



Sustainability

FY26 Year in Review



Acknowledgement of Country

Charter Hall acknowledges the Traditional Custodians of the lands on which we work and gather. We pay our respects to Elders past and present and recognise their continued care and contribution to Country.

NAIDOC Week at Wesley Place, Melbourne VIC
Wurundjeri and Bunurong land

Front cover: Charter Hall volunteers at IndigiGrow, La Perouse NSW

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About this report

The Sustainability FY26 Year in Review covers Charter Hall Group (ASX: CHC), and its managed property funds and assets where the Group had operational control for the financial year ended 30 June 2026.

It provides a voluntary view of our FY26 sustainability approach, progress against targets and key initiatives. The report should be read alongside the Sustainability Report, prepared as part of the Annual Report, and other documents within our reporting suite, listed opposite. The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, United Nations Sustainable Development Goals (SDGs), United Nations Global Compact (UNGC) and Australian Sustainability Reporting Standards. Unless otherwise stated, data and disclosures relate to assets and activities within our direct operational control. Ernst & Young (EY) provided independent assurance over sustainability metrics in this report and the accompanying Sustainability FY26 Databook. View our [assurance statement](#).



CHC Annual Report
Including the AASB-S2¹ Sustainability Report

Sustainability FY26
Year in Review

CHC FY26
Results Presentation

- [Sustainability FY26 Databook](#)
- [Modern Slavery Statement](#)
- [UNGC COP](#)
- [2024-26 Reconciliation Action Plan](#)
- [2026 Sustainability Glossary](#)

Find more information

Visit our website

1. AASB S2 Climate-related Disclosures, issued by the Australian Accounting Standards Board.



Introduction

FY26 highlights

Environment

Net Zero

Achieved Net Zero for Scope 1 and Scope 2 emissions for Australian assets, supported by on-site solar, off-site renewable electricity and nature-based carbon offsets (8%).¹

Clean energy

Delivered 100% renewable electricity across assets in our operational control², underpinned by our renewable electricity power purchase agreement.

Expanded installed solar capacity by 10MW (YTD) to 96MW, with 80% supplying tenants directly. A further 11.5MW is planned or committed.³

Circular economy

Created a circular office fitout model with The Collective, a group of industry experts, to help shape more sustainable fitout practices while reducing waste and creating long-term value.



Social

Community partnerships

Invested more than \$3.9 million through social procurement and contributed 3,704 volunteering hours to support vulnerable young Australians.

Disaster relief and recovery

Invested \$350k with Red Cross and Foundation for Rural & Regional Renewal to support Australian communities impacted by natural disasters and hardship.

First Nations

Launched our inaugural First Nations Work Experience Day in partnership with Bandu, connecting students with Charter Hall employees and leaders.

Doubled procurement spend with Supply Nation-certified organisations to more than \$2.2 million.



Governance

ESG leadership

Demonstrated ESG leadership, with five Charter Hall funds ranked in GRESB's global top 10, and 16 in the top 20% of 2,382 assessed funds.

Achieved an 'A' ranking for all listed entities⁴ under the GRESB Public Disclosure.

Achieved an 'AA' MSCI rating and PRI 5 stars across all modules.

Sustainable finance

Grew sustainable finance to \$8.2 billion, representing 23% of the debt book, and reflecting continued integration of ESG outcomes across funds and assets.

Responsible supply chain

Strengthened frontline employees' capability to identify and respond to modern slavery risks, while deepening industry collaboration and knowledge-sharing.



1. Net Scope 1 emissions and Scope 2 market-based emissions are calculated after accounting for applicable market-based instruments submitted for surrender and contractual arrangements in place. Net Scope 1 emissions account for the use of Australian Carbon Credit Units (ACCUs). Scope 2 market-based emissions account for contractual arrangements with energy suppliers and Large-scale Generation Certificates (LGCs), where applicable.

2. Where we have a property management agreement that includes the provision of energy services.

3. Includes planned solar capacity agreed by all parties without formal works not yet commenced.

4. Charter Hall's listed entities are ASX:CHC, CQR, CLW, and CQE.



Chair and Managing Director & Group CEO Message

FY26 marked our first full year operating at Net Zero for Scope 1 and Scope 2 emissions across our Australian assets under operational control, a milestone achieved five years ahead of schedule. Since establishing a baseline year in FY17, our portfolio has grown by 79%, demonstrating that environmental performance and investment performance can be delivered together.

Reaching Net Zero is not an end point. It provides the foundation for our next phase of action, focused on maintaining performance while scaling our portfolio. Our 2030 targets are designed to support this ambition, including maintaining Net Zero emissions and 100% renewable electricity across assets under our operational control, delivering 110 MW of installed solar capacity and improving waste diversion outcomes across our portfolio. Together, these targets provide a clear pathway for delivering practical environmental outcomes while continuing to create long-term value for our tenants, investors and communities.

Leading through performance

One of the clearest validations of our progress came through the 2025 GRESB results, the leading global benchmark for sustainability performance in real estate. In a field of 2,382 participating funds, covering 500,000 buildings across 76 markets, we achieved stand out recognition across our platform.

Five Charter Hall Office funds ranked in the top 10 globally, while Charter Hall was recognised as a Regional Sector Leader, ranking first in Australia across the Unlisted Office, Retail and Industrial peer groups. Sixteen Charter Hall funds are now in the top quintile of the GRESB universe, and 24 of 28 funds improved their scores compared with the prior year.

These results provide an important independent reference point for investors assessing sustainability performance.

Building a more resilient energy platform

Maintaining Net Zero while growing requires a diversified and long-term approach to how we generate, procure and manage energy. During FY26, we strengthened these capabilities.

Our assets under operational control are now powered by 100% renewable electricity, supported in part by our Power Purchase Agreement, which also provides flexibility to forward procure electricity. In a period of sustained economic pressure and market volatility, this approach has helped reduce exposure to energy market movements and provide greater certainty across the platform.

We also increased on-site solar capacity by 10MW, taking total installed capacity to 96MW and expanded battery storage across the Group to 41MWh. By generating and storing more renewable energy on-site, we are improving asset resilience, helping customers manage energy costs and supporting Australia's broader energy transition.

Electrification remains an important opportunity to reduce reliance on fossil fuels, particularly as plant and equipment reaches end of life. In the last two years, we have electrified five assets across our portfolio. However, the pace of transition must be considered asset by asset, with a focus on commercial feasibility, customer outcomes and long-term performance.

While we prioritise emissions reduction, some residual emissions remain difficult to eliminate. Where viable alternatives do not yet exist, we use high quality nature-based carbon offsets, which accounted for 8% of our Australian operational emissions footprint in FY26.

Enabling ambitious targets through data

Access to high-quality data in real time gives us the confidence to set ambitious sustainability targets and the insights to deliver them. Across the business, we continue to invest in technology, automation and AI-enabled ways of working to improve how we operate, share knowledge and make decisions.

In FY26, we enhanced our environmental data capability, strengthened measures and supported evolving mandatory climate disclosure requirements. We also expanded the use of AI-enabled tools to improve data management, reporting and decision-making. Together, these investments provide greater visibility across our portfolio, helping us monitor performance, track progress and respond more quickly, while enabling our people to focus on higher-value activities.

Equally important is ensuring these capabilities are supported by strong governance, cyber resilience and responsible oversight. During the year, we bolstered our cyber controls, expanded data loss prevention capabilities and invested in safeguards to address evolving cyber threats and emerging AI-related risks, helping protect our information while enabling the business to innovate with confidence.

Unlocking potential across our business

Our ability to deliver long-term value is underpinned by the quality of our people, the strength of our customer relationships and the depth of capability across the business. In FY26, this translated into above-market earnings growth and strong outperformance for securityholders, with Charter Hall ranked the strongest performing REIT in the S&P/ASX 200 A-REIT Accumulation Index over the financial year.

Behind these results is a deep and experienced talent pool and a highly engaged workforce, reflected in engagement and wellbeing scores of 90% and 89% respectively, which continue to outperform high-performing benchmarks. We are also building our leadership pipeline and internal capability, with 13% of employees promoted or offered formal career opportunities during the year, demonstrating the breadth of career pathways available across Charter Hall.

The impact of this engagement and capability is evident in the experiences we create for customers. This year, we achieved our strongest customer results to date, including a combined cross-sector tenant Net Promoter Score of +60 and tenant retention of 84%. We also maintained high levels of investor satisfaction, with feedback helping inform improvements to the investor experience.

Beyond our business, we are using our platform to support stronger community outcomes. During the year, we invested over \$3.9 million through social procurement initiatives, doubled procurement spend with Supply Nation-certified organisations to more than \$2.2 million and invested more than \$1.3 million in community partnerships that support employment pathways and strengthen resilience in communities affected by natural disasters and hardship.

Looking ahead

Our focus is on delivering the next phase of our sustainability targets while continuing to grow the business. We will maintain Net Zero and 100% renewable electricity across assets under our operational control, reduce reliance on offsets where feasible, invest in energy efficiency and electrification, and work with customers and partners to unlock further clean energy opportunities.

We will also build capability in circularity, including piloting new approaches to materials reuse, waste reduction and design, while enhancing the data and systems that help us measure and manage impact.

FY26 demonstrated that meaningful progress can be delivered at scale when it is supported by clear data, practical execution, strong relationships and talented teams. The challenge now is to keep building on that momentum – with discipline, partnership and a focus on the areas where we can generate the greatest value and make the most difference over the long term.

Stephen Conry AM
Chair

David Harrison
Managing Director & Group CEO

Charter Hall Group

Charter Hall Group (ASX: CHC) is Australia's leading diversified property funds manager. For more than 35 years, we have combined scale, expertise and a strong performance track record to create long-term value for our investors, tenants and communities.

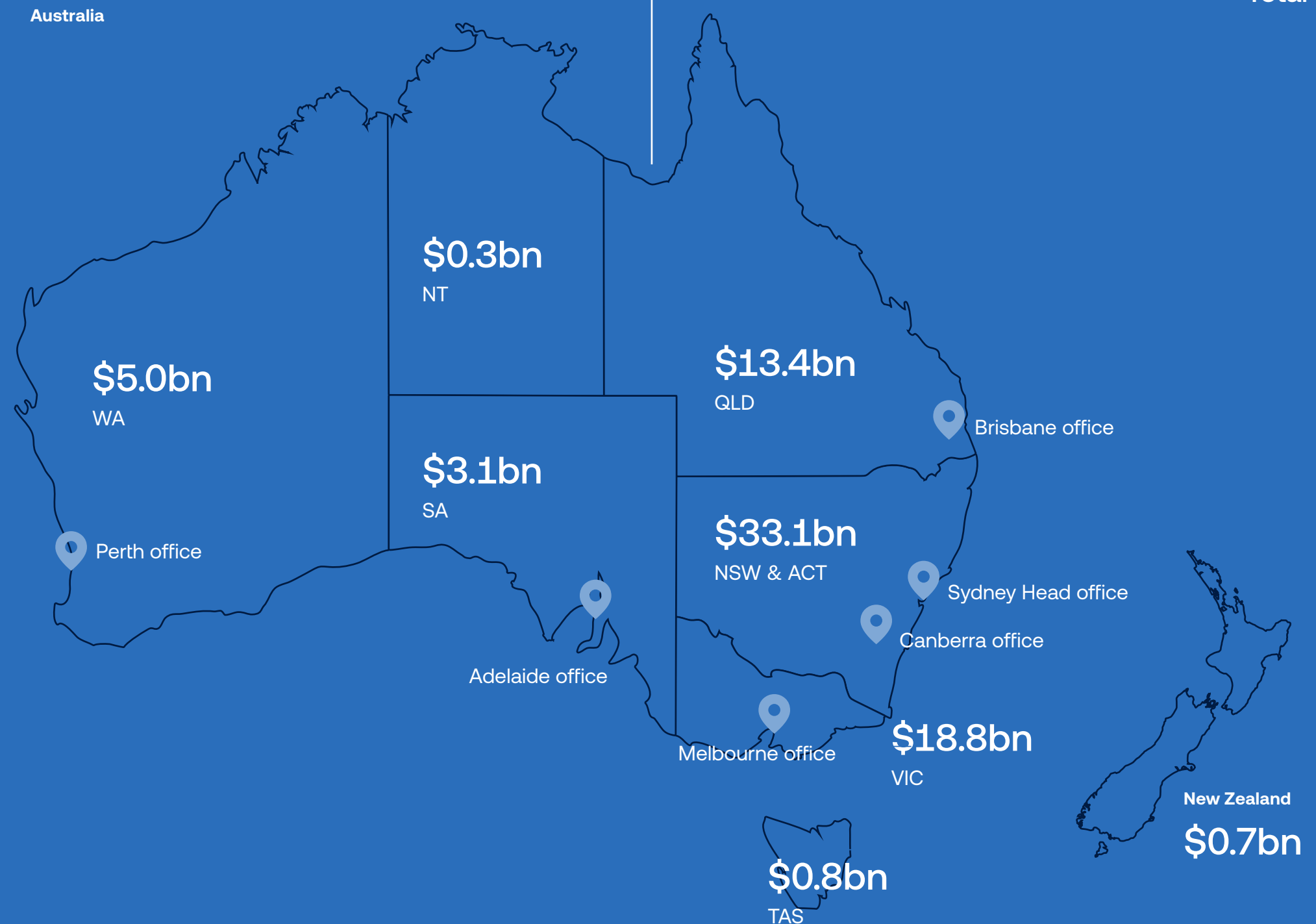
With \$94.3 billion funds under management¹, our platform spans Office, Industrial & Logistics, Convenience Retail and Social Infrastructure. Our integrated business model brings together funds management, asset management, leasing and development capabilities, enabling us to create value across the property lifecycle and respond to changing market opportunities.

As the largest custodian of capital invested in Australian property, we understand the responsibility and opportunity that comes with our scale. Sustainability is part of how we do business. It helps strengthen asset performance and resilience, supports our tenants' evolving needs and contributes to long-term value creation for investors.

Central to our success are our people. Located across Australia's major capital cities, our teams combine local market knowledge with deep sector expertise and a national perspective. Together, they help us identify opportunities, build trusted relationships and create places that deliver lasting environmental, social and economic value.

Property FUM²

\$76.0bn
Total

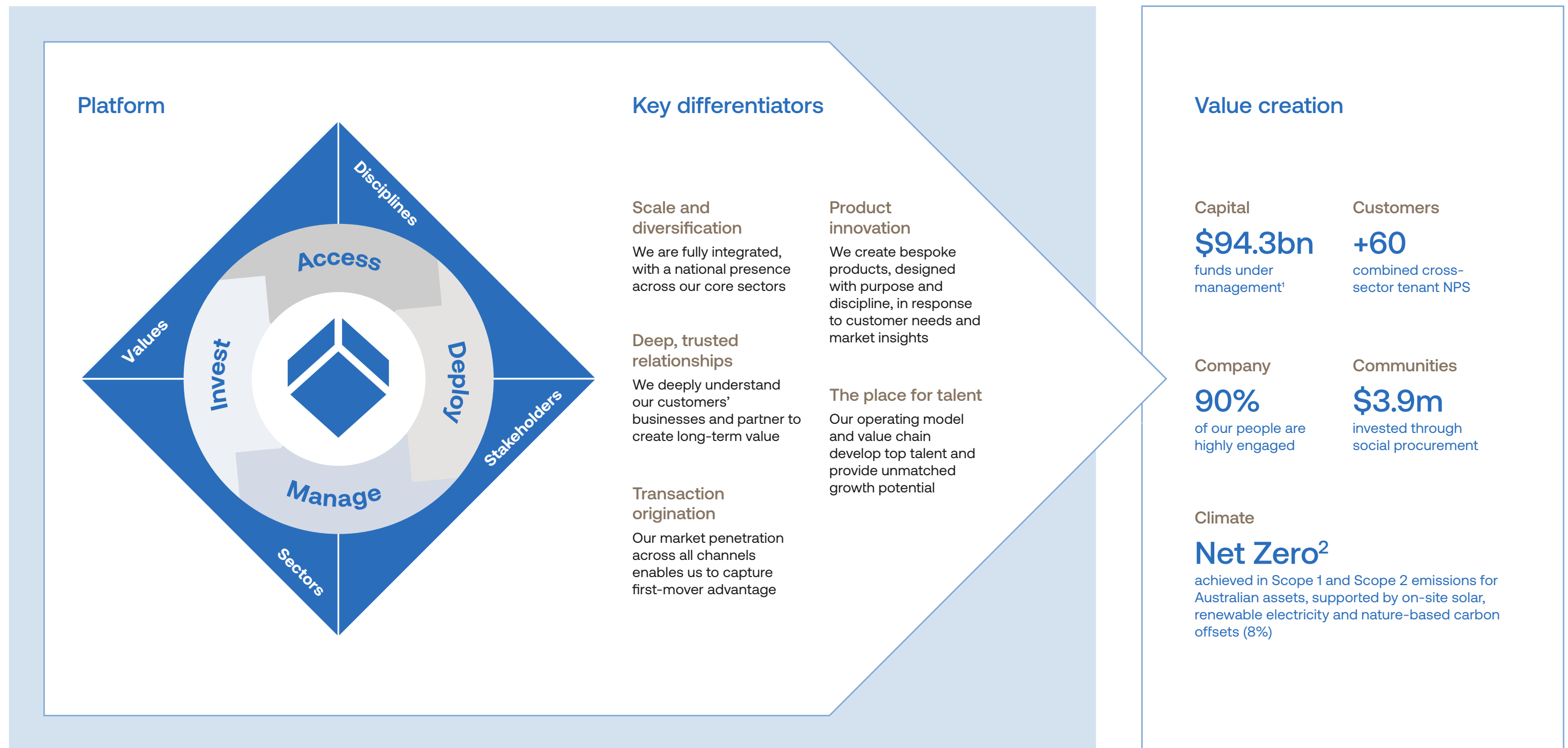


1. Includes Paradise Investment Management (PIM), with \$18.3bn of FUM at 30 June 2026.

2. FUM listed on the map excludes Maxim and other smaller investments.

Value creation

We create long-term value through the strength of our diversified platform, deep market expertise and actively managed portfolio. Working in partnership with our customers, people and communities, we identify opportunities, unlock potential and deliver enduring outcomes across market cycles.



1. Includes Paradise Investment Management with \$18.3bn of funds under management.

2. Net Scope 1 emissions and Scope 2 market-based emissions are calculated after accounting for applicable market-based instruments submitted for surrender and contractual arrangements in place. Net Scope 1 emissions account for the use of Australian Carbon Credit Units (ACCUs). Scope 2 market-based emissions account for contractual arrangements with energy suppliers and Large-scale Generation Certificates (LGCs), where applicable.

Approach



Sustainability Framework

Our approach to sustainability is practical, platform-wide and focused on the areas where we can create the greatest long-term value.

To keep our priorities relevant and informed, we regularly review the environmental, social and governance issues most relevant to Charter Hall, considering stakeholder perspectives, emerging risks and opportunities, industry developments, UN SDGs and global megatrends and material topics across the real estate sector.

These insights shape our Sustainability Framework, which guides our decision-making across the Group. It informs how we allocate capital, manage assets, support customers and measure performance, helping us deliver on our purpose to create better futures.

