

Impact Report 2025



An Empowered Future

Smart

Group



Acknowledgement of Country



Smartgroup acknowledges the Custodians of Country throughout Australia. We pay our respects to them and to Elders past and present and thank them for their ongoing custodianship of this land and community.

Reconciliation is an important element of our sustainability approach, from our carbon offset partners working to restore biodiversity and care for Country, to the work we are doing to promote positive educational and economic outcomes for First Nations peoples.

We are committed to contributing to Australia's reconciliation journey by listening and learning, empowering diverse voices, and supporting stronger communities and a healthier environment.

kengatha-nak-thangi
Grow Mother Country

By Jade Kennedy of the Tatti-Tatti/ WadiWadi/Muddi-Muddi
– West Kulin Nation and Wajak/Kaardjin – Noongar Nation.



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Welcome to our 2025 Impact Report

2025 has been a defining year in Smartgroup’s journey to embed sustainability into the foundations of our business.

We’ve deepened our commitment to creating long-term value for our customers, clients and communities, culminating in the launch of our new three-year sustainability strategy for 2026 to 2028, **An Empowered Future**. This strategy reflects our corporate strategy and sets a clear and intentional path forward: reducing our



Scott Wharton — Managing Director and CEO

environmental impact, enabling clients and customers to make more sustainable choices, fostering an inclusive workplace and building a resilient business for the years ahead.

Innovative and values-aligned partnerships remain central to our progress. Working with our automotive, energy and technology partners, we supported more customers to access lower emission vehicles, renewable energy solutions and digital tools that simplify their experience with Smart. In 2025, 40 per cent of new novated lease orders were electric vehicles. Our collaborations helped build momentum in the energy transition and expanded our ecosystem of products and services to strengthen financial wellbeing and sustainable options for our team members, customers and clients.

We have continued to invest in creating positive social and environmental impact. We continued to champion our Carbon Offset Program, with customers contributing more than \$1.6 million in 2025 to biodiversity and regeneration projects across Australia. In addition, Smartgroup contributed over \$1.4 million to delivering positive impact through sponsorships and the Smartgroup Foundation, including initiatives focused on biodiversity, financial wellbeing and education, community support and engagement.

At the same time, we strengthened the support available to customers facing cost-of-living pressures through enhanced financial education, new partnerships and expanded access to salary packaging benefits. Across our stable of brands, up to 2.5 million potential customers employed by our existing clients can save on everyday expenses by salary packaging with us, while over 85,000 novated lease customers are saving money on the purchase, maintenance and running costs of their vehicles.

Our focus on inclusion remained strong throughout the year. We advanced key actions across our diversity pillars, concluded our first Innovate Reconciliation Action Plan (RAP) with the delivery of over 80 per cent of our commitments, and strengthened our focus on accessibility and gender equality. These initiatives continue to shape a culture where people feel valued, supported and able to do their best work.

As regulatory and consumer expectations continue to evolve, so too has our approach to governance, data and disclosures. We’ve taken important steps to prepare for future compliance with the Australian Sustainability Reporting Standards (ASRS) and refreshed our commitments and initiatives relating to climate through our new sustainability strategy. These steps not only enhance transparency, but also help stakeholders better understand the impact we’re striving to deliver and our progress.

Looking ahead, our focus is on bringing our 2028 sustainability strategy to life in a way that deepens relationships with partners and clients, supports access to lower emission vehicle choices and renewable energy, and strengthens the systems that will help us scale our impact. Together, we’re building an empowered, more sustainable future that delivers real benefits for the communities we serve.

Scott Wharton

Scott Wharton
Managing Director and CEO



2025 highlights

Smart Business

- Total greenhouse gas (GHG) emissions were nearly 7% lower year-on-year and have declined more than 20% since 2022.
- Scope 3 emissions decreased by 6% year-on-year, reflecting a reduction in emissions from purchased goods and services and business travel.
- We relocated our Sydney head office to a building with strong sustainability credentials, including a 5.5 Star NABERS Energy rating.
- Modern Slavery Assessments required for all Tier 1 and Tier 2 suppliers via Ethixbase360 and stronger onboarding and pre-engagement controls have been implemented to manage human rights risks across our supply chain.
- Our Code of Conduct was refreshed to embed our new values and reinforce expectations for integrity, transparency and accountability.

Community and social impact

\$1.4m

committed to drive positive impact across the not-for-profit, education, health and public sectors, including almost \$250,000 in Smartgroup Foundation grants.

Smart Solutions

- More customers were supported to transition to lower emission vehicles, with battery electric vehicles accounting for 40% of new novated lease vehicle orders in 2025.
- The Novated Leasing Hub was expanded to more clients, with new features including test-drive booking and enhanced self-service for customers.
- We continued to enhance our digital platforms, enhance accessibility of digital channels and strengthen our cyber resilience.
- We expanded our partner ecosystem to provide new and innovative ways for customers to access electric vehicles or renewable energy for their homes, partnering with Karmo, BMW Financial Services and Enreal.

Promoting biodiversity outcomes

\$1.6m

in customer contributions directed to revegetation and biodiversity projects across Australia via our Carbon Offset Program.

Smart Customers

- Smartrewards was made available to 100% of salary packaging customers, giving more people access to savings and everyday offers.
- We launched a new partnership with Finspo, giving customers access to expert guidance to help them save on their home loan and improve long-term financial wellbeing.
- We delivered 2,112 customer education webinars to 36,480 participants, with attendance up 24% from 2024, helping customers understand their options and make more informed financial decisions.
- We promoted the benefits of lower emission vehicle options, including EVs, at more than 1,700 novated leasing customer engagement sessions, and participated in major EV events across Australia.

Cost of living

491,000+

customers across Australia accessed our salary packaging benefits to reduce their taxes and maximise their take-home pay.

Our People Make This Possible

- We launched our new values, updated our ways of working and refreshed our employee benefits.
- We hosted our first Wellbeing Week for team members, offering a mix of educational, social and restorative activities to support team wellbeing.
- We were recognised by Diversity Council Australia as an Inclusive Employer 2025-2026, retaining the citation we've held since 2019.
- We made significant progress on reconciliation initiatives, concluding our Innovate RAP in December 2025 and commencing work on developing our second Innovate RAP.
- We commenced the development of a new Diversity and Inclusion Strategy for implementation in 2026-2028, with clear measures to drive more inclusive outcomes.

Gender representation

40/40/20

representation across all levels within the organisation and on our Board.



About this report

This report details our sustainability performance as Smartgroup Corporation Ltd (Smartgroup) for the year 1 January to 31 December 2025. The report covers all our activities and is compiled in accordance with the Global Reporting Initiative (GRI) Standards for this period.

Our GRI Content Index and Sustainability Data Book are [available here](#).

We are an ASX-listed public company with operations across Australia, and our head office is located at Level 15, Tower 2, 201 Sussex Street, Sydney, NSW, 2000.

We refer to this publication as our Impact Report to reflect its purpose as a voluntary report highlighting our key sustainability initiatives, achievements and the impact we create for people and planet. This distinguishes it from mandatory sustainability disclosures, defined under regulatory frameworks.

Our 2025 Impact Report and Sustainability Data Book are aligned with our financial reporting period. They are published alongside our 2025 Annual Report, which includes our climate-related financial disclosure and is [available online](#). There have been no restatements of information during this reporting period. Our reported GHG emissions have been prepared by a third-party impact consultancy, however, our Impact Report and emissions have not been externally audited. Our Annual Report, including the Remuneration Report, is externally audited by KPMG.





How we create value

Central to everything we do is our commitment to delivering an exceptional experience to our employer clients and their employees – from the calls we take to the industry-leading technology we develop.

We are continuously improving our end-to-end offering, from how we design our processes, to how we deliver our services, while thoughtfully considering our environmental and social impacts.

Our network includes more than 3,300 employer clients and over 491,000 salary packaging customers across Australia. We work with software providers, financiers, vehicle dealerships and manufacturers, automotive services, insurance companies and other financial-service providers.



You can find out more about Smartgroup in our Annual Report [here](#).

The sectors we work in



Not-for-profit
40%



Hospitals
24%



Government
25%



Education
7%



Corporate
4%

Key areas

Salary packaging

2.5 million potential customers who work for our existing clients and have access to our salary packaging benefits.

Novated leasing

85,300 vehicles managed

Fleet management

35,200 vehicles managed

Benefits

Alleviate cost-of-living pressures: Employees can use pre-tax income to pay for eligible expenses such as rent, mortgage payments, superannuation contributions and work-related equipment, reducing their taxable income and increasing their take-home pay.

Attraction and retention: Employers can offer more competitive remuneration packages, helping attract new talent and retain existing employees.

Cost savings on vehicle purchases: Employees can save on the purchase price and running costs of a vehicle by bundling these costs into a novated lease and using pre-tax income towards the total cost.

Affordable access to vehicles: A novated lease provides a tax-effective, budget-friendly way to access a vehicle. Customers can also pay for an electric vehicle entirely from pre-tax income, with a full Fringe Benefits Tax (FBT) exemption on vehicles below the Luxury Car Tax threshold of \$91,387 for 2025-26.

Enhanced fleet efficiency: Customisable fleet management solutions that save businesses time and money while improving driver safety.

Operational flexibility: Adaptable fleet services that meet specific operational needs and help improve overall productivity.

Independent recognition of our ESG achievements

Our commitment to service excellence, employee engagement and sustainability is recognised through numerous benchmarks and industry bodies that assess environmental, social and governance (ESG) leadership.

Sustainalytics Rating



Awarded an ESG Risk rating of 11.1 and ranked in the 96th percentile globally by [Sustainalytics](#)

S&P Global ESG score



Ranked in the 85th percentile in the [S&P Global Corporate Sustainability Assessment](#)

Inclusive Employer



Recognised as an 'Inclusive Employer' by the Diversity Council of Australia

(a citation held since 2019)

Employer of Choice



Recognised by the Workplace Gender Equality Agency as an Employer of Choice for Gender Equality 2023-25

(a citation held since 2021)

ISS ESG responsible investment



2nd year of being awarded a Prime rating by [ISS ESG](#) for corporate ESG performance

Industry associations

Industry engagement

We are proud to be members of the following industry associations:





Introducing our 2028 sustainability strategy: An Empowered Future

In November, we published our new 2028 sustainability strategy, **An Empowered Future**. This was an important milestone for Smartgroup, with the new strategy setting a more focused direction for how Smartgroup will create impact over the next three years from 2026 to 2028.

