Employed a new health & safety manager to follow up with drivers on EROAD (rewarded individual branches for good driving habits and upskilled low-scoring drivers).
- Continued to consolidate the number of vehicles (net vehicle count) through usage review to ensure effective use of resources.

### Challenges

- In Australia, we saw an increase in overall fleet emissions, largely caused by the expansion of the Midcity fleet in line with business growth.
- Lack of fit-for-purpose hybrid/PHEV/EV vehicles, including availability of utility vehicles and vans, along with supporting infrastructure, has slowed the rolling out of an entire hybrid/PHEV/EV fleet.



### What's next?

- Looking ahead, our commitment remains unwavering and we're dedicated to transitioning more of our fleet to hybrid/PHEV/EV over time. We will continue to work with colleagues and suppliers to make this a reality while also monitoring driving habits, vehicle maintenance and turnover to further reduce fuel usage.
- Driver education and review of workflow (consolidation of work runs etc) will continue to be our main drivers for reducing fuel consumption.
- Continue to invest in technologies that support efficient and safe driving.
- Work with fleet provider to provide strategic advice around reducing fuel consumption and sharing of information with third parties, like EROAD.
- Review of EROAD vehicle monitoring (e.g., can fuel efficiency data be used to proactively encourage better drivers) will be completed by mid 2024.

<sup>1</sup> Includes 1M vehicles, although these are not included in fuel consumption numbers

<sup>2</sup> EROAD used to monitor driving and encourage better driving habits

# Focus Area – Electricity consumption

## Targets

- Reduce electricity consumption and carbon emissions.
- 100% renewable energy by 2030:
  - AU 2018 baseline of 62.07 tCO<sub>2</sub>e
  - NZ 2017 baseline of 96.56 tCO<sub>2</sub>e.

## 2023 Performance

Electricity carbon emissions (tCO<sub>2</sub>e):

- AU – 60.87
  - 1.93% decrease on baseline
- NZ – 0
  - 100% decrease on baseline.



## Key activities & achievements

- Worked with landlords when renewing leases to ensure more energy-efficient buildings.
- All Australian offices moved to Green Energy Solutions.
- In Aotearoa New Zealand, we installed new meters in all key sites across the branch network and, working in conjunction with Ecotricity, we offset our electricity usage.

## Challenges

- Expansion of Midcity business into Victoria provided a corresponding increase in electricity consumption. In the first quarter of 2024, in line with our Australian expansion plans, we intend to open new premises in Queensland. This growth will continue to present challenges when looking at our carbon emissions against baseline.
- Our entire Aotearoa New Zealand business purchases electricity through Ecotricity, New Zealand's first and only Toitū climate positive certified electricity provider (100% renewable energy purchased from wind, hydro and solar). This has allowed us to achieve zero tCO<sub>2</sub>e per the supplier-specific market-based reporting.

## What's next?

- We will continue to reduce our energy footprint to cut down on carbon emissions and contribute to a more resilient and efficient power grid. By consuming less, we're enabling broader access to energy-efficient power for other companies and helping to support the transition to a low-carbon economy.
- Continue to invest in new smart technologies to gain energy efficiencies.
- Introduce Toolbox Talks to educate colleagues on reducing power usage, e.g., turning off lights, computers, screens, etc.

Note: Our Auckland-based 1M team joined their OCS colleagues at the National Support Office (NSO) in Eden Terrace in late 2023. While the primary driver was to provide greater collaboration, we expect to see an impact on electricity consumption in 2024. Electricity consumption figures for 1M are not included in this 2023 report, so this will not register as an overall reduction in 2024).



## Eco-Smart Cleaning: Robotics revolutionising sustainability and efficiency

We're always on the lookout for innovative solutions that support our sustainability commitments to minimise our own, and our customers', environmental footprint.

Our investment in robotics underscores this commitment. We have integrated energy-efficient robotic cleaning machines at several customer sites, including at Perth Airport, Christchurch Airport, and several retail sites. Suitable for large indoor environments, the vacuum machines and floor scrubbers are designed to clean various types of floors.

Their sophisticated AI-driven navigation systems ensure thorough cleaning with adaptive path

planning, which also assists water and electricity usage efficiency by avoiding unnecessary repetition and overlap.

Social benefits include the removal of repetitive tasks for frontline colleagues, and opening up opportunities for our people to take part in more meaningful tasks and upskilling as robotics 'experts'.

The machines also send comprehensive reports via email or SMS – providing greater transparency and up-to-the-minute information and adding another level of our commitment to a quality clean.

## Focus Area – Supply chain

### Targets

- All suppliers share our safety vision, values and ethics.
- Reduce Scope 3 emissions to 28.601 by 2030 (from a 2020 baseline of 65.002).
- Reduce tCO<sub>2</sub>e by 14% over the next two years (2023/2024) through a review and re-range of our product listing to more environmental/sustainable options.

### 2023 Performance

In our efforts to reduce our Scope 3 emissions, we have worked closely with our supply chain. This has helped to both consolidate our product line and ensure we are working with those suppliers that align with our safety vision, values and ethics.



### Key activities & achievements

- Met with key suppliers, focusing on building sustainable, innovative and improved solutions. Improved processes to reduce/consolidate orders to reduce carbon footprint.
- Worked with OCS branch network and suppliers to facilitate order consolidation, placement and product refinement (e.g., deliver direct to location/customer site to minimise travel, identify cost-effective and environmentally friendly products).
- Set up contractor observation programme.
- Power BI used to track contractor selection, prequalification and monitoring.
- Conducted annual review of contractors.

### Challenges

- Managing manual processes for order consolidation and delivery timing have been challenging due to limited resources and varying adherence to best practices and approved supplier lists.
- While full automation of our ordering systems wasn't achievable in the past year, we are initiating a project to implement this in 2024.

### What's next?

- Our commitment to significantly reduce our Scope 3 emissions by 2030, will see us continue to work closely with all of our business partnerships, whether customer, supplier or contractor, to encourage better practices for emissions reduction.
- Review procurement policy (to ensure the emissions profile and other sustainability criteria are given an adequate weighting in purchasing decisions).
- Continue to engage with suppliers to provide better quality data to help refine inventory.
- Work with identified supplier to trial an EDI (electronic data interchange) system integration to improve efficiency and reduce workload.
- Continue to consolidate product range.
- Align with suppliers who share our values, ethics, and safety vision, verifying that key suppliers are aligned with the Safecontractor system<sup>1</sup>, with at least 80% holding memberships and are providing necessary support information.

<sup>1</sup>Or country agreed contractor approval system

## Focus Area – Business travel

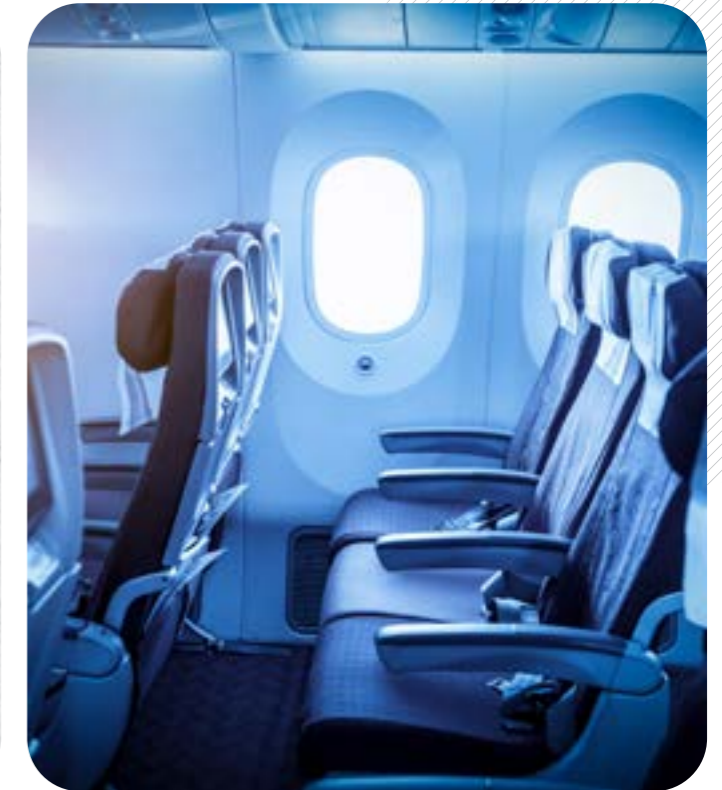
### Targets

- Achieve a 5% reduction of (tCO<sub>2</sub>e) from 2023 to a total reduction of 56%
  - AU 2018 baseline of 235.82 tCO<sub>2</sub>e
  - NZ 2017 baseline of 142.64 tCO<sub>2</sub>e.

### 2023 Performance

In a post-COVID environment, we saw a return to international travel and increased domestic travel. We accept that face-to-face interaction is an essential part of doing business and this will need to be balanced against our ambitious reduction targets.

- AU – 253.50 tCO<sub>2</sub>e (an increase of 7.5% on baseline)
- NZ – 124.36 tCO<sub>2</sub>e (a decrease of 12.8% on baseline).



### Key activities & achievements

- Promoted virtual meeting technologies.

### Challenges

- Striking the right balance between reconnecting with customers and colleagues in-person vs through video conferencing remains one of our greatest challenges. While face-to-face contact is important, we acknowledge the impact travel can have on emissions.
- Under new ownership, there is an increased requirement for senior executives to travel regionally within APAC and to our head office in the UK. This increased travel demand presents ongoing challenges related to logistical coordination, cost management, and the environmental impact of frequent flights. We recognise that balancing the need for in-person meetings with our sustainability goals will remain a challenge going forward.

### What's next?

- We're working towards reducing business travel, seeking a balanced approach that honours both our environmental commitments, while recognising the irreplaceable value of in-person interactions.
- Place 2024 OCS Conference on hold.
- Enhance our virtual meeting capabilities to ensure that digital interactions are as engaging and productive as face-to-face meetings.
- Review our travel policy to ensure careful consideration and justification of the necessity of each trip, prioritising virtual collaboration tools as a first resort.
- Establish 'green travel days' throughout the year, where non-essential travel is replaced with alternative communication methods, fostering creativity and connectivity.