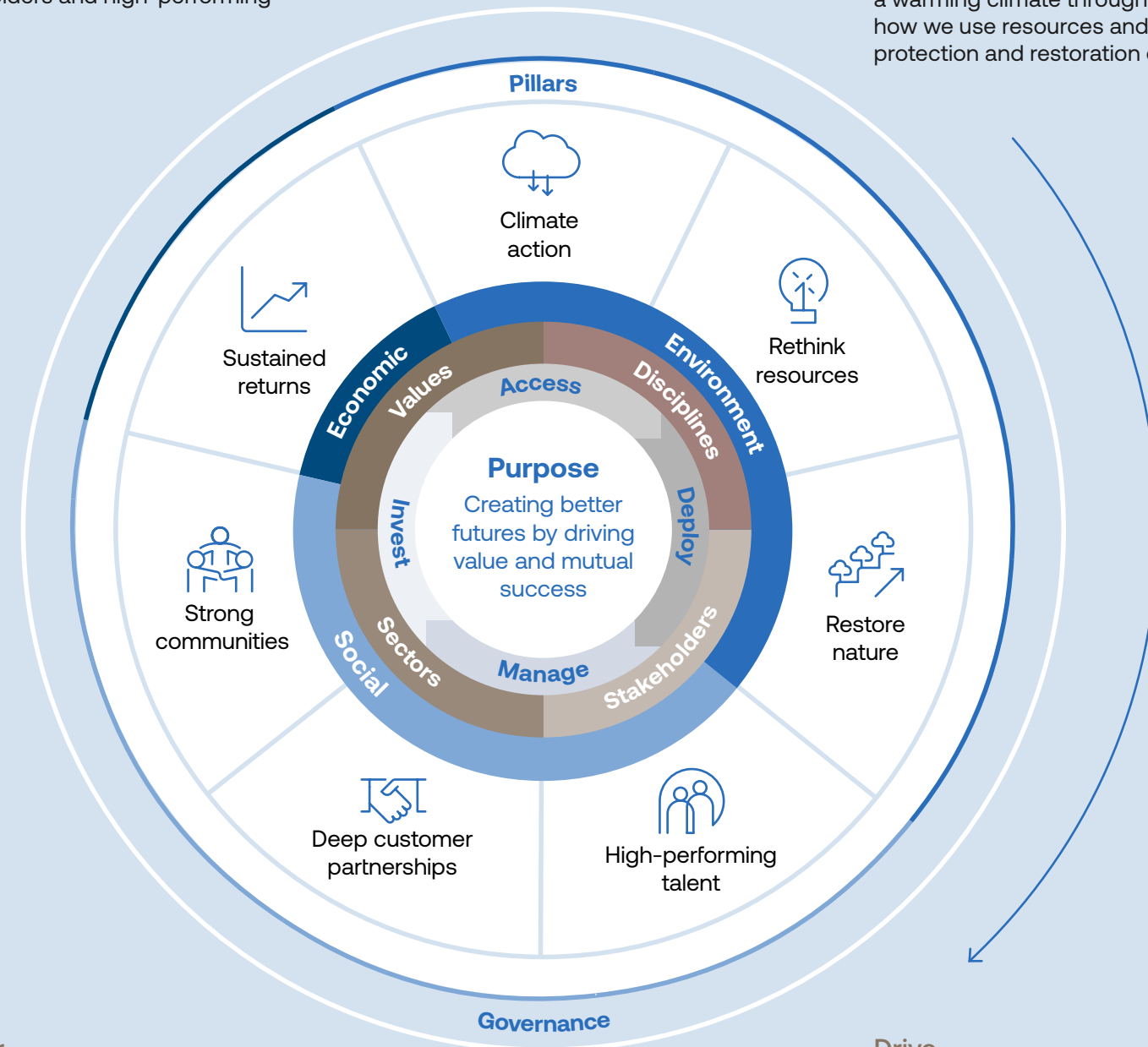
For a full list of stakeholders, see our [website](#).

Cultivate

deep, trusted relationships with stakeholders and high-performing talent

Respond

to the challenges and consequences of a warming climate through rethinking how we use resources and prioritising the protection and restoration of nature



Deliver

long-term value and mutual success for our investors, tenants and communities

Drive

lasting change for vulnerable young Australians and communities impacted by natural disasters and hardship through strong communities, healthy places and pathways to prosperity

FY26 megatrends and material topics

Our megatrends and material topics shape our strategic priorities and help focus our efforts on where we can create the most value.

Megatrends

Selected for their relevance to Charter Hall and our stakeholders in FY26, the following megatrends reflect both enduring themes and emerging issues influencing our business, tenants and investors.



Climate transition and decarbonisation

The transition to a lower-carbon economy continues to reshape the property sector, influencing investment decisions, customer expectations, regulation and asset performance. Target setting is now giving way to practical implementation, including energy efficiency, electrification, renewable electricity, transition planning and reducing emissions across the value chain.

For Charter Hall, this means maintaining Net Zero for Scope 1 and Scope 2 emissions across assets under operational control, continuing to improve the carbon and energy performance of assets and supporting our customers through scalable decarbonisation solutions.



Circular economy and resource efficiency

Economic activity continues to place pressure on natural resources. Businesses are recognising that the next era of responsible behaviour will focus on circularity. Those entities that can reduce reliance on virgin materials, extend asset life and keep materials in circulation through maintenance, reuse, repair, repurposing and recycling can generate tangible environmental and financial value.

For Charter Hall, circular economy principles are relevant across the asset lifecycle, from development and capital works to fitout, deficit, operations, procurement and social-enterprise partnerships.



Energy security, geopolitical conflict and supply chain resilience

Ongoing regional conflict, shifting trade patterns and geopolitical uncertainty continue to affect globalisation, supply chains and energy markets. These pressures have highlighted broader fuel security challenges, increasing protectionism and the importance of reliable infrastructure. In Australia, the transformation of the National Electricity Market, the retirement of ageing thermal generation and the growing need for storage and firming capacity confirm the strategic importance of affordable, reliable and lower-carbon energy.

For Charter Hall, this reinforces the link between renewable energy, on-site solar, batteries, customer resilience and long-term asset performance.



Nature, biodiversity and natural capital

Biodiversity loss and ecosystem degradation are increasingly recognised as macro-risks to economic value, community wellbeing and long-term resilience. Stakeholders are now seeking greater transparency on nature-related impacts, dependencies, water stewardship and biodiversity outcomes.

For Charter Hall, nature is an emerging area of capability-building, data improvement and practical action across development, operations, landscaping, water efficiency, stormwater, heat mitigation and nature-based solutions.



Resilient places and evolving customer expectations

As work demands increase, customers increasingly value buildings and precincts that support productivity and wellbeing, and meet their sustainability, operational continuity and flexibility objectives. Successful assets will be those capable of adapting to the gamut of climate, technology, demographic and workplace change.

For Charter Hall, creating future-ready spaces means aligning high-quality design, independent benchmarks, tenant engagement, wellbeing and resilience with long-term investment performance.



Technology, data and artificial intelligence

Artificial intelligence, automation and digital systems are transforming how organisations work, make decisions and create value. Responsible AI adoption, cyber security, data governance and building analytics are central to sustained performance.

For Charter Hall, data-driven decision-making is a priority across the business, including sustainability decisions. Increasingly, AI-enabled tools help employees access information, generate insights and reduce repetitive work.



Human capability, community and social value

Workforce expectations continue to evolve, with increased focus on wellbeing, inclusion, purpose, safety, learning and meaningful work. Communities are also experiencing social, economic and climate-related pressures, requiring long-term partnerships and practical support.

For Charter Hall, investing in people, enabling social procurement, supporting First Nations economic participation and contributing to community resilience all strengthen long-term value creation.

FY26 megatrends and material topics

Material topics

These topics were identified through a double materiality assessment completed in FY25. The assessment was informed by engagement with key stakeholders, including tenants and investors, our global megatrends, internal strategic documentation, interviews with sector leadership teams and ESG practitioners, and recognised frameworks and standards including the International Financial Reporting Standards, the Taskforce on Nature-related Financial Disclosures, and the Global Reporting Initiative.

Throughout the year, we have tested our strategy and sustainability framework, against the material topics listed in the table for FY26.

Material topic	Description	Key themes	Megatrends	For details on our response refer to
Navigating the transition to Net Zero	Navigating the transition to Net Zero requires strategic foresight and collaborative action. Investments in innovative, low-emission technologies, strategically managing future risks, and allocating benefits by forging robust alliances with tenants and customers will enable us to effectively navigate the complex landscape of transformation.	– Delivering on Net Zero commitments – Clean energy transition – Energy reliability	– Climate transition and decarbonisation – Energy security, geopolitical conflict and supply chain resilience	Climate action
Creating future ready spaces	The changing dynamics of climate change, workplace expectations, and customer preferences offer an opportunity to create long-term value through high-quality design that supports wellbeing and resilience.	– Adapting to a changing climate – Customer expectations	– Resilient places and evolving customer expectations	Climate action Deep customer relationships
Delivering sustainable growth	As demand for sustainable assets grows, enhancing sustainability performance is essential for Charter Hall's success. Our commitment to sustainability attracts capital, bolsters investor confidence, and supports our long-term strategy. By implementing innovative green solutions across our portfolio, we can meet market demands while ensuring sustainable growth and resilient returns.	– Sustainability governance and disclosure – Benchmarking performance – Financial performance	– Energy security, geopolitical conflict and supply chain resilience	Sustained returns Governance
Harnessing technology and innovation	By leveraging digital innovations, we can enhance operational efficiency, create digitally-connected spaces and improve customer experience while addressing critical security challenges. Balancing digital transformation with stringent security protocols and regulatory compliance is paramount to maintaining our competitive edge and safeguarding operations.	– Investment in digital enablement – Data management – Cybersecurity	– Technology, data and artificial intelligence	High performing talent Deep customer relationships Governance
Empowering our people	Delivering on our strategic priorities hinges on a skilled, diverse and motivated workforce. By prioritising employee development, fostering a safe and inclusive environment, and promoting diversity, we're creating a future-ready workforce and crafting a compelling employee value proposition in a competitive market.	– Employee value proposition – Capability development – Workplace safety and wellbeing – Diversity and inclusion	– Human capability, community and social value	High performing talent
Fostering community resilience	By recognising the evolving needs of tenants and communities we are positioning our Group as a catalyst for positive community impact. By creating inclusive spaces and investing in programs for vulnerable communities, we foster vibrant, resilient neighbourhoods. This approach builds trust, enables mutually beneficial outcomes and ensures we contribute meaningfully to the social fabric of the areas we serve.	– Positive placemaking – Community partnerships	– Human capability, community and social value	Strong communities
Rethinking resources and restoring nature	The preservation and restoration of natural capital and ecosystem services is fundamental to our business model. We design, develop and operate resource-efficient spaces by harnessing circular economy principles to lessen our environmental footprint and enable our customers and tenants to do the same.	– Resource efficiency – Protecting natural ecosystems – Circular economy and waste management	– Circular economy and resource efficiency – Nature, biodiversity and natural capital	Rethink resources Restore nature



Performance

Performance snapshot

Legend ◆ Targets

Key achievements during the year, priorities for the period ahead and the actions supporting progress across each pillar of the Sustainability Framework are summarised in the table below.

Priorities	FY26 Achievements	2030 Targets/Commitments	Dependencies	Work plan
Climate action				
Net Zero emissions in operations	- Achieved Net Zero in operation for Scope 1 and Scope 2¹ for our Australian assets, through existing on-site solar, renewable electricity contracts, and nature based carbon offsets. - Achieved 100% renewable electricity for all Australian assets under operational control. 96MW of on-site solar, up 10MW from FY25, with 80% supplying tenant customers with clean energy.² 41MWh of battery storage across Convenience Retail and Industrial & Logistics assets.	◆ Maintain Net Zero for Scope 1 and Scope 2 emissions, in a growing portfolio. ◆ Maintain 100% renewable electricity for assets under control. ◆ 50% reduction in downstream tenant emission intensity from a FY22 baseline (Scope 3). ◆ 110 MW of solar installed by 2030.	– Managing electricity contract load for a growing platform. – Availability of quality offsets. – Availability of low GWP refrigerants³. – Pace of grid decarbonisation. – Pace of tenant renewable commitments and Net Zero progress.	– Beyond 2030 Strategy including on-site solar and beyond power purchase agreement (PPA)⁴ requirements. – Transition to low-GWP refrigerant³. – Electrification in line with equipment end of life. – Partner with tenant customers to reduce emissions through on-site clean electricity solutions and improve Scope 3 data. – Partner with tenants and industry to increase on-site generation and Battery Energy Storage.
Energy efficient platform	- Achieved 5.0 star NABERS Energy weighted average for the Office portfolio. - Achieved 5.3 star NABERS Energy weighted average for the Convenience Shopping Centre Retail portfolio.	◆ Maintain 5.0 star NABERS Energy weighted average for Office portfolio. ◆ Maintain 5.0 star NABERS Energy weighted average for Convenience Shopping Centre Retail portfolio.	– Energy usage impacted by occupancy and pace of technology advancement.	– Improve real time data to better optimise asset performance. – Continue to invest in energy efficiency opportunity through asset planning.
Reduce upstream carbon emissions in value chain	- In Office, Chifley South achieved a 6 star Green Star Buildings v1 (Design Review) rating and on track to deliver 26% reduction in upfront carbon. - Of the more than 140,000sqm of Industrial & Logistics developments completed, 87% targeted and achieved a 5 star Green Star rating or higher under Design & As Built v1.3 or Buildings tools. - Flagstone Logistics Estate registered 5 star Green Star Buildings v1 rating, targeting a 20% reduction in upfront carbon for the first stage.	◆ 6 star Green Star Buildings V1 for all new Office developments (with 40% reduction in upfront embodied carbon). ◆ 4 star Green Star Buildings v1 rating for all new Industrial & Logistics developments and a 10% reduction in upfront carbon. – All developments to establish a pathway to 5 star performance and a 20% reduction in upfront carbon.	– Pace of decarbonisation of supply chain. – Availability of low-carbon products. - Tenant engagement. – Pace of decarbonisation of supply chain. – Availability of low-carbon products.	– Leverage independent rating tools to support consistent, decision useful information to engage stakeholders around reduction opportunities. – 40% of Industrial & Logistics developments in progress targeting 5 star Green Star Buildings v1, and the balance targeting a minimum 4 Star Green Building.
Enhance portfolio resilience to physical climate change	Climate risk assessment completed for more than 90% of the portfolio (by FUM), with adaptation planning in progress.	– Maintain 100% of assets assessed for physical risk to inform adaptation planning for medium risks and above.	– Pace of adaptation to increasing physical climate risks and extreme weather events.	– Climate change adaptation planning in Strategic Asset Plans.

1. Net Scope 1 emissions and Scope 2 market-based emissions are calculated after accounting for applicable market-based instruments submitted for surrender and contractual arrangements in place. Net Scope 1 emissions account for the use of Australian Carbon Credit Units (ACCUs). Scope 2 market-based emissions account for contractual arrangements with energy suppliers and Large-scale Generation Certificates (LGCs), where applicable.

2. Where Group has a property management agreement that includes management of energy.

3. Low global warming potential (GWP) refrigerant is considered to be climate friendly with a GWP of 700 or less.

4. Power purchase agreement is a long-term agreement between ENGIE and Charter Hall Group for the supply of renewable electricity.

Performance snapshot

Legend ♦ Targets

Priorities	FY26 Achievements	2030 Targets/Commitments	Dependencies	Work plan
Rethink resources				
Minimise waste to landfill	– Achieved 51% diversion, up 1%, across Office assets where we manage waste. – Achieved 43% diversion across Group where we manage waste.	♦ 60% waste diversion from landfill where we manage waste.	– Access to recycling and waste management infrastructure. – Tenant customer waste performance in Convenience Shopping Centre Retail assets impacting base building.	– Maintain focus on waste contracting, on-site separation and targeted asset improvement plans.
Embed circular economy principles	– Achieved 96% diversion in Office developments for construction and demolition waste. – 100% of Industrial & Logistics developments achieved >90% diversion of construction and demolition waste.	♦ 95% waste diversion from landfill for construction and demolition waste.	– Access to resource recovery markets and facilities.	– Engage with contractors to enhance waste reporting for development teams.
Maximise reuse, repair, recycle and repurpose	– Piloted a circular fitout model at Chifley Square, Sydney, in partnership with The Collective to advance workplace fitout circularity. – Implemented data collection templates for Office capital works projects and Industrial & Logistics developments.	– Increase uptake of reuse, repair, recycle and repurpose practices across assets and development projects.	– Supplier capability and commercial viability of reused, repaired, recycled and renewable material solutions. – Ongoing industry partnership to test and scale circular solutions.	– Track resource use and circularity outcomes across Office development and refurbishment projects and Industrial & Logistics developments. – Identify opportunities to reduce fitout waste in Convenience shopping centre retail. – Identify opportunities in Convenience Shopping Centre Retail to reduce fitout waste.
Restore nature				
Control freshwater resources and reduce potable water use	– 4.4 star NABERS Water weighted average rating for Office portfolio. – 4.0 star NABERS Water weighted average rating for Convenience Shopping Centre Retail portfolio.	♦ Maintain NABERS Water weighted average of 4.5 stars for Office portfolio and 4.0 stars for Convenience Shopping Centre Retail portfolio.	– Water authorities' ability to supply potable water as the time in drought increases due to climate change.	– Improve real time measurement of water consumption through implementation of water meters.
High-performing talent				
Culture that drives performance	– 90% engagement and 89% wellbeing, with a 95% employee participation rate. – 3,704 hours volunteered alongside community partners, a 28% increase compared to FY25. – 93% of employees said the business is inclusive. – AWEI Gold Status for the first time in FY26, we also were recognised as a Family Friendly Workplace.	♦ Maintain engagement and high performance norm. – Low regrettable turnover. – High levels of wellbeing to sustain high levels of performance in the long term.	– Ongoing listening and responding through the Engagement and Culture Survey and other benchmarking instruments.	– Refresh how we recognise and reward the behaviours that drive our culture. – Update and launch refreshed community.
The place for talent	– 13% of people promoted or given career opportunities. – 43% female participation in senior management.¹ – Strengthened talent pipelines through an internal talent acquisition model and expanded internship program. – Launched David Clarke Rising Leader Award to inspire personal and professional growth of top talent. – Reward remuneration was evolved.	– Maintain 100% succession and development plans for business-critical roles. – Deepen leadership bench strength. ♦ Maintain 40/40/20% female participation in senior management. ♦ Achieve 40/40/20% female participation on Board. – Evolution of learning offerings for target populations.	– Strong internal talent acquisition model. – Availability of talent. – Quality development conversations. – Leaders creating time and opportunities for development as we grow the platform.	– Expand early-career pathways that improve access for underrepresented talent while building the next generation of leaders. – Build manager capability to successfully grow and scale. – Retain and grow leadership bench strength. – Continued investment in benefits, recognition, internal mobility and inclusive practices as the business scales.
Reimagine work	– Accelerated practical use of automation and AI in targeted areas, supported by stronger data, platform and cyber foundations.	– Build AI and digital confidence across the workforce, with practical adoption embedded into priority workflows so teams can simplify processes, improve collaboration and create capacity for higher-value work.	– Fit-for-purpose platforms. – Clear governance. – Practical use cases. – Leaders creating space for teams to experiment safely, redesign work and adopt new ways of working.	– Accelerate digital and data literacy to give our people a performance edge. – Prioritise targeted AI training, workflow redesign and practical tool adoption in areas that improve productivity and judgement and enable movement across sectors.

1. Senior roles are defined as our Executive population and Executive -1 level roles that lead significant business functions and teams across the Group.