Since launching our first sustainability strategy in 2022, the world around us has shifted. New sustainability regulations and reporting frameworks are emerging, customer expectations continue to increase, and policy changes, including incentives for electric and hybrid vehicles, have reshaped the mobility landscape. At the same time, Smartgroup has refreshed our corporate strategy and brand, sharpened our customer focus and welcomed new leadership.

2025 was the right moment to evolve our approach to reflect what has changed, what is important to the people who rely on us and to confirm where we are best placed to make a meaningful difference.

Our 2028 sustainability strategy will guide our work from 2026 to 2028. It sharpens our focus, clarifies our ambitions and strengthens our ability to scale our impact. While this **Impact Report** focuses on reporting the outcomes and achievements from the final year of our 2022–2025 strategy and commitments, our new strategy is already shaping how we work with clients, customers, partners and communities.

An Empowered Future Sustainability strategy 2028

Smarter Ecosystems

Empowering a lower emissions transport future for our customers and clients.

We will be the provider of choice in lower emission passenger vehicles for novated leasing and fleet management, within our key client segments.

At least 50% of annual novated lease orders for new vehicles to be EVs or hybrids by 2028.

Fleet clients representing 25% of total fleet managed vehicles have been supported to adopt a lower emissions vehicle transition strategy by 2028.

Demonstrate a year-on-year reduction in the emissions intensity across our car park (ie. novated lease vehicles and fleet vehicles under management) by 2028.

Smarter Together

Creating value for customers and communities through strengthening financial wellbeing.

We will deliver positive social outcomes through strengthening the financial wellbeing of our customers and clients and the communities in which we operate.

Grow access to Smart benefits and savings by driving a year-on-year increase in participation in salary packaging benefits among eligible employees in our client base.

Support community and social impact initiatives via financial and in-kind contributions equivalent to 2% of NPATA by 2028, aligning to our key client segments.

Provide at least \$250,000 community investment annually via the Smartgroup Foundation to initiatives aligned to the Social Impact Framework.

Smarter Foundations

Building trust and accountability by embedding sustainability into our business.

We will take responsibility for the impacts of our business and embed robust sustainability governance. Solid foundations in sustainability will be the platform from which we can make the most of our opportunities and deliver positive change in our Smarter Ecosystems and Smarter Together focus areas.

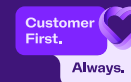
Enhance our understanding and measurement of Scope 3 supply chain emissions by the end of 2026 and identify opportunities to reduce emissions over 2026-2028.

Implement a new Diversity and Inclusion Strategy in 2026 with measurable targets to drive more inclusive outcomes across the organisation.

Enhance sustainability reporting to comply with the Australian Sustainability Reporting Standards for 2027 reporting.

How we enable this future

Innovation, technology, and digital inclusion | Education & advocacy | Customer & client engagement | Culture and values





Our 2025 materiality refresh

To inform the next phase of our strategy, we completed an ESG Double Materiality Assessment, facilitated by a third party.

This process included consulting with our team members, executives and Board, our clients and customers, strategic partners and stakeholders, with our assessment aligned to the Global Reporting Initiative (GRI) Standards and the Australian Sustainability Reporting Standards. Stakeholders identified the most important priorities, which included enhancing social outcomes and financial wellbeing, supporting clients and customers through the energy transition, and innovation, technology and digital inclusion.

These insights helped us refine and consolidate our material topics from 14 topics in 2022 to a narrower set of eight topics in 2025.

Rather than removing topics, some were combined or renamed. For instance, human rights, modern slavery, and sustainable and ethical procurement have been combined into a new material topic of 'responsible supply chain'. Our ongoing engagement with Aboriginal and Torres Strait Islander peoples has been captured under the topics of 'enhancing social outcomes', 'diversity and inclusion' and 'responsible supply chain', in line with our areas of focus.

This more focused set of priorities has informed our sustainability strategy and will guide where we direct our effort and resources over the next three years.

Our updated material topics are:

- Enhancing social outcomes and financial wellbeing
- Supporting clients and customers in the energy transition
- Innovation, technology and digital inclusion
- Responsible business and data security
- Operational and supply chain emissions
- Responsible supply chain
- Diversity and inclusion
- Employee wellbeing, engagement and development



material topics identified in 2025. These were refined and consolidated from **14 topics** in 2022.



Sustainability governance

Strong governance underpins progress on our sustainability ambitions.

Our Board is supported by four Board-level committees, with the ESG Committee responsible for overseeing our sustainability strategy by:

- Reviewing our sustainability priorities;
- Integrating these priorities into our operating framework and long-term values; and
- Assessing progress against our commitments.

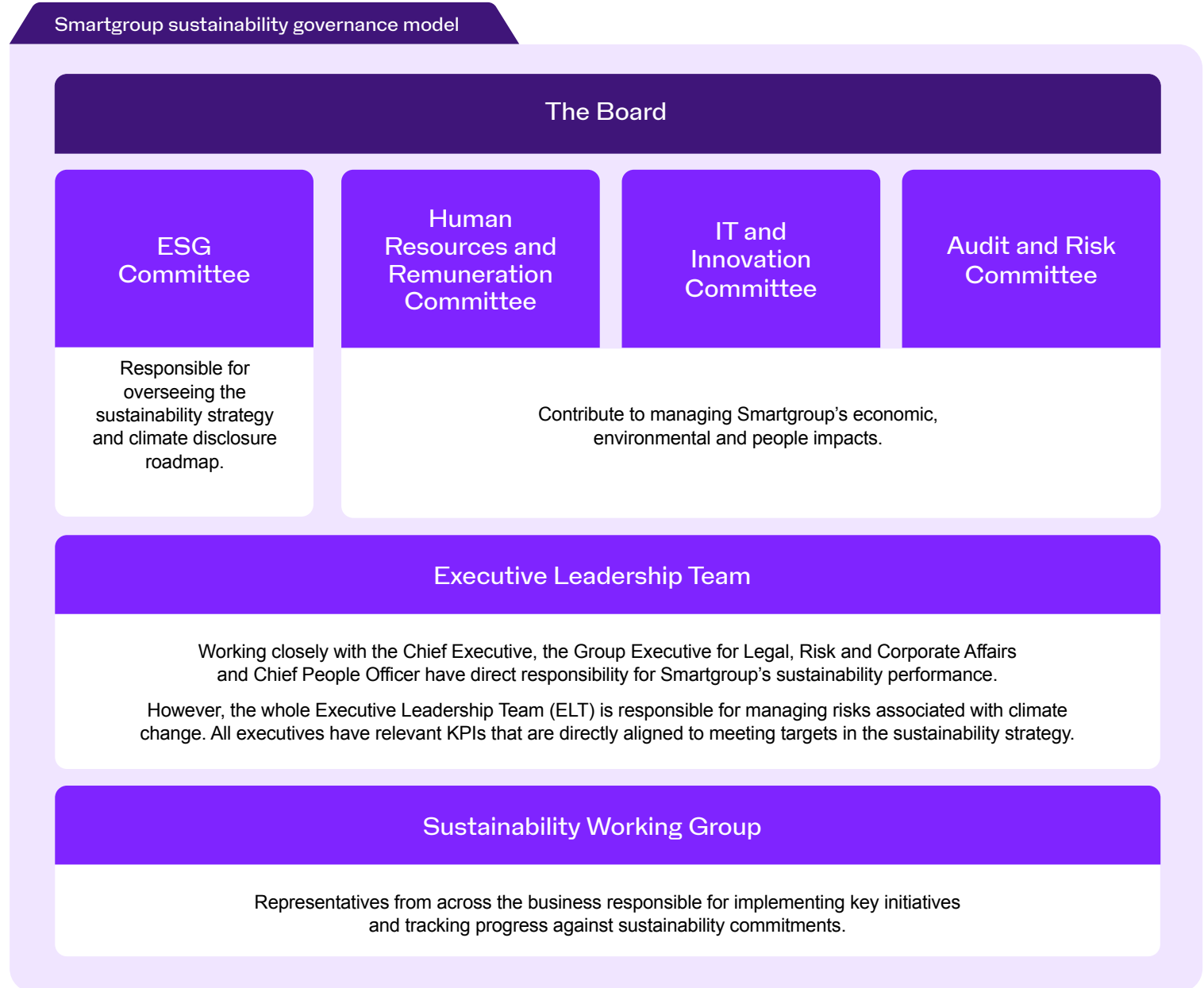
All executives have relevant KPIs that are directly aligned to achieving our sustainability targets, with responsibilities delegated across key business functions.

The ESG Committee meets at least three times a year and comprises four non-executive directors, being the Chair, Ian Watt AC; and committee members John Prendiville, Anne McDonald and Mark Rigotti.

In 2025, the ESG Committee continued to monitor performance against our sustainability commitments and targets, provide oversight of our approach to managing climate risk and monitored progress against our sustainability reporting roadmap. They approved the 2025 Modern Slavery Statement, the ESG Double Materiality Assessment and our 2028 sustainability strategy, **An Empowered Future**. Updates on the implementation and progress of our Innovate RAP and the work of the Smartgroup Foundation were also reported to the Committee.



See our [Sustainability Data Book](#) for more information, including details on our sustainability approach, frameworks, policies and procedures.





Reflecting on our 2025 achievements: A Smarter, More Sustainable Tomorrow

This 2025 Impact Report is based on **A Smarter, More Sustainable Tomorrow**, the sustainability strategy that has guided Smartgroup since 2022. As we close out the final year of the strategy, we are proud of the progress delivered and the foundations it has created for the next phase of our sustainability journey.

Over the past three years, the strategy has helped us embed stronger sustainability practices across the business. We have enhanced how we support customers to make more informed choices, strengthened our governance and elevated our focus on people, communities and the environment. Our achievements in 2025 reflect the maturity of our approach and the collective effort of our people, clients and partners.

Smart Business



Adopting best practices to quickly adapt to new trends and embrace challenges

- Taking action on climate
- Investing in our community
- Aligning our supply chain
- Remaining accountable and transparent

Smart Solutions



Designing solutions for seamless customer experience while reducing our negative impacts

- Enabling net zero
- Digitalising our customer experience

Smart Customers



Promoting sustainable choices by our clients and customers by providing relevant resources for decision-making

- Facilitating financial wellness
- Promoting sustainable and smart car-purchase and driving behaviours

Our People Make This Possible



Creating a diverse and thriving work culture that recognises our team is at the centre of everything we do

- Creating diverse and inclusive teams
- Strengthening our Aboriginal and Torres Strait Islander connections
- Developing and engaging our team members
- Ensuring healthy and safe workplaces



Sustainability strategy

Smart Business

Adopting best practices to quickly adapt to new trends and embrace challenges

To drive ongoing improvements, we must responsibly address the environmental and social impacts of our operations. Our focus is on making sure we are well positioned to embrace future sustainability and climate-related opportunities, while managing current and emerging risks to build a resilient and future-ready business.