## Focus Area – Waste to landfill

### Targets

- Reduce waste to landfill:
  - Working on a 5% (tCO<sub>2</sub>e) reduction from 2023 once review completed of internal vs. external waste.

### 2023 Performance

- AU – 0.54 tCO<sub>2</sub>e  
– a decrease of 99.2% on base year<sup>1</sup>
- NZ – 150.04 tCO<sub>2</sub>e  
– a decrease of 17.3% on base year.



### Key activities & achievements

- In Aotearoa New Zealand we:
  - Began work to create protocols for separate measures for OCS-generated waste and customer waste onsite (instigated at NSO, but yet to be extended to branch network)
  - Completed an internal waste assessment resulting in recycling services being added or extended at several OCS branches
  - Expanded the material recovery options for the waste streams for our Auckland-based NSO and warehouse
  - Completed project with waste supplier to allow better measurement of OCS vs customer waste.

### Challenges

- Difficulty in accurately measuring and recording customer-generated waste brought back to site vs OCS-generated waste.
- Growth in customers requiring waste removal has seen a corresponding rise in our waste to landfill figures.
- Return to office working has seen an increase in waste (such as paper hand towels, etc) across both countries.

### What's next?

- We're taking action to substantially reduce our waste to landfill. Our multi-faceted strategy ensures that every level of the organisation contributes to a greener tomorrow.
- Implement Toolbox Talks to educate colleagues on reducing waste and recycling.
- Expand Microsoft Power BI capability across whole operating system and add print controls on reports.
- Expansion of material recovery options for waste streams for wider Aotearoa New Zealand branch network.
- Implement a detailed reporting framework to clearly identify OCS-generated waste vs customer-generated waste.

<sup>1</sup>Due to the smaller size of the Australian footprint, our waste reduction against baseline was achieved primarily through the conclusion of a customer contract. This emphasises the importance of being able to separate out OCS-generated vs customer-generated waste.

## Reducing waste to landfill

We continue to look at ways to actively reduce waste to landfill from an OCS and customer perspective.

In several locations across Aotearoa New Zealand, customer waste is brought back to our OCS sites for collection and, in the past, this has not been accurately measured and recorded (that is, OCS-generated waste vs customer-generated waste). With an increase in customers requiring waste removal, we have seen a corresponding rise in our waste to landfill figures. A more robust reporting model is being implemented to clearly identify OCS-generated waste vs customer-generated waste.

Overall, we will continue to implement further electronic/paperless operating systems across the whole ANZ region.

In 2023, we expanded the material recovery options for waste streams for our Auckland-based NSO and warehouse, which is being rolled out to our Aotearoa New Zealand branch network in 2024 (note, some branches already utilise regional council waste streaming services where, in some areas, the full suite of recycling and composting options are not available).

The new system includes:

- Organics/composting
- Recycling (bottles and cans)
- Paper
- Secure document destruction (paper)
- Cardboard
- General waste.

A similar system has been implemented in our Western Australia office in Perth, where the team also assist customers with their waste streaming and diversion efforts.

Our Aotearoa New Zealand-based OCS WasteLine team expanded their services to assist more customers with their waste-related needs. Services include: consultancy (developing bespoke waste plans and waste minimisation innovations), management and implementation, brokerage (using its network of waste service providers to recycle, repurpose and dispose of waste in an environmentally conscious way) and waste sorting (for increased waste diversion).

## 98% Machinery recycled in eco-friendly office move

Our Aotearoa New Zealand waste diversion efforts continued throughout 2023, both for our customers and internally too.

1M moved into our NSO in Auckland in December, and to make room for the team, our WasteLine colleagues were tasked with a considerable job of disposing of 10 tonnes of broken and/or expired machinery!

WasteLine worked closely with six different partners to ensure each piece of machinery was disposed of in the most appropriate way, avoiding landfill wherever possible. In the end, 98% of the machinery was redirected to recovery or recycling options, and the project also came in under budget, proving that this can in fact, be more economical than sending waste to landfill.

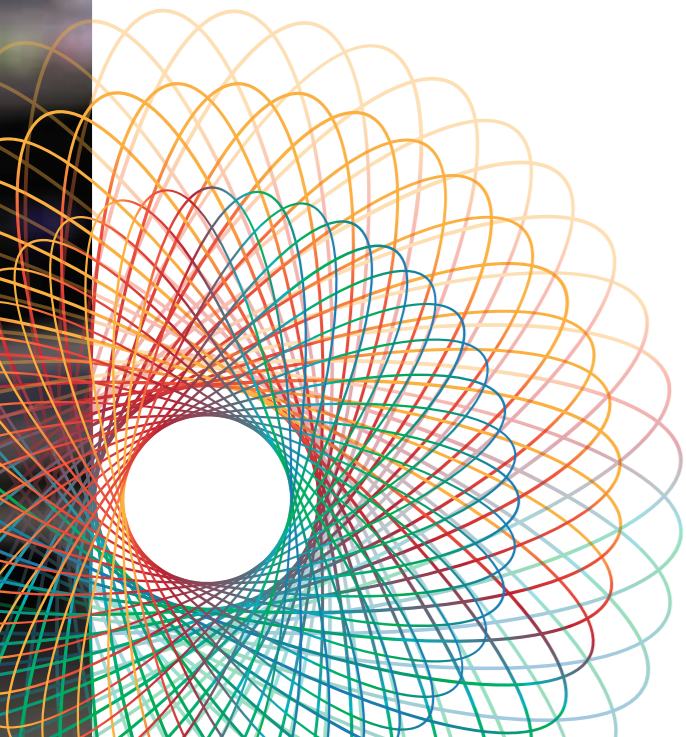


# Social

We are committed to providing a safe, inclusive, and respectful workplace where everyone can be authentic and actively participate in local communities to make a positive impact.

We're taking steps to ensure our colleagues and communities aren't just functioning but truly thriving. Through initiatives like fostering inclusive workplaces, nurturing diversity and bolstering employability, we're committed to empowering our colleagues and communities.

Our efforts are more than just good intentions; they're about making a tangible, positive impact, one that is reflected through our actions and partnerships we forge, all aimed at fostering a world where people and places are the best they can be.



## How we will make a difference

We believe every person deserves the best conditions and opportunity to thrive. Embracing our TRUE Values of Trust, Respect, Unity and Empowerment, we're creating an environment where our people and communities thrive.

The diversity of our workforce and the value they bring is one of our greatest strengths – we have 90 nationalities across our ANZ businesses and employ people from 16 years old to 85 years old.

We actively foster and invest in creating a diverse and inclusive culture, reflecting the global nature of our business and our workforce. In particular, we respect and acknowledge the traditional custodians of the land, both in Australia and Aotearoa New Zealand.

Our Code of Conduct outlines our zero tolerance for discrimination or unethical behaviour.

We want our colleagues to thrive at every level of our business, and provide access to valuable and long-lasting careers through investing in learning and development, scholarships and developing career pathways as well as raising up the amazing things our colleagues do each and every day.

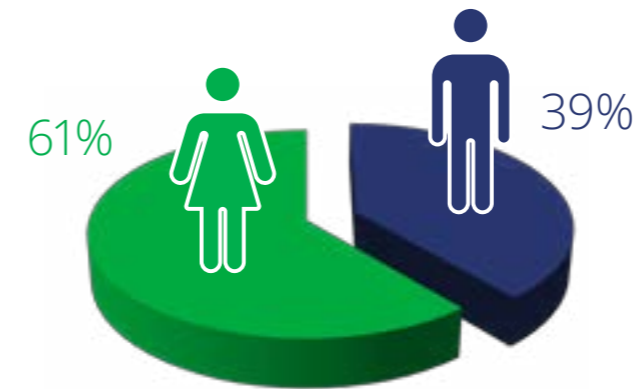
As well as being committed to prioritising colleague wellbeing, we're also committed to creating a culture of safety at every level of our business – ensuring everyone goes home safely at the end of every day.



## Key statistics

### Gender breakdown

All OCS ANZ



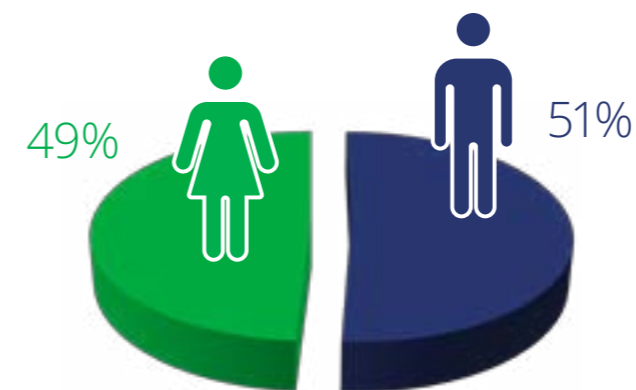
### Years of service



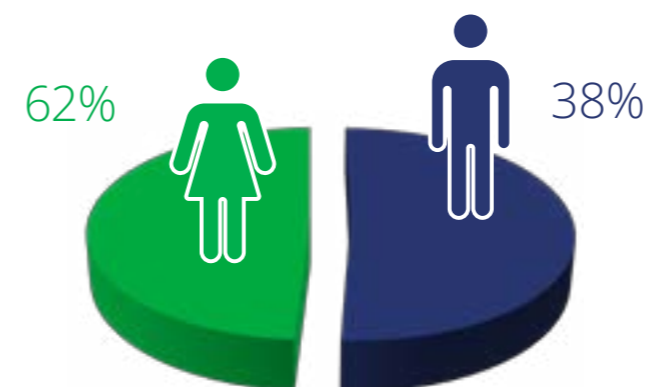
### Nationalities



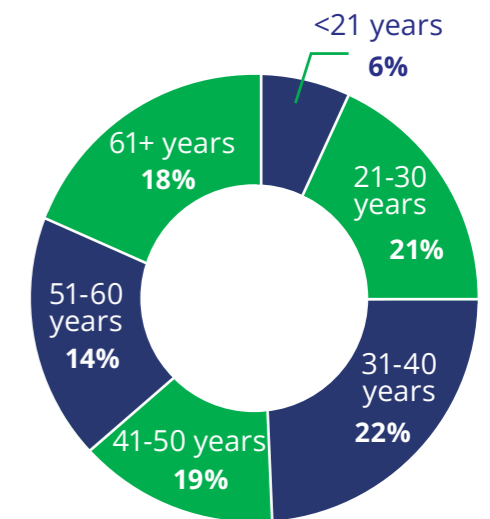
### Colleagues in management roles



### Colleagues in frontline supervisory roles



### Age demographics



# Focus Area – To be a truly inclusive employer

## Targets

Encourage workplace diversity and gender parity, through:

- Maintaining gender pay parity for like-for-like roles.
- Creating an ambassador programme to promote disability diversity in the workplace.
- Advancing career opportunities for indigenous, Māori and Pasifika peoples.
- Providing all colleagues with an opportunity to contribute to a diverse and inclusive culture.