Performance snapshot

Legend ♦ Targets

Priorities	FY26 Achievements	2030 Targets/Commitments	Dependencies	Work plan
Deep customer relationships				
Drive growth through partnership	– Launched Charter Hall Convenience Retail Fund, leveraging position as Australia's largest manager of convenience retail. – Record gross equity inflows of \$6.7 billion from new and existing investors.	– Grow customer relationships across sectors, funds and assets.	– Investor demand for new investment opportunities. – Tenant demand for new space solutions.	– Invest in centralised and connected data to deepen understanding of customer needs.
Build stronger customer relationships	– Achieved a cross-sector tenant Net Promoter Score of +60, an increase year-on-year. – Half of our top 20 corporate tenant customers increased their footprint with Charter Hall. – 84% tenant customer retention rate.	– Maintain industry-leading customer satisfaction and retention.	– Connected, insight-led approach to collaboration across teams, customers, partners and suppliers that enables deeper understanding of customer needs and priorities.	– Embed One Charter Hall approach to deepen customer engagement and relationship management capabilities.
Turn data into value	– Established a Group-wide single view of customers. – Expanded trusted data products across the business and improved access to insights. – Enhanced customer responsiveness and ease of doing business through data-driven and AI tools.	– Use insights to anticipate customer needs/opportunities earlier, shape future products and resolve enquiries faster. – Provide customers sustainability and operational performance insights.	– Connected and trusted data across business. – Rapid advancement and adoption of AI and digital technologies. – Evolving privacy and disclosure requirements.	– Build confidence and capability in using data, digital tools and AI, within clear guardrails. – Complete sustainability platform rollout and expand AI use cases.
Enhance places and experiences	– As Australia's largest office owner and manager, maintained Australia's largest WELL at Scale office portfolio (>1.72m sqm).	– Create engaging and healthy places to work, shop and operate.	– Alignment between customer expectations and asset requirements.	– Continue to improve the indoor environment through workplace experience, wellbeing and customer-centric design.
Strong communities				
Community investment and impact	– Over \$1.3m invested in community partnerships. – 228 employment outcomes for vulnerable Australians. – 130 Australian Red Cross volunteers recruited. – 3,704 employee volunteering hours contributed.	♦ Achieve 1,200 youth employment outcomes.	– Strong partnerships and shared participation from employees, customers and community organisations.	– Review and evolve community investment strategy to deepen long-term partnerships and build out a pipeline for funding opportunities.
Social procurement	– \$3.9m spent with social enterprises and First Nations businesses, a 4.2% increase compared to FY25.	– Measure social procurement spend and establish new social impact indicators.	– Supplier engagement and opportunities embedded across our value chain.	– Establish new social indicators and targets.
First Nations opportunities	– \$2.2m+ invested with First Nations businesses. – 20 fee-free early learning places funded for First Nations children through Goodstart's Early Learning Fund. – Established partnership with Bandu to provide pathways for First Nations students, and delivered two First Nations scholarships with WSU.	– Increase economic participation, education, employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples.	– Strong First Nations partnerships that create pathways to education, employment and economic participation.	– Engage with First Nations organisations to generate economic empowerment and create employment opportunities through our value chain.
Sustained returns				
Responsible investment	– Matured sustainability requirements across acquisition, development and asset management decisions.	– Integrate sustainability across the investment lifecycle to support long-term value creation and resilience.	– Evolving investor and tenant expectations for sustainable assets.	– Continue embedding sustainability considerations into investment analysis, strategic asset planning and asset management decisions.
Sustainable finance	– Grew sustainable finance to \$8.2 billion, representing 23% of the debt book. – Refinanced and expanded multiple green debt facilities.	– Grow sustainable finance where feasible.	– Investor and lender demand for sustainable finance products. – Availability of eligible green assets, projects and financing structures.	– Leverage sustainability performance to support funding diversification, capital access and sustainable finance opportunities.
Benchmarking and market recognition	– Maintained Australia's largest footprint of Green Star Performance certified space. – Five funds ranked in GRESB's Global Top 10, with 16 funds in the top 20% globally. – Achieved 5 stars across all PRI modules and maintained an 'AA' MSCI rating.	– Maintain leading performance across GRESB, PRI, Green Star, NABERS and WELL.	– Asset performance outcomes. – Evolving industry benchmarks, methodologies and reporting expectations.	– Use independent benchmarks and transparent reporting to validate performance, drive continuous improvement and support investor confidence and capital attraction.

Climate action

Alignment to UN SDGs



Achieving Net Zero and transitioning to a lower-carbon future.

Key achievements

Net Zero

for Scope 1 and Scope 2 emissions across our Australian assets under operational control, through existing on-site solar, renewable electricity contracts and nature-based offsets.

100%

renewable electricity across Australian assets under operational control.

96MW

of on-site solar installed with 60% located in Industrial & Logistics assets, supporting tenant access to renewable energy.



Gateway Plaza, Leopold VIC
Wadawurrung land

Climate action

Throughout FY26, we have operated our Australian real estate assets under management at Net Zero for Scope 1 and Scope 2 emissions. This was achieved through energy efficiency, electrification, renewable electricity and compensating for residual emissions with nature-based carbon offsets.

FY26 marked the achievement of Net Zero across all four sectors, with Convenience Retail reaching the milestone this year, following Office, Industrial & Logistics and Social Infrastructure in FY24. Since establishing a baseline year in FY17, Charter Hall's platform and managed floor area has grown by 79%. Despite this significant growth, we achieved our Net Zero target five years ahead of schedule, demonstrating that portfolio growth and meaningful decarbonisation can be delivered together.

We have a long-term ambition to achieve Net Zero by 2050, across all Scope 1, Scope 2 and Scope 3 emissions. In the interim, we will maintain Net Zero for Scope 1 and Scope 2 emissions, and target 50% reduction in downstream tenant emissions intensity by 2030, against a FY22 baseline. We will continue to reduce underlying emissions in line with the 1.5°C decarbonisation pathway through energy efficiency, electrification and renewable energy solutions, as well as collaborate with tenants to support decarbonisation across the portfolio.

Scope 3 emissions data remains an industry challenge. We are collaborating with tenants to collate energy consumption data to inform co-investment strategies to reduce emissions. During the reporting period, we achieved 85% tenant energy coverage². We are also engaging with investors to understand their requirements for emissions data, with differing levels of maturity and interpretation of emissions boundaries. Across our development pipeline, we partner with builders and designers to track upfront carbon and to build consistency in measurement and reporting.

While these activities are progressing across our portfolio, continued industry collaboration remains critical to improving consistency in climate measurement, reporting and benchmarking. Through our involvement in the World Green Building Council, Green Building Council of Australia (GBCA), Property Council of Australia (Property Council) andGRESB we are working with our peers towards consensus and consistency in measurement and reporting on climate-related boundaries and metrics, and the development of appropriate benchmarks.

This year is our first year of reporting under the Australian Accounting Standards Board (AASB S2) mandatory standard for climate-related financial disclosure. Details of climate-related risks and opportunities that could reasonably be expected to affect the Group’s cash flows, access to finance or cost of capital over the short, medium and long term can be found in our [Sustainability Report](#).

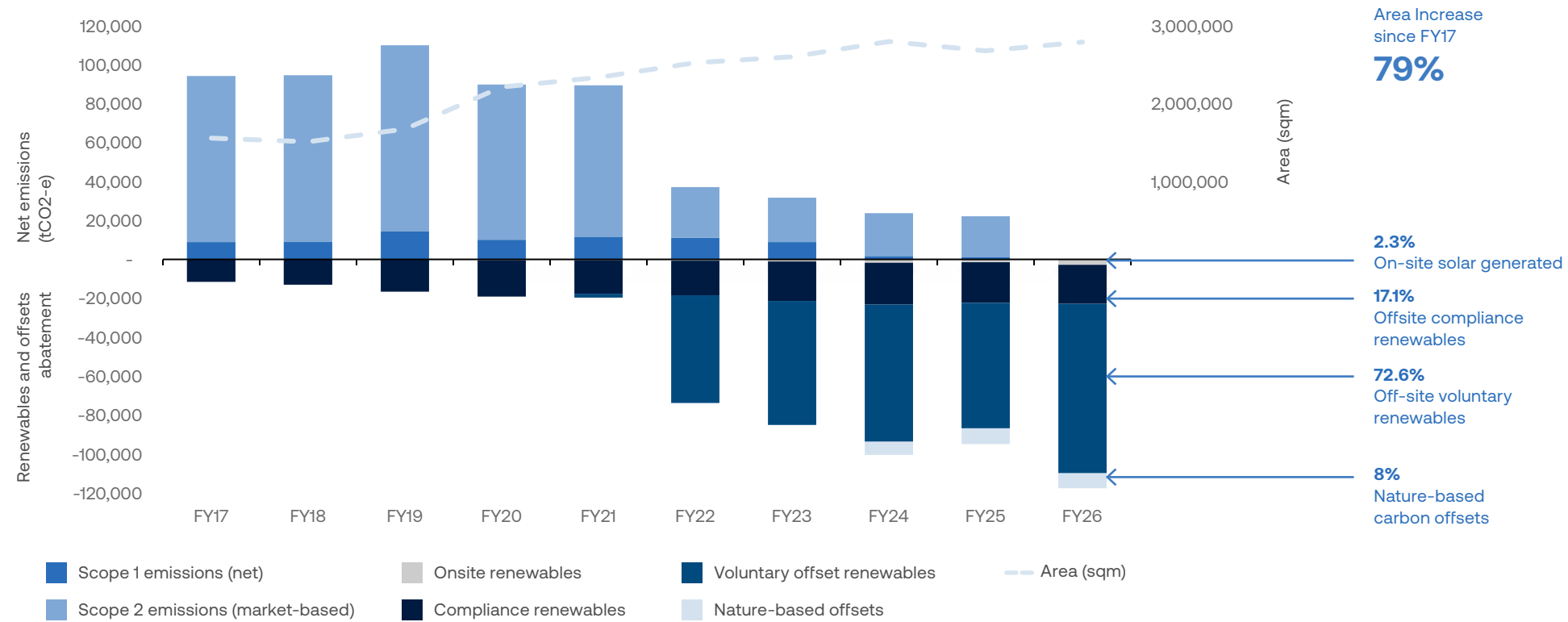
1. Net Scope 1 emissions and Scope 2 market-based emissions are calculated after accounting for applicable market-based instruments submitted for surrender and contractual arrangements in place. Net Scope 1 emissions account for the use of ACCUs. Scope 2 market-based emissions account for contractual arrangements with energy suppliers and LGCs, where applicable.
2. Reflects tenant energy coverage across assets held by Funds included in our 2025 GRESB submission.

Emissions boundary

Our most material emissions relate to our provision of property and investment management services. We have adopted an operational control approach to inform our emissions boundary. The table below outlines the emissions associated with the GHG Protocol emission categories that are relevant to our business:

Upstream →	Scope 3 upstream emissions associated with the services we procure	1. Purchased goods and services	Services we procure, including water, repair and maintenance.
		2. Capital goods	Upfront emissions associated with our developments, including materials and construction emissions.
		3. Fuel and energy-related activities	Transmissions and distribution of energy.
		5. Waste generated in operations	Waste from real estate assets, where the Group is responsible for the management of waste.
CHC	Scope 1 emissions	Fugitive refrigerant emissions Stationary fuel	Plant and equipment managed by the Group within the real estate assets, including hot water and heating, ventilation and air conditioning (HVAC).
	Scope 2 emissions	Electricity purchased from the grid	Plant and equipment managed by the Group within the real estate assets, including vertical transport, lighting, escalators and HVAC.
← Downstream	Scope 3 downstream emissions associated with the services we provide	13. Downstream tenant emissions	Plant and equipment managed by the Group but operated by the tenant within the real estate assets, including lighting, hot water and HVAC.
		15. Investment	Real estate assets that are managed by the Group, but Group does not provide property management services.

Journey to Net Zero



Climate action



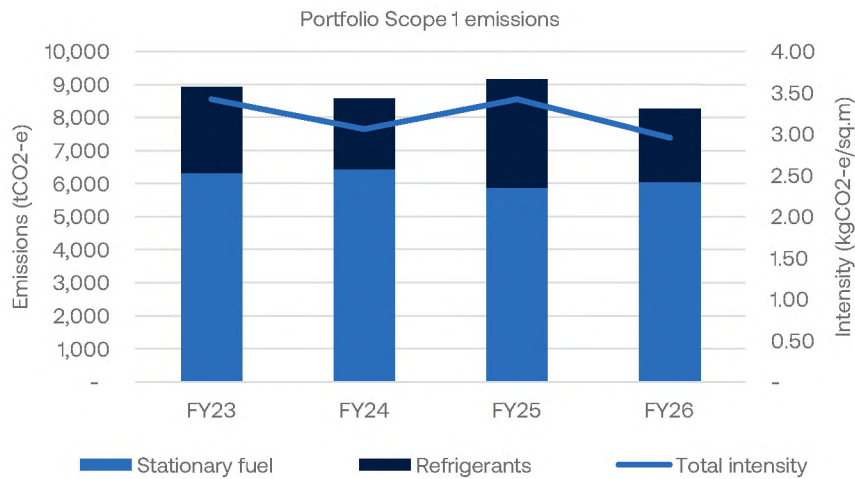
Net Zero in Operations

Progress on Scope 1 emissions reduction

Scope 1 emissions arise from stationary energy (diesel, gas) consumption for heating and hot water, and fugitive emissions associated with refrigerants used in HVAC systems within the real estate assets under our operational control. These emissions primarily relate to common areas and base building services within our Office and Convenience Retail portfolios.

In FY26 our Scope 1 emissions declined by 10% against the previous year, continuing a trend that has seen the intensity (kgCO₂-e/sqm) of these emissions decrease by 14% between FY23 and FY26. These reductions have been achieved through an overall reduction in:

- gas consumption, due to a combination of electrification and energy efficiency initiatives
- refrigerant fugitive emissions, through improved management of refrigerant leaks and consideration of lower global warming refrigerants when replacing plant and equipment.



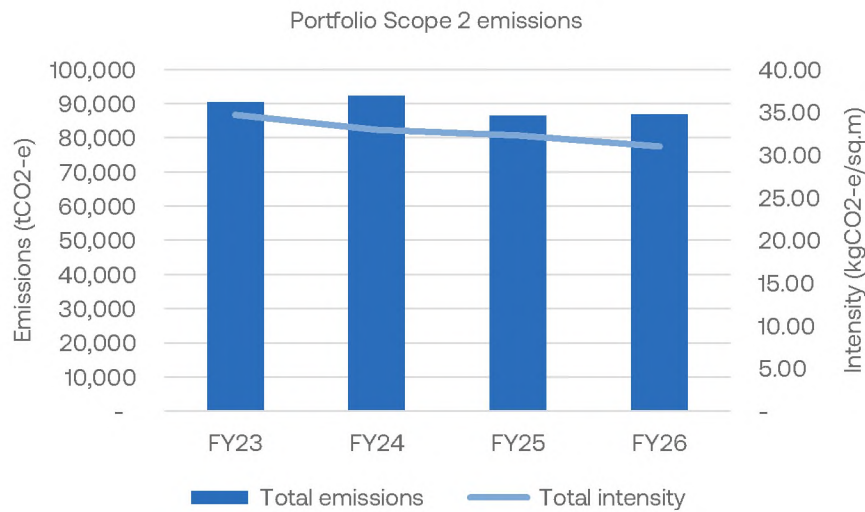
During FY26, we compensated for residual Scope 1 emissions through the surrender of nature-based carbon offsets, which represented 8% of total Scope 1 and Scope 2 emissions. Our net Scope 1 emissions for Australian assets is zero.

Scope 2 emissions

Scope 2 emissions arise from electricity sourced from the electricity grid for lighting, vertical transport, hot water and operation of HVAC within real estate assets under the Group's operational control. This includes common area/base buildings in our Office and Convenience Retail portfolios, vacant tenancies, and security/car park lighting in multi-tenanted Industrial & Logistics assets.

Location-based Scope 2 emissions are calculated based on the average carbon intensity of the local electricity grid. Our reported Scope 2 emissions are similar to last year, despite a 10% growth in floor area. Overall, the intensity (kgCO₂-e/sqm) has decreased by 11% between FY23 and FY26, with reductions achieved through:

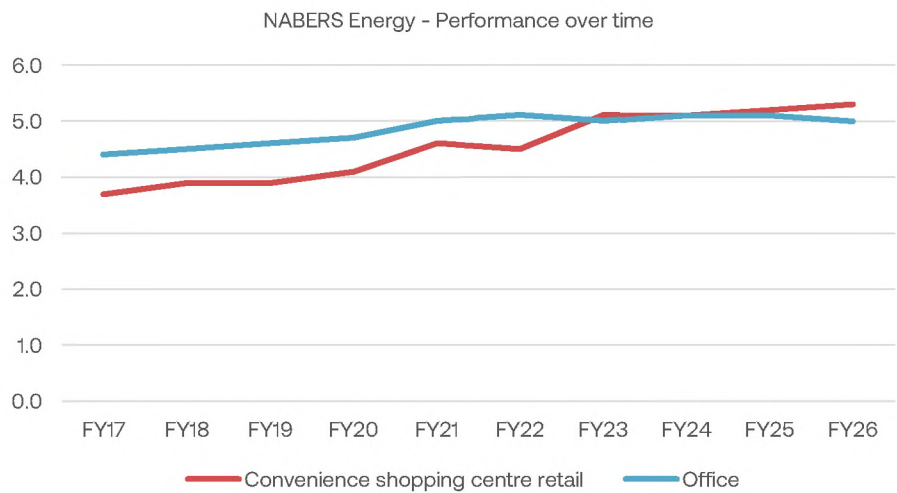
- decarbonisation of the electricity grid, notably in New South Wales
- an overall reduction in electricity consumption due to energy efficiency initiatives, upgrading of plant and equipment, portfolio curation and real-time monitoring to optimise performance.



Market-based Scope 2 emissions recognise contractual electricity purchases such as the PPA and Renewable Energy Certificates, which match electricity consumption with renewable electricity projects. During FY26, the Group matched 100% of renewable electricity consumed in common areas and base buildings of its Australian assets with renewable electricity, resulting in Net Zero market-based emissions.

Benchmarking performance

The Group leverages NABERS Energy ratings to independently measure energy efficiency, validate performance and align with emerging trends for real estate. This year the Group maintained our 5.0 star NABERS Energy target for the Office portfolio and exceeded our target for the Convenience Shopping Centre Retail portfolio by achieving 5.3 star NABERS Energy.



During the year, the Group was recognised for having the largest portfolio coverage in the NABERS Sustainable Portfolio Index, with three of our funds being recognised in the 2026 top 10, including the 6 star NABERS Energy assets at 900 Ann Street, Brisbane and 6 Stewart Avenue, Newcastle.

Emission reduction strategy

We are committed to maintaining Net Zero emissions as well as reducing emissions aligned to climate science. Our key strategies to reduce emissions include electrification, on-site solar and batteries, off-site renewable electricity, and designing all electric high energy efficient buildings for the future.

Carbon offsets remain a measure of last resort within our decarbonisation hierarchy, with priority given to reducing emissions at source through electrification, energy efficiency and renewable energy procurement. Our approach is aligned with the Property Council and GBCA's Every Building Counts framework.

Climate action

Our emission reduction roadmap for Scope 1 and Scope 2 emissions is as follows:

Source	Refrigerant	Stationary fuel	Electricity
Emissions	3%	6%	91%
Action	Phase to low GWP refrigerants	Electrification	– Energy efficiency – Off-site renewable electricity – On-site renewable electricity
Levers	– Minimum energy performance standards – NABERS improvement plans – Strategic asset plans and capital expenditure plans – Energy contracts, including PPA for renewable electricity – Developments/Retrofits Sustainability/ESD Brief		
Dependencies	– Rate of decarbonisation of the energy grid – Continued availability of permanent and credible nature-based carbon offsets – Availability of suitable low GWP refrigerants		

Electrification

Electrification is a key initiative in our decarbonisation strategy to reduce our Scope 1 emissions. Our Office portfolio contributes 88% of our Scope 1 emissions. Currently 26 of our 82 office assets under management have all electric base building services, contributing to the ongoing reduction in gas consumption. In FY26, electrification projects were completed at 111 Bourke Street, Melbourne and 1 Shelley Street, Sydney. Electrification works are now underway at 100 Willis Street, Wellington and 16 Mort Street, Canberra, with a further two projects planned to commence in FY27. We have undertaken electrification feasibility studies for the balance of stable assets in the portfolio with a focus on transition to all-electric in line with plant and equipment end-of-life. These initiatives involve capital investment and require significant investment from the real estate asset owners as well as planning to ensure adequate upgrade of electrical capacity and reconfiguration of plant rooms and equipment layouts while minimising impact to existing tenants.