WE AIM TO:

- strengthen our adaptability and agility as an organisation;
- apply best practice to reduce and mitigate risks linked to climate change, human rights and modern slavery; and
- minimise negative impacts from our operations and support positive outcomes across our value chain.

Taking action on climate

We are committed to participating in the transition to a low-carbon future. In addition to addressing our own emissions, we have an important role to play in helping our clients and their employees, who are our customers, understand the climate impact of their decisions and make more informed and sustainable choices.

Our commitments	2025 Progress
All the sites we control will source 100% renewable energy by 2026.	● Renewable energy accounted for 80% of total electricity used by all offices for 2025, with our three largest corporate sites in Sydney, Melbourne and Adelaide now powered by renewable energy.
Our direct operations will be net zero by 2030.	● We continued to make positive progress in reducing our greenhouse gas emissions in 2025. Our combined Scope 1 and market-based Scope 2 emissions fell by 45% from 2024, while total emissions across Scope 1, market-based Scope 2 and Scope 3 are down almost 7% from 2024.
We will implement annual reporting of Scope 3 emissions by 2026.	● We completed our first Scope 3 assessment in 2022 to establish our emissions baseline. In 2025, we made a commitment in our new sustainability strategy to enhance our understanding and measurement of Scope 3 supply chain emissions by the end of 2026, to identify opportunities to reduce emissions over the three years to 2028.
We will achieve a demonstrated reduction in Scope 3 emissions intensity by 2026.	● Our emissions intensity continued to trend down in 2025. Scope 3 emissions, which represent around 99% of emissions, were down by 6%. Reductions in emissions from purchased goods and services and business travel contributed to the result. Scope 3 emissions have declined by around 20% since we began measuring emissions in 2022.

● Completed / Target Met ● In Progress ● Not Started / Off Track



Smart Business

Our performance

Energy and emissions

In 2025 we continued to reduce the environmental impact of our operations. This year we continued to reduce our direct operational emissions. Our combined Scope 1 and market-based Scope 2 emissions fell by 45 per cent from 2024, reflecting updated methodology to align to the latest Australian Government emissions factors for refrigerants, and a full year of powering our three largest offices in Sydney, Melbourne and Adelaide with 100% renewable energy.

We relocated our Sydney office to a building with strong sustainability credentials, including a 5.5 Star NABERS Energy rating and features designed to reduce energy and water use. Almost 80 per cent of our offices are now powered by renewable energy (GreenPower). As part of our new 2028 sustainability strategy, we have set a revised goal to source 100 per cent renewable energy across all offices by 2030 and will continue working with landlords at our Brisbane and Perth sites to support this transition.

Scope 3 emissions represent the majority of our emissions and accounted for 99 per cent of our total footprint in 2025. Scope 3 emissions were down 6 per cent year on year, with reductions in emissions from purchased goods and services and business travel contributing to the result.

Reducing the impact of travel

Employee commuting and business travel are a significant source of our emissions, so we continue to promote flexible working, use of public transport and virtual collaboration to help reduce unnecessary travel. In 2025, we refreshed our Smart Travel Policy to align to this focus, recording a 24 per cent reduction in

emissions from business travel. We maintained Qantas as our preferred airline partner. Qantas has set targets to reduce its Scope 1 and 2 emissions by 25 per cent by 2030 (from 2019 levels) and is implementing a range of other sustainability initiatives to reduce its environmental impact. We are exploring opportunities to use the Qantas Business Carbon Program to better track and manage flight-related emissions.

All business flights and employee travel continue to be offset through our partnership with Greenfleet, with our 2025 contribution supporting the Haly Creek project, revegetating koala habitat on Waka Waka Country in Queensland. Through this approach we aim to reduce the environmental impact of essential travel while supporting broader biodiversity and ecosystem restoration efforts.

Using technology responsibly

We continue to closely manage the environmental impact of our technology systems, prioritising cloud-based platforms and migrating legacy data centres to the cloud. We partner with technology vendors with clear commitments on climate. Our cloud services are provided by Microsoft, which has an established carbon reduction program and a commitment to be carbon negative by 2030, with reporting aligned to the GRI Standards. We are also working to optimise and streamline our cloud usage to help manage both our carbon footprint and our operating costs.

We continued partnering with e-waste Sydney to safely dispose of equipment from our five Australian sites, with most materials recycled or reused. In the 12 months to June 2025,

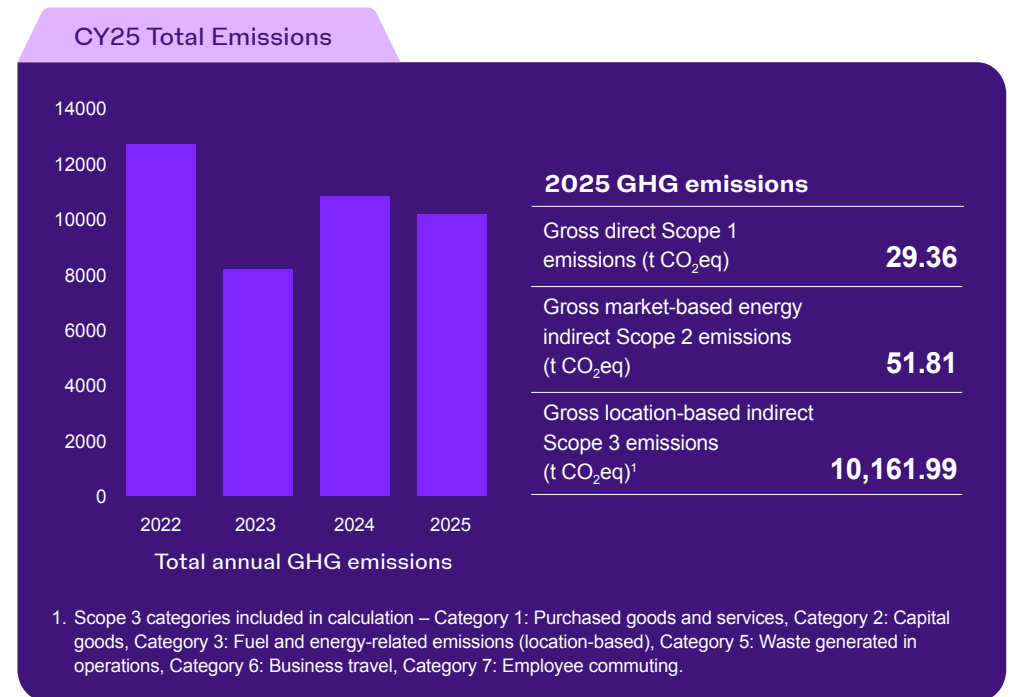
3,113 kg of e-waste was collected from our largest two offices in Sydney and Adelaide, with 95 per cent — or 2,957 kg — recycled or reused, delivering CO₂ savings of 12.67 metric tonnes (MT).

Improving our reporting approach

We are committed to deepening our understanding of Scope 3 supply chain emissions by the end of 2026 so we can identify opportunities to reduce emissions through to 2028. This work includes implementing new tools and technology to improve data quality

and governance, and engaging our suppliers on emissions data, reduction strategies and ESG performance. These steps will provide a strong foundation for exploring science-based targets for Scope 1, 2 and 3 emissions in 2026. Science-based targets set out a clearly-defined path to reduce GHG emissions in line with the Paris Agreement goal to limit global warming to the 1.5°C.

We are also making progress towards aligning our reporting with Australia's new climate disclosure requirements under the Australian Sustainability Reporting Standards for the 2027 reporting year.





Investing in our community

Supporting the communities where we live and work is an important part of who we are. Through the Smartgroup Foundation, our sponsorships and our Social Impact Framework, we focus our efforts on initiatives that create meaningful financial and social outcomes. Each year, we are inspired by the passion of our community partners and grant recipients whose work strengthens communities and creates new opportunities.

Our commitments	2025 Progress
We will establish a Social Impact Framework by the end of 2023.	● In 2025, the Social Impact Framework continued to guide the allocation of grants through the Smartgroup Foundation and shape our decisions on community contributions - including both financial and in-kind support such as volunteering.
We will provide up to \$250,000 community investment annually.	● A total of \$248,680 was awarded by the Smartgroup Foundation in 2025 for projects aligned with the three focus areas of the Social Impact Framework. We also committed nearly \$1.2 million in sponsorships to drive positive social impact and support employees and communities in areas such as health, education and the environment.
The Smartgroup Foundation will seek to make 20 donations or grants annually, focusing on broad geographic impact across the states and territories of Australia in which we operate.	● 20 community groups received grants in the Smartgroup Foundation's 2025 funding round.
● Completed / Target Met ● In Progress ● Not Started / Off Track	

Our performance

The Smartgroup Foundation is the primary way we implement our Social Impact Framework. In 2025, the Foundation awarded around \$250,000 in grants to 20 community organisations across Australia, selected from a record 178 applications. All funded projects aligned with one or more of our three focus areas: natural climate solutions and decarbonisation technologies, inclusive and equitable communities, and financial wellness and education. This ensures our community investment delivers targeted and meaningful impact in the areas that matter most.

This year's grants supported initiatives such as habitat restoration, programs for young people living with chronic illness or disability, community food and cooking programs, and financial education to support housing and employment pathways.

Many Smartgroup clients are not-for-profits, public benevolent institutions and government entities. We committed nearly \$1.2 million in sponsorships to drive positive social impact and deliver education and engagement activities to benefit their employees or communities. This included support for major events across veterans' support, disability inclusion and education, and sponsoring BaptistCare's Chain Reaction Challenge raising money for young people and families in need.

We also rolled out a workplace giving campaign with the NSW Department of Education, making it easier for employees to make pre-tax donations to Stewart House, the

department's preferred charity which supports 1,600 public school children each year. As part of the campaign, Smart donated an additional \$43,000.

For Department of Defence employees, we ran a 'Month of Giving' campaign, pledging a donation for every new member who signed up to salary package a benefit. At the end of the campaign, Smart donated \$20,000 to Legacy. A further campaign launched in November enabled Defence employees to quickly and easily set up regular donations from their pre-tax income to support four Defence aligned charities: [Soldier On](#); [Legacy](#); [Wounded Heroes](#); and [Bravery Trust](#).

Looking ahead, we will continue to strengthen our community investment by providing at least 20 Smartgroup Foundation grants each year, aligned to our Social Impact Framework focus areas, and allocating up to \$250,000 p.a. for this purpose. Our priority is to continue to deliver targeted, measurable impact across climate solutions, inclusion and financial wellbeing, while deepening relationships with our government and not-for-profit clients to support meaningful outcomes for their communities.