## 2023 Performance

We continued to grow partnerships with employment projects that successfully support people from socio-economically disadvantaged backgrounds – helping to create a level playing field for all.

- Placed 44 colleagues through [Workbridge](#) across Aotearoa New Zealand.



## Key activities & achievements

- In Australia:
  - OCS Australia awarded Workplace Diversity and Inclusion Award at the 2023 WA Work Health and Safety Awards
  - Implemented Diversity & Inclusion Policy.
- In Aotearoa New Zealand:
  - Continued to explore ways of offering opportunities to diverse communities, including 2023 First Foundation Scholarship recipient, Rawiri Ngatai ([see page 47 below](#)).

## Challenges

- The acquisition of the global business impacted the pace of some of our 2023 plans, including conducting an employee engagement survey and an analysis of middle to senior management to consider gender gap and any imbalances.

## What's next?

- Formal recognition of colleagues' rights to identify in their preferred pronouns.
- Implement a programme so that OCS is seen as an employer of choice for the younger workforce.
- Continue to promote Wellbeing Events Calendar in the monthly Wellbeing Newsletters and the Wellbeing Committee.
- Create a Diversity & Inclusion strategy.
- Company-wide engagement survey (The Happiness Index) to take place in 2024.
- In Australia:
  - Implement Flare (an onboarding platform which provides various discounts across supermarkets, retailers etc).
- In Aotearoa New Zealand:
  - Investigate promoting 1M apprenticeships for OCS family members
  - Continue to investigate and find suitable best-practice models to address lower achievement rates, such as job fairs targeting schools in this demographic
  - Explore opportunities through Work & Income NZ (such as Limited Service Volunteer course)
  - Investigate referral programme with Workbridge at a national level (currently limited to specific regions within Aotearoa New Zealand).

## WHS Awards

OCS Australia were proud to have been awarded the coveted Workplace Diversity and Inclusion Award at the Western Australian 2023 Work Health and Safety Awards. Looking after our people, whether that be their health and safety at work, or embracing and celebrating their diversity, is a priority for us.

[READ MORE](#)



(L-R) Bernie Alderson, Operations Manager, Martina Windsor, QHSE Manager, Reshma Patel, Site Supervisor, Stephen Lockley, General Manager, OCS Australia.

## Enabling employment opportunities

OCS New Zealand partnered with Workbridge (an employment service for people with disabilities) and the Ministry of Social Development (MSD) to provide employment opportunities for people from diverse backgrounds. Through Workbridge, we placed 44 people with disabilities into employment, along with several employment trials through MSD.

[READ MORE](#)



Jessica Kirwan, Cleaner, OCS Rotorua

# Focus Area – Cultural capability

## Targets

Strengthen our cultural capability by:

- Creating a unified sense of purpose for Aotearoa New Zealand.
- Recognising and supporting our First Nations Australians through creating and implementing a Reconciliation Action Plan (RAP).

## 2023 Performance

We introduced cultural competency training for colleagues, partnered with indigenous communities, participated in the celebration of cultural days and have policies and practices in place which ensures equal opportunities for all people.



## Key activities & achievements

- In Australia:
  - RAP working group formed
  - Draft Reflect RAP completed in 2023
  - Undertook indigenous stakeholder mapping
  - Sponsored Wynnum Wolves Football Club.
- In Aotearoa New Zealand:
  - 9% of our colleagues identify as Pasifika and 18% identify as Māori
  - Presented Whiria te Tangata | Weaving the people together (a visual representation of our cultural strategy) at the OCS Conference
  - Launched completed cultural capability strategy to wider colleagues
  - Delivered Te Kākano, an introductory Te Ao Māori cultural competency and development programme to 44 colleagues, and held two marae visits, hosting 58 colleagues.

## Challenges

- Embracing Te Ao Māori principles requires more than just superficial acknowledgement from a head office perspective. The challenge lies in genuinely integrating these principles into our operations across a dispersed branch network.
- Building and maintaining meaningful relationships with Māori communities and stakeholders requires consistent and respectful engagement, listening to and incorporating their voices and perspectives, and recognising their rights and interests. This is challenging given the large number of iwi (tribes) and hapū (sub-tribes) across Aotearoa New Zealand and lack of internal dedicated resources.
- We acknowledge that it can also be challenging to maintain momentum and accountability over time when implementing a RAP, and we will work to ensure that initiatives lead to meaningful change and don't become tokenistic or superficial.

## What's next?

- In Australia:
  - Lodge Reflect RAP with Reconciliation Australia
  - Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence
  - Continue to map and engage with indigenous businesses, industry groups, community organisations and individuals in OCS serviced areas
  - Engage with indigenous artist to create RAP artwork.
- In Aotearoa New Zealand, enable our Cultural Strategy through:
  - Build Māori cultural capability
    - Delivery of 3 x regional Te Kākano workshops
    - Strengthen Māori cultural capability within OCS and provide opportunities for participation and further development
  - Provide learning opportunities
    - Ensure all key leadership staff undertake Te Tiriti o Waitangi / The Treaty of Waitangi training
    - Provide te reo and tikanga learning opportunities as widely as possible with a specific focus on OCS colleagues in leadership roles at all levels.
  - Develop relationships with Māori entities
    - Strengthen contractual arrangements with Government agencies and large organisations that have similar priorities
    - Schedule marae visits for all colleagues in leadership roles (actively seek out relationship building opportunities).

## Whiria Te Tangata | Māori cultural competency strategy

In 2023, we were delighted to launch Whiria Te Tangata (Weaving the People Together) – our Māori cultural competency strategy. The strategy sets out the principles and values that we will embody to advance our work to provide a culturally appropriate and authentic framework.

[READ MORE](#)



## DID YOU KNOW?

58

OCS Aotearoa New Zealand colleagues took part in the

**TIRITI O WAITANGI MARAE WĀNANGA**



44

OCS Aotearoa New Zealand colleagues took part in the

**TE KĀKANO**

introductory cultural competency programme



## Embracing Māori culture

August 2023 marked an important milestone in our cultural journey, with more than 30 of our OCS Aotearoa New Zealand colleagues participating in our first cultural development wānanga (workshop) at Mataatua marae, in Tāmaki Makaurau (Auckland).

This wānanga focused on Māori cultural perspectives, concepts, values and principles as well as Te Tiriti of Waitangi | The Treaty of Waitangi, providing the team with an overview of Te Tiriti from both a historical and contemporary perspective, as well as covering the principles of Te Tiriti and their relevance in modern society.

Gareth also had the privilege of wearing our beautiful pāke, (traditional Māori cloak) Whiria te Tāngata, for the first time on a marae.

Our management team also engaged in a Cultural Competency & Development course, Te Kākano. Aimed at creating safe spaces for colleagues of all nationalities to engage with Te Ao Māori (the Māori world view) and support their confidence and growth in implementing learnings in our workplaces, the sessions were well attended.

The six-hour-long sessions boosted cultural confidence and kotahitanga (unity of purpose), supported colleagues to think deeper and explore

what integration of Te Ao Māori into their lives looked like, as well as providing an introductory understanding of te reo Māori (the Māori language) and tikanga Māori (Māori customs and practices).

A whakatauki (saying) that our cultural advisor, Dr Jim Mather, from Mather Solutions, shared resonated deeply with our journey:

**“Nā tō rourou, nā taku rourou, ka ora ai te Iwi. With your basket and my basket, the people will thrive.”**



## Celebrating cultural richness

Across Aotearoa New Zealand we championed inclusivity through celebrating cultural events like Matariki (with harakeke weaving and kai (food)), Te Wiki o te Reo Māori/Māori Language Week (enhancing our language skills and cultural understanding) and Diwali festivities (with traditional food and attire). These underscore the importance of celebrating all our cultures and foster a supportive, respectful workplace, where all colleagues are valued and recognised.

[READ MORE](#)



## Pākē embodies OCS's cultural diversity

To bring our cultural kaupapa (project) to life, Auckland Operations Manager, Rāwinia Wright, spent three months harvesting and preparing harakeke (flax) to weave into a beautiful pākē.

Rāwinia visited several OCS branches gathering harakeke from across the North and South Islands, before presenting the completed pākē at the OCS Conference as a stunning visual embodiment of Whiria Te Tāngata.

The pākē represents the weaving together of the many cultural strands of our business. This symbolic piece will be a living reminder of the importance of OCS celebrating and embracing our cultural diversity.



## Reflect reconciliation

**NAIDOC week** provided a great opportunity for us to reflect on our reconciliation progress and announce new initiatives supporting our journey of cultural discovery.

One of these was our collaboration with First Nations advocate, Cameron Costello. Cameron is a proud Quandamooka (Moreton Bay) man who joined us as the inaugural OCS First Nations Ambassador, providing us with guidance as we commenced our journey early in the year.