Climate-friendly refrigerants

We are transitioning to climate-friendly or low-global warming refrigerants when we replace air conditioning equipment and heat pumps as we electrify.

Over the past two years, we have reported higher than average emissions associated with refrigerants due to significant refrigerant leaks at select locations. In response, we improved our management practices and are investigating the roll out of real time refrigerant monitoring for our larger air conditioning systems.

Energy efficiency

The Office portfolio continues to use CIM to support building optimisation. During FY26, CIM contributed to a 4.5% reduction in electricity consumption and a 3.6% reduction in total energy consumption across the monitored portfolio. Monitoring more than 39,000 pieces of equipment across 59 sites, the platform identified energy efficiency opportunities, supported over 10,000 optimisation actions, and informed NABERS improvement plans, strategic asset plans and capital expenditure decisions to enhance building performance and operational efficiency.

The Convenience Retail Shopping Centre portfolio continues to strategically manage energy consumption and cost through real time management of on-site solar and batteries to reduce peak demand and maximise on-site renewable electricity.

Renewable electricity

We procured 100% renewable electricity for our Australian real estate assets under operational control, from the following sources:

- A seven-year 151GWh PPA supporting assets across New South Wales, Australian Capital Territory, South Australia, Victoria and Queensland from project-linked wind and solar farms. This arrangement supplies 68% of renewable electricity required to meet our renewable electricity commitments, as well as providing renewable electricity to Queensland tenants in the Office sector via embedded networks.
- A separate energy supply agreement for the supply of renewable electricity to assets in Western Australia from project linked wind farm. This arrangement supplies 6% of our total renewable electricity required to meet our renewable electricity commitments, as well as providing renewable electricity to Western Australia tenants in the Office sector through embedded networks.
- A PPA that supplies renewable electricity generated on-site on Group-managed Convenience Shopping Centre Retail assets. This arrangement achieved over 20% of renewable electricity required to meet our total renewable electricity commitments.
- The residual renewable electricity to achieve 100% renewable electricity is procured through Greenpower, a government-accredited renewable electricity scheme, or through procurement and surrender of additional LGCs.

For details of renewable electricity secured through our contractual arrangements, view our [Sustainability FY26 Databook](#).

On-site solar and batteries

Through our PPA for our Convenience Shopping Centre Retail assets, we have 15MW of on-site solar and 17MWh of on-site batteries. The arrangement provides lower cost of energy to our speciality tenants within our embedded network and renewable electricity for common areas, as well as improved peak demand and energy management.

During the year, we increased our batteries by 4MWh with 1.14MWh to be energised in FY27. The Group is currently exploring solar and battery solutions for an additional seven sites.

Designing for the future

Our Office developments are committed to delivering all-electric, powered by grid supplied renewable electricity, and target 5 star NABERS Energy and 6 star Green Star Buildings.

This year, 360 Queen Street, Brisbane reached practical completion. Developed in partnership with Investa, the 46,000sqm office building has all-electric plant and equipment for the base building and has been rolled into our long-term PPA to supply renewable electricity to the whole building.

Our Chifley South development in Sydney will deliver more than 50,000sqm of new premium office space to the existing precinct. These works include the electrification of the existing tower at Chifley Square, as well as targeting a 5.5 star NABERS Energy and 6 star Green Star Building.

Industrial & Logistics developments target a minimum 4 star Green Star Buildings rating, include at least 99kW of solar PV and LED lighting powered by renewable electricity. During FY26, we installed 1.3MW of solar across completed developments, with a further 1MW committed across projects currently under development.

Carbon offsets

This year, we procured nature-based ACCUs selected for their environmental and social co-benefits. We partnered with an independent specialist advisory firm to undertake due diligence to verify the impact, permanence and transparency of projects, including verification through satellite imagery.

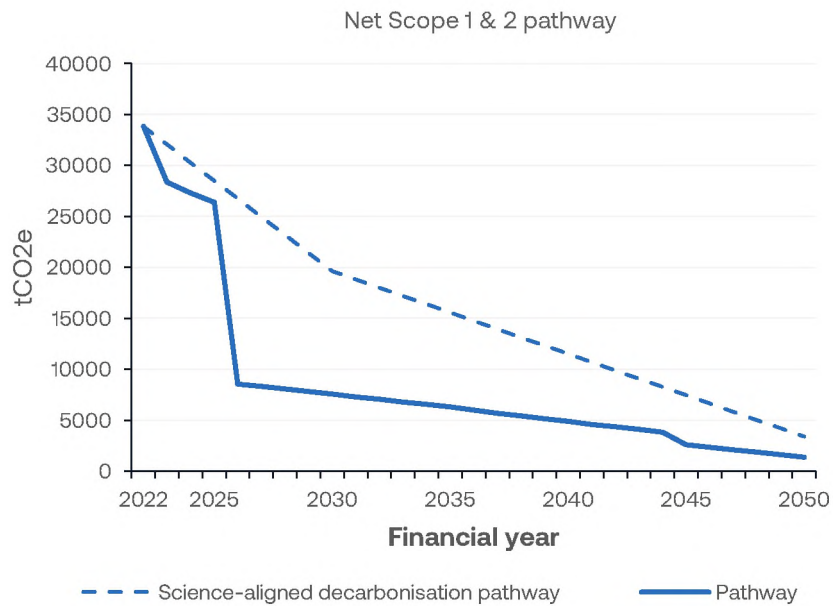
The carbon offsets are sourced from the below projects:

- Savannah fire management projects in the Tiwi Islands and Arnhem Land, Northern Territory that avoid carbon emissions through traditional fire management practices that reduces uncontrollable wildfires. The projects align with our Innovate Reconciliation Action Plan, providing income and employment opportunities for Aboriginal and Torres Strait Islander communities.
- Environmental planting projects establishing permanent plantings of native tree species on land previously used for agricultural purposes in central and northern agricultural regions of Western Australia.

Details of the carbon offset projects and the quantity of carbon offsets surrendered are included in the [Sustainability FY26 Databook](#).

Climate action

During the year, we refreshed our forecast Scope 1 and Scope 2 emissions trajectory to reflect planned electrification initiatives and the phased transition away from high-global warming potential refrigerants as plant and equipment reach end-of-life. The forecast assumes continued decarbonisation of the electricity grid in line with AEMO's Integrated System Plan Progressive Scenario, ongoing renewable electricity procurement and a stable portfolio footprint.



Ascent on Bourke, Alexandria NSW
Gadigal land

Partnering to reduce emissions in the value chain

Carbon emissions in our value chain or Scope 3 emissions, occur upstream, in the procurement of capital goods and services, and downstream, in the management of assets and our investment in property assets. We actively partner with our tenants and suppliers to reduce emissions through on-site clean electricity solutions, enabling the transition to electric vehicles (EV) and partnering on low-carbon products and services.

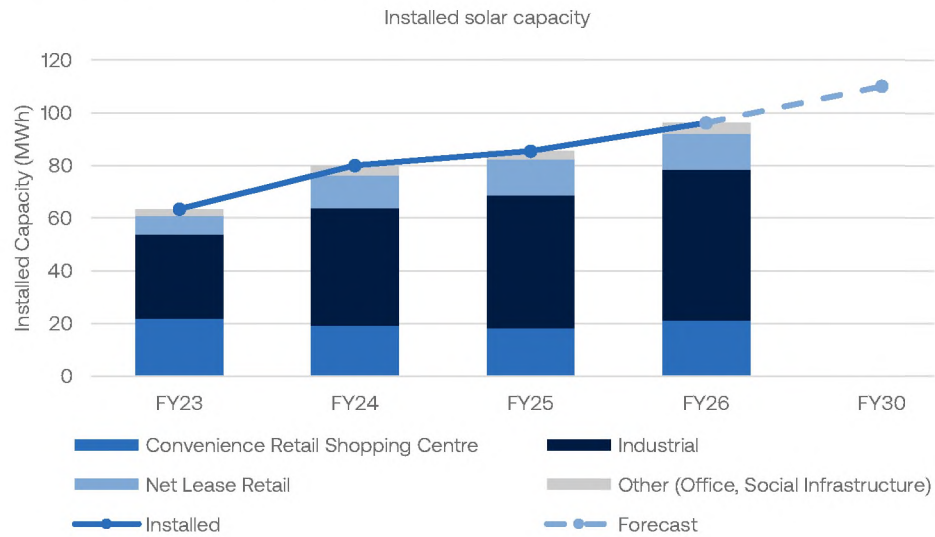
Our most material downstream emissions relate to plant and equipment that is managed by the Group, but operated by the tenant within real estate assets, including lighting, hot water and HVAC. To date we have achieved a 21% reduction against an FY22 emissions intensity baseline, and are on track to achieve our target of 50% by 2030. The decrease has been achieved through decarbonisation of the grid, off-site renewable electricity and on-site solar and battery solutions.

On-site solar and batteries

To date, our portfolio has over 96MW of solar installed, and we are on track to achieve our target of 110MW of solar installed by 2030. Of the solar installed, over 80% supplies renewable electricity directly to the tenants.

As part of our long-standing partnership with Coles, 1.6MW of solar capacity was installed across two assets during FY26, with plans to install battery storage capacity across the portfolio in FY27. Similarly, in partnership with Ventora, over 1.5MW of solar capacity was installed across 4 assets during the year, with an additional 400kW awaiting connection to the grid.

We installed 1.3MW of solar on Industrial & Logistics developments completed this year, and we have an additional 1MW of solar committed for developments in progress.



Enabling the transition to EV

To support our customers' transition to EV, we have partnered in the roll out of charging infrastructure, including:

- Installing 66 EV chargers in five Industrial & Logistics developments this year. In our Industrial & Logistics developments we provide a minimum 6% of car bays with EV charging and include infrastructure provisions for

up to 20% of car bays in the future.

- Partnering with Ampol to deliver fast EV charging at Bateau Bay Square, New South Wales with work underway at two additional Convenience Shopping Centre Retail assets.
- Implementing EV charging in six Convenience Net Lease Retail assets.
- EV charging capacity is available at 56% of office assets under management with car parking facilities. further roll out is planned subject to tenant demand.

In the Australian logistics sector, there is an increasing uptake of electric vehicles for light commercial delivery. Heavy transport continues to face hurdles due to long travel distances and payload weight limits. To assist, Charter Hall is participating in the ARENA funded Rigid and Prime Mover Truck Electrification Project, in partnership with Centurion Logistics, to trial a fleet of 30 battery electric trucks. The project involved the retrofitting of 2.2MW of on-site solar and 6.88MWh of on-site batteries and roll out of 20 high-capacity EV charging points at the Hazelmere Distribution Centre, Western Australia.

Partnering with suppliers on embodied carbon

We partner with our suppliers to reduce upfront carbon in our Industrial & Logistics and Office developments. Upfront carbon emissions are associated with the extraction, manufacture and transportation of building products to site, as well as construction activities (A1-A5) all the way to completion.

At 360 Queen Street, Brisbane we achieved practical completion during the period, significantly reducing upfront carbon through design and construction techniques including the use of low carbon concrete.

Our Chifley South development is targeting a minimum 20% reduction in upfront carbon (A1-A5). Initiatives to reduce upfront carbon include low-carbon concrete, selection of low-carbon flooring, ceiling and carpet tile materials, and selection of local suppliers reducing the emissions associated with transportation.

Our 41,000sqm Flagstone Logistics Estate was designed to achieve upfront carbon (A1-A5) of 266kgCO₂-e/sqm. The design considers lower-carbon cladding and concrete, as well as design improvements to reduce the amount of steel required in the structural steel frame. The development is expected to achieve a 23% reduction in upfront carbon against a reference building.

Our 9,000sqm Industrial & Logistics development at Edinburgh Logistics Park has been designed to achieve upfront carbon (A1-A5) of 284kgCO₂-e/sqm. The design considers lean design improvements including reducing the amount of concrete and structural steel required, and the use of lower-carbon concrete. The development is expected to achieve a 12% reduction in upfront carbon against a reference building.

Financed emissions

For assets reported within our funds under management, where we do not provide property management services, the emissions are reported as Scope 3 Financed Emissions (Category 15. Investment). This includes assets in our Convenience Net Lease Retail and Social Infrastructure portfolios. We are partnering with our investment associates to further understand emissions and identify opportunities to partner on emission reduction initiatives.



BidFood Office, Light Horse Logistics Hub,
Eastern Creek NSW
Darug land

Climate resilience and adaptation

We have applied a qualitative risk-based approach to identify potential physical climate impacts to the portfolio. Our approach utilises downscaled climate models based on AR6 climate models (2021) to identify the likelihood of climate hazards occurring in decadal bands to 2100. The assessment considers acute physical hazards of flood, wildfire, extreme wind and extreme rainfall as well as chronic hazards of sea level rise, heat stress, water scarcity and cold stress.

To assess an asset's vulnerability to physical hazards, we consider the likelihood of that climate hazard occurring over the lifecycle of the asset (nominally 50 years) as well as the potential financial impact if the event occurs. The financial impact is a qualitative assessment and considers the inherent resilience of the assets due to its design, purpose, year of construction and applicable building code, elevation, recent climate hazards insurance claims and existing adaptation measures (eg. flood gates, bushfire asset protection zones, etc).

The assessment is undertaken in accordance with Charter Hall Group Risk Management Framework, which uses a five-point scale to prioritise the risk from very low to very high. The assessment was undertaken in consultation with specialist climate advisory firm with expertise in the built environment and operational staff with detailed knowledge of each asset.

Additional supporting information, such as previously prepared flood studies, valuation reports, site plans and design documentation, was reviewed to inform the assessment.

The assessment identified that assets within the portfolio are likely to be subject to flooding, bushfire, heat stress, water scarcity and wildfire, with increasing risk between 2050 and 2100. However, the impact is not likely to result in significant damage to the asset or result in a significant financial impact over the lifecycle of the asset.

During the period, we reassessed our approach to bushfire risk. We incorporated the global wildland urban interface into our analysis, identifying

areas where our assets were in close proximity to native vegetation. Coupled with the Forest Fire Danger Index we were able to identify potential Bushfire Attack Levels to inform potential financial impact.

Adaptation and migration plans are currently in progress to address risks considered to be “medium” or above at RCP8.5 (worst case with global temperature increase of >4°C) by 2050. Any adaptation measures will be designed to address the climate hazard based on RCP4.6 (most likely, or global temperature increase of 3°C).

The table below provides an update of progress for our real estate assets where we provide property management services.

	Office	Convenience Shopping Centre Retail	I&L	Social Infrastructure	Net Lease Retail
% Sector (by FUM)	100%	100%	100%	100%	60%
Risk exposure	✓	✓	✓	✓	✓
Inherent risk assessment	✓	⚙	✓	⚙	⚙
Adaptation planning	⚙	▶	⚙	▶	▶

✓ Complete

⚙ In progress

▶ Commencing in FY27



What we've learnt

Achieving Net Zero Scope 1 and Scope 2 emissions across our Australian assets demonstrated what can be achieved through long-term planning, disciplined execution and sustained investment. It also reinforced that the next phase of decarbonisation will be more complex and increasingly dependent on collaboration. As we grow, managing renewable electricity procurement, contract flexibility and changing market conditions becomes more challenging. Maintaining momentum will require strong partnerships with customers, improved emissions data and greater alignment across the value chain. It will also depend on the availability of lower-carbon materials and continued industry collaboration to improve the quality and consistency of Scope 3 emissions data. The foundations are in place, but ongoing progress will require a continued focus on practical and scalable solutions.

Looking forward

Over the next 12 months we will continue to progress our climate action journey, by:

- progressing asset and fund Net Zero plans aligned to sector 1.5°C decarbonisation pathways, incorporating electrification, energy efficiency and renewable electricity
- increasing focus on roll out of on-site solar and battery solutions
- developing and implementing the Beyond 2030 renewable energy procurement strategy
- commencing reporting of Scope 3 emissions, and continuing to improve accessibility and availability of environmental performance data
- partnering with suppliers on improving the measurement of upfront carbon as well as piloting low-carbon materials
- progressing physical risk assessment and incorporation into strategic asset planning.

Rethink resources

Keeping resources in circulation and waste out of landfill.

Alignment to UN SDGs



Key achievements

43%

diversion from landfill across Office and Convenience Shopping Centre Retail assets, where we manage waste.

95%

diversion from landfill achieved across all Office developments and three of six Industrial & Logistics developments.

Circular fitout

pilot established with The Collective and industry partners at Chifley North.



Light Horse Logistics Hub, Eastern Creek NSW
Darug land

Rethink resources



As the business continues to grow, we remain focused on minimising waste to landfill in our operations and development projects, and reusing, repairing and recycling materials as we transition towards a circular economy.

Leveraging our business operations to drive circularity

We focus our efforts where we can have the greatest impact across the asset lifecycle, from property design and development through to asset management and day-to-day operations. Our framework has been developed in collaboration with teams across development, capital works, asset management and operations, and provides a common approach with sector specific pathways, helping embed circular economy principles into decision-making at each stage of the asset lifecycle.

Pathways linked to asset lifecycles

While we apply a common approach to circularity across the Group, implementation is tailored to the unique operating environments of each sector. Tools and initiatives include embedding minimum standards for materials and waste management within existing documentation, including tenant fitout guidelines, building fitout guides and procurement guidelines.

By building our understanding of circular economy opportunities and partnering with tenants, social enterprises and community organisations, we have increased operational waste diversion, expanded material reuse across projects and strengthened supply chain capability. In doing so, we are not only improving environmental outcomes but also creating social value through community investment, employment pathways and support for organisations that deliver positive environmental and social outcomes.

Asset lifestyle stages	Circular economy principles	Tools and initiatives	Target	Progress
Property management In our Office and Convenience Shopping Centre Retail assets where we manage waste <read more>	Maximise resource recovery and minimise operational waste through effective waste management, tenant engagement and recycling initiatives	Waste management services and infrastructure Tenant waste segregation programs Sector-specific waste improvement strategies	60% diversion from landfill by 2030	Maintained 51% diversion from landfill across Office assets where we manage waste. The Group diversion from landfill was 43% across Office and Convenience Shopping Centre Retail assets.
Property design and development Development of assets in Office and Industrial & Logistic sectors <read more>	Embed circular design principles, prioritise lower-carbon materials and maximise recovery of construction and demolition (C&D) materials across developments	Circular Design Guidelines Procurement Guide / alternative materials review Construction and demolition (C&D) waste recovery report Material quantity template	95% C&D by 2030	Achieved 96% diversion of construction and demolition waste from landfill at Office development projects. 100% of Industrial & Logistics developments achieved >90%, with three out of six projects achieving target.
Asset services Capital projects undertaken, including refurbishments to improve customer amenity, tenant fitout and plant and equipment replacement <read more>	Extend asset life and maximise material reuse, designed for adaptability, disassembly and material recovery	Fitout Guidelines Supplier Code of Conduct Capital works circularity outcomes tracker	Pilot circularity in design for fitout/defit projects	Created a circular office fitout model with The Collective, a group of industry experts, to help shape more sustainable fitout practices while reducing waste and creating long-term value.
Asset management Tenant engagement, tenant fitout and make-good activities <read more>	Support circular fitouts, material recovery and lower-carbon replacement of plant and equipment through tenant collaboration	Green leasing Tenant engagement and Fitout Guidelines Make Good Guideline and clauses	50% reduction in tenant emissions by 2030	Through active tenant partnership at 555 Collins Street, Melbourne asset recovery initiatives delivered savings of \$318,000, while diverting over 12 tonnes of materials from landfill.

