

2025 BOQ Sustainability Data Pack



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Sustainability Metrics

Category	Sub-Category	Metric	FY25
Customers & Community	Customers experiencing financial hardship	Number of financial difficulty or hardship applications approved	4,098
Customers & Community	Footprint (as at 31 August)	Total reduction in corporate footprint since FY23 in square	14,686
Customers & Community	Footprint (as at 31 August)	Number of Branches	111
Customers & Community	Footprint (as at 31 August)	Number of ATMs	106
Customers & Community	Customer complaints	Change in Internal customer complaints year on year (%)	127% increase
Customers & Community	Customer complaints	Change in External customer complaints year on year (%)	5% increase
Customers & Community	Customer complaints	Total customer complaints resolved on the same day they were raised (%)	72%
Customers & Community	Customer complaints	Total customer complaints resolved within five business days (%)	85%
Customers & Community	Customers on digital platforms (as at 31 August)	Total customers on digital platforms (%)	44%
Customers & Community	Scams and fraud	Amount prevented and recovered for customers as a result of scams and fraud (\$'m)	9.67
Customers & Community	Scams and fraud	Average scam and fraud onboarding intervention rate	98.3%
Customers & Community	Community investment	Community investment - Total (\$'m)	\$1.9m
Technology & Data	Cyber & Data	Number of significant notifiable cyber security breaches, which result in the public disclosure of data	Nil
Technology & Data	Cyber & Data	Number of significant notifiable privacy breaches, which result in the public disclosure of data	Nil
Technology & Data	Transformation & Operations	Number of key processes automated	72
Technology & Data	Transformation & Operations	Number of IT Assets on the cloud	91%
Technology & Data	Transformation & Operations	Number of Heritage Applications decommissioned	41
Technology & Data	Transformation & Operations	Number of Heritage Products for sale	19
People	Employee engagement	Employee voluntary turnover (excluding casual employees) (%)	15.4%
People	Employee engagement	Employee engagement score (%)	73%
People	Employee engagement	Employee engagement survey participation rate (%)	78%
People	Employee engagement	Number of Lead on Q participants	210
People	Employee training (as at 31 August)	BOQ Workforce who have completed mandatory compliance learning modules (%)	99.0%
People	Employee training (as at 31 August)	BOQ Workforce who have completed BOQ's Code of Conduct related mandatory learning module (%)	99.8%
People	Employee conduct	Number of breaches of Code of Conduct by BOQ Workforce	68
People	Employee conduct	Number of breaches of Code of Conduct by BOQ Workforce resulting in formal warnings issued	55
People	Employee conduct	Number of breaches of Code of Conduct by BOQ Workforce resulting in termination	13
People	Diversity & Inclusion (as at 31 August)	Women on Board of Directors (%)	43%
People	Diversity & Inclusion (as at 31 August)	Women in Senior Leadership (%)	41%
People	Diversity & Inclusion (as at 31 August)	Women in Leadership (%)	41%
People	Diversity & Inclusion (as at 31 August)	Women on the Executive Committee (%)	43%
People	Diversity & Inclusion (as at 31 August)	Headcount - BOQ Workforce excluding Transaction Centre Contractors	3,970
People	Diversity & Inclusion (as at 31 August)	Headcount - Employees	3,835
People	Diversity & Inclusion (as at 31 August)	Headcount - Transaction Centre Contractors	29
People	Diversity & Inclusion (as at 31 August)	Employees - Permanent full time (%)	86.6%
People	Diversity & Inclusion (as at 31 August)	Employees - Permanent part time (%)	10.1%
People	Diversity & Inclusion (as at 31 August)	Employees - Casual (%)	0.2%
People	Diversity & Inclusion (as at 31 August)	Employees - Maximum term (%)	3.1%
People	Diversity & Inclusion (as at 31 August)	Employees - Female (%)	54.0%
People	Diversity & Inclusion (as at 31 August)	Employees - Over 55 years (%)	11.7%
People	Diversity & Inclusion (as at 31 August)	Employee headcount (Casual employees) - Female / Male / Non-binary or undeclared	7/0/0
People	Diversity & Inclusion (as at 31 August)	Employee headcount (Maximum term employees - Full Time) - Female / Male / Non-binary or undeclared	49/53/0
People	Diversity & Inclusion (as at 31 August)	Employee headcount (Maximum term employees - Part Time) - Female / Male / Non-binary or undeclared	8/7/0
People	Diversity & Inclusion (as at 31 August)	Employee headcount (Permanent full time) - Female / Male / Non-binary or undeclared	1,656/1,661/6
People	Diversity & Inclusion (as at 31 August)	Employee headcount (Permanent part time) - Female / Male / Non-binary or undeclared	351/35/2
People	Diversity & Inclusion (as at 31 August)	Average tenure of employees (years)	5.5
People	Diversity & Inclusion (as at 31 August)	Average days absenteeism per employee per year	8.1
People	Diversity & Inclusion (as at 31 August)	Employees under an enterprise bargaining agreement (%)	94.6%
People	Workplace, Health & Safety	Number of lost time injuries	3