Social Impact Framework

Smartgroup theory of change

Our social impact areas have been designed to be aligned with our sustainability strategy vision

In order to realise our vision of...

Participating in the transition to a low-carbon future

Amplifying our positive impact on our environment and communities

Supporting our clients and customers to maximise their benefits through our offerings



We have designed a Social Impact Framework that will help us define and measure our impact across three core areas;

Natural climate solutions and decarbonisation technologies

Inclusive, equitable communities

Financial wellbeing and education



What change are we trying to create?

Taking action

on climate change by investing in environmental and biodiversity projects, and promoting smarter and more-sustainable driving options for our customers.

Positive outcomes

and greater equality within our community, improving the lives of marginalised groups and individuals.

Improving the financial wellness

and career opportunities of Australian workers.



Support and enable our clients to achieve their sustainability goals



Case study

Treasure Boxes delivering dignity and supporting families in crisis

\$15,000

awarded by the Smartgroup Foundation

1,000 additional children

to receive assistance

South Australian charity Treasure Boxes Inc. is on a mission to ensure no child goes without the essentials they need to feel safe and valued.

Whether families are fleeing domestic violence, entering foster care or facing homelessness, Treasure Boxes partners with referral agencies to deliver trauma-informed support and everyday essentials—cots, clothing, nappies, toiletries—packed with dignity and care.

A \$15,000 grant awarded by the Smartgroup Foundation in 2025 will allow Treasure Boxes to expand its reach to assist an additional 1,000 children over the next 12 months. The Foundation has now provided over \$25,000 to Treasure Boxes to support more than 1,300 children, with the not-for-profit previously awarded a grant of \$10,500 in 2021.

The latest injection of funding will help the organisation strengthen its emergency response capacity, reduce pressure on caseworkers and help families transition from crisis to stability.

“Early intervention matters. When families in crisis receive practical help at the right time, it reduces trauma, protects children and opens doors to long-term recovery,” says Treasure Boxes CEO Gena Notley.



“Treasure Boxes fills a vital gap between emergency services and everyday survival. With the support of Smartgroup Foundation, we can ensure that no child goes without the essentials they need to feel safe, secure and valued.”

Gena Notley
Treasure Boxes CEO



Smart Business

Aligning our supply chain

Engaging closely with our supply chain helps us extend responsible practices beyond our own operations. We work with suppliers who share our commitment to ethical conduct and respect for human rights, and we continue to strengthen the processes that help us identify and manage risks. Our procurement practices are designed to ensure suppliers meet the ethical, governance and sustainability standards expected by our clients and support safe and fair business practices.

OUR COMMITMENTS	2025 PROGRESS
We will complete a detailed modern slavery risk assessment on all our Tier 1 and Tier 2 suppliers by the end of 2024.	<ul style="list-style-type: none"> ● We are undertaking third-party Modern Slavery Assessments on all Tier 1 and Tier 2 suppliers through the Ethixbase360 platform. We have embedded Modern Slavery Assessments at three points in the procurement lifecycle: onboarding new vendors, contract renewal and when potential incidents arise. At each gateway, all Tier 1 and Tier 2 suppliers must complete a Modern Slavery Questionnaire, as well as any Tier 3 or Tier 4 suppliers operating in high-risk sectors identified by the Australian Government.
We will develop a human rights and modern slavery roadmap to drive continuous improvement in understanding and responding to human rights risks in our supply chain by the end of 2024.	<ul style="list-style-type: none"> ● We have continued to make progress in 2025 on delivering the commitments contained in the Human Rights and Modern Slavery Roadmap endorsed by the Board in September 2024. This includes strengthening our procurement and vendor management policies to reinforce ethical sourcing expectations.
We will adopt a Board endorsed Human Rights Policy in 2023.	<ul style="list-style-type: none"> ● Our Human Rights Policy was adopted in April 2023.
We will include environmental, social and governance (ESG) credentials within the procurement due diligence process for all new Tier 1 suppliers by the end of 2024.	<ul style="list-style-type: none"> ● All new Tier 1 and 2 vendors must undergo a Modern Slavery Assessment. Tier 1 vendors selected via a Request for Proposal (RFP) process are also required to address broader ESG criteria. We are continuing to explore opportunities to expand ESG assessments to additional vendors or to include additional criteria. This is in line with the commitment in our new sustainability strategy to further engage with our supply chain on emissions data, emissions reduction strategies and progress, including ESG assessments of new suppliers.
We intend for 20% of our suppliers by number to be diverse suppliers such as B Corps, female-owned companies, Aboriginal and Torres Strait Islander businesses, SMEs, and Not-For-Profit enterprises by the end of 2026.	<ul style="list-style-type: none"> ● In 2025 we continued our membership of Supply Nation and remained focused on increasing the diversity of our supply chain - both through procurement and partnerships. Highlights included onboarding a First Nations owned car dealership group within our novated leasing supply chain and a First Nations financier on our lending panel. We also engaged other indigenous-owned businesses including a new IT service provider and a merchandise and printing services provider. We had direct spend in 2025 of over \$150,000 with Supply Nation registered businesses and indirect Tier 2 spend of over \$1.8 million with indigenous businesses. We are seeking to enhance our ability to track procurement spend and engagement of other categories of diverse businesses.
<ul style="list-style-type: none"> ● Completed / Target Met ● In Progress ● Not Started / Off Track 	



Smart Business

Our performance

Understanding our supply chain

To strengthen our understanding of supply chain risks and opportunities, we have categorised our suppliers into four tiers based on their spend volume and strategic importance. This helps ensure our due diligence efforts are targeted and proportionate.

- Tier 1 includes our most critical suppliers, identified through criteria such as spend volume and their essential role in delivering our corporate strategy.
- Tier 2 suppliers also represent high spend but have lower strategic dependency.
- Tier 3 and Tier 4 suppliers include all remaining vendors that support our broader operations.

Our Procurement Policy and Vendor Management Policy guide how we identify and manage modern slavery and human rights risks in our supply chain. Our Procurement and Legal teams oversee supplier risk assessments, while contract owners are responsible for ongoing engagement, monitoring and reporting for key suppliers. We also strengthened our pre-engagement onboarding controls and introduced new internal workflow tools to improve governance during 2025.

We have embedded Modern Slavery Assessments at three points in the procurement lifecycle: onboarding new vendors, contract renewal and when potential incidents arise. At each gateway, all Tier 1 and Tier 2 suppliers must complete a Modern Slavery Questionnaire, as well as any Tier 3 or Tier 4 suppliers operating in high-risk sectors identified by the Australian Government.

We reassess suppliers on a three-year cycle, reviewing roughly one third of vendors each year. In 2025, this process resulted in 62 completed questionnaires, with no significant risks identified. With 93 per cent of our suppliers based in Australia, we will continue engaging vendors to maintain visibility and reinforce expectations around human rights and ethical conduct.

Looking ahead, we began preparing for deeper engagement with suppliers on environmental and ESG performance. Under our 2028 sustainability strategy, we will strengthen our understanding of Scope 3 supply chain emissions by the end of 2026, supported by improved data collection and collaboration with suppliers on emissions reporting and reduction strategies.

Supplier diversity

We are committed to increasing our engagement with diverse suppliers, including B Corps, female-owned companies, Aboriginal and Torres Strait Islander businesses, SMEs and not-for-profit enterprises. Under our new sustainability strategy, we have maintained our ambition for 20 per cent of our suppliers by number to be diverse suppliers, but have extended the timeframe to achieve this to 2028. To support this, we are seeking to uplift our ability to identify, flag and report on vendors within these categories so that diversity is embedded into everyday procurement decisions.

In 2025, we enhanced our systems and processes to provide better oversight of First Nations suppliers at onboarding, including introducing a new system flag that will enable more consistent reporting and monitoring of our engagement with Aboriginal and Torres Strait Islander businesses over time.

Suppliers

93%

of our suppliers are based in Australia

4

First Nations businesses onboarded within our supply chain in 2025



Smart Business

Case study

Partnership with indigenous owned dealerships delivering positive outcomes

\$1.8 million

in vehicle sales settled through the dealership network

11 Indigenous-owned dealerships

across South Australia, Victoria and New South Wales

Engaging with Aboriginal and Torres Strait Islander businesses has been a key focus for Smartgroup under our Innovate Reconciliation Action Plan (RAP).

“We recognise the economic and community benefits we can deliver for First Nations people and the employment opportunities we can create through increasing the diversity of our supply chain. This includes both the procurement of goods and services directly from Indigenous-owned businesses, as well as through partnerships,” says Smartgroup Dealer Relationship Manager and RAP Working Group member Paul Mitry.

During 2025, Smartgroup signed a new partnership with Peter Kittle Motor Group, adding the network of 11 Indigenous-owned dealerships across South Australia, Victoria and New South Wales to our novated leasing panel helping customers find their perfect car. In the first year of the partnership, \$1.8 million in vehicle sales have been settled through the dealerships.

“Smartgroup sees a lot of value in building strong personal and commercial relationships with Aboriginal and Torres Strait Islander owned businesses. Embedding culturally respectful practices into the way we support and engage with these businesses is also really important,” Mr Mitry says.

Peter Kittle Motor Group has been a highly engaged partner, with their network of dealerships providing great support to our team members and our novated lease customers.

Andrei Puscas is the Assistant Fleet Sales Manager for Peter Kittle Toyota in Adelaide. He says: “Our partnership with Smart has been a very successful one, built on strong communication, trust and a shared focus on delivering the best outcomes for our mutual customers.

“We’re proud of what we’ve achieved together so far and look forward to continuing to grow the partnership in 2026 and beyond.”



“The collaboration has enabled us to support Smart customer requirements efficiently and consistently, and we truly value the long-term relationship we’ve developed.”

Andrei Puscas
Peter Kittle Toyota



Remaining accountable and transparent

Being open about our sustainability progress helps us build trust with stakeholders and focus on the areas where we can improve. We aim to report clearly and consistently on our sustainability ambitions and measures of success, supported by stronger data and more mature disclosures over time. Regular reporting to our Board and ESG Committee ensures we remain accountable for the commitments we make. Our approach is grounded in ethical conduct, guided by the Smartgroup Code of Conduct and supporting policies that help our people act with integrity in every interaction.