We were honoured to be a major sponsor of Wynnum Wolves Football Club, supporting scholarships, indigenous awareness programmes and the jerseys worn by more than 1,500 players and members. This was the first time in the club's 102-year history that they created their own indigenous jerseys.

Lastly, we're proud to have joined the growing number of Australian businesses coming together to support meaningful social equity and change, with our draft OCS Australia Reflect (RAP). The RAP outlines actions for achieving OCS's vision to contribute to positive change in social, economic



and health outcomes of Aboriginal and Torres Strait Islander peoples.

As we move forward, we will register our RAP in the early months of 2024 and are seeking to work with a local indigenous artist to create our RAP cover design. The RAP provides the roadmap for us to progress our journey, outlining key actions to be taken throughout the coming year and beyond.

We recognise this journey will be an ongoing process as we pursue our mission of making people and places the best they can be.

# Focus Area – All people thrive and flourish

## Targets

Ensure all people thrive and flourish, by:

- Creating a positive work environment.
- Providing access to quality learning and development.
- Recognising the outstanding efforts of our colleagues.

Create a positive social impact, by:

- Supporting the communities we work, live and play in.
- Having genuine engagement.

## 2023 Performance

We raised up our colleagues by celebrating their individual successes in our OCS Stars programme, through the presentation of long-service awards, and through celebrating and promoting Thank Your Cleaner Day™. We supported numerous colleagues through learning and development opportunities and worked closely with our communities to provide meaningful engagement opportunities.



## Key activities & achievements

- 514 Instant Stars Awarded.
- Dozens of Thank Your Cleaner Day™ events were held across ANZ by OCS to recognise our cleaners.
- Awarded 344 long-service awards
  - Australia recognised 23 colleagues.
  - Aotearoa New Zealand recognised 321 colleagues
- Safetrac training completed by all managers.
- Our colleagues and branches supported numerous community charities.
- Supported communities impacted by extreme weather events.

- In Australia:
  - Six colleagues completed their Level 3 Certificate in Cleaning Operations
  - Four colleagues undertook additional training (two x Level 4 Certificate in General Insurance, one x Level 3 Certificate in Business, and one x Diploma of Leadership & Management).
- In Aotearoa New Zealand:
  - 12 apprentices are currently training with 1M
  - Supporting eight colleagues to complete their CPA/CA qualifications
  - Extended First Foundation scholarships to 1M colleagues
  - Drafted flexible work policy
  - Undertook ACC training

- Appointed a new Learning & Development Manager
- Engaged with Edvance Workplace Education (a training provider for citizens who don't have enough education credits to proceed to further education:
  - Four colleagues completed micro-credentials in Skills for Leaders
  - Supported nine colleagues to gain Skills for Emerging Leaders training (towards NZQA Level 3, Business Management; Introduction to Team Leadership).

## Challenges

- The acquisition of our global business slowed some 2023 plans, including undertaking employee value proposition workshops.
- Balancing the reactive needs of the community in the wake of extreme weather events, while developing proactive community involvement approaches also proved challenging in 2023.

## What's next?

- Undertake employee engagement survey (The Happiness Index). From the feedback, we will select two or three key focus areas for 2024.
- Launch new OCS TRUE Stars reward and recognition programme (replaces OCS Stars).

- Continue mandatory training:
  - Safetrac (biennially) – ANZ – compliance to meet Australian legislation
  - Toolbox Talks
  - OCS Academy – Group-directed e-learning (InfoSec, Code of Conduct & more).
- In Australia:
  - Continue ongoing training, including Toolbox Talks for frontline colleagues
  - Continue traineeships for eligible colleagues.
- In Aotearoa New Zealand:
  - Conflict management training for all middle management
  - Commence Key Account Management training
  - Continue ongoing training, including Excellence in Cleaning, Infection Control, EIC Train the Trainer, Vault training, ACC
  - Continue with NZQA training (DHB sites) – Cleaning Level 2 & 3 Qualifications, Orderlies
  - Launch revamped Bio & Trauma Cleaning (Police, public toilets, prisons)
  - Collaborate with OCP (our employee assistance provider) to launch an app that enables immediate booking of appointments and contacts; implement a self-referral scheme
  - Engage OCP to provide counselling services for colleagues conducting trauma cleaning
  - Continue to engage with Edvance.

## OCS ANZ Conference

For the first time in three years, management teams across Australia and Aotearoa New Zealand reconvened at the 2023 OCS Conference. This pivotal two-day event underscored the importance of forging genuine connections and exchanging insights. Together, we reflected on past lessons and laid the foundations for future success.

[READ MORE](#)



## No stopping Chalani

Chalani Ranathunga's journey from Sri Lankan student to Operations Manager in Aotearoa New Zealand showcases her hard work and an impressive career progression at OCS since 2016. She also has a remarkable array of global accredited tertiary qualifications – and we look forward to seeing her complete her MBA in 2024.

[READ MORE](#)



## Cleaning operations traineeships

Upskilling, and providing learning and development opportunities for our frontline colleagues ensures we maintain a high level of competency and is critical in ensuring we continue to make people and places the best they can be. One way that we do this is through offering traineeships.

In 2023, we had six colleagues who completed their Level 3 Certificate in Cleaning Operations (through the Australian College of Training).

The 14 units of study are provided as 'paid training' opportunities and include units such as contributing to the health and safety of self and others, applying infection prevention and control procedures to own work activities, and working in a team.

Throughout the training trainees may work alone, with or without supervision, and have the responsibility for selecting, preparing and using appropriate cleaning methods for a range of cleaning situations while ensuring safe work practices.

On completion of the traineeship, our colleagues are confident in undertaking numerous cleaning tasks, liaising with customers and operating safely in a range of residential and commercial settings and environments, as well as specialist cleaning environments.

It's a great opportunity for colleagues to enhance their skills and achieve a nationally recognised certificate – for some, the first qualification they have received.



## Unwavering support during crisis

In early 2023, catastrophic floods followed by a deadly cyclone struck Aotearoa New Zealand, prompting heroic efforts from our OCS colleagues for customer aid and clean-up, despite personal impacts. OCS supported colleagues, contributed to relief funds, and donated essential cleaning supplies to marae in the Hawkes Bay, helping community resilience.

[READ MORE](#)



## Empowering dreams

Since 2014, OCS has offered **First Foundation** scholarships to high school students from eligible families, supporting those first in their families to pursue tertiary education. The 2024 scholar, Rawiri Ngatai, exemplifies this initiative's impact, planning to study Computer Science at the University of Waikato with a drive to give back and excel.

[READ MORE](#)



## Shaping futures: 1M's apprenticeships

Proving its commitment to excellence while fostering innovation, 1M supports 12 apprentices across Mechanical Building Services, HVAC Service & Maintenance, and Electrical apprenticeships. This helps to future-proof the business while adding value and expertise to the team of passionate tradespeople.

[READ MORE](#)



## Thank Your Cleaner Day™

Since its inception in Aotearoa New Zealand in 2015, Thank Your Cleaner Day™ has become a global celebration, recognising the essential role of cleaners in everyday society. This year's festivities included customer participation and a children's colouring competition, spotlighting our industry's critical contributions.

[READ MORE](#)



## Employee recognition

In 2023, we were delighted to celebrate 342 colleagues across Australia and Aotearoa New Zealand who were celebrating significant employment milestones. Overall, we have 50 colleagues celebrating 20+ years' service with OCS.

These awards are important to us – they both show our colleagues how much we value their loyalty to OCS, and provide us with a litmus test on our culture.

We also love to celebrate our colleagues who really shine within our organisation – those individuals (and teams) who go above and beyond. We have four annual OCS Stars awards, and from there choose our overall OCS Star of the Year.

The 2023 winners are absolute superstars – but one person in particular stood out! Peter Lucas, a frontline cleaner at Nelson City Council, is our 2023 OCS Star of the Year for his outstanding dedication and commitment to OCS and our customers.

His nominee said:

***“The other staff refer to him as ‘our Angel of the Night’, because he quietly gets on and does the job. He’s trustworthy, reliable and gives it his all. We are so grateful for all that he does!”***

Congratulations Peter, and to all of our Stars winners!

### OCS Annual Care Star winner 2023: Tearuru Tepai, Waste Supervisor, Auckland

2023 saw an influx of visitors to Aotearoa New Zealand – pushing up the volume of waste produced through Auckland Airport. The influx was no match for Tearuru (or Tea for short), who leads our waste team.

An unforeseen problem arose when a large number of colleagues became ill – Tea found herself being the only staff member with an Airside driver's license. She happily increased her hours to ensure the waste team kept humming! Continuing to shine, Tea has also been instrumental in the set-up of the new purpose-built waste facility at the airport, all the while keeping the team motivated and meeting (and exceeding) customer expectations.



(L-R) National WasteLine Solutions Manager, Chris Wood, Tearuru Tepai and NZ Operations Director, Gavin Upston

### OCS Annual Star and Trustworthy Star winner 2023: Peter Lucas, Cleaner, Nelson

72 year old Peter has proven just how much he loves and is dedicated to his job. He's been with OCS for so long, his service dates back more than 30 years when OCS took over Quality Services Enterprises in Nelson.

In 2023, Peter made the difficult decision to leave OCS so he could care full-time for his disabled wife. However, after only three weeks, he was back – recognising how lost he was without his job and his

OCS whānau (family). It goes without saying, that our team were delighted!

Peter works Monday to Friday at Nelson City Council, starting his day at 2:30am to ensure everything is perfect for the council meetings to run, including changing the layout of all the furniture to suit the type of meeting being held in chambers, going floor to floor with fresh milk and supplies, emptying dishwashers and ensuring all other needs are met before opening the doors and gates at 5:30am.

### OCS Annual Expert Star winner 2023: Martina Windsor, QHSE Manager, Australia

Martina is an all-round QHSE superstar! For much of 2023, she stepped in to assist QHSE across ANZ. She was pivotal in ensuring we achieved our ISO recertification audit, leading the facilitation of the audit, and working with the ANZ teams to source, collate and present all of the required information.