Total percentages may not equal 100 per cent due to rounding.

Definitions and reporting criteria

Agency Contractor refers to an individual employed by BOQ via a recruitment agency.

Amount prevented and recovered for customers as a result of scams or fraud year refers to the total amount of lost monies recovered for BOQ Customers that was lost, but later retrieved through investigation, reversal, or cooperation with other financial institutions.

ATMs refer to BOQ branded ATMs located at or nearby to BOQ branches.

B4SI - The Business for Societal Impact (B4SI) network is a global standard in measuring and managing corporate social impact. The B4SI Community Investment Framework (B4SI framework) is a measurement standard that helps organisations understand track, measure and report on the difference their voluntary charitable contributions make to society.

Board of Directors encompasses Executive and Non-Executive directors.

BOQ Workforce encompasses Employees, Transaction Centre Contractors and Agency Contractors. In FY24 BOQ Workforce also included Franchise Employees, which included Transaction Centre Employees.

BOQ Workforce who have completed mandatory compliance learning modules is the percentage of the BOQ Workforce who have completed their core mandatory compliance training as at 31 August 2025. Excludes BOQ employees on long-term leave.

BOQ Workforce who have completed BOQ's Code of Conduct related mandatory learning module is the percentage of the BOQ Workforce who have completed BOQ's Code of Conduct related mandatory learning module as at 31 August 2025. Excludes BOQ employees on long-term leave.

Branches includes Corporate branches and Transaction Centres.

Breaches of Code of Conduct by BOQ Workforce refers to actions or behaviours by an individual that breach the standards, policies, or expectations outlined in BOQ's Code of Conduct.

Breaches of Code of Conduct by BOQ Workforce resulting in formal warnings issued refers to instances where an individual has acted in a way that breaches the expectations outlined in the Code of Conduct and has been issued with a formal written warning by BOQ.

Breaches of Code of Conduct by BOQ Workforce resulting in termination refers to serious breaches of the BOQs ethical or professional standards that warrant the end of an individual's employment. These are typically material breaches that significantly impact BOQ's reputation, operations, or compliance

Casual employees refers to Employees who do not have any fixed hours.

Community investment measures contributions made by BOQ to community organisations or activities. The calculation of Community investment has been guided by the B4SI framework. Community investment consists of monetary contributions to charitable organisations or activities, social sponsorship of cultural events or institutions, matching employee fundraising, time contributions, and direct costs associated with managing Community investment activities including salaries (inclusive of superannuation), memberships and subscriptions, professional advice, travel and subsistence whilst travelling. Aligned to the B4SI framework, where activities that deliver a community benefit also deliver a direct commercial benefit, Community investment has been recognised only where the community benefit was the primary driver for the contribution, with a proportional attribution applied based on the relative community versus commercial driver of the contribution.

Consistent with B4SI guidance contributions are included only where sufficient information is available to support both the community benefit attribution and the input value of the contribution made (inclusive of relevant taxes where applicable).