Rethink resources

Operational waste

Property management presents opportunities to reduce waste generation and improve resource efficiency through day-to-day operational practices.

Managing waste in a growing platform

In FY26, waste diversion outcomes varied across our portfolio, reflecting different levels of maturity in waste management practices across sectors. The Group's waste diversion rate was 43%, down from 48% in the prior year, with Convenience Retail assets accounting for 72% of total waste generated across the Group, with the remainder generated by Office assets.

While FY26 performance was below the record result achieved in FY25, it remained broadly in line with FY24 and above FY23, as shown in the chart, highlighting both the progress made and the need to continue embedding consistent waste management practices to deliver long-term resource recovery outcomes.

Informing our waste strategy

A comprehensive assessment in 2025 revealed the challenges and opportunities in reducing operational waste generation and increasing landfill diversion. The review included a macro view of Australia's broader waste infrastructure landscape, identifying systemic constraints ranging from diminishing landfill capacity to ongoing limitations around recycling infrastructure.

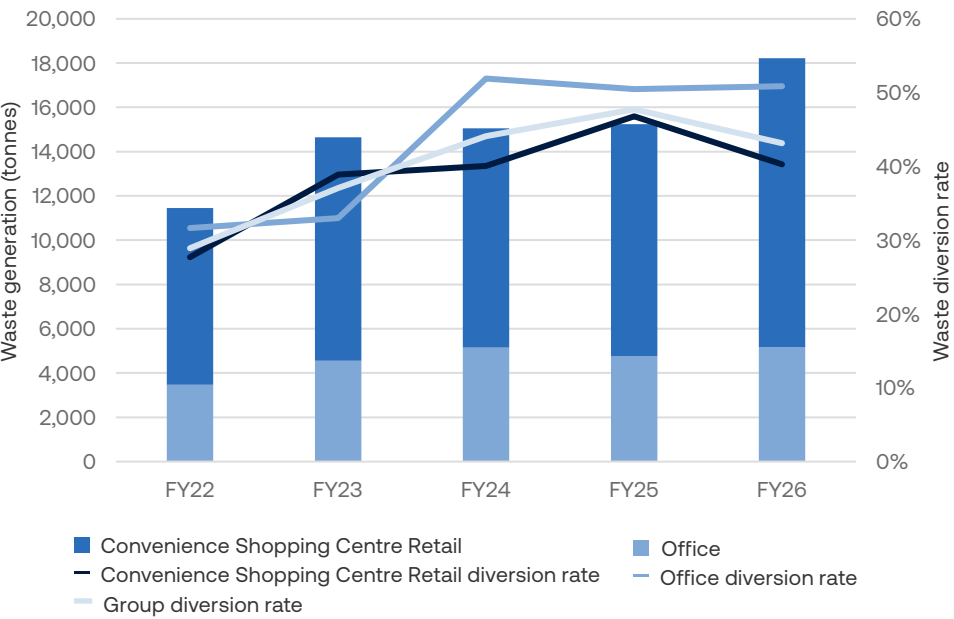
These insights informed the reset of our 2030 landfill diversion target to 60% across our Office and Convenience Retail portfolios, reflecting operational realities, asset-specific challenges and opportunities to improve resource recovery outcomes.

The assessment also identified opportunities for scalable improvements by focusing on asset types and waste streams with the greatest potential for impact.

Our waste strategy is built on three interconnected pillars:

- Data-driven insights provide the foundation for action through detailed waste data analysis, regular asset audits and independent assurance of waste data. These insights help identify resource recovery opportunities, target engagement efforts and support informed decision-making.
- Decision-useful outcomes ensure waste and circularity considerations are embedded into operational and investment decisions. This includes responding to system-wide infrastructure challenges, optimising waste and cleaning contracts, identifying cost efficiencies in response to increasing landfill levies, and focusing on areas where we can have the greatest influence.
- Active partnerships help translate strategy into outcomes by engaging tenants to improve waste separation at source, incentivising property and centre teams to drive better diversion performance, and building capability and shared responsibility through education, engagement and performance alignment. These partnerships strengthen accountability, reduce contamination and support improved resource recovery outcomes across the portfolio.

Waste generation and diversion



Improving outcomes in our Convenience Retail portfolio

Waste diversion was 40% in FY26, a decrease of 7% from the previous year. While organics and recycling programs implemented in FY25 successfully increased diversion rates, maintaining performance across a diverse Convenience Retail portfolio remains an ongoing challenge. Factors including lease turnover, operational changes and inconsistent waste management practices have impacted diversion outcomes during the year.

The result highlights the importance of continuing to embed consistent waste management requirements across existing and new leases, strengthening contractor accountability through clearly defined performance KPIs, improving the capture of third-party waste data, and enhancing waste separation practices to reduce contamination and increase diversion from landfill.

A consistent approach across Office

Our Office portfolio achieved a landfill diversion rate of 51%, up 1% on the prior year, reflecting the maturity of our waste management approach and the consistent application of waste reduction practices across the portfolio.

Over several years, we have embedded waste management into day-to-day operations through enhanced organics separation, improved source segregation, the use of actual waste weight data and NABERS Waste assessments, and the integration of waste management KPIs into cleaning and waste contracts. Together, these initiatives have strengthened accountability, improved resource recovery outcomes and contributed to steady performance improvements across the portfolio.

Partnering with Industrial & Logistics customers

Operational waste within our Industrial & Logistics portfolio is managed directly by customers. While Charter Hall does not provide waste management services for these assets, we continue to engage customers on environmental performance through our partnership approach. During FY26, waste data coverage increased to 39% of customers, up from 24% in FY25, reflecting continued progress in customer engagement, transparency and data sharing.

Building capability and improving outcomes

Improving waste diversion requires more than infrastructure. Consistent outcomes depend on high-quality data, clear accountability and active engagement with tenants, contractors and operational teams. Across our portfolio, we continue to strengthen these foundations to improve resource recovery outcomes and maintain performance over time.

Our Office portfolio combines accurate data, operational accountability and stakeholder engagement to support consistent diversion outcomes. Key initiatives included:

- Maintained waste separation systems, including off-site dry-waste source separation in Sydney and Adelaide, combined with increased organics capture to enhance recovery.
- Continued use of actual waste weight data and NABERS Waste assessments, enabling more accurate tracking, benchmarking, and refinement of waste management approaches.
- Integrated waste diversion metrics into property and asset management objectives.
- Ongoing tenant and contractor engagement to improve source separation and reduce contamination.

In Convenience Shopping Centre Retail, our focus is on strengthening operational consistency across a diverse portfolio and improving diversion opportunities for high-volume waste streams. Key initiatives included:

- Improved waste analytics and site-specific diversion targets informed by local opportunities and constraints.
- Rollout of organics bin caddies for food and grocery retailers to improve source separation and reduce contamination.
- Integration of diversion targets in centre-level operational KPIs.
- Smarter waste separation practices to mitigate rising landfill levies.
- Targeted tenant engagement programs to capture diversion outcomes from food donations and butcher offcuts.

Together these initiatives are helping build the capability, accountability and data needed to improve diversion outcomes to meet the Group's 60% diversion target by 2030.



360 Queen Street, Brisbane QLD
Turrbal and Yuggera land

Making better design and development choices

Maximising resource recovery during construction

Property design and development presents opportunities to reduce waste and maximise material reuse. In FY26, the major refurbishment at 111 Bourke Street, Melbourne and Office development at 360 Queen Street, Brisbane reached practical completion and achieved a 96% diversion of construction and demolition waste. In addition, three of six Industrial & Logistics developments achieved 95% diversion or higher, with all developments achieving over 90% diversion.

Transparent reporting strengthens our alignment with circular economy principles and supports engagement with supply chain partners to identify further waste reduction, material reuse and construction innovation opportunities.

Our data shows that concrete, steel and timber make up the majority of materials diverted from landfill. This enables us to benchmark performance across projects and, over time, identify best practice, drive continuous improvement and improve development outcomes.

Embedding circularity in developments

Embedding circularity into design and material selection directly influences our Scope 3 upfront carbon emissions and supports our broader commitment to nature-positive outcomes. Over the past year, we have continued to work closely with development partners to identify opportunities to reduce environmental impacts through site selection, design optimisation and material choices.

Across our Industrial & Logistics development portfolio, circular design principles are helping reduce material consumption and embodied carbon. At our 41,000sqm Flagstone Logistics Estate, circular design principles informed the selection of lower-carbon cladding and concrete, together with lean design efficiencies that reduced the quantity of structural steel required. These initiatives are expected to deliver a 23% reduction in upfront carbon compared with a reference building.

Similarly, our development at Edinburgh Logistics Park delivered design efficiencies that reduce concrete and structural steel requirements, and the use of lower-carbon concrete, the project is expected to achieve a 12% reduction in upfront carbon compared with a reference building. At Light Horse Logistics Hub Lot 3, project teams worked with suppliers to optimise material selections and minimise upfront carbon. Initiatives included reducing material quantities, specifying EPD-verified lower-carbon concrete, selecting Colorbond roof and wall cladding, and incorporating a timber office structure to reduce embodied carbon. These measures demonstrate how early design and procurement decisions can reduce resource consumption and upfront emissions while delivering circularity outcomes.

To further embed circular economy principles into development projects, we have implemented a standardised material quantity template across new Industrial & Logistics developments. By capturing key material quantities and carbon metrics, the template helps identify lower-carbon material opportunities early in the design process, supporting informed decisions that reduce embodied carbon, resource consumption and waste.

Our Office portfolio continues to demonstrate the value of integrating circular economy principles into asset strategy and development. At the Chifley South development, targeted design changes, material selections and utility optimisation is forecasted to deliver a 26% reduction in upfront carbon.

At 111 Bourke Street, Melbourne circularity was embedded through the retention and repositioning of the existing building structure rather than demolition and redevelopment, with at least 60% of the proposed building comprising reused building materials. Reusing the structural core delivered significant circular economy and carbon benefits, reducing upfront carbon emissions, avoiding up to \$200 million in redevelopment costs and enabling the electrification of the asset to improve long-term operational performance. This outcome was made possible through close collaboration with tenants and a unique repositioning opportunity created by multiple lease expiries.

Building circularity into fitouts and defits

As part of our asset services activities, we are embedding circular economy principles across fitouts, refurbishments and portfolio initiatives. Working with suppliers and social enterprises, our Office and Industrial & Logistics sectors are extending the life of furniture, appliances and building materials, reducing waste while creating environmental, social and economic value.

In FY26, 10 Office projects incorporated circular economy initiatives, with several projects achieving landfill diversion rates above 90%. Across these projects, workstations, joinery, ceilings, lighting, glazing and furniture were retained, repurposed or transferred between tenancies and assets, reducing material consumption and waste generation. At 555 Collins Street, Melbourne asset recovery initiatives delivered \$318,000 in savings and diverted more than 12 tonnes of materials from landfill. Recovered furniture, appliances and fitout materials are also refurbished and redistributed through Green Collect, ALD Group and Revert Group, supporting community organisations while lowering project costs and landfill outcomes.

Piloting circular fitouts

To advance circular economy outcomes, Charter Hall partnered with The Collective, a consortium of industry specialists, to pilot a circular office fitout model and demonstrate how premium workplace environments can meet tenant expectations while improving resource efficiency, reducing embodied carbon and minimising waste.

The pilot's deficit phase prioritised the retention, reuse and repurposing of materials, including glass, joinery, sinks, copper piping, insulation and electrical components, significantly reducing waste sent to landfill. A digital material passport was developed to track materials, increasing transparency over material inventories and supporting future circular fitouts through improved planning, resource recovery and end-of-life management. Outcomes from the initiative are expected to be published in FY27.

Walking the talk

Charter Hall has actively contributed to the development of the GBCA Green Star Fitout Tool through participation in the Circular Economy Expert Reference Panel and by piloting the framework in the design of our new Sydney head office at Chifley South, Sydney.

This provides an opportunity to test and refine the tool in a real-world environment while helping shape more sustainable fitout practices across the property sector. Through the pilot, we are exploring opportunities to increase material reuse, improve resource efficiency, reduce waste and minimise upfront embodied carbon. The initiative reflects Charter Hall's contribution to industry collaboration and advancing circular economy.

Working to achieve sector wide change

We continue to work closely with our supply chain to improve the data quality and impact measurement of our circular economy practices. We are also advocating through established industry forums such as the GBCA and Property Council for a sector-wide methodology to help drive a consistent circularity approach.

What we've learnt

Improving circularity has reinforced that resource efficiency is not achieved through infrastructure alone. Strong outcomes depend on the combined efforts of customers, contractors, suppliers and operational teams, supported by quality data and clear accountability. Our experience across developments, capital works and operations has shown that meaningful progress is possible, but maintaining and improving performance requires circular thinking to be embedded into day-to-day decisions. It also relies on factors beyond our direct control, including access to resource recovery infrastructure, evolving supplier capability and customer participation. Our scale provides a valuable feedback loop, allowing successful initiatives and insights from one asset, project or sector to be applied more broadly across the portfolio. The challenge now is creating more consistent outcomes and building capability across construction, supply chain and property management sectors to drive stronger outcomes.

Looking forward

Over the next 12 months we will continue to progress our circular economy journey including:

- progressively embedding more sector-specific pathways into our existing tools and guidelines
- continuing to look for opportunities to partner with social enterprises to reuse and repurpose materials in our refurbishment activities
- progressing data measurement as we work towards accurately quantifying our impact
- continuing to engage with our suppliers and customers to improve our circular economy practices.



Restore nature

Creating places that work better for people and nature.

Key achievements

Water efficiency

with 4.4 star and 4.0 star NABERS Water weighted averages for the Office and Convenience Retail Shopping Centre portfolios respectively.

Nature capability

strengthened through cross-sector workshops facilitated by independent experts.

Nature positive pathway

incorporated into recent Office developments to enhance environmental outcomes and long-term asset value.

Alignment to UN SDGs



Restore nature

The built environment is both a major driver of nature impacts and one of the largest economic opportunities for a nature positive transition. Global analysis estimates the sector could deliver approximately A\$4.2 trillion in additional annual value by 2030 through changes in design, construction, materials, operations and infrastructure delivery.

The footprint of our real estate assets under management covers over 31 million sqm across Australian and New Zealand. These assets are largely located in urban areas rather than protected conservation areas. Our development pipeline focuses on CBD locations for office and on urban infill and urban fringe locations zoned for industrial development. For our small number of greenfield developments in urban fringe and infill areas, we invest in nature offsets to compensate for vegetation clearing.

During FY26, we strengthened our understanding of nature-related impacts, dependencies, risks and opportunities across the portfolio. Through a series of cross-sector workshops involving independent experts and internal stakeholders, we assessed how nature considerations are currently incorporated into asset management, development and investment decision-making. A key aspect was to build internal capability around emerging nature reporting requirements and the identification of existing strategies and practices.

The assessment highlighted that nature underpins the long-term performance and resilience of our assets. Water catchments, wetlands, soils, vegetation and urban green spaces provide critical ecosystem services, including land stability, natural amenity, water availability, flood mitigation and urban heat regulation. These services support asset resilience, tenant wellbeing and long-term value creation.

It also identified that degradation of natural systems can increase business risks, including higher operating costs, greater exposure to physical climate risks, development and planning constraints, and reduced attractiveness to tenants and investors. As a result, we view nature as both a risk to be managed and a strategic opportunity. Actions that reduce our impacts and dependencies on nature can support value creation, enhance climate resilience, deliver operational efficiencies and contribute to broader system-level change. Many of the actions we take to enhance nature outcomes also support our climate and circular economy objectives.

This year, we focused on understanding nature-related impacts, dependencies, risks and opportunities across the portfolio, strengthening internal capability and identifying existing strategies and practices. We held cross-sector and development-focused workshops with independent experts to ensure our approach remains aligned with our direct business activity.

The review and engagement identified strong foundations across the Group, together with opportunities to further strengthen governance, decision-making processes and the collection of nature-related metrics. Across all sectors, water remains a critical dependency for business continuity, while access to nature and green space presents opportunities to enhance tenant experience, support urban resilience and strengthen long-term asset performance.

Reducing reliance on potable water

Water across our platform

We depend on potable water supplied by water utilities. The potable water is used in bathrooms, end of trip facilities, air conditioning services, sanitation and irrigation as well as tenant needs. Our tenants in food and materials manufacturing are our largest water consumers. The potable water is supplemented with rainwater harvesting and groundwater use at select assets.

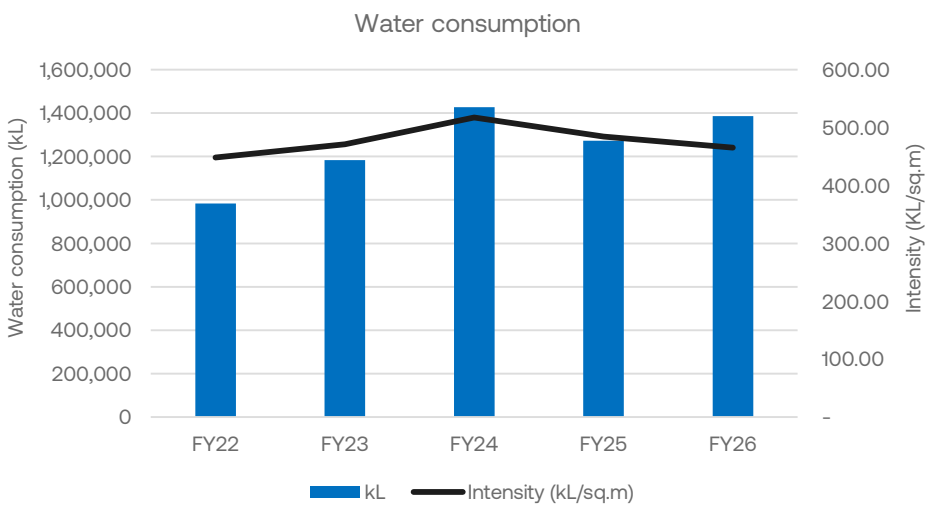
We work with our tenants to improve the management of potable water, including installation of submetering and active monitoring for leak detection.

Potable water itself is largely provided within metropolitan regions and is highly dependent on utilities’ water supply, purification and flow regulation services. Increasingly, this water is supplemented by desalination plants, lowering the risk of water scarcity as the Australian climate warms. However, approximately 5% of our assets under operational control are in regional areas supplied by local water authorities that are vulnerable to water scarcity during periods of drought and severe water restrictions. We are actively working towards the implementation of water efficiency management plans for these assets.

Improving water efficiency

During the year, assets within our operational control consumed over 1,300ML of potable water, an increase of 9% largely driven by a 13% increase in portfolio coverage (sqm). Water intensity decreased by 4% compared with last year, driven in part by our focus on leak detection and operational efficiencies.

Our Industrial & Logistics team have focused on exception reporting in contract Service Level Agreements (SLAs) reducing fail to fix timeframes, as well as landscaping and minimum design incorporating drought tolerant native species.