Martina also worked on several other projects to align our ANZ systems – she is always ready to step up and assist! She mentored the new HSEQ Manager in Aotearoa New Zealand to learn our systems and helped train the 1M team on using Vault. She is an invaluable member of our team and we thank her for all she does for our ANZ business.



(L-R) Martina Windsor and Company Secretary, ANZ QHSE Lead and AU HR Lead, Christine Johnson

### OCS Annual Safety Star winner 2023: Ingrid Harding, Team Leader, Wellington

Ingrid is a Team Leader at Lower Hutt's Open Polytechnic on the night shift.

Things took a turn one night when five cleaning colleagues became stuck in a lift for half an hour. Ingrid took it all in her stride, keeping communication lines open, her colleagues calm and ensuring they were all released quickly.

As you would imagine, her team were incredibly grateful and so were we. Her commitment and care for our colleagues are heart-warming and highly commendable – thank you Ingrid!



(L-R) Central Region GM, Neil Anslow, Ingrid Harding and Wellington Area Manager, Emma Wildon



(L-R) NZ Operations Director, Gavin Upston, Peter Lucas and Area Manager, Nelson, Marlborough and West Coast, Alan Courtney

## Community engagement & support

OCS is committed to making a positive social impact, making people and places the best they can be.

Across the business, we support many local community initiatives, ranging from an individual colleague getting behind a local cause, to a whole team. The following stories are some of the highlights from 2023.

### Ride for Sick Kids

General Manager Australia, Stephen Lockley, took part in Ride for Sick Kids, an epic 450km cycling event. OCS sponsored Stephen to raise money for [Ronald McDonald House Charities Western Australia \(RMHC WA\)](#). Stephen said: "It was both a privilege and an honour to take part in the 11th charity ride helping to raise half a million dollars for sick kids and their families in the most desperate of times."



### The Salvation Army

OCS Australia proudly supported [The Salvation Army Australia](#) by lending a hand to prepare for the Woolworths Carols in the Domain. The Salvation Army has been the Charity Partner of the event since 1983.

Our Sydney colleagues helped to pack 6,000 candle bags, each filled with toys and treats. Over the years, The Salvation Army has raised more than \$3.5 million by selling candle bags at the annual event to help support Australians experiencing homelessness.



### Buller High School student scholarship

Our Westport branch office was delighted to provide a student scholarship to Buller High School student Louella Prasad. After years of working closely with Buller High, including assisting with an around-the-clock clean-up after the devastating Westport floods of May 2021, it's an honour to have the opportunity to give back and make a difference in these students' lives.

### Give a Kid a Blanket

[Give a Kid a Blanket](#) is a charitable organisation in Aotearoa New Zealand, founded on the belief that no child should go to bed cold. Since 2015, its mission has been to relieve the effects of poverty by offering practical help and gifts of warmth and comfort to those in need.

Our WasteLine business supports Give a Kid a Blanket by providing free waste disposal and

cardboard recycling – this allows funds to be spent in other much-needed areas.

It's a charity that many colleagues feel passionate about, so our Auckland NSO had a 'wear your PJs to work' day, where the team gathered and donated new or excellent condition pre-loved gifts of warmth, including bedding, PJs and winter clothing to support Give a Kid a Blanket's amazing work.

### Victoria University student breakfast

Our Wellington colleagues donned aprons and spatulas to support our customer, [Victoria University of Wellington](#), as a student breakfast sponsor. We understand that food poverty is a very real issue for many people (not just students), so we were right behind the university to help ensure our future leaders are geared up to concentrate on their studies.



# Focus Area – Wellbeing

## Targets

Prioritise colleague wellbeing, by:

- Maintaining visible leadership.
- Upholding a zero tolerance to workplace bullying.
- Developing a culture of supporting and engaging all team members, prioritising their wellbeing.

## 2023 Performance

We're delighted to report significant strides in prioritising colleague wellbeing this year. Despite some constraints with having visible leadership across the entire region, we've still fostered an environment where every voice is valued and leadership is accessible. Our commitment to a zero-tolerance policy against workplace bullying has remained unwavering, and we have taken a number of proactive steps that ensure a safe space for all colleagues. By nurturing a culture of support, our engagement initiatives have seen excellent participation, demonstrating that our colleagues feel uplifted and well cared for.



## Key activities & achievements

- Free access to Employee Assistance Programmes (EAP).
- Launched an additional avenue for grievance reporting (a dedicated email address monitored by the Human Resources (HR) country heads).
- Monthly Wellbeing newsletters sent to all colleagues.
- Colleagues undertook Toolbox Talks in Workplace Harassment and Bullying.
- Participated in national days to support physical and mental wellbeing:
  - In Australia, 'Are you OK Day' to highlight the importance of mental health.

- In Aotearoa New Zealand, participated in 'Pink Shirt Day' to highlight speaking up against workplace bullying.
- In Australia:
  - Implemented several new policies (Sexual Harassment, Workplace Discrimination and Harassment)
  - Anti-Bullying & Anti-Harassment training for managers, supervisors and back-office colleagues.

- In Aotearoa New Zealand:
  - Set up Wellbeing Committee & appointed Wellbeing Champions (14 members)
  - Completed a wellbeing survey
  - Provided mental health first aid training for regional compliance managers
  - Hauora (Wellbeing) Manager appointed to lead engagement and commitment to a range of wellbeing initiatives, including mental wellbeing, physical wellbeing and financial wellbeing.

## Challenges

- Like most large businesses, it can sometimes be difficult to maintain visible leadership during peak business periods, particularly with ongoing staff shortages in some areas.
- We are aware that bullying can often be subtle or occur in private, and continue our efforts to raise the importance of speaking out.

## What's next?

- Continue senior leadership engagement.
- In Australia:
  - Implement Respect@Work framework
  - Introduce Senior Manager training – Positive Duty Guidelines
  - Add new Safetrac training – Preventing Sexual Harassment, and Psychosocial Hazards Training
  - Add new Toolbox Talks – Respect@Work.
- In Aotearoa New Zealand:
  - Complete wellbeing risk assessments
  - Implement self-care workshops
  - Review Wellbeing policy.

## Promoting holistic wellbeing

OCS actively fosters employee wellbeing by sending monthly newsletters on health topics, offering free access to confidential support services, and encouraging participation in wellness events. Initiatives like 'Are You OK Day' and 'Pink Shirt Day' underlines the importance of mental and physical health in creating a supportive workplace environment.

[READ MORE](#)



# Focus Area – Health & safety

## Targets

Ensure everyone goes home safely every day, by:

- Reducing Total Recordable Injury Frequency Rate (TRIFR) by 5% YOY.
- Reducing common injuries by 5% YOY.
- Encouraging near miss reporting.
- Maintain visible leadership through (minimum) 26 colleague engagement visits.
- Raising awareness and understanding of safety and environmental risks and opportunities amongst colleagues and customers.
- Maintaining regular health & safety communication.
- Communicate transparently and regularly with stakeholders on HSEQ progress.

## 2023 Performance

At OCS, fostering a safety-first culture across all business levels is paramount. Our colleagues undergo extensive training to handle their responsibilities safely, ensuring the wellbeing of everyone we serve, regardless of the obstacles encountered. Power BI is instrumental in our safety oversight, providing critical insights from Damstra Safety, our risk management platform, and ensuring comprehensive visibility into our safety operations.

- Rolling 12-month Total Recordable Injury Frequency Rate (TRIFR):
  - AU – 0.12 per 100k hours worked<sup>1</sup>
  - NZ – 1.24 per 100K hours worked<sup>2</sup>.
- Near Miss reporting targets:
  - AU - target 40, actual 48
  - NZ - target 150, actual 95.

## Key activities & achievements

- Maintained regular health & safety communication through Safety Alerts, monthly spotlight reporting, MD notes, continual improvement/safety meetings and various departmental meetings and communications across the whole ANZ business.
- Achieved ISO 45001 (Occupational Health & Safety) recertification.
- Internal communications provided to all colleagues relating to HSEQ/injury prevention.
- Published monthly dashboard for key lead/lag indicator performance.
- Group Code of Conduct & Safe Call Facility regularly promoted.
- Internal communications provided to all colleagues relating to HSEQ/injury prevention.
- In Australia:
  - Exceeded Colleague Engagement Visits (29)
  - An awards winner and finalist in four categories at the WA WHS Awards
  - Participated in 'Near Miss November' asking colleagues to report near miss incidents.

<sup>1</sup>Australia figures are at a record low due to proactive injury management.

<sup>2</sup>In Aotearoa New Zealand we recorded our highest TRIFR since 2017. This is primarily because we have changed the way we report TRIFR so that we are in line with global business reporting.

## Challenges

- We recognise that some people are hesitant to speak out about near miss instances for fear of repercussion or indifference. We are continuing our efforts to raise the importance of this.
- We have a scattered workforce who, in the most part, work on our customers' sites which means we need to work in partnership with our customers to ensure a safe work environment.
- Due to the diversity in our workforce, English is not the first language for many of our front-line colleagues, and we continue to work on ways to improve our communication.
  - Protect colleague health by reducing the Cases Away from Work rate.
- Leadership are visible and engage with colleagues on safety:
  - Senior leadership team engages directly with front-line colleagues' undertaking a minimum of six Colleague Engagement Visits across various divisions/customers
  - Protocols are established so that all workplace areas are systematically inspected.
- Workplace Hazards are quickly identified and resolved:
  - Increase Positive Safety Intervention Rate so that workplace hazards are identified and quickly resolved.
- QHSE Management System Improvement:
  - Sites implement QHSE Standards in accordance with Management System
  - Ensure that actions arising from safety incidents are closed within 20-days
  - Ensure that all actions arising from systematic non-conformance are closed within 60-days.

## What's next?

Our new Group Chief QHSE Officer now oversees QHSE across the entire OCS business worldwide, prompting a global review of H&S and the introduction of new focus areas:

- Colleagues are free from injury and ill-health impacts and returns home safely each day:
  - Protecting colleagues from serious injury by reducing our TRIFR
  - Protecting colleagues' health by focusing on causes of injury, reducing Total Injury Rate

## WHS Awards

As well as winning the Workplace Diversity and Inclusion Award, we were also finalists (out of 120+ submissions) in three of the other 11 award categories at the WA Workplace Health & Safety Awards:

- Innovation in WHS Award (Product)
- WHS Management System Award
- Workers' Compensation and Injury Management Award.