Customers on digital platforms refers to the number of active Retail customers on digital bank platforms divided by total active Retail clients, excluding Superannuation and Insurance only customers. Definition of 'active' is a customer with one or more open accounts which had either customer-initiated transactions in the last 24 months or a balance > \$100.

Employee refers to an individual BOQ directly pays salary and wages including permanent full time and part time and those engaged on maximum term contracts or working casually.

Employee engagement score, known as the People Experience Engagement Index, is measured through a Pulse Employee Engagement Survey generated by the Qualtrics platform sent to all Employees as at 31 July and completed by 31 August. The number of questions in the Engagement Survey increased between FY24 and FY25, accordingly the overall scores at not comparable year on year.

External customer complaint refers to a recorded customer complaint referred to BOQ by the Australian Financial Complaints Authority.

Financial difficulty or hardship applications approved refers to a customer who has been approved for or received financial assistance. Assistance provided can include flexibility in meeting scheduled repayments or an extension of a loan term resulting in lower monthly repayments.

FY - Financial year ended 31 August.

Headcount refers to total number of individuals which differs from FTE which is the total equivalent amount of full-time workers hours. As a result it would be expected that FTE is lower.

Heritage applications decommissioned refers to IT assets where all components have been completely decommissioned, e.g. data fully archived, servers switched off, SaaS contract and integrations closed.

Heritage products for sale refers to Retail Products that continue to be active / originated on Heritage Applications.

Internal customer complaint refers to a recorded customer complaint made to a front-line or BOQ complaints team.

IT Assets on the cloud refers to the percentage of all IT components (i.e. IT assets) that are on the cloud, not hosted in a BOQ data centre.

Key processes automated refers to the number of mapped business processes (i.e. key processes) that, following a period of development and uplift, have met pre-defined automation criteria during the financial year.

Leadership encompasses Senior Leaders (as defined below), as well as senior managers in tiers 7 and above.

Lead on Q participants refers to the Executive Committee, General Managers and tier 7 and 8 employees who had participated in the two-day 'Lead on Q' leadership program as at 31st of August.

Lost Time Injuries refers to an occurrence in the BOQ work environment, that results in an injury where time is lost from work of one day/shift or more, resulting in an accepted workers compensation claim (excluding journey and recess claims).

Maximum term Employee refers to an Employee on a maximum term employment contract.

Reduction in corporate footprint refers to corporate office space, in meters squared, that BOQ has exited or terminated (including provided notice but not yet exited or terminated) since 31 August 2023, as at 31 August.

Scam and fraud onboarding intervention rate refers to the amount of fraudulent applications declined at onboarding, represented as a percentage of total identified fraudulent applications, averaged across 12 months.

Senior Leadership encompasses our Executive Committee, General Managers and Heads of responsible for leading an organisational department. This calculation includes employees in tiers 8 and above.

Significant notifiable cyber security breaches, which result in the public disclosure of data are any significant information security incidents including the loss, theft of data/information determined as reportable by the Breach Review Committee to APRA or the Office of Australian Information Commissioner. Significant is defined in the organisational Incident and Breach Management Standard where the impact is high. Factors considered in assessing high impact include:

- Number of impacted customers (>500 constitutes significant),
- If issue is systematic in nature,
- If personal information has been lost or subject to unauthorised access or disclosure, and
- Level of reputational damage (Major constitutes significant).

Significant notifiable privacy breaches, which result in the public disclosure of data are any significant instances of unauthorised access to a customer's personal information in a BOQ Group system that was determined as reportable by the Breach Review Committee to APRA or the Office of Australian Information Commissioner, that also resulted in disclosure of that personal information to the public. Significant is defined in the organisational Incident and Breach Management Standard where the impact is high. Factors considered in assessing high impact include:

- Number of impacted customers (>500 constitutes significant),
- If issue is systematic in nature, and
- Personal information has been lost or subject to unauthorised access or disclosure.

Total customer complaints - comprised of Internal customer complaints and External customer complaints.

Total customer complaints: Days resolved - measured from the day the complaint was recorded, being either the day the complaint was made to a front-line or BOQ complaints team or referred from the Australian Financial Complaints Authority, up until the day the complaint was resolved, excluding the day the Transaction Centre Contractor refers to an individual who works in a Transaction Centre Branch. Transaction Centre Contractors were included in Franchise Network Employees in FY24.