Our commitments	2025 Progress
We are committed to reporting on our progress and sustainability performance annually through our Sustainability Report.	● We have continued to refine our reporting approach. In 2025, we have renamed this report to be our "Impact Report", reflecting our continued commitment to voluntary sustainability reporting about our social and environmental impact, over and above the incoming mandatory sustainability reporting requirements.
We are aiming to increase our internal and external communication on our Sustainability Strategy and transparently share information on our website.	● We launched our new Sustainability Strategy 2028: An Empowered Future in November 2025, publishing the strategy on our website. The launch of the strategy has been supported by an extensive range of communication materials and internal engagement. We will continue to embed the sustainability strategy across our business and with key stakeholders in 2026.
We are committed to conducting our business ethically and with integrity.	● Ongoing.

● Completed / Target Met ● In Progress ● Not Started / Off Track

Our performance

Transparency and reporting

In 2025, we have again reported in alignment with the GRI Standards. We continued to mature our internal sustainability reporting processes, improving data quality, governance and cross-functional collaboration across the Impact Report, Sustainability Data Book and voluntary climate disclosures. These improvements support our preparation for the mandatory reporting requirements that will apply from 2027 under ASIC and the Australian Accounting Standards Board.

We are continuing to make positive progress on implementing our sustainability reporting roadmap and are refining our internal processes to strengthen governance around data collection and content development for our Impact Report, Sustainability Data Book and Annual Report, including our voluntary climate disclosure.

Risk management

In 2025 we continued to strengthen our approach to risk management and governance across the business. There were no instances of regulatory fines or sanctions during the reporting period, and no legal actions relating to anti-competitive behaviour. We updated our Risk Appetite Statements as part of our annual review process to ensure they remain current, and progressed towards integrating our most material climate-related risks into internal risk frameworks.

Ethics and integrity

Upholding strong ethical standards remained central to how we operate. We refreshed our Code of Conduct to embed our new values and reinforce expectations for integrity, transparency and accountability. The launch was supported by a mandatory e-learning module completed by 97 per cent of employees and a practical guide to help team members understand how the Code applies day to day.

We continued to strengthen awareness of our Speak Up portal throughout 2025. Smartgroup team members and external stakeholders can confidentially and anonymously raise concerns about potential unethical, unlawful or improper conduct through the Speak Up portal, which uses the Whispli platform. All concerns reported through the Speak Up portal are reviewed by an independent external case assessor to ensure issues are handled confidentially and professionally while protecting individuals' identities.

Other key processes such as our internal employee grievance system, engagement and risk culture surveys, and customer feedback pathways continued to operate throughout the year, with matters investigated and addressed through established procedures.



Sustainability strategy

Smart Solutions

Designing solutions for seamless customer experience while reducing our negative impacts.

Smartgroup designs and delivers products and services that create simple and accessible experiences for our clients and customers, while continuing to reduce the environmental and social impact of how we operate. By investing in technology and innovation, we are streamlining the way people engage with us, expanding access to EVs and other lower emission solutions and supporting drivers of petrol and diesel vehicles to manage their environmental footprint.

WE AIM TO:

- facilitate access to lower emission mobility and green energy options
- deliver exceptional experiences for clients and customers
- streamline our operations to reduce complexity and risk
- help clients and customers progress their own sustainability ambitions

Enabling net zero

We are uniquely positioned to support our clients and customers to make more sustainable choices through the products and services we provide. A key part of our approach is expanding access to lower emission vehicles and building an ecosystem of partners and solutions that can help our clients and customers to minimise their carbon footprints. We also continue to enhance our digital platforms to simplify the end-to-end journey for clients and customers seeking to access the benefits of salary packaging, novated leasing and fleet managed vehicles.

Our commitments	2025 Progress
We will extend our Carbon Offset Program to Autopia and Smartfleet by the end of 2023.	<ul style="list-style-type: none"> ● Our Carbon Offset Program provides an avenue for our novated lease customers, particularly those with petrol and diesel vehicles, to contribute towards offsetting the environmental impact of their vehicle. <p>In 2025, we continued to promote opportunities for our Smartfleet clients to participate in our Carbon Offset Program, and facilitated opt-ins to the program by our Autopia and Smart novated lease customers.</p>
We have set a target that 20% of our novated lease and fleet managed new vehicle orders will be EVs by the end of 2026.	<ul style="list-style-type: none"> ● In 2025, 39% of all novated lease and fleet orders for new vehicles were EVs.
We will offset 100% of our direct fleet emissions, including car embodied emissions by 2026.	<ul style="list-style-type: none"> ● In 2025, all emissions from Smartgroup's direct fleet vehicles were offset with our partner Greenfleet.
We will explore alternatives to establish a partnership with a green energy provider to complete the ecosystem for our EV novated leasing customers.	<ul style="list-style-type: none"> ● In 2025, we began offering customers affordable subscription options for solar, battery and electric vehicle charging solutions through our partner Enreal.

● Completed / Target Met ● In Progress ● Not Started / Off Track



Smart Solutions

Our performance

Supporting the transition to lower emission mobility

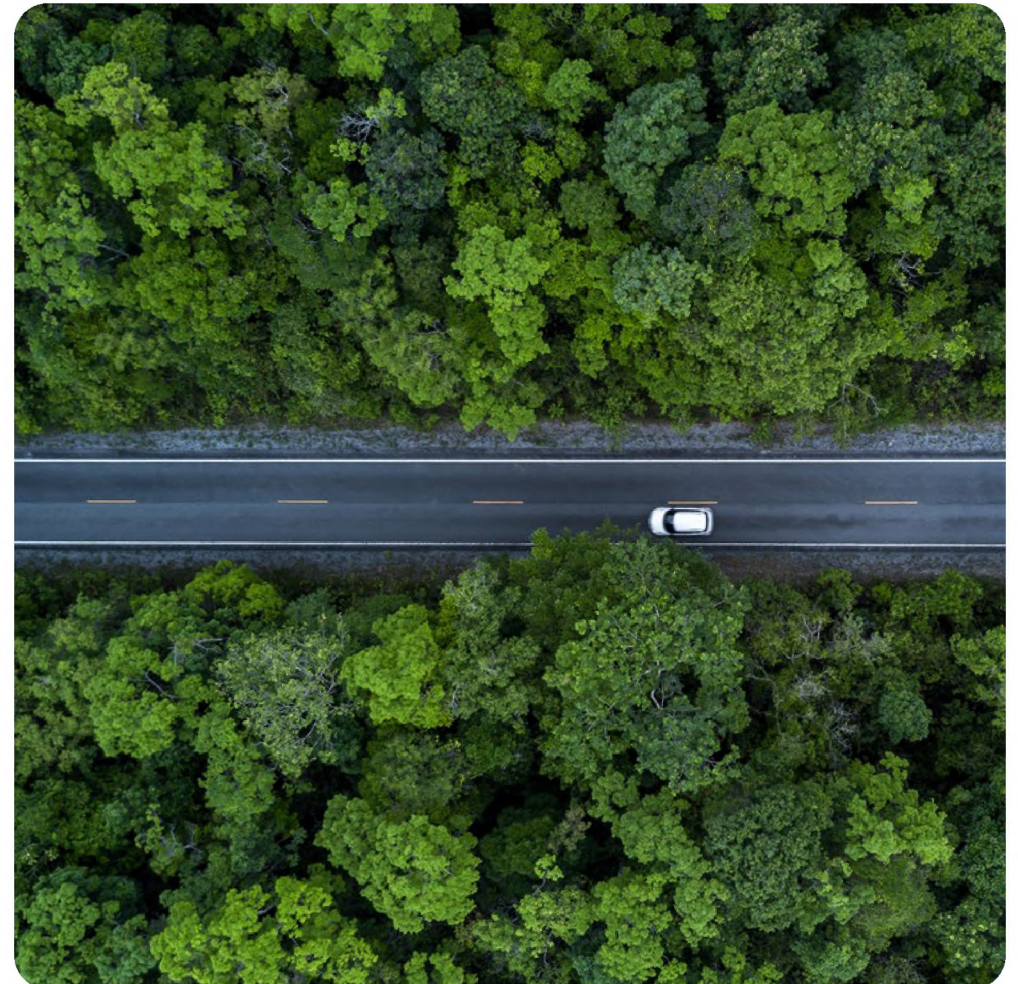
In 2025, we continued to expand access to lower emission vehicles for our customers. Battery electric vehicles accounted for 40 per cent of new novated lease vehicle orders in 2025, supported by new partnerships that made it easier and more affordable for people to explore lower emission options across the range of petrol, diesel, hybrid and electric models. This included partnering with Karmo to offer flexible car subscription options, both for ICE and electric vehicles, and collaborating with BMW Financial Services to simplify the novated leasing process directly through BMW and MINI dealerships.

We continue to play an active role in driving the success of key government policies and initiatives that help Australians transition to lower emission vehicles. This included supporting the roll-out of the New Vehicle Efficiency Standard through educating customers on low-emission models and collaborating with automotive partners on EV campaigns and offers. We continued to support customers making the switch to an EV by helping them access tax savings available through the Federal Government's Electric Car Discount Policy.

Through our membership and engagement with the National Automotive Leasing and Salary Packaging Association (NALSPA), the Electric Vehicle Council (EVC) and the Australian Finance Industry Association (AFIA) we advocated for policies that support EV uptake. In 2025, this included participating in independent research by Magenta Advisory into the impacts of the Federal Government's Electric Car Discount.

The research found the policy has resulted in an additional 105,500 EVs being driven by Australians since 2022, and could see an additional 1.5 million EVs on our roads by 2035. The continuation of the policy would result in 50 per cent less vehicle emissions (~4.1 MtCo₂) and deliver almost 900,000 EVs into the secondhand market. When considering these wider benefits, the research found the policy provided a \$2.25 return on every \$1 in cost, rising to a \$3 return for 2026-2030.

We also strengthened the broader clean-energy ecosystem through partnerships that support more sustainable choices at home. Our collaboration with Enreal is providing customers with an option for subscription access to solar, battery and EV charging solutions, helping reduce household energy costs and encouraging the adoption of renewable technologies.



Smart Solutions

Case study

Eighteen years of impact through our Carbon Offset Program

\$17.7 million

contributed by Smartgroup customers to help plant biodiverse, climate-resilient forests

1.1 million tonnes of carbon

will be removed from the atmosphere as a result of our customers' donations

Smartgroup's Carbon Offset Program has been helping customers take positive climate action since 2008.

In 2025, approximately \$1.6 million was invested in revegetation and biodiversity projects across Australia including New South Wales (Three Cedars), Victoria (Mountain View, Hells Hole Creek and Three Chain Road), Queensland (Haly Creek and Ivory Creek), and Western Australia (Eurardy Reserve). An estimated 78,000 tonnes of carbon is expected to be removed over the life of the forests planted with these funds.