[READ MORE](#)



(L-R) Santhy Pallotta, General Manager Southern, Sandeep Kaur Site Supervisor, Kova Sellamuthu, Site Supervisor

# Governance

At OCS, 'Governance' is more than just a word — it's a solid platform for building all our business practices. We promise to act with unwavering integrity and guide our colleagues with clear, compliance-focused principles.

As an ethical business with a long family history, we're committed to doing business correctly and growing a successful business that is respected and valued through sustainability and social value.

We will:

- Uphold ethical integrity.
- Implement robust governance frameworks to ensure openness and reliability.
- Cultivate a culture of continuous improvement.
- Ensure strict compliance with all pertinent laws and standards.

Governance is the blueprint for our decision-making, helping us stay true to our goals while being open, quick to respond, and resilient. It's about making the right choices and taking the right steps.



## How we will make a difference

At the core of our governance approach lies an unwavering commitment to transparency, accountability, and ethical behaviour – embodied by the OCS way, steered by our TRUE Values, and ensuring we always do the right thing in the right way.

Governance is also about actively reducing risks. How? By establishing robust governance structures, policies and processes, we ensure every level of our organisation operates with transparency and accountability – everyone knows their role, and this helps to foster a workplace where accountability is just part of who we are.

We uphold the highest ethical standards and codes of conduct, guiding our colleagues and stakeholders in every action. Our dedication extends to rigorous monitoring and measuring of our ESG performance, underpinned by evidence-based reporting and targeted commitments.

### OCS Group Governance

In late 2023, OCS Group formed the Group ESG Steering Committee, chaired by the Group Head of ESG, to drive the implementation of our global ESG strategy. This committee, which meets bimonthly consists of senior representatives from key departments, including QHSE, Legal, Procurement, Operations, Finance, and Human Resources, along with subject matter experts, as needed. Working closely with the Group Head of Risk and Internal Audits, the committee ensures that significant ESG risks are incorporated into the overall risk management process.

The OCS Group Executive Committee oversees climate-related risks and opportunities, reviewing

the risk register biannually to inform strategic planning and financial decisions. Each principle risk is managed by an Executive Committee member, while regional business units in the UK, Ireland and APAC maintain local risk registers that feed into the Group Risk Register.

The ESG Steering Committee also coordinates climate-related projects to mitigate risks and seize opportunities towards achieving net zero, ensuring alignment across regional businesses. This involves collaboration with local ESG committees and leads to implement actions based on best practices.



(L-R) Roland Salameh, CEO Asia Pacific & Middle East, Gareth Marriott, OCS ANZ Managing Director, Val Dale, Group Chief People Officer, Gary McGaghey, Group Chief Financial Officer, Jun Sochi, Head of Strategy and Cluster Managing Director, Asia Pacific & Middle East

### Upholding governance standards through ISO certification

Our adherence to internationally recognised International Organisation for Standardisation (ISO) standards underpin our commitment to operational excellence and sustainability.

ISO 9001 ensures we maintain high operational quality, enhancing customer satisfaction and efficiency. ISO 14001 aids in effectively managing our environmental impact and complying with

regulations, which is crucial for sustainable development. ISO 45001 certification highlights our dedication to workplace safety, reducing occupational hazards and enhancing employee morale.

These standards are foundational to our corporate governance, ensuring we manage risks and opportunities ethically and sustainably.



### Toitū certification

OCS Australia proudly marks its sixth anniversary of Toitū certification, while OCS New Zealand celebrates its seventh.

This year also marks our fourth consecutive achievement of Toitū net carbonzero certification. Toitū net carbonzero certifications are accredited by the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) and were the first carbon certification programmes to be accredited under ISO 14065. These certifications are recognised in more than 60 countries worldwide and are currently accessible in 17, thus aligning with, and often surpassing, international standards and best practices.

Our commitment to environmental stewardship has led us to collaborate with Toitū Envirocare since 2020 to offset our carbon footprint by purchasing carbon credits that cover our entire ANZ operations.



# Focus Area – Risk management compliance and reporting

## Targets

- Conduct comprehensive risk assessments across all business units; maintain risk register.
- Plan for continuous operation and recovery in emergencies; hold quarterly risk management reviews.
- Proactively manage ESG compliance and reporting, including:
  - Meet regulatory and standards requirements
  - Scan for forthcoming legislation
  - Capture ESG evidence, process and outcomes.
- Uphold ISO 14001 standards for environmental management.
- Develop and implement management systems aligned with ISO 9001 (Quality Management Systems), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health & Safety).
- Establish governance structures and processes that ensure transparency and accountability at all levels.
- Continuously improve ESG data quality and availability, including:
  - Establishing a pathway towards complete global verifiability
  - Developing ESG capability in key national markets to meet future customer expectations.

## 2023 Performance

- OCS faces various risks, uncertainties, and opportunities like any business. We monitor current and emerging risks, including climate risks, and implement mitigating measures and incident response protocols.
- We continue to uphold ISO 14001 standards, providing us with tools to manage our environmental, health and safety responsibilities. We develop robust Standard Operating Procedures and continually improve our processes based on assessor reports.
- We have used high-quality risk information to manage risks proactively and ensure compliance with laws, regulations, and industry standards across all business units. We have achieved this by having well-defined policies and procedures in place, regular external reviews, and continuous improvement processes.
- We have continued to invest in Microsoft Power BI to deliver real-time data across our business units enhancing internal and external reporting. This tool provides access to in-depth HSEQ data, including safety audits, environmental impact data, compliance and regulatory data and much more.

## Key activities & achievements

- Quarterly risk reviews undertaken for each of our four business units.
- No corrective actions were identified during the ISO 14001 audit.
- Senior leadership team undertook Group Compliance training – Unconscious Bias.
- Held Climate Risk workshop facilitated by Toitū Envirocare, identifying risks and opportunities.
- Implemented Grievance Policy and Procedure, and Whistleblowing Policy and Procedure.
- Maintained a number of customer reporting portals, allowing for accurate, timely reporting.
- In Australia, completed various reporting, audits and licenses specific to Australian regulations, and in particular for our Midcity business, including:
  - Annual Workplace Gender Equality Act (WEGA) reporting
  - SMETA Audit (a comprehensive ethical audit format encompassing labour standards, health and safety, environment, and business ethics)
  - ACT Secure Local Jobs Certificate (biennial renewal audit)
  - Domestic Building Insurance audits site-specific audits, including (Annual Approved Arrangement Audit, HACCP audit, Quarterly IAG audit)
  - Victoria Labour Hire License
  - Building licences for all Australian States.

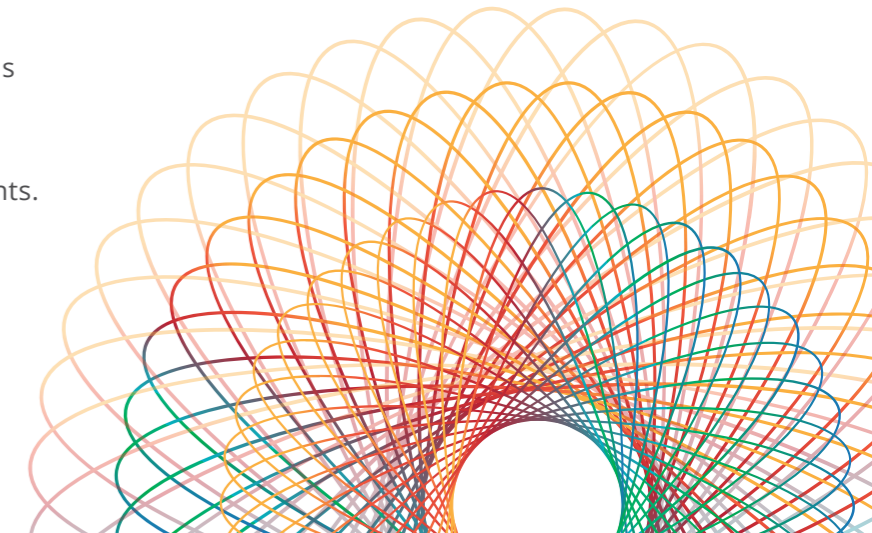
- Cost associated with transitioning to net zero, including rising carbon pricing impacting suppliers, price points of low-emission vehicles, and increasing landfill costs.
- Maintaining transparency and accountability with stakeholders amidst complex regulatory landscapes and operational changes.

## What's next?

- Review of Risk Register to ensure we have captured any potential risks and have the correct measures in place.
- Pursue ISO 27001 Information Security Management Systems certification in 2024 to enhance data protection and bolster defences against cybercrime through comprehensive security management.
- Maintain ISO certifications.
- Implement annual internal compliance audit plan.
- Group global actions include:
  - Ensure climate risk identification, assessment and monitoring is an ongoing process and is incorporated into existing Enterprise Risk Management process and that risk owners are identified for further/ongoing analysis of risks and opportunities
  - Establish a global view of the business's climate-related disclosures aligned with the Task Force on Climate-Related Financial Disclosures and other relevant frameworks
  - Implementation of the Global ESG Information Exchange to provide consistency against global practices and metrics.

## Challenges

- Some of the challenges we faced in 2023 related to aligning the diverse regulatory standards of Australia and Aotearoa New Zealand with our global policies.
- Acquiring local and international accreditations was time-consuming due to stringent regulatory requirements.
- Increasing frequency of extreme weather events.



## Climate Related Risks

In the fourth quarter of 2023, OCS engaged WTW (a multinational risk management company) to carry out both a physical and transition risk and opportunities analysis of the OCS business, and working with key stakeholders across the business to provide a comprehensive report on the potential risks and opportunities.

Risks were identified across the entire company, and were categorised according to time horizon and indication of risk.