Voluntary turnover is the sum of all separated Employees who have left voluntarily, such as resignation or retirement as a percentage of average headcount in a 12-month rolling period.

Engaging with our Stakeholders

Further information on BOQ's material sustainability topics can be found in the BOQ Group 2025 Annual Report.

Stakeholder	Objectives of engagement activities	Ways we can engage with stakeholders
Customers	<ul style="list-style-type: none"> To understand customers' financial needs and provide better customer experience across relationship, digital and treasury banking products and services. To understand where and how customers engaged can adopt sustainable practices. 	<p>Customer engagement occurs in line with existing regulatory requirements and obligations through various distribution and customer relations teams and may be undertaken by:</p> <ul style="list-style-type: none"> Collecting feedback through a variety of channels such as surveys, face-to-face meetings, relationship meetings, social media networks, digital app/internet banking and contact centres. Customer experience team conducting market research to understand customer needs. Where relevant, managing customer complaints in accordance with existing complaint management policies and processes. <p>The Customer Advocate Office is an independent office within BOQ that operates to engage with and support customers. Further information on BOQ's Customer Advocate Office can be found in the 2025 Annual Report p.17.</p>
Investors	<ul style="list-style-type: none"> To facilitate equity funding sources, with the aim to deliver sustainable long-term growth in returns and meet investor and regulator expectations for disclosure. To secure debt funding sources and manage liquidity, with the aim to create a stable and diverse funding base to meet balance sheet growth in a sustainable and economic manner. 	<p>As part of the Investor Relations, liquidity management and debt investor programs, investor engagement may be undertaken by:</p> <ul style="list-style-type: none"> Publication of twice annual financial results briefings, Information Memorandums, prospectuses and ad-hoc market updates available publicly. One to one and group meetings with domestic and international investors, proxy advisors, sell-side analysts, domestic and international institutional investors, market participants, key rating agencies and brokers. Presentations to institutional and retail brokers and their clients, including conferences. Annual General Meetings where shareholders are encouraged to submit questions, both prior to and during the meeting, to the Management and the Board. <p>Further information for BOQ's Shareholders can be found in the 2025 Annual Report p.45.</p>
Employees	<ul style="list-style-type: none"> To create an inclusive and diverse culture and ensure that current and future employees understand what is required to effectively engage customers, to design and distribute products and services, and for BOQ to create social capital through banking. To uplift capability and gain insights on how BOQ operates as a business including but not limited to matters such as BOQ's vision, purpose, culture, performance, ethical practices and Sustainability Obligations and Sustainability Commitments. 	<p>Employee engagement may be undertaken by:</p> <ul style="list-style-type: none"> Collecting feedback regularly via workplace, Pulse and culture surveys. Promoting sustainability and BOQ initiatives as part of team meetings, town halls, open forums with the executive team, presentations and webcasts. Leveraging internal communications and affinity groups to support an inclusive environment.
Communities	<ul style="list-style-type: none"> To understand how BOQ has the potential to increase positive impacts and reduce negative impacts in the creation of shared prosperity for current and future generations. 	<p>Community engagement may be undertaken by:</p> <ul style="list-style-type: none"> Regular meetings with BOQ Group's community partners to understand community issues, challenges and support required. Volunteering and fundraising initiatives across the Group. Investing in local communities. Encouraging employee participation in community initiatives and volunteering. Hosting events for Community Partners and inviting Community Partners to relevant BOQ Group events. Engagement of the Customer Advocate Office in communities where BOQ operates. <p>The Customer Advocate Office is an independent office within BOQ that operates to engage with and support communities where BOQ operates. Further information on BOQ's Customer Advocate Office can be found in the 2025 Annual Report p.17.</p>