The program gives novated lease customers the option to contribute towards offsetting the emissions from their petrol or diesel vehicle by supporting accredited restoration projects across Australia. Through long-standing partnerships with Greenfleet and Carbon Positive Australia, these contributions are directed to native revegetation projects that support the removal of carbon, promote biodiversity outcomes and regenerate habitat for wildlife.

Our partnership with Greenfleet is now in its 18th year and continues to make a significant environmental contribution. Over this time, Smartgroup customers have contributed more than \$14.5 million, helping to plant

biodiverse, climate-resilient forests across the country. As a result of these contributions, around 937,000 tonnes of carbon will be removed and long-term habitat created for native wildlife.

In 2025, 47 Smartgroup employees planted over 1,000 trees and plants at volunteer events held by Greenfleet, helping to restore critical habitats for flora and fauna on Dharawal Country in Sydney's south (NSW), Boonwurrung Country in South Gippsland (VIC) and Ngarrindjeri Country at Bull Creek (SA).

Our partnership with Carbon Positive Australia has also delivered meaningful outcomes for nature over the past six years. Customer contributions exceeding \$3.2 million have supported the ongoing restoration of 1,350 hectares of degraded land at Eurardy Reserve in Western Australia, an area national and global ecological significance.

Located on the traditional country of the Nanda people, areas like Bungabandi Creek hold deep cultural significance. Eurardy also provides habitat for native species such as the Red-tailed Black Cockatoo, Malleefowl, Spinifex Hopping-mouse, and an array of other mammals, birds and reptiles. As this landscape is rehabilitated, the new plantings are expected to sequester more than 200,000 tonnes of carbon, further protecting native species and ensuring that nature and culture continue to thrive.

By choosing to offset the emissions of their petrol and diesel vehicles, and taking collective action, our customers are helping to restore critical ecosystems, support native biodiversity and play an active role in Australia's transition to a low-carbon future.





Digitalising our customer experience

We continue to invest in technology and innovation to make it simpler and easier for clients and customers to engage with us. Our digital solutions enhance accessibility and reduce complexity, giving our customers and clients clear and intuitive pathways to understand their options and manage their benefits. We also continue to strengthen the security of our digital environment to protect our customers' information and maintain their trust.

Our commitments	2025 Progress
We aim to complete the delivery of key digital assets as part of our Smartgroup strategy by the end of 2024.	● Our new smart.com.au website and Novated Leasing Hub were delivered in 2024. Further enhancements were delivered to these platforms in 2025, in addition to new digital portals for key salary packaging clients and referral partners.
We will achieve a demonstrated year-on-year increase in digital-only interactions with customers from a 2022 baseline.	● Almost 3 million users visited smart.com.au in the first 12 months since its launch in November 2024. We continued to grow digital engagement, with total website visits exceeding 5.1 million sessions.

● Completed / Target Met ● In Progress ● Not Started / Off Track

Our performance

Digital innovation

We continued to enhance the digital experience for clients and customers through improvements to our platforms and portals during 2025. We expanded the Novated Leasing Hub with new functionality, including the ability to book test drives, used car search options and a recommendation quiz to help customers decide on the best vehicle for them – across the range of petrol, diesel, hybrid and electric vehicle models. We extended access to more clients, migrating 53 per cent of clients from the previous portal to the Novated Leasing Hub.

New digital portals were delivered for key partners such as BMW and Stratton Finance, providing more seamless pathways for customers purchasing a vehicle through a novated lease. We also simplified sign-up processes for major government clients to make it easier for employees to access their benefits.

We made meaningful progress in improving digital accessibility. Enhancements to smart.com.au continued in line with the WCAG 2.2 AA standard, supported by embedded accessibility checks in our design processes and tools such as Stark and Siteimprove. An external audit in April 2025 confirmed strong accessibility performance, with our smart.com.au home page and novated leasing landing page scoring between 95 and 99 out of 100 across desktop and mobile.

Looking ahead, we are finalising the development of our new Smart mobile app and enhancing our website portals to further streamline and simplify how customers manage their salary packaging benefits, with a rollout of these digital tools planned for 2026.

Cybersecurity improvements

Protecting our customers' data and privacy is a core part of Smartgroup's risk management. Cybersecurity risks are managed in alignment with our Enterprise Risk Management Framework, ensuring a structured and proactive approach to safeguarding the data and digital assets entrusted to us.

In 2025, we worked to strengthen our cyber resilience through a comprehensive program of initiatives. This included recertification to ISO/IEC 27001:2022, enhanced data loss prevention controls and ongoing third-party risk management. Regular vulnerability assessments, penetration testing and business continuity exercises were conducted to ensure system resilience, alongside improvements to organisational structures that reinforce cybersecurity governance.

Cybersecurity education was a focus across the year, including new training and awareness initiatives rolled out during Cyber Awareness Month to help team members engage in safe digital practices.



Sustainability strategy

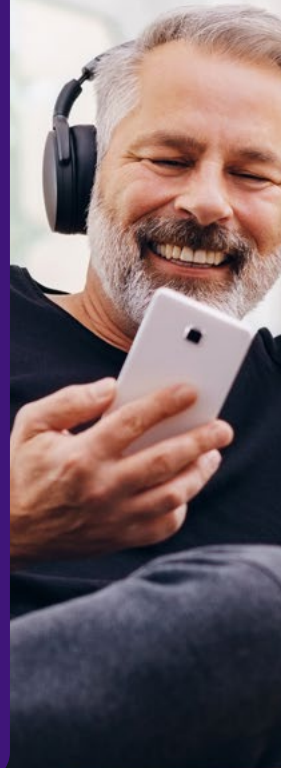
Smart Customers

Supporting our clients and customers to make more sustainable and informed choices by providing education and sharing knowledge.

Our goal is to help clients and customers make confident decisions that strengthen their financial wellbeing and to encourage them to make more sustainable choices. We focus on making information simple, accessible and practical so customers can understand their options and choose what's best for them.

WE AIM TO:

- build financial literacy in ways that improve economic wellbeing
- support sustainable transport choices by offering clear information on vehicle options and their impacts



Facilitating financial wellbeing

Facilitating financial wellbeing is central to our purpose. Through our core services, including salary packaging and novated leasing, we help clients support their employees to make the most of their income and achieve better financial outcomes. We also provide education, tools and personalised support to help customers understand their options, make informed decisions and access benefits most relevant to their needs.

Our commitments	2025 Progress
We will implement an enhanced Smartgroup financial benefits and wellbeing platform targeted for release in 2024.	<ul style="list-style-type: none"> ● Our Smartrewards platform is available to all salary packaging customers, with ~30% growth in gift card purchases compared to the prior year. In 2025, customers have saved around \$152,000 on gift cards available via the portal. <p>In Q4 of 2025, we began extending Smartrewards to all employees within our Smart client network, regardless of whether they are current Smart customers. The full rollout across our client network is expected to be completed by the end of H1-2026.</p>
We will continue to investigate other opportunities to provide our customers with relevant information and resources to improve their financial wellbeing.	<ul style="list-style-type: none"> ● We developed more targeted education content to suit customer needs, resulting in a significant uplift in attendance at customer education webinars. <p>We also partnered with Finspo in 2025 to help customers access expert advice on their home loans and identify potential savings.</p>

● Completed / Target Met ● In Progress ● Not Started / Off Track



Smart Customers

Our performance

Enhancing financial wellbeing through tools and education

Customer education remained a major focus in 2025. Attendance at our customer education webinars increased by 24 per cent on the prior year. This was a result of enhanced engagement with employer clients and more targeted content to suit our customers' needs. We ran a total of 2,112 sessions which were attended by more than 35,480 participants, helping customers understand their options and make informed financial decisions.

We also partnered with our industry body NALSPA to continue to educate the community on the financial benefits of salary packaging, and to advocate for expanded access to salary packaging benefits for more Australians.

We expanded the support available to customers through new and emerging partnerships. We partnered with Harvey Norman stores nationally to help more shoppers understand how salary packaging can be used for personal electronic devices such as phones, tablets and wireless headphones. Through this collaboration, customers learned how they could save on these purchases through special promotions, GST exemptions and by paying for eligible devices from their pre-tax income.

Access to our core benefits continued to grow. We supported around 491,000 Australians to save money each week by paying eligible expenses from their pre-tax income, and

Our customers

491,000

Australians are saving each week by paying eligible expenses from their pre-tax income

85,300

customers are saving on vehicle purchase and running costs through a novated lease

85,300 novated lease customers saved on the purchase and running costs of their ICE and electric vehicles.

Looking ahead, we are exploring new values-aligned partnerships for 2026 that can deliver genuine savings in areas that matter most to our customers. Our focus includes partners aligned to everyday household expenses that many customers already salary package, such as general and personal insurances, utilities and other household essentials.



Case study

Empowering financial wellbeing through Smart partnership with Finspo

\$20 million

in loans settled, helping customers save via lower interest rates or reduced monthly repayments

\$17,500 potentially saved

over the lifetime of a customer loan

A new partnership between our Smart™ brand and online mortgage broker Finspo, launched in July, is delivering real savings and better financial outcomes for customers.

Many of Smart's customers working in the not-for-profit and healthcare sectors can already use pre-tax income towards their mortgage repayments via salary packaging.

"The partnership with Finspo is a logical extension of Smart's role in helping customers find savings with their mortgage," says Smart's Group Manager for Growth and Performance Sunil Chandra.

Smart customers can access expert advice from a Finspo mortgage broker –whether they are buying their first home, investing or refinancing an existing home loan. Since launching the partnership, customers engaging with Finspo have settled more than \$20 million in loans, securing interest rates up to 0.14% p.a. lower than the national average for a similar type of loan.