OCS has low to moderate residual transition risk out to 2035. Transitioning to lower emission technology, increasing stringency of climate-related regulations and shifts in consumer values were identified as the most compelling risks.

When looking at physical risk, and comparing present-day outlook with the high emissions scenario 4°C – 2050, the most impactful identified risk was heat stress.

Mitigations and adaptations included an array of activities, including (for example), reviewing building portfolio in high-risk areas, exploring water saving options, creating transition plans and developing value positions to capitalise on our global footprint.

Climate-related risks are formally integrated into the main risk register and reviewed by the Group Executive Committee, alongside all other identified business risks. OCS takes a holistic approach to managing risks and uses the Enterprise Risk Management Framework to identify, assess, prioritise, and mitigate each individual risk.

The accountable Executive Committee member leads on developing a mitigation plan for each risk and is responsible for regularly reporting progress in addressing the risk and for ensuring timely management actions.



## Strategic Insights: The OCS ANZ Advisory Group story

Established in 2021, the OCS ANZ Advisory Group comprises some of Aotearoa New Zealand's most prominent business figures, providing strategic advice on politics, law, commercial interests, health,

safety, and cultural competency. Their expertise has been crucial in ensuring global best practices are integrated into our strategic outlook.

[READ MORE](#)

### SIR BILL ENGLISH

Former New Zealand Prime Minister, Minister of Finance, Deputy Prime Minister and Leader of the Opposition.



### ROB FYFE

Former CEO of Air New Zealand. Currently Chairman of Next Generation Critical Communications Lead Entity, and Michael Hill, Director of Air Canada and Hammerforce.



### DR JIM MATHER

Managing Director, Mather Solutions. Currently Chair of Ngāti Awa Group Holdings Ltd and Radio New Zealand.



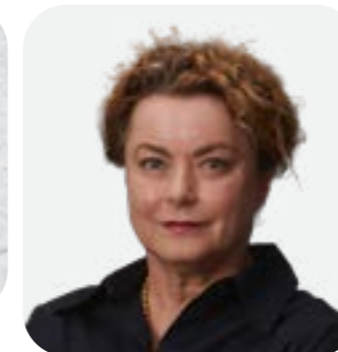
### LAURA SCAMPION

Managing Partner at DLA Piper New Zealand specialising in multi-jurisdictional matters for employers based across the globe.



### JO WILLS

Director/Co-owner, The Hugo Group and Principal J B Wills & Company. Government relations expert and business strategy advisor, coach and facilitator.



### MIKE BURRELL

Executive Director for the Sustainable Business Council and the Climate Leaders Coalition New Zealand.



### TOM NICKELS

Senior business leadership experience in sectors as diverse as engineering, waste and environmental services.



### FRANCOIS BARTON

Chief Executive Director of the Business Leaders' Health & Safety Forum and Trustee of Construction Health & Safety New Zealand.



# Focus Area – Ethical practices

## Targets

- Maintain the high ethical standards outlined in our [Code of Conduct](#) and our TRUE Values.
- All colleagues feel secure and supported in speaking up against malpractice and misconduct.
- Zero-tolerance against bribery and corruption.

## 2023 Performance

In the heart of our governance framework lies a steadfast commitment to ethical practices, ensuring integrity and transparency are not merely aspirations but foundational standards embedded in all levels of our operations.

OCS adheres to a rigorous code of conduct that is the compass for decision-making and corporate behaviour. This code is reinforced by a culture that elevates accountability and ethical judgment.

We don't just follow a 'speak up' philosophy. Our approach goes beyond that. We have a zero-tolerance policy for retaliation against whistleblowing. We maintain several channels for people to report concerns or raise complaints including a formal whistleblowing service (Safecall) to enable reporting of any serious misconduct.

We believe that ethical behaviour is not just a regulatory demand, but a cornerstone of sustainable business success. To this end, we actively monitor, evaluate, and report our adherence to these ethical practices, as we hold ourselves accountable to our stakeholders and the communities we serve.



## Key activities & achievements

- Drafted:
  - Modern Slavery Policy
  - Supplier Code of Conduct
  - Modern Slavery Grievance Policy and Process.
- Implemented a Modern Slavery Working Group with membership from our board members and members of the Senior Leadership team.
- Partnered with Fair Supply to map our supply chains and identify modern slavery risks.
- Established modern slavery champions across the business through providing training with procurement and compliance team to raise awareness and comprehension of the scale and significance of the issue.
- In addition, OCS Group partnered with the Slave Free Alliance to undertake a modern slavery gap analysis, the results of which will be published in early 2024.

## Challenges

Maintaining a high level of transparency and accountability was resource-intensive and required rigorous monitoring and reporting. Ensuring timely and accurate disclosures presented significant challenges; to combat this we enlisted assistance from a third party.

Adapting to the evolving regulatory landscapes in Australia and Aotearoa New Zealand added complexity to our governance practices. Staying compliant with the continuous changes in corporate governance requirements demanded significant effort and resources.

## What's next?

- Align with suppliers who share our values, ethics, and safety vision, assuring that key suppliers are aligned with the Safecontractor system\* and at least 80% are members and are providing necessary support information<sup>1</sup>.
- Identify priority areas for the next 12 months to effectively identifying, assessing and addressing potentially elevated areas of modern slavery risk.
- Develop a Measuring Effectiveness Framework, outlining a comprehensive range of multi-year KPIs to ensure that our approach is one of continuous improvement.
- At an OCS Group level, agree actions from Modern Slavery Gap analysis and reestablish the Group Modern Slavery Committee.

<sup>1</sup>or country-agreed contractor approval system.

## Upholding ethical standards

OCS has policies in place to ensure we maintain high ethical standards and uphold our TRUE Values.

Our Group Code of Conduct, introduced in Q4 2023, is the cornerstone of how we conduct our business, setting high standards and guidelines for ethical behaviour. It serves as a guiding principle and a comprehensive framework aligned with our values.

We also maintain a comprehensive list of other policies to ensure that all our colleagues and stakeholders are clear on our expectations.

Our NZ People Policy covers areas including Confidentiality, Discrimination, Diversity & Inclusion, Fidelity, Freedom of Association, HSEQ, Modern Slavery, Whistleblowing, and more.

Australian legislative requirements are more onerous than their Aotearoa New Zealand counterparts, so we have separate policies for each of the items listed above, along with Human Rights, Workplace Sexual Harassment, Young Workers & Students and Recruitment & Resourcing.

## OCS response to modern slavery

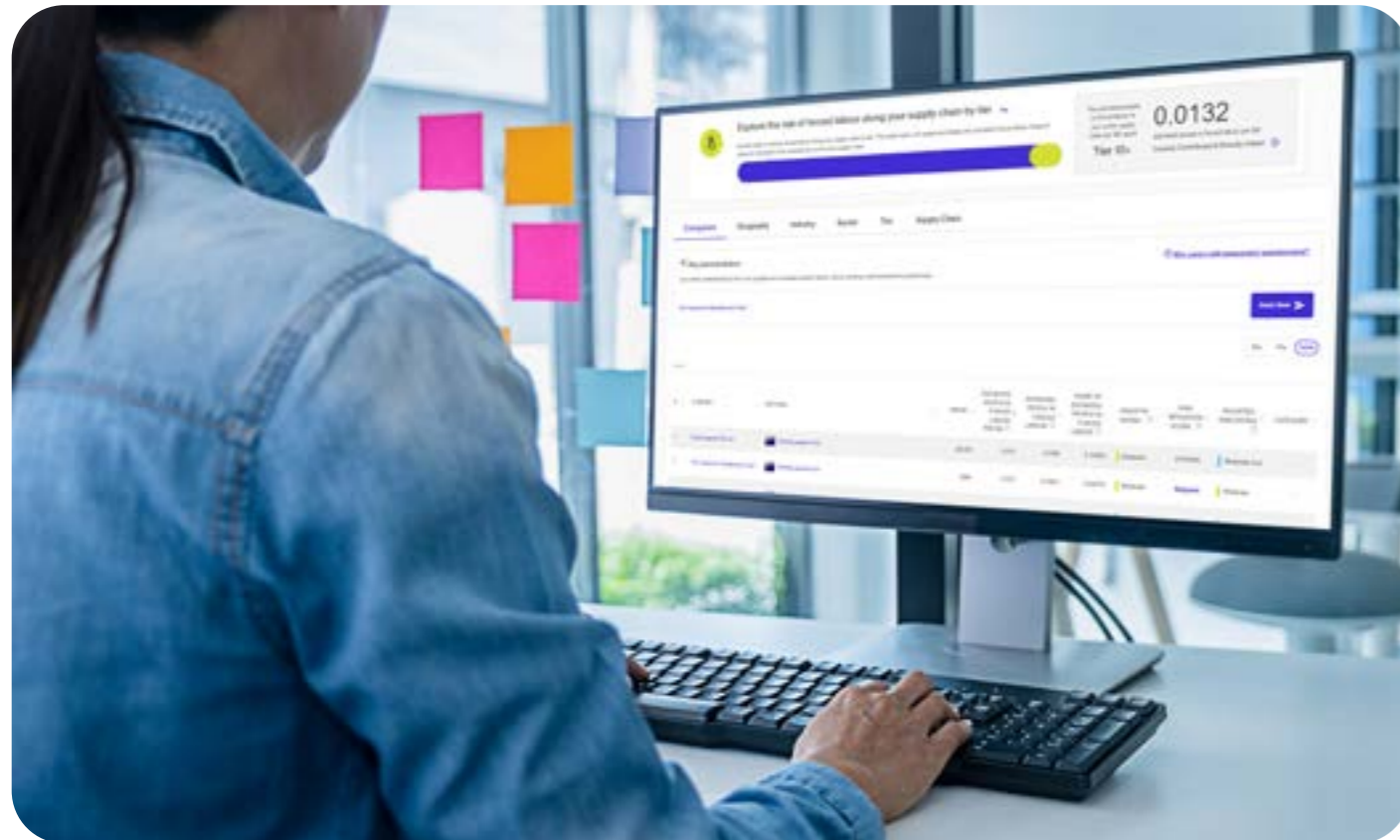
OCS is striving to become a leading presence in effective modern slavery risk identification mitigation and due diligence in the New Zealand corporate landscape. During FY 2023/2024 OCS will also become a reporting entity under the Australian Modern Slavery Act (2018).