Government	<ul style="list-style-type: none"> To gain access to information and insights on macro trends in environment, society and government, and micro-trends impacting the financial sector. To establish a collaborative approach to government-managed legislation, regulation and compliance, and any potential upcoming changes to these. To ensure BOQ's Materiality Assessment and subsequent strategies align with federal/state objectives. 	<p>Engagement with government bodies and/or representatives may be undertaken by:</p> <ul style="list-style-type: none"> Participation in policy development submissions, inquiries and consultations, as well as other meetings and committees. Cooperating with key state and federal political and departmental stakeholders.
Regulators	<ul style="list-style-type: none"> To remain up to date on upcoming regulatory changes. To inform BOQ's preparations for Materiality Assessments in line with relevant regulatory requirements. To maintain an open and transparent relationship. 	<p>Engagement with regulators and/or representatives may be undertaken by:</p> <ul style="list-style-type: none"> Participation in regulatory meetings, committees and working groups. Cooperating with key regulatory stakeholders.
Suppliers	<ul style="list-style-type: none"> To ensure that BOQ contracts with suppliers whose conduct is aligned with BOQ's purpose and values, meet the Supplier Code of Conduct, and align with BOQ's Sustainability Obligations and Sustainability Commitments. 	<p>Supplier engagement may be undertaken by:</p> <ul style="list-style-type: none"> Conducting ongoing compliance monitoring of BOQ's Material Suppliers and risk-based monitoring of non-Material Suppliers through regular meetings and discussions. Maintaining a Supplier Code of Conduct that is published on the BOQ website, with suppliers made aware of the code as part of supplier management activities. Undertaking appropriate supplier due diligence. Completing targeted contract clause remediation as part of planned contract events (e.g. renewal or variation).
Broker Network	<ul style="list-style-type: none"> To increase BOQ's customer reach and customer base and to improve the quality of existing customer service. 	<p>Broker network engagement may be undertaken by:</p> <ul style="list-style-type: none"> Engaging with brokers directly, and/or with aggregator partners. Broker roadshows and external surveys to understand broker network needs.
Industry Groups	<ul style="list-style-type: none"> To establish and enhance collaborations with BOQ, and to ensure that BOQ's Sustainability Obligations and Sustainability Commitments contribute to the collective achievement of sustainability goals. 	<p>Industry engagement may be undertaken by:</p> <ul style="list-style-type: none"> Actively participating in the Australian Banking Association working groups. Encouraging employee participation in industry collaborations. The Customer Advocate Office actively participating in working groups with industry peers.
Media	<ul style="list-style-type: none"> To enhance awareness among stakeholders and the wider society about BOQ's strategy through external communication where important. 	<p>Media engagement may be undertaken by:</p> <ul style="list-style-type: none"> Issuing press releases to announce significant news regarding BOQ. Releasing information through BOQ's media releases and website to inform stakeholder groups and the general public.
Strategic Partnerships	<ul style="list-style-type: none"> To grow the business by providing customers with products such as insurance, cards and superannuation, which are issued by third parties. 	<p>In accordance with contractual arrangements, engagement may be conducted directly through one to one meetings and ad-hoc queries.</p>