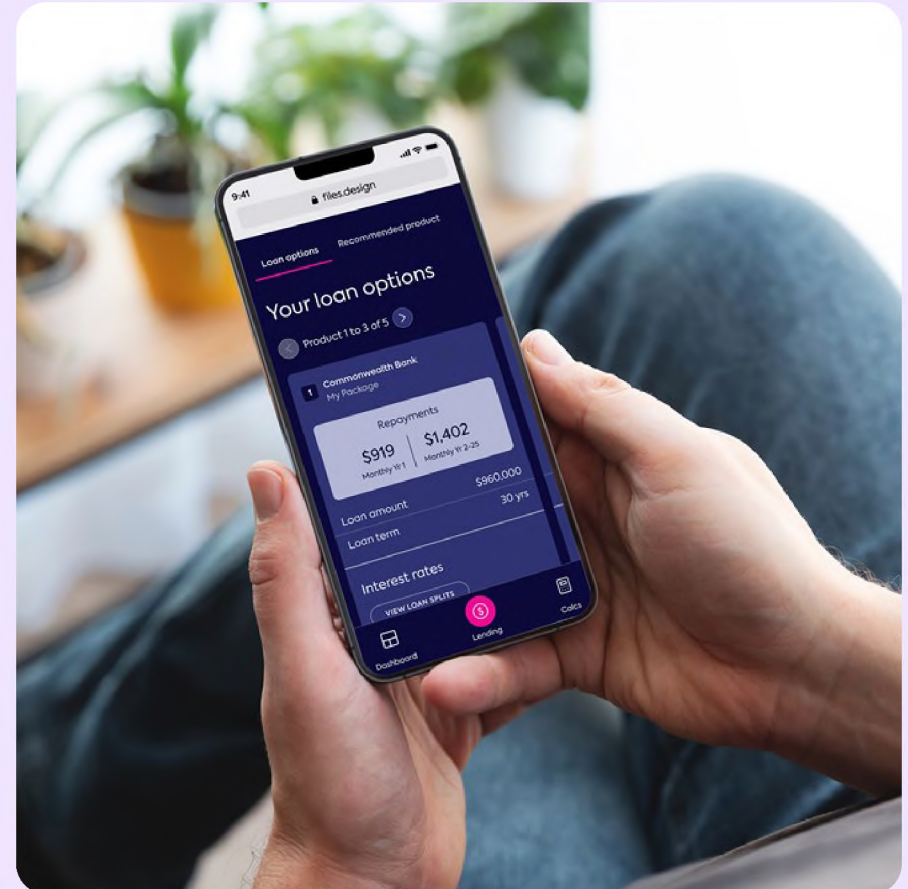
On average, customers are saving \$900 in interest in the first year, reducing their monthly repayments by up to \$50 and setting themselves up for savings of up to \$17,500 over the lifetime of the loan.

Customers who elect to keep paying the same amount per month after refinancing the loan will not only be able to pay their loan off sooner, but will also potentially save up to \$44,300 over the life of the loan.

"These savings highlight the long-term value and enhanced financial wellbeing outcomes that Smart is helping to deliver for customers through our growing ecosystem of partners."

Sunil Chandra
Smartgroup

The information and savings figures in this case study have been provided by and approved by Lab35 Pty Ltd t/as Finspo ABN 34 637 821 928 (Australian Credit Licence 521120). Any estimated savings shown are indicative of what may be achievable. The actual amount of any savings for any particular product will depend on a range of factors including your actual rate, your actual loan amount, property valuation (which is usually determined by the lender's valuer), and your actual repayments.





Promoting sustainable and smart driving behaviours

Our novated lease offering supports customers across the car ownership journey, helping them make confident and sustainable transport choices that also improve their financial wellbeing. Through our fleet management services, we guide clients on vehicle selection, funding, use and supporting infrastructure. A key part of our approach is providing clear, practical information that helps customers optimise costs, maintain their vehicles effectively, understand safety and suitability, and make informed decisions about their vehicles' emissions and environmental impact, across the range of available petrol/ diesel, hybrid and electric vehicles.

Our commitments	2025 Progress
We will launch a program of educational content about sustainable car choices, car use and maintenance by the end of 2023.	<ul style="list-style-type: none"> ● We continued to develop and share content during 2025 to raise awareness of the benefits of lower emission, more sustainable car choices including EVs and hybrids. This included customer education events, car reviews highlighting features and benefits, and informative videos and blog articles across our social media channels, website and newsletters.
We will publish environmental and ANCAP safety ratings for our novated vehicles as part of our novated leasing quotes by the end of 2023.	<ul style="list-style-type: none"> ● Environmental and ANCAP safety ratings have been incorporated into a range of Smart and Autopia novated lease quotes. Work is ongoing to include environmental and ANCAP safety ratings as part of refreshed, standardised Smart lease quotes to be rolled out in 2026.
We will provide access to customer-specific carbon footprint calculators by the end of 2023.	<ul style="list-style-type: none"> ● Completed in 2023. Customers can access carbon footprint calculators through our online sustainability resources.

● Completed / Target Met
● In Progress
● Not Started / Off Track

Our performance

Supporting the EV transition and promoting fleet efficiency

This year we delivered around 1,700 novated leasing customer engagement sessions to educate attendees on different vehicle options, including a focus on lower emission electric, hybrid and petrol/ diesel options. Almost 1,000 of these customer education events were delivered in-person, and around 700 sessions were conducted virtually. These sessions supported customers at every stage of the car ownership journey, helping them understand the benefits, running costs and emissions impacts of different vehicle options.

Our involvement in Australia's EV ecosystem continued to grow. Through our sponsorship of the Bridgestone World Solar Challenge, we supported innovators in solar mobility. Our team worked with RAA and Eagers Automotive to deliver the RAA EV Drive Experience in Adelaide. We interacted with customers and prospective car buyers at major EV events across Victoria and Queensland, as well as at EDUtech_AU in New South Wales, providing practical information and answering questions about the transition to lower emission vehicles. We met with education leaders at the South Australian Secondary Principals' Association Conference to raise awareness of the tax and financial benefits available through novated leasing.

Experience-based learning remained an important part of our approach. We hosted seven BMW Drive Days with our new automotive partner, giving customers direct exposure to a range of electric models.

Our Smartfleet team continued supporting clients through EV trials, sharing insights on battery health, pricing trends and infrastructure considerations to assist them with planning more efficient and lower emission fleets.

We continue to work with preferred tyre partners that are accredited retailers and/ or use accredited recyclers and collectors of Tyre Stewardship Australia. In 2025, more than 22,500 tyres from novated lease and fleet-managed vehicles were responsibly disposed of or recycled through this network of accredited service centres.

Promoting EVs

1,700

customer engagement sessions which covered sustainable vehicle options

22,500

tyres responsibly disposed of or recycled



Sustainability strategy

Our People Make This Possible

Creating a diverse and thriving culture that recognises our team as the centre of everything we do.

Our people shape the experience we deliver to our customers and clients, and we are committed to ensuring every team member feels valued, supported and able to do their best work. We focus on strengthening capability, fostering employee engagement and building a workplace where diversity is celebrated and everyone can contribute meaningfully.

WE AIM TO:

- create safe, inclusive and supportive workplaces
- develop and engage our people to grow their skills and careers
- strengthen diversity, equity and inclusion across our business



Creating diverse and inclusive teams

We believe that diversity makes us stronger. To help us build a safe, inclusive workplace where everyone can grow and contribute with confidence, Smartgroup uses our listening surveys, practical action plans and policies overseen by our Diversity Council, and our four Employee Network Groups - Gender, Accessibility, Pride and First Nations - to implement our overarching diversity and inclusion strategy.

Our commitments	2025 Progress
We will maintain Employer of Choice for Gender Equality.	● We continue to hold the Employer of Choice for Gender Equality citation from WGEA for 2023-2025.
We will maintain 40/40/20 gender representation across all levels.	● In 2025, women represented at least 40% at all levels of the organisation, including at the executive level.
We will achieve 40/40/20 gender representation at the Board level by the end of 2025.	● Our Board composition remains at 43% female and 57% male, consistent with 2024.
We will develop and implement an Accessibility Action Plan by the end of 2025.	● An Accessibility Action Plan was developed and implemented at the end of 2024. We continued to embed accessibility within the workplace in 2025 and participated in the Australian Disability Network's Access & Inclusion Index.

● Completed / Target Met ● In Progress ● Not Started / Off Track



Our People Make This Possible

Our performance

We were pleased to be recognised again for our efforts to progress gender equality. We achieved 'Inclusive Employer 2025-2026' recognition from Diversity Council Australia, a citation we have held since 2019, which reflects the positive experiences of our people.

The Board continues to review our gender pay gap as part of our commitment to improving equity across Smartgroup. In 2025, our median total remuneration gender pay gap was 10.2 per cent and our median base salary gap was 2.9 per cent. Both results remain well below the industry comparison benchmarks.

Since developing and implementing an Accessibility Action Plan, we have made considerable progress, including undertaking a Dignified Access Review of our Sydney office to identify current good practices, as well as opportunities. This resulted in the development of a plan to improve accessibility across all offices. We also launched our Workplace Adjustment Policy, delivered training to stakeholders on applying the policy and celebrated the International Day of People with Disability with a panel discussion featuring Smartgroup team members with lived experience.

Our focus on Pride led to new guidance, training and community engagement. We were recognised as a Bronze employer in the Australian Workplace Equality Index, reflecting our progress in building a more inclusive workplace for LGBTQ+ team members and customers. We strengthened awareness and capability by introducing on-demand learning on inclusion and allyship, updating our guides on inclusive language and support for gender affirmation, and providing specialist training to our People and Culture team.

First Nations is the fourth pillar of our Diversity Strategy, and our work in this area is outlined in the next section. Together, these pillars guide how we build a more inclusive workplace and ensure every person feels supported and respected. We are developing a new Diversity and Inclusion Strategy for 2026 to 2028, with measurable targets to help us drive more inclusive outcomes across Smartgroup.

	Smartgroup	Industry comparison
Average (mean) total remuneration	14.7%	16.3%
Median total remuneration	10.2%	16.4%
Average (mean) base salary	9.6%	15.1%
Median base salary	2.9%	14.3%

Source: Smartgroup WGEA reporting as at 31 March 2025 and WGEA Reporting Industry Benchmark Report, November 2025.
Comparison group: Finance and Investment Service with employee range of 500-999. The Industry Comparison Group is generated by a combination of the Australian and New Zealand Standard Industrial Classification (ANZSIC) industry class and equivalent sized organisations.





Our People Make This Possible

Strengthening our Aboriginal and Torres Strait Islander connections

Reconciliation at Smartgroup is an ongoing journey of listening, learning and strengthening the relationships that guide how we work. Our vision is for Aboriginal and Torres Strait Islander peoples to experience equal financial and social wellbeing, supported by workplaces and partnerships that strengthen financial independence and opportunities. Our Reconciliation Action Plan (RAP) guides this work and helps us stay focused on education, cultural understanding, creating meaningful career pathways and building partnerships that deliver long-term value.