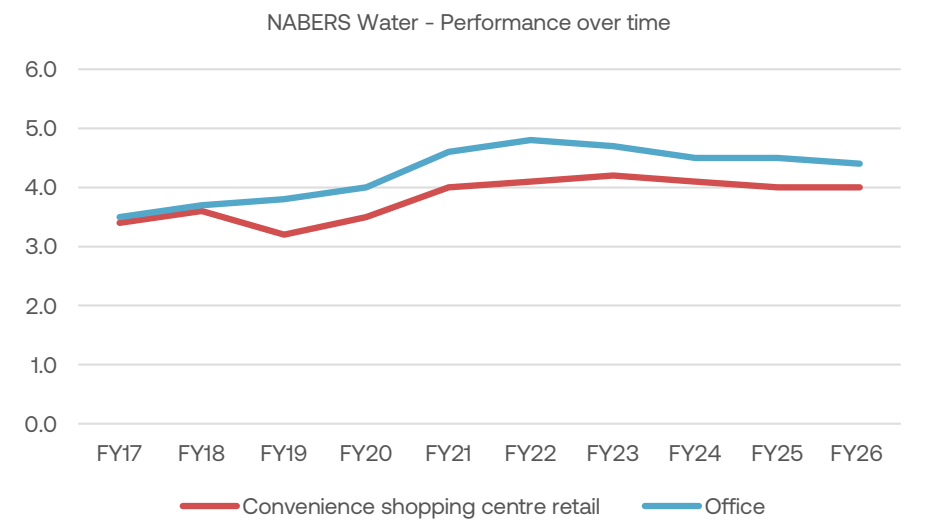
Benchmarking performance

As part of independently certifying the sustainability credentials of our buildings, we continued to partner with NABERS to baseline and support continuous water efficiency activity across our portfolio.

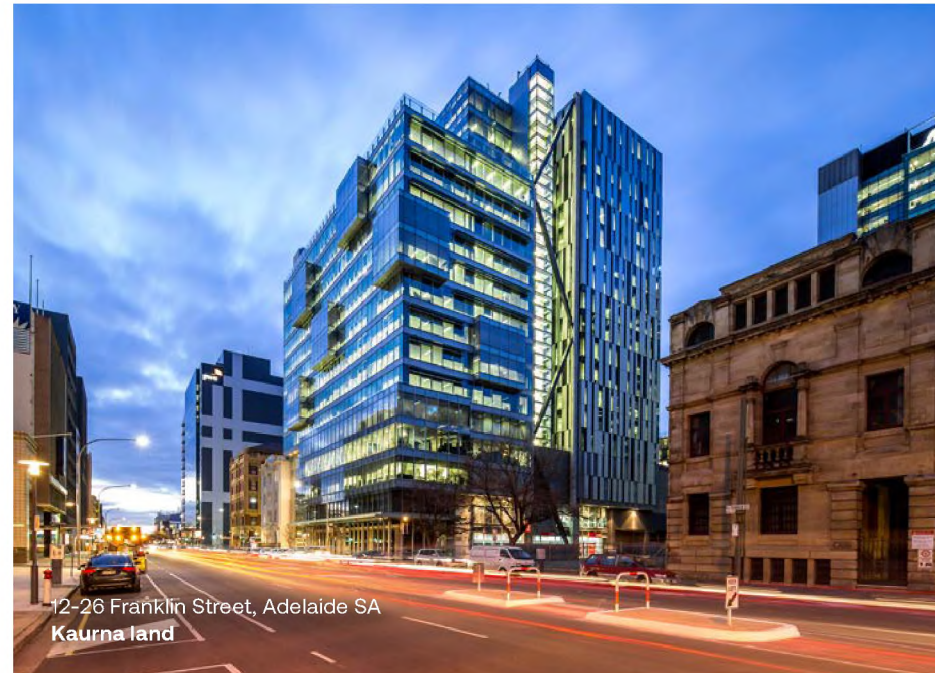
Our Office portfolio achieved a 4.4 star NABERS Water rating, a slight decrease of 0.1 star from FY25. Across the portfolio, we are experiencing greater use of end-of-trip facilities, supporting improved wellness outcomes for our tenants. While we are minimising the impact through water efficient fixtures, smart flow controls and improved submetering, this continues to affect building water performance.

Our Convenience Shopping Centre Retail portfolio maintained a 4.0 star NABERS Water rating by focusing on water efficient fixtures, smart flow controls and leak detection. We have water submetering in place across a number of sites and engage with tenants about water consumption trends.

Potable water consumption by sector



Restore nature



Supporting positive nature outcomes

Managing our footprint

The day-to-day operation of our assets has direct impacts on nature through water consumption, waste generation and disposal, carbon emissions, water and soil pollution and, to a lesser extent, biodiversity disturbance through noise and light. We manage these impacts by setting targets for operational waste, managing carbon emissions, actively managing spills and stormwater retention, undertaking water leak detection, using native vegetation and drought-tolerant landscaping and avoiding upward lighting to minimise light disturbance.

Development activities directly impact land use and degradation, materials sourced from high-impact commodities such as steel and concrete, soil and water pollution, biodiversity disturbance, carbon emissions, and waste generation and disposal. We manage these impacts through site selection and planning, responsible material selection, targets for construction and demolition waste diversion, and active management of upfront carbon emissions.

Our indirect impacts to nature are largely through procurement activities. While we have measures in place to preference environmentally preferred materials, opportunities remain to improve how we use materials, as outlined in [Rethink resources](#).

Designing with nature

We continue to integrate nature into the built environment to enhance asset performance, support urban heat resilience and improve tenant satisfaction. The following projects were completed during the year:

- Refurbishment of 111 Bourke Street, Melbourne, incorporated a wintergarden across levels 15 and 16, providing enhanced tenant comfort and natural amenity.
- Development of 360 Queen Street, Brisbane, incorporated mixed-mode wintergardens and landscaped terraces, assisting with temperature and heat regulation while enhancing tenant comfort and amenity.

- In partnership with our tenants, we introduced beehives in three office locations, supporting pollination services while providing community building, educational workshops and the provision of honey.

Investing in restoration

We are actively investing in biodiversity and carbon offset projects to compensate for our impacts to land use and biodiversity. During the year we:

- Invested in biodiversity credits to provide positive offsite benefits at Chifley South. The credits are from the Alleena project, a 497-hectare conservation reserve in the New South Wales Riverina under a permanent covenant. Situated adjacent to national parks and revegetated landscapes, the Alleena project provides habitat for a variety of threatened woodland bird and native mammal species. The project's rich native plant diversity includes 171 recorded species.
- Invested in Savannah Fire Management and Environmental Planting carbon offset projects to compensate for our Scope 1 emissions. The Savannah Fire Management carbon offsets avoid carbon emissions through traditional fire management techniques and assist with improving biodiversity outcomes through weed management. The environmental plantings improve nature outcomes through planting of native tree species on land that has previously been used for agriculture.



What we've learnt

Nature is a factor that influences asset performance, resilience and long-term value creation. Through our nature assessment, we identified both strong foundations and opportunities to further mature our approach, particularly in relation to data, capability and decision making. Our experience across a diverse portfolio has highlighted that nature-related risks and opportunities vary by asset type, location and customer needs. It has also reinforced our dependence on natural systems, including access to reliable potable water, healthy ecosystems and the services they provide, such as flood mitigation, urban cooling and climate resilience. While nature remains an evolving area for the property sector, continuing to build knowledge, data and capability will be critical to strengthening decision-making, managing risk and supporting long-term resilience.

Looking forward

Over the next 12 months, we will continue to improve our understanding of our nature-related dependencies, impacts, risks and opportunities across the business, by:

- building our fluency in nature to effectively meet evolving expectations
- maturing our consideration of nature in decision-making, and improving linkage between nature outcomes and value
- identifying additional metrics and improving the robustness of data, including expansion of water submetering programs
- progressing implementation of water efficiency management plans.



High-performing talent

Building the people, culture and capability behind our performance.

Alignment to UN SDGs



Key achievements

90%

engagement with 95% participation rate in our annual employee Engagement and Culture Survey.

100%

succession and development plans in place for business-critical roles.

AI acceleration

through targeted applications, to help our people work at pace, generate deeper insights and support better decisions.



High-performing talent



David Clarke Rising Leader Award, 1 Martin Place, Sydney NSW
Gadigal land

A clear vision, strong leadership and an engaged, ambitious workforce underpin Charter Hall's high-performance culture. Our consistent strategy and operating model have given our people a shared sense of purpose, clarity on where we are heading and the confidence to create long-term value through changing market conditions.

Our experienced Boards and leadership teams provide the continuity, conviction and sound judgement that our teams need through cycles and our talent strategy builds on this foundation by attracting and retaining top talent, strengthening succession and investing in future skills across the platform. We are constantly growing capability through the way we work, providing digital tools and real opportunities to learn, adapt, move at pace and sustain high performance.

This was again reflected in our strong engagement results this year. Our people indicated that they remain deeply connected to Charter Hall's purpose and strategy, with engagement levels at 90%. Confidence in leadership remains high, and 97% of employees say they understand Charter Hall's goals and objectives. This clarity creates a strong line of sight between individual contribution and business outcomes.

Low turnover provides a further indicator of cultural strength, reflecting the quality of our leadership, the strength of our employee value proposition and our focus on creating meaningful career opportunities over the long term. This gives us the institutional knowledge needed to move with confidence and deliver consistently through changing market conditions.

As the business grows, our success increasingly depends on our ability to operate as one Charter Hall enterprise, ensuring insights, relationships, opportunities and decisions are shared seamlessly across the platform, our teams and sectors. Our cross-sector sub-committees are charged with this, bringing together leaders to support stronger Group outcomes with a focus on investor, tenant, ESG and enterprise technology investment priorities.

The place for talent

We are proud to be a place where people can build many careers within the one business. In FY26, 88% of our people rated their growth opportunities positively, and 13% of our people moved into new roles across the business. These opportunities are supported by the scale and breadth of our platform across the full property value chain. Through planned rotations, secondments, stretch assignments, technical learning, mentoring, formal programs and exposure to senior leaders our people grow by being immersed in the Charter Hall Way – learning how we access capital, deploy it into high-quality opportunities, manage assets for performance and invest alongside our partners to create long-term value.

A leadership bench for our growth plans

Deepening our leadership bench strengthens our ability to grow, adapt and deliver long-term value. Succession planning played a key role in building organisational capability this year, supported by targeted talent rotations across sectors and divisions. These opportunities provide our people with broader business exposure, diverse experiences and cross-functional perspectives, while giving Charter Hall greater visibility of critical roles, emerging talent and the capabilities required to sustain performance, judgement and pace through the next phase of growth.

In FY26, we launched the David Clarke Rising Leader Award, an initiative honouring the legacy of our former Chair, David Clarke, and his belief in the power of international study to inspire personal and professional growth. Designed to recognise and develop high-performing talent, the award provides a visible development opportunity reinforcing the behaviours, potential and leadership capability required for success. As the inaugural recipient, Senior Manager, Institutional Client Services, Mackenzie Moores-Sipos completed the Oxford Real Estate Programme at Saïd Business School, University of Oxford. Her experience reflects the awards intent: enabling our people to gain new perspectives, broaden their networks and bring fresh ideas back to Charter Hall.

Starting early with the next generation

Investing in the next generation of talent is key to building a strong and sustainable business. This year, we introduced an internal talent acquisition model to strengthen our ability to identify and attract top talent. Through proactive talent pipelining and stronger brand awareness, the model has improved the quality of hires, supported stronger retention outcomes within the first 12 months of employment and delivered meaningful cost savings.

We evolved our early careers strategy, with our internship program moving from a university-specific model to a broader, degree-diverse and university-agnostic approach. The program resulted in nine placements across Industrial & Logistics, Office, Convenience Retail, Finance and Investment, creating pathways for talent to gain exposure to the breadth of our business and develop the skills, relationships and mindset that underpin the Charter Hall Way. To support this, we increased our presence across target universities through ongoing engagement with student associations and campus networks, enabling our people to share their experiences and highlight the diverse career paths available across the Group.

While talent can be found in many places, access to opportunity is not always as widespread. To that end, we held our inaugural Bandu Work Experience Day, delivered with our Community Investment partner, Bandu Organisation. This provided First Nations school students with exposure to the property industry and possible future career opportunities.

We also continued our participation in the Capital Transactions & Leasing Early Career Program, delivered in partnership with Property Champions of Change. The program is designed to build a pipeline of female talent in traditionally male-dominated areas of the property industry, providing participants with practical experience, industry exposure and access to professional networks that support long-term career development.

Together, these initiatives are deepening our talent pipeline, enhancing our employer brand and creating meaningful pathways into the business. By investing early in diverse and high-potential talent, and nurturing capability from within, we are building the next generation of leaders needed to support long-term growth across Charter Hall's platform and strengthen the behaviours that differentiate us: commerciality, partnership, ownership, curiosity and delivery at pace.

Learning through exposure and experience

We invest in the skills, experiences and perspectives our people need to perform at their best and grow within the business. Our focus on leadership, technical expertise, digital literacy and adapting to change reflects the capabilities needed to continue scaling our platform, deliver for investors and tenants, and respond with pace to changing market conditions.

In FY26, our learning offering included Career Coaching, Manager Essentials and Managing for Team Wellbeing, alongside participation in Property Council of Australia programs and other leadership initiatives. These programs help our people build the knowledge, judgment and confidence to lead teams, make better decisions and deliver consistently in a complex and fast-moving environment.

Our Career Coaching Program, now in its ninth year, is a key part of our offering. The program supports our people to reflect on their aspirations, build confidence in their development goals and access structured guidance from internal mentors with deep business experience. Participants value the opportunity to step back, clarify their direction, enhance leadership behaviours and build networks across the business.



Career Coaching Program, 1 Martin Place, Sydney NSW
Gadigal land

High-performing talent

Property Council Australia event, Sydney NSW
Gadigal land

More broadly, capability building is reinforced through exposure to leaders at every level of the organisation, including our Board. Through leadership forums, recognition programs and opportunities to present at Board meetings, emerging talent gain insight into how Charter Hall thinks, operates and creates value. This builds broader commercial perspective, strengthens succession and helps develop team members who can work across sectors, collaborate effectively and deliver the Charter Hall Way.

Rewarding outperformance and ownership

We evolved our remuneration framework to strengthen our ability to attract and retain top talent, while better incentivising and rewarding outperformance as we grow. This includes changes to our STI pool, increasing the share of outperformance flowing to employees and the removal of the 150% STI cap for levels below Executive, enabling top performers to receive greater reward in years of exceptional Group and individual performance. We have also extended our LTI to the next layer of leaders, strengthening retention and aligning incentives to sustainable value creation and an ownership mindset across the platform. The introduction of voluntary STI deferral for all employees provides greater flexibility in how people receive their STI outcome, while supporting stronger equity ownership across the Group. Together, these changes create a stronger platform to drive performance, retain critical talent and share in the value created through our next phase of growth.

Leading beyond Charter Hall

Our people play an active role in shaping the future of the industry through leadership positions, industry committees and sector forums. In FY26, Office CEO & Institutional Client Services Carmel Hourigan, served as National President of the Property Council of Australia, while Charter Hall employees contributed to more than 40 industry committees and participated in leadership and development initiatives such as the 500 Women in Property program.

Sustainability and social impact are also areas where we support industry progress. We lead the National Sustainability Roundtable, contribute to the Benchmarking and Modern Slavery Committees and share practical insights to support compliance and best practice reporting. Our contribution extends to the Property Industry Foundation, with Chief Experience Officer Natalie Devlin serving on its National Board of Advisors to support industry efforts to address youth homelessness.

Wellbeing and belonging to support connection and performance

Wellbeing remains high at 89%, consistent with FY25, despite business growth and an increasingly complex external environment. This reflects our ongoing focus on creating an environment where employees can sustain high performance, while feeling supported in managing wellbeing, workload and the demands of broader economic and geopolitical uncertainty.

Our wellbeing approach is predicated on meaningful work, practical wellbeing skills and a range of benefits that support long-term, sustained success. We provide a broad offering of benefits including AIA Vitality, Sonder, wellbeing leave, workplace wellbeing initiatives and vaccinations.

AIA Vitality is an important part of our employee value proposition supporting health and fitness-related activities and broader wellbeing needs for our people and their families, including menopause support, second medical opinion access and AIA Embrace, a cancer recovery service. To date, 288 of our people have activated their membership, lifting our activation rate to 42.5%.

Belonging and community

Inclusion remains a strength of our culture, with 97% of employees saying they would recommend Charter Hall as an inclusive place to work. Fostering an environment where people feel respected and supported, is key to ensuring that everyone can perform at their best.

In FY26, Charter Hall was recognised as a Family Friendly Workplace, reflecting our focus on supporting employees through different life stages and circumstances. We enhanced our parental leave policy, increasing paid leave entitlements for primary and secondary carers while providing support for families formed through birth, adoption or surrogacy. The policy aligns with Charter Hall's WGEA commitments and Property Champions of Change Leading on Care recommendations.

We also bolstered cultural capability across the Group. SBS Cultural Learning modules were integrated into our new starter onboarding program, ensuring all employees receive foundational cultural learning. In partnership with our First Nations RAP Working Group and Stonecrab, we developed our Aboriginal and Torres Strait Islander cultural learning strategy and employment strategy, supporting greater cultural understanding, inclusion and opportunities for First Nations peoples across our business.

This focus on inclusion was recognised externally, with Charter Hall achieving AWEI Gold Status for the first time in FY26. Awarded through the Australian Workplace Equality Index, the recognition reflects the progress we have made in building allyship, increasing visibility and creating an environment where LGBTQA+ employees feel valued, respected and supported.

Beyond formal policies and programs, belonging is built through everyday connection. Through our employee-led clubs and communities, our people connect through shared passions and experiences, strengthening the relationships and sense of community that support our culture. These connections often continue beyond day-to-day work, shaping enduring networks that extend across careers, the industry and life beyond Charter Hall.

AWEI event, Sydney NSW
Gadigal land

High-performing talent

Connection for life

Our alumni network continues to grow, with events attracting more than 100 participants and attendance increasing year-on-year. It provides an ongoing connection between former employees, Charter Hall and the broader industry, while reflecting the lasting relationships built through our culture. As our people move into leadership roles across the sector, they extend Charter Hall's influence and reputation beyond the organisation. The strength of these connections is also reflected in the number of former employees who return, bringing new experience, perspective and capability back to the business.

A culture of generosity and giving

Purpose is an important part of how our people experience belonging at Charter Hall. We create opportunities for employees to contribute to causes that matter to them, connect with colleagues beyond their day-to-day roles and strengthen the communities in which we operate. In FY26, our people contributed 3,704 volunteer hours, making it one of our strongest volunteering years on record. Across the country, employees supported 30 community organisations through 75 volunteering opportunities, helping deliver critical services, build local connection and create positive social impact. This contribution reflects our culture of generosity and reinforces the link between meaningful work, community purpose and a shared sense of belonging. More information can be found in [Strong Communities](#) section of the report.

Reimagining work

The way we work is always evolving, creating new opportunities to simplify processes, enhance collaboration and improve productivity. With stronger data, platform and cyber foundations now in place, our focus has shifted from building capability to applying it deliberately to the areas that matter most to Charter Hall. In FY26, we accelerated the use of automation and AI in targeted areas, using purpose-built tools to improve speed, consistency and decision-making while building on the commercial judgement, relationships and execution discipline already embedded across the business.

Our approach is aligned to four strategic themes: trusted reporting, governance and sustainability disclosure; accelerating capital deployment; deepening investor and tenant relationships; and scaling the platform. We are not chasing emerging technologies because they are new, but using AI to strengthen the work that differentiates Charter Hall. From investor due diligence and leasing activity to customer service and portfolio insights, automation and AI are helping teams access information faster, make more informed decisions and deliver better outcomes. Over time, these tools will also help us work more fluidly across sectors, creating opportunities for talent to build broader capability and move more easily through the business.