UN Principles for Responsible Banking - 2025 Progress Statement



BOQ Group joined the United Nations Environment Programme Finance Initiative's (UNEPFI) Principles for Responsible Banking (PRB) in 2024.

This is the first year BOQ is completing the PRB Progress Statement.

This UN PRB self-assessment covers progress by the BOQ Group from 1 September 2024 to 31 August 2025 (FY25).

Independent limited assurance has not been sought for responses in this template.

Further information is included in the 2025 Annual Report available on our website [here](#).

Summary

BOQ Group 2025

Principle 1: Alignment	Principle 2: Impact & Target Setting	Principle 3: Clients & Customers
<p>Content</p> <p>BOQ's sustainability strategy focuses on long term value creation to stay relevant to customers, employees, shareholders and the broader community.</p> <p>In September 2024, BOQ became a signatory to the Net Zero Banking Alliance (NZBA) and the UN Principles for Responsible Banking (UN PRB), aligning with the Group's commitment to the Paris Agreement and net-zero by 2050.</p> <p>The Group has begun adopting UNEPFI methodology and identified material topics aligned with five UN Sustainable Development Goals.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Material sustainability topics pp.10-11- 2025 Annual Report: Climate statements p.58	<p>Content</p> <p>BOQ Group is in the assessment phase for impacts. The UNEPFI methodology and Portfolio Impact Assessment tool was considered and used for initial analysis in 2025, with further work to be completed in 2026.</p> <p>While NZBA ceased operations in October 2025, BOQ remains committed to implementation of UNEPFI's Guidance for Climate Target Setting for Banks. Continuing through 2026, BOQ is developing science-based targets and has identified four key sectors within the lending and investment portfolios where it has, or is most likely to have, the most significant impact when seeking to align with pathways to net-zero by 2050.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Climate statements pp.58	<p>Content</p> <p>Customer engagement is central to BOQ's approach to building trust and shaping its sustainability priorities.</p> <p>In the near term and the longer term, BOQ may work directly with customers to understand their plans to reduce reliance on fossil fuels across their value chain, pathways for a just and inclusive transition to a lower carbon economy and consideration of potential adverse impacts on people and communities.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Climate statements p.58

Principle 4: Stakeholders	Principle 5: Governance & Culture	Principle 6: Transparency & Accountability
<p>Content</p> <p>BOQ recognises stakeholder engagement as essential to building trust and shaping its sustainability priorities.</p> <p>In 2025, the Group adapted an approach based on the UNEPFI Guidance on Client Engagement, providing clear objectives for each stakeholder group and supporting a structured engagement approach.</p> <p>As BOQ's targets and action plans are developed, ongoing engagement with stakeholders will help deepen understanding of sustainability impacts and opportunities.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Material sustainability topics pp.10-11	<p>Content</p> <p>The Board is supported in this work by its Committees. Executive accountability and day-to-day management of BOQ's approach to climate change is the responsibility of the MD&CEO and CFO. The Sustainability Committee is chaired by the CFO and meets at least four times a year.</p> <p>In 2025, governance enhancements included uplifts to sustainability governance and climate-related training for key management personnel.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Climate statements pp.56-57	<p>Content</p> <p>BOQ's Annual Report outlines the Group's activities, long-term value creation for stakeholders, and performance across social, environmental, and economic dimensions.</p> <p>The Sustainability Report and Climate Statements are included within the Annual Report, with assurance procedures detailed on pages 63-67.</p> <p>BOQ's 2025 PRB Progress Statement has not been externally assured.</p> <p>Links & references</p> <ul style="list-style-type: none">- 2025 Annual Report: Assurance statement on Sustainability Reporting pp.63-67

Principle 1: Alignment

We will align our business strategy to be consistent with, and contribute to, individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

Business model

Describe (high-level) your bank's business model, including the main business lines, customer segments served, types of products and services provided, the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing e.g. the distribution of your bank's portfolio (%) in terms of geographies, business areas or by disclosing the number of customers and clients served.

Links & references

- 2025 Annual Report: Who we are p.4
- 2025 Annual Report: Creating Value p.13

Response

BOQ is one of Australia's leading mid-tier banks, supporting Australians since 1874. Serving 1.5 million customers in retail and business banking across all states and territories of Australia, through 111 branches, and digital channels. BOQ Group provides \$58bn in housing loans, \$67bn in customer deposits and \$20bn in business lending and supported 4,098 customers through financial difficulty in FY25.

Strategy alignment

Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and other international frameworks such as the Kunming-Montreal Global Biodiversity Framework (GBF), the United Nations Guiding Principles on Business and Human Right (UNGPs), the forthcoming instrument on plastic pollution etc. Include any other national and/or regional frameworks that your bank has a strategy to align with where relevant.

Links & references

- 2025 Annual Report: Creating Value p.10-11
- 2025 Annual Report: Sustainability Report p.58

Response

BOQ recognises the importance of addressing climate change and incorporating climate-related risks and opportunities (CRROs) into decision-making. The Group seeks to align its climate aspirations with the Paris Climate Agreement. BOQ also recognises that significant challenges lie ahead for both global and local economies in transitioning to and achieving net-zero GHG emissions by 2050.