We have partnered with Fair Supply, a world-leading modern slavery technology platform and consultancy, to ensure that our modern slavery response framework is driven from a lead-from-the-top approach.

We have embraced this approach through our cross functional team forming a Modern Slavery Working Group that is Facilitated by Fair Supply.

The Group ensures that we're able to develop and operationalise global human rights standards as set out by the UN Guiding Principles on Business and Human Rights.

We are aware that modern slavery risks are hidden deep within our supply chain. To identify and address those risks we have mapped our supply chain in Australia and Aotearoa New Zealand to tier 10. We have then targeted our supplier engagement to those companies operating in industries and countries with elevated modern slavery risk to ensure that appropriate risk mitigation is in place.



Our internal policy and governance framework has formed a solid foundation to ensure that our overall modern slavery response and risk mitigation efforts are both long term and holistic.

Our planned priority area for the next 12 months is to concentrate on effectively addressing potentially

elevated areas of modern slavery risk in Australia, including ensuring that human rights due diligence is embedded into all commercial transactions. We are committed to carefully monitoring and measuring the effectiveness of our overall formal modern slavery response.

## Bali Process platform highlights need for modern slavery legislation

Gareth Marriott champions anti-slavery efforts, representing Aotearoa New Zealand at forums in Adelaide and Bali. His work furthers international collaboration to combat trafficking, inspired by the global and local impact of modern slavery on over 50 million people, including an estimated 8,000 in Aotearoa New Zealand.

[READ MORE](#)



(L-R) Priyanca Radhakrishnan, Labour MP and Policy, Research & Communications Advisor (Ethnic Communities), Grace Forrest, Founder of Walk Free, Nita Zodgekar, Manager, International Labour Policy, MBIE and Gareth Marriott, OCS ANZ Managing Director.

# Focus Area – Leadership development

## 🎯 Targets

Launch a leadership development programme by Q4 to nurture high-potential employees, with a goal of preparing 10 colleagues across all four business units for leadership roles by year 2030.

Annual 360-degree feedback implementation for all leadership roles to gauge and improve effectiveness.

Conduct bi-annual colleague surveys to assess the impact of leadership on engagement and morale, aiming for continuous improvement.

## 📅 2023 Performance

We're committed to building a strong leadership across the business to ensure we're equipped with making strategic decisions that align with our TRUE Values and ESG goals. In 2023, leaders embraced a number of development opportunities to ensure they're staying up to date with best-practice and keeping OCS at the forefront of industry innovation, sustainability initiatives and community engagement.

Did not introduce annual 360-degree feedback in 2023 due to capacity restraints.



## Key activities & achievements

- Company Secretary completed:
  - Integrated Management Systems Lead Auditor (PWC Training Academy)
  - Psychosocial hazards training
  - Compliance training (Safetrac and global)
- Midcity leadership team (and Company Secretary) undertook Leadership and Development training with Illuminate, alongside monthly performance coaching (most taking up 12 sessions of one hour per month).
- Aotearoa New Zealand Operations Director and General Managers attended:
  - BSC Council training webinars (Transfer of Undertaking case law)
  - Employment relations sessions with legal team to cover off case law, family violence, police checks, disciplinary to medical incapacity, and medical incapacity framework
  - SBC Sustainable Leadership programme
  - Completed ICAgile Certificate in agile fundamentals.
- Aotearoa New Zealand National HR Manager attended:
  - HRNZ training (Negotiating Exits for Problem Employees)
  - Psychosocial hazards training
  - EMA quarterly briefings (legislative updates).

## Challenges

Limited capacity and resources have hindered the full implementation of leadership initiatives, such as the annual 360-degree feedback, affecting our ability to gather comprehensive performance insights.

Encouraging a company-wide cultural shift towards continuous leadership development and engagement can be challenging, especially across diverse business units.

Identifying and retaining high-potential employees for long-term leadership development amidst competitive market conditions and internal promotions is a persistent challenge.

## What's next?

- Over the next two years (2024-2025):
  - Develop and implement a succession plan for all key leadership positions
  - Establish a mentorship programme for senior leadership to mentor junior colleagues
  - Provide executive coaching to all mid-level managers.

## Enhancing leadership skills at Midcity

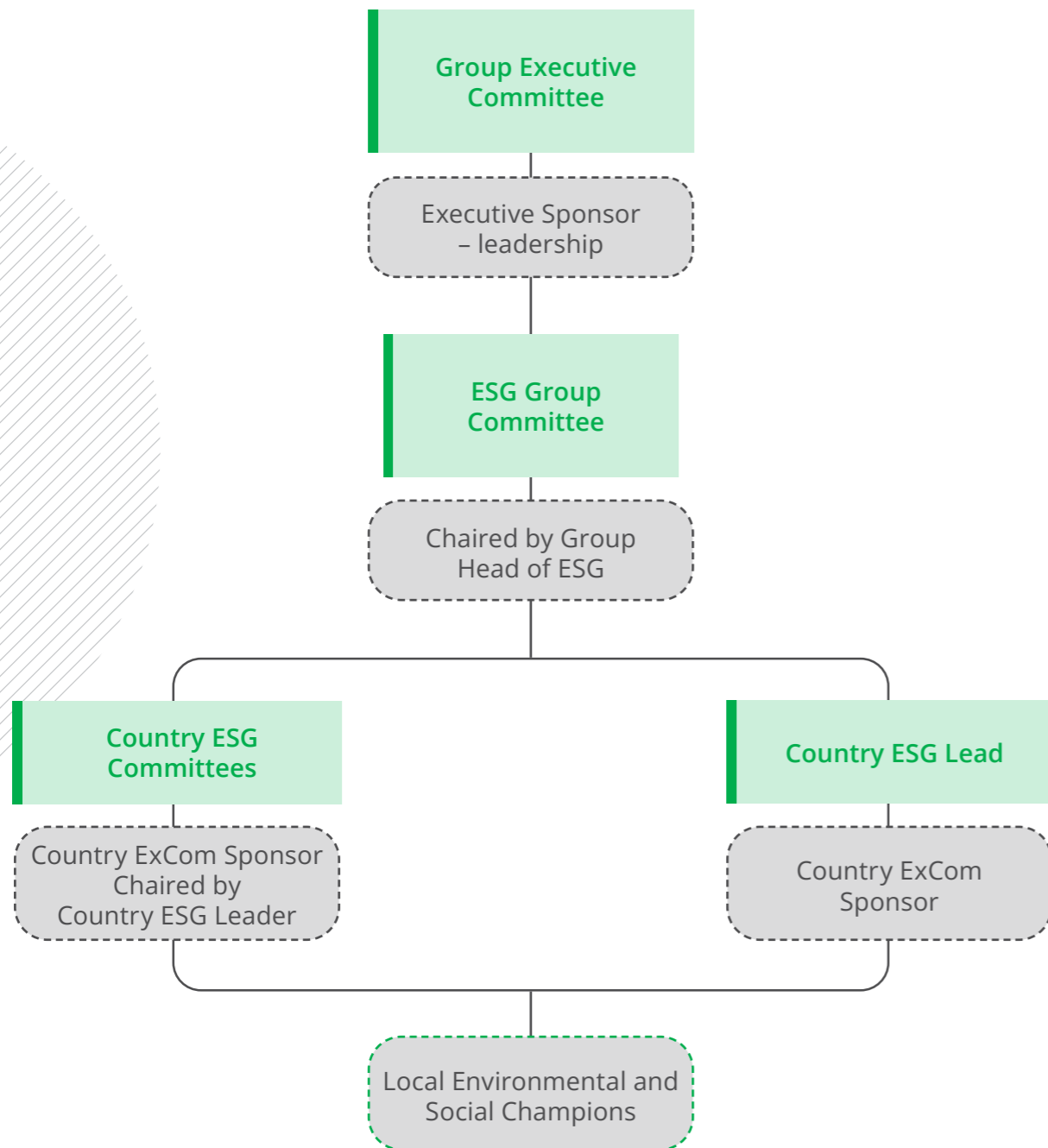
In 2022/2023, Midcity prioritised leadership development through a robust training programme, delivering the Diploma in Leadership and Development through Illuminate. The curriculum covered essential skills, including self-awareness, resilience, and relationship management, preparing leaders to excel, drive change, and promote continuous improvement and ethical practices within the organisation.



# Sustainability governance structure

OCS has established a sustainability governance structure that extends from Group Executive Committee (ExCom) to our operational teams.

Its purpose is to integrate sustainability and responsible practices, generating value by building a stronger more resilient and inclusive company. We do this through monitoring our environmental impact, addressing social issues and ensuring compliance with global governance standards.



# Glossary

ANZ	Australia & Aotearoa New Zealand
APAC	Asia Pacific
CD&R	Clayton, Dubilier & Rice
EAP	Employee Assistance Programme
ESG	Environment, Social, Governance
EV	Electric Vehicle
ExComm	Executive Committee
GHG	Greenhouse Gas
HR	Human Resources
HVAC	Heating, Ventilation & Air Conditioning
ISO	International Organisation for Standardisation
MSD	Ministry of Social Development (New Zealand)
NSO	National Support Office
PHEV	Plug-in Hybrid Vehicle
QHSE	Quality, Health, Safety & Environment
RAP	Reconciliation Action Plan
SBTi	Science Based Targets initiative
SDGs	Sustainable Development Goals
TCO <sub>2e</sub>	Tonnes of Carbon Dioxide Equivalent
TRIFR	Total Recordable Injury Frequency Rate
UK	United Kingdom



Doing business in the right way →

Connect with our team today  
[sustainability@ocs.co.nz](mailto:sustainability@ocs.co.nz)



**TRUE**.Values.