Alumni event, 1 Martin Place, Sydney NSW
Gadigal land

**What we've learnt**

Strong engagement, wellbeing and internal mobility outcomes reinforced the connection between performance, culture and opportunity. As employee expectations evolve and technology reshapes the way people work, maintaining a high-performing culture requires ongoing investment in capability, leadership and career development. The scale and breadth of Charter Hall's platform creates opportunities for people to build experience across sectors, disciplines and stages of the property lifecycle, strengthening both individual careers and organisational capability. Continuing to develop talent from within will remain critical to sustaining the judgement, adaptability, ownership and pace needed to deliver long-term performance.

Looking forward

Over the next 12 months we will continue developing high-performing talent and strengthening the attributes that differentiate Charter Hall through:

- maintaining high levels of employee engagement and wellbeing as the business scales at pace
- retaining top talent critical to succession, investor confidence and long-term platform growth
- building AI capability to improve speed, consistency and decision-making while supporting people to reskill as work evolves
- strengthening cross-sector collaboration so insights, relationships and opportunities move quickly across the platform
- embedding inclusion through the Reconciliation Action Plan
- retaining Employer of Choice for Gender Equality and AWEI Gold status
- encouraging female participation on Charter Hall Group Board of >40%, and in senior management of >40%.

Deep customer relationships

Growing together through insight and partnership.

Key achievements

+60

combined cross-sector tenant Net Promoter Score.

\$6.7bn

of gross equity inflows from new and existing investors.

Single view

of customers across the Group.

Alignment to UN SDGs



Deep customer relationships

Strong customer relationships have long been one of Charter Hall's defining strengths. As we continue to grow, our focus is on understanding what matters most to investors and tenants, and ensuring our people are equipped to deliver it. While our scale gives us a unique perspective across markets and sectors, we combine that scale with local knowledge, trusted relationships and a deep understanding of customer priorities, enabling us to create value in ways that extend beyond individual assets.

Building stronger customer relationships

As our customers increasingly engage with us across multiple sectors, funds and assets, we focus on creating a more connected and consistent approach to engagement. By combining customer feedback, relationship insights and data-led analysis, we are building a deeper understanding of customer priorities, identifying opportunities earlier and ensuring action is coordinated across teams to deliver a seamless experience for customers.

This approach is reflected across our investor and tenant relationships. For investors, this includes regular opportunities to engage with our leadership team through investor events, roundtables, market updates and portfolio reviews. For tenants, engagement is shaped around portfolio reviews, operational meetings, strategic discussions and asset-specific plans. These interactions help us better understand customer priorities, gather feedback, share insights and identify opportunities to support customers as their needs evolve.

This year, we achieved our strongest customer results to date, including a combined cross-sector tenant Net Promoter Score of +60, tenant retention of 84% and continued high levels of investor satisfaction. The quality of these relationships is also reflected in the way customers grow with us. FY26 was a standout year for attracting new domestic and offshore capital, contributing to record gross equity inflows of \$6.7 billion, while the number of unique tenants across our portfolio increases year-on-year.

Aligning the broader customer experience

We regularly review how we deliver services across our assets to ensure our operating model remains efficient, scalable and responsive to customer needs. During FY26, half of our top 20 corporate tenant customers expanded their footprint with us, reinforcing the importance of delivering a consistent, high-quality experience at scale, whether services are delivered directly by Charter Hall teams or through trusted partners.

During the year, we enhanced the frameworks, processes and performance measures that help ensure consistency across different service delivery models. A key example is our partnership with CBRE, our Industrial & Logistics facilities management partner, where we have introduced shared customer experience measures to support a more consistent and integrated experience.

Tenant feedback highlights responsiveness, trust, partnership and ease of doing business as key strengths, reinforcing the value of a coordinated approach across both our people and our extended service network to deliver on the Charter Hall experience customers expect.

Strategic growth through partnerships

As stewards of capital, we work closely with investors to understand their objectives, investment preferences and long-term strategies, enabling us to tailor solutions to their evolving needs. During FY26, we were appointed to manage multiple direct Australian property portfolio mandates through our wholesale investment platform. These appointments are an example of how we can combine investment management, asset management and property expertise to deliver solutions aligned to specific investor objectives.

We also launched the Charter Hall Convenience Retail Fund, with both new and existing investors, highlighting the strength of relationships and our ability to provide investors with opportunities across different sectors and strategies.

The same partnership approach extends to our tenants. Several tenants expanded their footprint with Charter Hall during the year, including Coles, Woolworths, Bunnings and our government tenants. Today, 69% of our tenants lease space across multiple Charter Hall assets, while 28% have relationships that span more than one sector, reflecting the breadth and depth of our customer partnerships. Increasingly, these relationships involve more than providing space, with customers seeking support to improve operational efficiency, achieve sustainability objectives and support long-term growth.

One example is our work with Coles, where a long-standing relationship and understanding of its broader energy strategy helped identify an opportunity to accelerate renewable energy outcomes. During FY26, we partnered with Coles and Origin Energy to install 1.6MW of solar and secure approvals for a FY27 project that will deliver battery energy storage capacity across three sites in New South Wales, Victoria and South Australia.

Customer priorities also played an important role in the repositioning of One Shelley Street, where ING Australia signed as a new tenant customer. From the outset, there was strong alignment between ING's workplace and environmental objectives and the asset's sustainability credentials, including its 6 star Green Star certifications, NABERS Energy ratings, renewable electricity supply rooftop solar and incorporation of cooling systems using harbour water.

Through ongoing engagement with ING throughout the leasing process, we gained a deeper understanding of both their immediate requirements and future ambitions. These discussions reinforced and accelerated a number of sustainability initiatives, including the electrification of building systems, which was completed well ahead of ING's lease commencement. The strong alignment between customer priorities and our long-term asset strategy enables us to deliver a workplace that meets ING's expectations from day one, while positioning the asset for future market demand.

Deepening industry expertise

To create long-term value for our customers, we need to understand the industries they operate in, the forces shaping their decisions and the risks and opportunities influencing future growth. The breadth of our platform and customer relationships gives us visibility across sectors, markets and industries, helping us identify emerging trends and connect insights that may not be visible through a single asset, customer or sector lens.

What was once undertaken on an ad hoc basis is now becoming more embedded in how we support customers and build strategic relationships. During FY26, we enhanced our customer and industry intelligence capability

through more structured analysis, dashboards and executive forums, bringing customers in house to share perspectives, discuss common challenges and explore emerging opportunities across sectors. By combining relationship insights, customer feedback and data-led analysis, we are giving our teams a clearer view of evolving trends, risks and opportunities, enabling more informed decision-making and proactive customer engagement.

Our Exposure Series continues to help our people deepen their understanding of the industries and issues shaping customer decisions. Open to employees across the business, the series reflects our belief that the best ideas and integrated solutions often stem from listening closely to tenants and understanding the challenges they are trying to solve. During FY26, sessions explored embodied carbon, adaptive reuse and the experience advantage in retail, bringing together subject matter experts and customer perspectives. These forums were complemented by customer-focused capability initiatives, including presentation, communication and pitch skills workshops, helping our people engage with tenants and investors in a more informed, confident and impactful way.



Turning data into action

Data is becoming an increasingly important strategic lever in how we understand investor and tenant needs, identify opportunities, strengthen customer relationships and deliver better outcomes.

Over the past year, we have taken a significant step forward in developing a Group-wide single view of our customers. Historically, information existed across multiple internal and external systems, sectors and teams. By bringing these datasets together and making them easier for our people to access and use, we are creating a more complete understanding of investor and tenant relationships and the risks and opportunities across the platform. This enables more proactive conversations, stronger collaboration and better customer outcomes. It is also creating capacity for our teams, while supporting a scalable operating model as we grow.

Deep customer relationships

The value of bringing information together is already being realised through a range of AI-enabled tools and capabilities. One example, is RFI Assist, an AI-enabled platform designed to support investor requests for information and due diligence questionnaires. Drawing on approved fund, sustainability and governance documentation, the platform helps teams respond more efficiently and consistently while reducing manual effort. For investors, this means faster access to information, more consistent responses and a more streamlined due diligence process.

Data is also unlocking new insights in sustainability. During FY26, we progressed the development of our enterprise sustainability platform, which connects property, customer and consumption data across energy, emissions, water and waste. The platform brings together information from multiple sources and uses AI and automation to extract and structure data that was previously captured through manual processes, creating a more connected and reliable view of performance. This AI-assisted monitoring helps identify anomalies and emerging patterns, enabling more proactive engagement with customers. The platform is currently in advanced testing, with full implementation scheduled for October 2026.

Making it easier to do business

During the year, we expanded our investment in digital platforms designed to improve transparency, responsiveness and ease of doing business. For investors, this included the successful transition to a new registry provider, delivering a more modern and streamlined experience across key interactions such as account management, communications and access to investment information.

For tenants, a key example has been the rollout of Facilio, a customer-facing facilities management platform that enables Office tenants to lodge service requests, monitor progress and access operational information through a centralised portal. Tenant listening showed a significant improvement in satisfaction with the ease of logging requests, while the data generated helps improve asset performance over time.

Leasing is another area where technology is improving the customer experience. Further investment in Lease Easy for Convenience Retail

tenants has helped reduce store opening time frames by around one-third, enabling tenants to commence trading sooner and reducing lost revenue opportunities. Building on this success, during FY26 we expanded leasing automation across Industrial & Logistics, Office and Social Infrastructure. The process uses AI and automation to improve consistency, data quality and leasing efficiency, allowing teams to focus on relationship management and strategic activities.

Enhancing places and experiences

Health, wellbeing and workplace experience remain important priorities for our tenants and their people. Increasingly, customers are seeking workplaces that support employee wellbeing, sustainability objectives, attraction and retention, and business performance.

Over recent years, we have invested significantly in workplace upgrades, sustainability initiatives, customer amenity and building performance. Combined with our commitment to Net Zero operations and ongoing asset improvements, these investments are helping create healthier, higher-performing environments that support the evolving needs of our customers.

Our buildings are benchmarked through leading frameworks including NABERS Indoor Environment and WELL. During FY26, we maintained Australia's largest WELL at Scale office portfolio, representing more than >1.72 million sqm. This reflects our focus on creating workplaces that support health, wellbeing and productivity, while helping customers achieve their own workplace and sustainability objectives.

Fostering connection and community

Across our portfolio, we invest in programs and initiatives that bring our places to life. Informed by tenant feedback and evolving expectations, these experiences help foster wellbeing, strengthen connections and create a greater sense of community for customers and their teams.

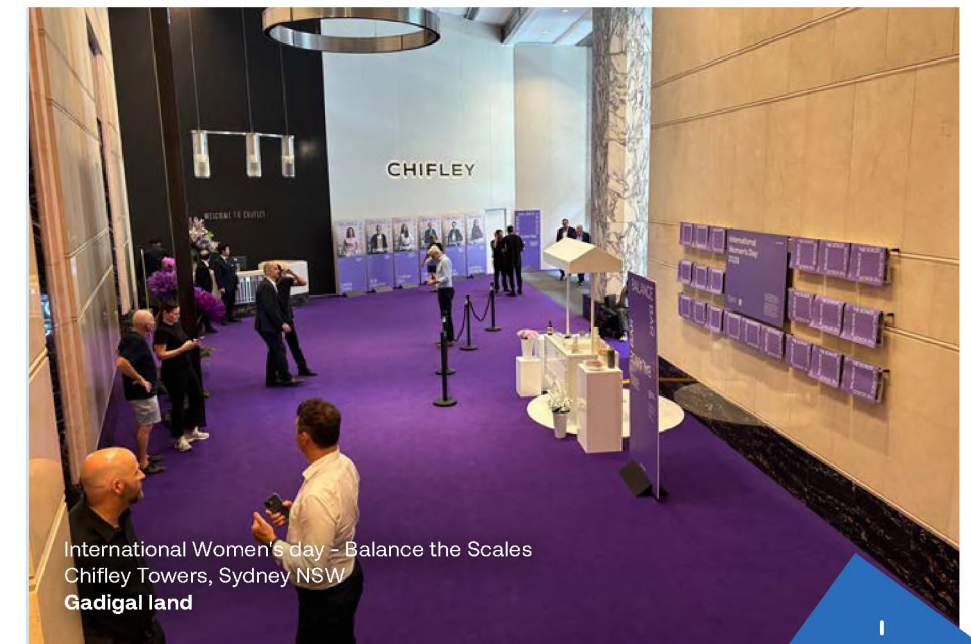
In our Industrial & Logistics portfolio, we partner with tenants to support workplace wellbeing initiatives. During FY26, we supported the R U OK? in Trucks & Sheds National Day of Action, marking five years of collaboration to deliver on-site wellbeing programs across New South Wales, South Australia and Queensland. Activations at customer sites, including CEVA Logistics, Coles and Coca-Cola Europacific Partners, created opportunities for teams to connect and promote positive mental health outcomes across the sector.

Within our Office portfolio, placemaking programs continue to enhance engagement. International Women's Day was celebrated across 15 assets under the UN Women theme Balance the Scales. Through partnerships with social enterprises including Two Good, The Beautiful Bunch and Dress for Success, these activations brought themes of equity, opportunity and career confidence to life in a practical and meaningful way.

In Convenience Retail, customer experience extends to the communities our centres serve. In its seventh year, Drawing Us Together evolved into a stronger expression of our Innovate Reconciliation Action Plan by celebrating First Nations storytelling and children's creativity through the development of a community storybook. Delivered across 33 shopping centres, the initiative involved 13 First Nations authors and 44 participating schools.

We also welcomed Office and Industrial & Logistics customers to attend our NAIDOC Week lunch in partnership with Bandu, creating an opportunity to celebrate First Nations culture and strengthen our shared commitment to reconciliation and positive First Nations outcomes.

As expectations evolve, we will continue investing in experiences that support the people who use our assets, strengthen customer relationships and create lasting value beyond the built environment.



International Women's day – Balance the Scales
Chifley Towers, Sydney NSW
Gadigal land



What we've learnt

As our customer relationships have increasingly spanned multiple sectors, funds and assets, we have seen the value of combining trusted partnerships with better data, technology and customer insight. Initiatives such as our Group-wide customer view, AI-enabled tools and expanded customer intelligence capability are helping us better understand investor and tenant priorities and identify opportunities earlier. At the same time, this year reinforced that data strengthens relationships, but does not replace them. The scale of our platform provides valuable insight into emerging customer needs and market trends, but long-term relationships are still built on trust, responsiveness and local knowledge.

Looking forward

Over the next 12 months we will:

- expand connected data capabilities to bring together internal and external data, improving customer understanding and insight
- leverage AI to enhance customer intelligence
- further automate customer processes, creating greater capacity for our people to focus on high-value engagement
- continue embedding our One Charter Hall approach across tenant and investor experiences, aligning processes, insights and ways of working.



Drawing us Together Ceremony
Campbelltown Mall, Campbelltown NSW
Dharawal land

Strong communities

Using our scale to drive meaningful change.

Alignment to UN SDGs



Key achievements

130

volunteers for the Australian Red Cross emergency response network funded to support immediate community relief.

\$2.2m

in spend with First Nations enterprises.

>\$3.9 m

spend with social enterprises comprising of social procurement with Supply Nation, Social Traders and deductible gift recipient entities.



Strong communities

This year continued to be marked by cost-of-living pressures, housing affordability challenges and growing demand for community services. These conditions have also placed pressure on many social enterprises and community organisations at a time when support is needed most. Against this backdrop, we took the opportunity to revisit our community investment strategy to ensure our contribution grows alongside our business and remains focused on where we can make the greatest difference.

Our approach is grounded in a simple belief that as Charter Hall grows, so should our community impact. We focus our efforts on creating pathways to education and employment for vulnerable young people, helping address homelessness and housing insecurity, strengthening community resilience and recovery, and creating opportunities for First Nations peoples. Through our people, procurement, properties, partnerships and footprint, we have the opportunity to create positive outcomes locally and nationally.

Looking ahead, we are focused on broadening ownership of community impact across the business, creating more opportunities for our people, customers and partners to get involved, and exploring new ways to help social enterprises grow and scale. As partnerships naturally evolve, FY27 provides an opportunity to refresh our partnership portfolio and ensure it remains aligned with community need and where we can add the greatest value.

To ensure continuity for our existing partners during a challenging period, we also evolved a number of state-based partnerships with transitional funding solutions, helping organisations continue delivering services and outcomes for the communities they support.

Measuring our impact, shaping the future

Over the last five years, we focused on measurable impact as a way to track progress of our community partnerships, as well as refine our community investment approach to 2030 and beyond.

Since FY22, in partnership with our people, tenants and partners, we have delivered:

- 862 meaningful jobs
- 14,000+ employee volunteering hours
- \$8 million in social procurement spend with social enterprises and First Nations businesses
- \$6.9 million invested with community partners.

Key highlights from FY26 include:

- \$1.3 million in community investment, focusing on allocating a portion of our profits, people's time and underutilised space to social enterprises
- 3,704 hours of employee volunteering
- \$3.9 million in goods and services procured from social enterprises and First Nations businesses registered or certified with Social Traders and Supply Nation.

Partnerships that drive change

We partner with social enterprises, tenants and supply chain partners to create positive outcomes across our community focus areas. A number of them are listed below.

Foundation for Rural & Regional Renewal

In FY26, Charter Hall contributed \$250,000 to the Foundation for Rural & Regional Renewal (FRRR), continuing our support for locally led initiatives that strengthen resilience, preparedness and community connection across rural and regional Australia. Since 2023, our partnership with FRRR has contributed more than \$766,000 to fund 30 projects across seven states and territories through the Strengthening Rural Communities Program. These projects have supported disaster preparedness and recovery, First Nations-led resilience initiatives, community infrastructure and youth development opportunities, helping communities build local capability and resilience in the face of future challenges.

Goodstart Early Learning Fund (ELF) – Social Infrastructure

Now in its fifth year, our partnership has supported helped more than 35 children and close to 40 families experiencing vulnerability access early learning in the critical two years before school – initially two days per week, increasing to up to three days per week from January 2026. Of the children eligible, close to a third of children supported identified as First Nations (30%), while 16% are identified as at risk of abuse or neglect.

Its impact extends to the whole family, supporting families experiencing a range of circumstances, including single parenthood, social isolation, parental mental illness, and children with disability. By reducing financial barriers to early learning, we're helping children participate and belong, while providing greater stability and support for families.

Brisbane Youth Services (BYS) – Office

Since 1977, Brisbane Youth Service (BYS) has supported young people experiencing or at risk of homelessness, delivering a wide range of services across Brisbane. Demand for support continues to grow, with BYS providing 82,992 occasions of support in 2025, up 21% on the previous year.

What began as a partnership at 360 Queen Street alongside Investa expanded during FY26 into a broader Charter Hall partnership, reflecting the growing need for BYS's services across Brisbane. Through this partnership, Charter Hall will fund a play therapist role within BYS's Young Families program, providing specialised therapeutic support to children who have experienced trauma, homelessness, and domestic or family violence. In 2025, the program supported 214 young parents and 121 children.

Healthy Heads in Trucks and Sheds (HHTS) – Industrial & Logistics

Through our partnership with HHTS, our Industrial & Logistics sector continues to invest in initiatives that address the challenges facing people working across the road transport, warehousing and logistics industries. Over the past five years, we have contributed \$305k towards programs that delivering mental health, physical wellbeing and resilience outcomes for the sector.