BOQ refreshed its Materiality assessment in 2025 and validated seven material topics that align with BOQ's strategic focus areas. These topics align to Sustainable Development Goals (SDGs) 1, 8, 9, 11, and 16.

Principle 2: Impact & Target Setting

We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.

Impact Analysis

Show how your bank has identified, prioritized and measured the most significant impacts associated with its portfolio (both positive and negative). Determine the priority areas for [The impact analysis should include assessment of the relevance of the four priorities laid out in Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector, as part of its initial or ongoing impact analysis.](#)

Links & references

- 2025 Annual Report: Creating Value p.10-11

Response

BOQ is in the assessment phase for impacts. The UNEPFI methodology and Portfolio Impact Assessment tool was considered and used for initial analysis in 2025, with further work to be completed in 2026.

Targets, Target Implementation, and Action Plans/Transition plans

Show that your bank has set and published a minimum of two SMART targets which address at least two different areas of most significant impact that your bank identified in its [Banks are encouraged to disclose information regarding actions they are taking in four priorities laid out in Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector \(2024\).](#)

Links & references

- 2025 Annual Report: Sustainability Report p.58

Response

During 2025, as part of implementing the UN PRB framework the Group commenced quantification of science-based targets for scope 1 emissions, scope 2 emissions (location and market based) and scope 3 operational emissions (Categories 1-14). In addition, the Group has identified four key sectors within our lending and investment portfolios where it has, or is most likely to have the most significant impact when seeking to align pathways to net-zero by 2050. In 2026, BOQ intends to set and disclose appropriate near-term science-based targets to align with UNEPFI's Guidance for Climate Target Setting for Banks, and with reference to the BOQ Risk Appetite Statement.

Principle 5: Governance & Culture

We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

Governance Structure for Implementation of the Principles

Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts (including accountability at the executive leadership level, clearly defined roles and responsibilities for sustainability matters in internal processes, etc.) and support the effective implementation of the Principles.

Links & references

- 2025 Annual Report: Sustainability Report p.56-57
- 2025 Annual Report: Risk Management p.51

Response

The BOQ Board is responsible for the oversight of environmental, social and governance (ESG) and sustainability matters. The Board oversees progress and approves changes to the Group's climate and sustainability-related priorities, including climate commitments. Executive accountability and day-to-day management of BOQ's approach to climate change is the responsibility of the MD&CEO and CFO and is delegated to senior management, where appropriate.

The Board and executive management are supported in this work by various Committees that report on their work throughout the year. For example, the Sustainability Committee is chaired by the CFO and meets at least four times a year. It includes general managers and senior management with environmental, social and governance responsibilities, and oversees implementation of BOQ's sustainability priorities, including those related to climate strategy.

Promoting a culture of responsible banking:

Describe the initiatives and measures of your bank to foster a culture of responsible banking among its employees (e.g., capacity building, learning & development, sustainability training for relevant teams, inclusion in remuneration structures and performance management and leadership communication, amongst others).

Links & references

- 2025 Annual Report: Sustainability Report p.57

Response

In 2025, BOQ took the next step investing in understanding climate risk. A cohort of key management personnel completed climate change training through the United Nations Responsible Banking Academy, complemented by technical content tailored to the Australian context and delivered by the University of Queensland (UQ) Business School Executive Education. This training will be extended to key leaders throughout 2026.

Risk and due diligence processes and policies

Describe what processes your bank has installed to identify and manage environmental and social risks associated with your bank's portfolio. This can include aspects such as identification of significant/salient risks, due diligence processes, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures your bank has in place to oversee these risks.

Links & references

- 2025 Annual Report: Sustainability Report p.57

Response

Sustainability (ESG) risk, which includes climate risk, is a material risk for BOQ under the Group's Risk Management Strategy. It is managed in accordance with the Group Material Risk Governance Policy. During 2025, BOQ's newly established Sustainability Policy and Sustainability Risk Management Standard outline the Group's approach to identifying, assessing, prioritising, monitoring and managing climate-related risks, including guidance on how climate-related risks may affect the Group's stakeholders and transmit and manifest across BOQ's other risk classes.