Our commitments	2025 Progress
We will deliver our Reflect Reconciliation Action Plan (RAP) and work on creating an Innovate RAP.	<ul style="list-style-type: none"> ● We completed our Innovate RAP in December 2025, following the earlier completion of our Reflect RAP in 2023. ● We are committed to releasing a second Innovate RAP in the first half of 2026.
We will implement an Aboriginal and Torres Strait Islander employment program by 2024.	<ul style="list-style-type: none"> ● Our Aboriginal and Torres Strait Islander employment program was developed by a dedicated working group and has been implemented.
<ul style="list-style-type: none"> ● Completed / Target Met ● In Progress ● Not Started / Off Track 	

Our performance

Cultural learning and awareness

We continued to strengthen cultural awareness training across Smartgroup in 2025, with 219 team members taking part in learning throughout the year. This was supported by a subscription-based webinar series, giving people the opportunity to participate in six live webinars per year, led by a First Nations Elder.

National Reconciliation Week was acknowledged with activities that encouraged reflection and connection, including catering from Indigenous-owned businesses and attendance by members of our Reconciliation Working Group at the Aboriginal and Torres Strait Islander Veterans Commemoration Service at the Anzac Memorial in Sydney.

We also collaborated with the Metropolitan Local Aboriginal Land Council to name seven meeting rooms in our new Sydney office using words from the Dharug language, helping ensure First Nations culture is recognised and embedded in our everyday spaces.

Building relationships and partnerships

We expanded community partnerships by continuing our work with the Clontarf Foundation. As part of this work, team members from our Adelaide office participated in an Employment Forum to raise visibility and awareness of potential career paths for Clontarf's year 11 and 12 students.

We welcomed First Nations Finance to our novated leasing lender panel, supporting their mission to create career pathways for young First Nations people and reinvest 70 per cent of profits into community programs focused on mental health, entrepreneurship, education and employment. We also engaged Baidam, an Indigenous-owned business providing network security services, and Supply Nation certified business E-Bisglobal as our provider for merchandise and printing - strengthening our supplier diversity through inclusive procurement.

Employment and career pathways

We continued to grow employment and career pathways through our Indigenous Employment Framework. Three trainees joined our Adelaide office through the Indigenous Traineeship Program and are being supported to complete a Certificate III in Business. Smartgroup continues to seek out opportunities to attract Aboriginal and/or Torres Strait Islander candidates by engaging with Indigenous-owned recruitment agencies and targeted employment pathways.



Our People Make This Possible

Developing and engaging our team members

We want our people to feel supported, capable and confident in their roles, and to have opportunities to grow their careers at Smartgroup. We focus on building capability at all levels, listening to our teams through regular engagement surveys and creating clear pathways for development and internal promotions or cross-skilling opportunities. Through ongoing learning, meaningful feedback and benefits that support wellbeing, we aim to foster an engaged, high-performing workforce where our people can learn, progress and do their best work.

Our commitments	2025 Progress
We aim to increase internal promotion and training opportunities.	● 63 of our team members received promotions in 2025. This was a 47% increase from 2024.
We intend to achieve a 10% increase in average hours of training per team member by the end of 2025.	● Smartgroup employees completed a total of 5,482 hours of training in 2025. An average of 7 hours of training was undertaken per team member - an increase of 12% from 2024. This increase reflects additional training to support an uplift in capability across areas such as technology, leadership and sales.
We have a target that at least 15% of all role hires every year should be internally sourced.	● We met this target with 26% of all roles hires internally sourced in 2025.

● Completed / Target Met ● In Progress ● Not Started / Off Track

Our performance

Training and capability building

In 2025 we implemented a range of initiatives centred on raising awareness around legal and compliance topics, including refreshed training courses on data and email security, disclosure and communication, cyber awareness and how to responsibly use AI.

We educated our teams on benefits available to them, including salary packaging and novated leasing, and ran masterclasses on agile ways of working and effectively utilising AI tools.

Building sales capability was a major focus, including development in product understanding, consultative selling, customer service, handling objections and client account management.

Leadership development was another key priority this year. People leaders took part in training on recruitment, managing underperformance, interpreting engagement results, flexible work and workplace adjustments. A senior leadership offsite, 'Scaling Our Leadership', brought 43 leaders together to strengthen connections, align on expectations and build a shared leadership mindset for the year ahead.

Our new Smart values were launched in February 2025 and have been embedded across the employee experience through leader-led sessions, updated policies and everyday recognition. The values now guide recruitment, induction, performance and development, and have been supported by a communication campaign to bring them to life. They are also measured through our twice-yearly listening surveys.

Our employee engagement score remained steady at 62 per cent this year, with more than 80 per cent of team members participating in our surveys. Sentiment around leaders and our values is improving, with 94 per cent of respondents agreeing that they understand how to demonstrate the values in their role. Throughout the year we acted on feedback from our listening surveys, expanding our very competitive benefits program and strengthening communication through regular leadership updates. These included monthly CEO video updates and in-person executive roadshows in our offices around Australia.

Our new Values

- Customer First. Always.
- Drive Results. Always Own It.
- Always Strive for Better.



Our People Make This Possible

Case study

Smart volunteers cook up a storm to make a difference

32 Smartgroup volunteers swapped the office for the kitchen

400 nutritious meals prepared by the Smartgroup team for homeless and disadvantaged individuals

Armed with aprons, hair nets, and a whole lot of heart, Smartgroup team members swapped their inboxes for boxes of ingredients at Our Big Kitchen in Bondi to give back to the community during the year.



More than 30 team members from across the business, including representatives from the Customer, Finance, Corporate Affairs and People & Culture teams, participated in volunteer days at the not-for-profit community kitchen this year.

Team members used their Make a Difference Days – where each employee is entitled to two paid volunteer days annually – to cook around 400 nutritious meals for Sydney’s homeless and disadvantaged communities.

Founded in 2007, Our Big Kitchen cooks and distributes more than 270,000 meals in Sydney each year, working with 50 different charities to reach isolated, homeless or disadvantaged individuals and families living on the streets, in their cars, or at refuges and shelters.

“Our Big Kitchen is more than just a kitchen – it’s a space that brings people together to give back, foster connection and inspire compassion,” Rabbi and founder Dr Dovid Slavin says.

“Our organisation is working to tackle two of society’s big challenges - food wastage and hunger. It is only possible with the generous support of volunteers, like those from Smartgroup, and the 1.2 tonnes of fresh produce that is donated each week by partners like SecondBite.”

Dr Dovid Slavin
Our Big Kitchen



Our People Make This Possible

Ensuring a healthy and safe workplace

Looking after the health and wellbeing of our people continues to be one of our highest priorities. We regularly review our practices, policies and initiatives to ensure our workplaces continue to support the physical and mental wellbeing of our team and everyone who visits our sites. Our approach includes comprehensive work health and safety practices, regular training and ongoing monitoring of risks and incidents. Oversight from our WHS Committee and Board help us maintain a safe and supportive environment across all offices.

Our performance

Employee health, safety and wellbeing

In 2025, we reviewed and updated our Smartgroup ways of working to reflect our refreshed values and commenced a project to upgrade our offices nationally, to create more modern, fit-for-purpose spaces.

Our team benefits were expanded to support our people across areas they felt are important to them, giving us a competitive and flexible benefits offering that strengthens our ability to attract and retain talent. This included programs to support wellbeing and balance, products to improve financial security, and expanded opportunities for professional development.

Flexible working continues to be an important part of our ways of working, with team members able to work from home one day each week or apply for additional flexibility.

We continued to embed Respect at Work principles through updated policies, annual leader training, and strengthening our grievance tracking and awareness campaigns. These include videos and executive-led communications that reinforce our commitment to a safe and inclusive workplace. A new six-monthly risk review cycle has also been introduced, helping to ensure ongoing alignment with evolving legal obligations and internal standards.

We undertook a comprehensive refresh of our injury management and return-to-work processes. We also introduced a Lone Worker Policy to better support team members working at client sites. This was supported by new training on dynamic risk assessment and updated emergency procedures, as well as personal alarms, first aid kits and check-in technology trials.

Our commitments	2025 Progress
We ensure our team members have access to tools and resources that allow them to stay safe and healthy, physically and psychologically, in the workplace.	<ul style="list-style-type: none"> In 2025 we launched our new employee benefits, which include a healthy free lunch each week, additional leave, flexible work options and a new EAP provider. We ran our first Wellbeing Week event to increase awareness of wellbeing among employees. All employees were also invited to join two webinars led by mental health professionals — covering mental health conversations and breathwork.
We aim to maintain zero harm and a low lost-time injury frequency rate (LTIFR).	<ul style="list-style-type: none"> In 2025, we had a LTIFR rate of 0.71 (rate calculated based on 1,000,000 hours worked).

● Completed / Target Met ● In Progress ● Not Started / Off Track

Our People Make This Possible

Case study

Leave, lunches and lifestyle perks: New benefits are a win for workers

7,381

 free lunches
served up to team members in 2025

5

 extra days of paid leave
for eligible employees

Expanded employee benefits are giving Smartgroup employees more ways to enhance their work and personal life.

In response to feedback from our listening survey, we launched a new employee benefits package in 2025 to support our people across areas they feel are important to them.

Rolled out in 2025 to complement our refreshed way of working, the new benefits include:

- Smart Leave – an additional five days of paid leave each year for employees who meet relevant eligibility criteria to use in ways that matter most to them, including culturally significant events.
- Access to the Smartrewards platform, allowing employees to purchase discounted vouchers for leading retailers and restaurants.
- A free lunch each week, delivered to the office. Employees can choose their own individual meal from a rotating weekly menu with options ranging from Lebanese to Greek, Thai, Vietnamese, Chinese, Malaysian, Indian and healthy protein bowls. Vegetarian, halal, kosher and gluten-free options are catered for.

- A program of wellbeing activities, including a new Employee Assistance Provider (EAP) which offers free and confidential workplace support and a clinician-matching service for people from diverse backgrounds.

The new benefits complement a range of other attractive benefits available to employees, including up to 20 weeks of paid parental leave and a \$3,000 return to work bonus, up to four weeks of purchased leave per year, two paid 'Make a Difference' days to volunteer in the community, annual flu vaccinations, discounted health insurance, an employee share plan and access to Smart products and services.

"Our extensive team benefits support our people across the areas they have told us are important – from wellbeing and leisure to cost of living and personal and professional development," says Chief People Officer Amber Kristof.

To launch our new benefits, we hosted our first Wellbeing Week in September. Employees across our offices enjoyed healthy morning teas, almost 400 delicious protein bowl lunches and a variety of wellbeing-focused activities. AccessEAP delivered a mental health webinar to more than 100 employees and we wrapped up the week with a calming breathwork session led by Holly Dixon.

"We are always looking for ways to make Smartgroup a more rewarding place to work because we recognise that the commitment, hard work and energy of our teams is the foundation of our success."

Amber Kristof
Chief People Officer
Smartgroup



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