In FY26, HHTS piloted the Nutrition in Sheds program across two logistics and warehousing sites, Metcash's distribution facility in South Australia and Ingham's logistics hub in Victoria, to improve access to healthier food

options and support workforce wellbeing. Guided by the National Nutrition Foundation, the pilot combined healthier food labelling, nutrition education, on-site activations and product audits, demonstrating that simple, evidence-based interventions can positively influence purchasing behaviour and provide a scalable model to improve health and wellbeing outcomes across the transport, warehousing and logistics sector. Following the pilot's success, HHTS is exploring a broader industry rollout of the Healthier Choices Badge to encourage healthier eating and support industry-wide adoption.

Two Good Co – Convenience Retail

Across our shopping centres, community campaigns with Two Good Co raise awareness and support for women with lived experience of domestic violence and homelessness. The annual campaign generates \$300k in direct spend with Two Good Co and creates more than 1,500 volunteering hours for our people.

Beyond these campaigns, our support through procurement, volunteering and giving helps create employment opportunities and wellbeing outcomes for women and children experiencing crisis. During FY26:

- The Work Work Program delivered 23,154 hours of paid employment to 42 women, totalling \$963,717 in wages.
- Two Good Co provided 210 meals to women living in crisis, made possible through our donations and participation in Two Good Co's community kitchen programs.
- 1,200 Love & Care Packs were assembled across NSW, VIC, QLD, WA and ACT and donated to six women's shelters across Australia.
- 1,000 Littles Packs were distributed to shelters, bringing comfort and care items to children living in crisis alongside their mothers.



Strong communities

Property Industry Foundation (PIF)

We have partnered with PIF for more than 24 years, supporting its mission to address youth homelessness by bringing together the scale, expertise and resources of the property industry.

As a National Partner, we help shape PIF's long-term direction through participation on advisory boards and committees, while contributing funding, fundraising and employee support. To date, Charter Hall has helped raise more than \$1.4 million through corporate contributions, fundraising initiatives and employee participation.

The partnership is embedded in our employee experience, with new team members volunteering through our onboarding program to support PIF projects, including Haven House, which provides emergency and transitional accommodation for young Australians at risk of homelessness.

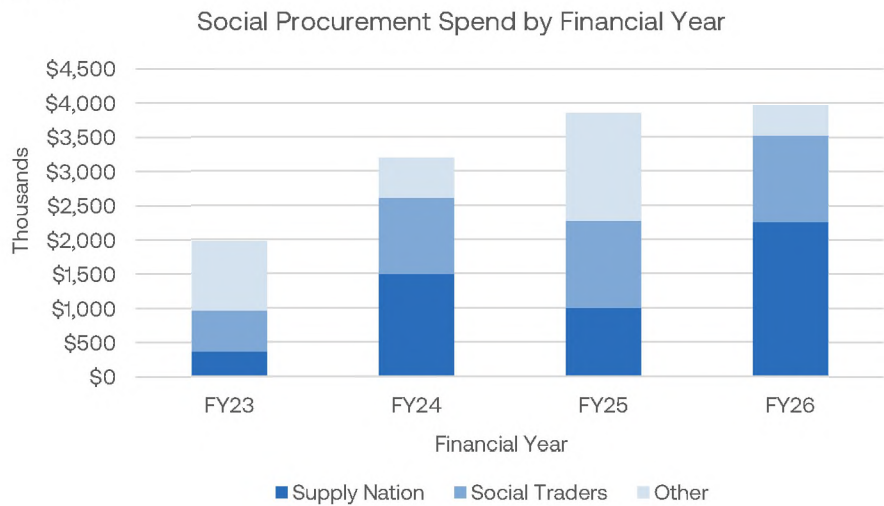
Our people are actively involved in PIF events, including the Charity Regatta, Future Leaders Sleepout and Construction Rocks, helping raise awareness and critical funds. In FY26, our employee band, Off the CHarts, performed at the 10th annual Construction Rocks event in Sydney, with more than 90 employees attending to support them. Charter Hall was recognised as both Top Fundraiser and Judges' Pick, raising more than \$66,000 for young people experiencing homelessness and setting a new Construction Rocks record for the highest amount raised by a band.

Leveraging our model for good

In FY26, we continued to leverage our national scale and platform-wide reach to create social and economic value through our operations. Through our memberships with Social Traders and Supply Nation, we measure and track our spend with social enterprises and First Nations businesses, helping identify opportunities to increase impact through procurement.

During the year, we invested over \$3.9 million through social procurement initiatives and doubled our spend with Supply Nation-certified businesses to more than \$2.2 million. This means that more than half of our social procurement spend is with First Nations businesses. This represents a 4% increase from last year and 41% compounding annual growth since FY21.

Beyond the direct value of these contracts, social procurement creates broader opportunities by connecting social enterprises and First Nations businesses with our supply chain, customers, partners and development activities. This supports long-term commercial capability and business growth, and extends the reach of their impact across the communities they serve.



Education and employment pathways for First Nations communities

Beyond our social procurement activities, we advanced reconciliation initiatives aligned to the key themes of our Innovate Reconciliation Action Plan: building relationships, fostering respect and creating opportunities that support economic prosperity for First Nations peoples.

We expanded support for education pathways, from early learning and school engagement through to scholarships and employment opportunities. Through our partnership with Bandu Organisation, we continued to support initiatives that strengthen the transition from school to work. During the year, we delivered the Bandu Work Experience Day, providing First Nations students with exposure to the property sector and opportunities to connect with Charter Hall professionals and leaders.

Visibility, representation and connection to Country remain important expressions of recognition, respect and belonging. Now in its seventh year, Drawing Us Together celebrates First Nations storytelling and children's creativity through the creation of a community storybook. Delivered across 33 shopping centres, the initiative brought together 13 First Nations authors, 44 schools and 1,255 artworks inspired by stories and poems that celebrate Aboriginal and Torres Strait Islander histories, cultures and achievements.

As part of our approach to ensuring we are "all, always on Country", we continued working with Blaklash, a 100% Aboriginal-owned and operated design studio, to embed Aboriginal and Torres Strait Islander perspectives into our Chifley office development and support the curation of public art in collaboration with First Nations artists.

Through partnerships such as these, we are deepening cultural understanding, strengthening relationships and creating places that reflect First Nations knowledge, culture and enduring connection to Country.

What we've learnt

Reviewing our community investment approach reinforced that meaningful social impact is created through long-term partnerships rather than one-off contributions. The strongest outcomes occur when community organisations, employees, customers and partners work towards a shared objective, combining funding, capability and participation. As our business continues to grow, so does our opportunity to use our national footprint, procurement activities and customer relationships to extend the reach of successful programs and create lasting community outcomes. Maintaining impact at scale will depend on strong partnerships and remaining focused on the areas where we can add the greatest value.

Looking forward

- Over the next 12 months we will strengthen community outcomes by:
- refreshing our community partnership portfolio to ensure investment is directed towards areas of greatest need and where Charter Hall can create the most impact
 - expanding social procurement opportunities by leveraging our national scale, supplier relationships and purchasing power to create sustainable economic outcomes
 - increasing opportunities for our people, customers and partners to contribute through volunteering, fundraising and community-led initiatives
 - strengthening pathways to employment, education and economic participation through targeted partnerships, including support for First Nations communities and vulnerable young Australians.

Sustained returns

Delivering performance through the cycle.

Key achievements

16 funds

ranked in top 20% of GRESB 2025 benchmark.

\$8.2bn

sustainable finance transactions to date.

5 stars

achieved across PRI Real Estate, Governance and Accountability.

Alignment to UN SDGs



Sustained returns

Our approach to sustainability supports the long-term performance of our assets, funds and business. Through responsible investment, industry-leading benchmarks and sustainable finance, we continue to strengthen portfolio resilience and create value for investors, tenants and communities.

Active responsible investment

Charter Hall integrates sustainability considerations throughout the investment lifecycle, recognising that effective management of environmental, social and governance risks and opportunities supports long-term value creation.

Sustainability factors are embedded within pre-acquisition due diligence, investment analysis, development and design standards, strategic asset planning, and ongoing asset management. This includes consideration of climate resilience, resource efficiency, environmental performance, social impacts and governance factors to identify material risks and opportunities and inform investment decisions, including fund specific sustainability strategies.

Through active ownership, we set sustainability priorities and performance expectations across our assets and funds, aligned with leading industry benchmarks, to support resilience, enhance long-term value and respond to changing stakeholder and regulatory expectations.

Attracting and retaining capital partners

To provide confidence to investors and stakeholders, we benchmark our assets and portfolios against leading independent rating tools. These benchmarks help validate performance, identify opportunities for improvement and demonstrate progress against industry best practice.

We have maintained Australia's largest footprint of Green Star Performance certified space, by area and volume, covering more than 10.5 million square metres across Office, Industrial & Logistics and Convenience Retail assets, a 17% increase on FY25.

GRESB

For the property sector, GRESB remains the largest and leading benchmark for asset-level and portfolio performance relating to environmental, social and governance indicators. We have engaged directly with them on emerging topics and participated in roundtables on property insights and future reporting roadmap. Our scores are world-leading. In the latest assessment, five of our funds ranked in the top 10 GRESB ranked funds globally, with 16 participating funds scoring in the top 20% of 2,382 participating funds across 76 markets.

PRI

Charter Hall has been a signatory to the Principles for Responsible Investment (PRI) since 2008. The PRI has 5,000 signatories representing more than US\$139 trillion in assets under management. This year, we achieved 5 stars in the 2025 Transparency Report across all categories, a one star increase on the prior year. It represents a sizeable and scaled reporting partnership that enables us to truly judge our achievements against other sustainably ambitious businesses globally.

As part of this approach, we continued:

- incorporating ESG issues into investment analysis and decision-making processes, formally evaluating risks and opportunities
- integrating ESG issues into policies and sustainability strategies for our funds
- promoting responsible investment through use of green rating tools and labels to benchmark and disclose ESG performance at both the portfolio and asset levels, including leveraging Green Star, NABERS and WELL to demonstrate our commitment to creating healthy, sustainable and efficient built environments for our customers and communities
- engaging and sharing knowledge with stakeholders on ESG issues related to responsible property investment practices, promoting the acceptance and implementation of the PRI
- partnering with industry associations, policy makers and other bodies to create tools to measure and assess ESG in property and investment industries
- measuring and reporting our ESG activities and progress against targets aligned with our sustainability framework.

Securing sustainable finance

Our sustainable finance platform continues to be one of the largest in Australian property because of our platform-wide scale and approach to using independent rating tools to measure eligible green assets.

Sustainable finance itself remains in high demand across financial markets globally as businesses invest in energy transition and manage exposure to emissions. The combination of disciplined treasury management and our robust sustainability approach is a proven lever in delivering sustainable growth. This year, our treasury, funds management and ESG teams continued working together to shape our funding strategies and diversify our capital and debt sources, leveraging our sustainability credentials.

Green Debt

In FY26, the Group continued to see demand for eligible green assets among capital partners that environmental credentials enhance value creation, reputation and returns. In total, Charter Hall has \$8.2 billion of Green Loans, representing approximately 23% of the total debt book. This year, there were three noteworthy transactions.

- As part of the refinancing of DOF, we increased our Green Debt facility from \$600 million to \$790 million with a weighted average debt to maturity (WADM) of 3.8-years. This means 100% of the DOF's debt platform is now classified as Green Debt.
- We refinanced \$300 million of Green Debt for PFA into a new 4-year Green Loan facility.
- At 480 Swan Street, we refinanced \$185 million of Green Debt into a new 4.5-year Green Loan facility.



What we've learnt

Recent market conditions reinforced the value of diversification, disciplined capital allocation and a focus on quality. Strong sustainability credentials, trusted customer relationships and resilient assets continue to support long-term performance and are becoming increasingly important in attracting both investors and tenants. Our scale, sector diversification and deep understanding of customer needs provide valuable insight into emerging opportunities and risks, helping inform investment decisions and support resilience through market cycles. Maintaining investor confidence will require continued focus on performance, transparency and long-term value creation.

Looking forward

Over the next 12 months we will:

- continue embedding sustainability considerations into investment analysis, strategic asset planning and asset management decisions
- leverage sustainability performance to support funding diversification, capital access and sustainable finance opportunities
- use independent benchmarks and transparent reporting to validate performance, drive continuous improvement and support investor confidence and capital attraction.

GRESB

Five funds ranked in GRESB's global top 10, and 16 in the top 20% of 2,382 assessed funds

Global Sector Leader - Office

Charter Hall Chifley Tower Trust
Charter Hall Aus Investment Trust
1 Shelley St Trust
Charter Hall Counter Cyclical Trust

PRI

CHC on behalf of Charter Hall managed funds ranked 5 stars in the 2025 Transparency Reporting Module across all categories

Regional Sector Leader - Retail

Charter Hall Prime Retail Fund

Industrial

Charter Hall Prime Industrial Fund

Office

Counter Cyclical Trust

MSCI

Maintained 'AA' rating

Benchmarking performance for tenants and investors

High performing assets

As a business, we continue to leverage Green Star, NABERS and WELL to demonstrate our commitment to creating a healthy, sustainable and efficient built environment for our investor and tenant customers, as well as the communities in which we operate.

Green Star

We are proud to maintain Australia's largest independently rated portfolio of real estate. In FY26, we completed Green Star Performance certification on approximately 10.5 million square metres across our Office, Retail and Industrial & Logistics sectors. As part of this certification, we maintained Australia's largest 5 star Green Star Performance rating for our Office platform covering 83 assets. This includes 18 assets achieving 6 star, the highest possible rating, signifying "World Leadership" in sustainability performance.

We actively participate in developing and piloting new rating standards. This year, in partnership with our tenant customers, we achieved certification for Australia's first early learning centre and expanded our Retail portfolio rating to include large format retail. We work alongside the Property Council and the GBCA in lifting performance, innovation and accountability across the property sector.

NABERS

Charter Hall continues to demonstrate strong NABERS performance, maintaining a 5.0 star NABERS Energy rating and 4.4 star NABERS Water rating across our Office portfolio. During the year, the Group was recognised for the largest portfolio coverage for the NABERS Sustainable Portfolio Index, as well as the three Funds being recognised in the top 10. We use independent benchmarking to drive operational efficiency, reduce environmental impacts and enhance long-term asset value. Looking ahead, we remain focused on maintaining our market-leading NABERS performance and driving continuous improvement across our portfolio.

WELL

We continue our longstanding partnership with the International WELL Building Institute's WELL Building Standard to support healthier workplaces and advance health and wellness outcomes for our tenants.

We commenced our involvement in the WELL at Scale program as a pilot in 2018 and now are Australia's largest participant in the program, with 1.72 million square metres covered in FY26 by the WELL at Scale program. We also continue to maintain Australia's largest WELL Health Safety rated buildings and workplaces with over 1.2m square metres.

Volume certification frameworks like WELL at Scale represent value to portfolios like Charter Hall Office as well as facilitating a consolidated approach towards measuring and verifying health and wellness strategies and actions that are important to Charter Hall and our customers and their occupants. We continue to evolve our developments, refurbishments, existing assets and our workplaces towards full WELL certification, with 9 projects currently registered for full WELL certification and to be delivered in the coming years.

On-site solar and battery energy storage systems

Charter Hall's approach to on-site solar and battery energy storage support energy transition and improved asset level performance. These initiatives support improved building certification performance and in turn supports eligible green asset identification for the group.

Industry engagement

Our employees actively participated in industry discussions on evolving policy and regulatory landscape, including mandatory climate-related financial disclosures. They contributed technical expertise to a range of industry initiatives aimed at strengthening sustainability, modern slavery risk management and operational considerations for the property sector.



Fairlight Early Learning Centre,
Fairlight NSW **Garigal land**

WELL

Achieved

Australia's largest WELL at Scale representing >1.72 million sqm

Platinum WELL Certification at 555 Collins Street, 480 Swan Street and 60 King William St

9 Office developments and workplaces currently registered and progressing for full WELL certification

NABERS

5.0 star

NABERS Energy portfolio rating for Office, covering 100% of eligible¹ Office assets (by area)

5.3 star

NABERS Energy portfolio rating for Convenience Retail, covering 89% of eligible¹ Convenience shopping centre retail (by area)

5.3 star

NABERS Indoor environment rating for Office, covering 1.5m of eligible¹ Office assets (by area)

Green Star

6 star

18 Office assets achieved the highest possible rating of Green Star Performance

5 star

Green Star Performance portfolio rating, covering 95% of eligible¹ Office assets (by area)

4 star

Green Star Performance v2, Fairlight Early Learning Centre. First early learning centre in Australia to achieve this rating

3 star

Green Star Performance portfolio rating, covering 100% of eligible¹ Convenience shopping centre retail (by area)

3 star

Green Star Performance portfolio rating, covering 100% of eligible² Industrial & Logistics assets (by area), achieving the largest rating for this sector in Australia

1. Refers to assets that are in our operational control and meet the criteria for a NABERS rating or Green Star Performance rating.

2. Refers to assets that meet the criteria for Green Star Performance ratings.

Independent benchmark coverage

Our scale across on-site solar, battery storage and independently certified assets¹ by area.

Western Australia

	Solar installed	10.01MW
	Batteries installed	10.34MWh
	NABERS Energy 100% of eligible assets	171,201sqm
	NABERS Water 77% of eligible assets	158,752sqm
	Green Star Performance 93% of eligible assets	995,701sqm

South Australia

	Solar installed	4.44MW
	NABERS Energy 100% of eligible assets	110,185sqm
	NABERS Water 100% of eligible assets	110,185sqm
	Green Star Performance 95% of eligible assets	579,561sqm

Victoria

	Solar installed	24.99MW
	Batteries installed	0.68MWh
	NABERS Energy 86% of eligible assets	563,118sqm
	NABERS Water 90% of eligible assets	563,118sqm
	Green Star Performance 100% of eligible assets	3,891,737sqm

Northern Territory

	Solar installed	0.31MW
	Green Star Performance 100% of eligible assets	32,135sqm

Queensland

	Solar installed	17.92MW
	Batteries installed	2.52MWh
	NABERS Energy 100% of eligible assets	288,254sqm
	NABERS Water 100% of eligible assets	276,796sqm
	Green Star Performance 100% of eligible assets	1,709,307sqm

New South Wales and Australian Capital Territory

	Solar installed	37.54MW
	Batteries installed	27.34MWh
	NABERS Energy 90% of eligible assets	1,023,300sqm
	NABERS Water 90% of eligible assets	1,010,142sqm
	Green Star Performance 97% of eligible assets	3,179,950sqm

Tasmania

	Solar installed	1.01MW
	Green Star Performance 100% of eligible assets	117,605sqm

¹ Excludes convenience retail and childcare assets where no rating tool is currently available. For Office and Convenience Shopping Centre Retail, this only includes assets in Charter Hall's operational control.

Governance

Managing risk while enabling opportunity.

Alignment to UN SDGs



Key achievements

95%

of employees agree leadership sets the right tone on compliance and ethical behaviour.

Sixth

Modern Slavery Statement published.

Digital safety

through scaled AI adoption and continued cybersecurity resilience activities.



Governance

Good governance supports the disciplined management of risk, informed decision-making and accountability across our business. It helps us navigate a changing operating environment, maintain stakeholder trust and support the long-term resilience of our platform.

Our approach to governance provides the foundation for the ethical conduct, transparency and accountability that underpin our approach to sustainability, responsible business practices and the use of technology and data.

Ethics

Robust governance principles, standards and processes underpin how we operate, supporting transparent, accountable and responsible decision-making.

Oversight and accountability

Sustainability-related responsibilities are embedded across our governance processes, with oversight from the Board, Executive Committee and relevant management committees. The AASB-S2 [Sustainability Report](#) is contained within the CHC Annual Report outlines our governance structures, oversight arrangements and risk management processes. Through our reporting and assurance processes, we monitor performance, compliance and responsible business practices to maintain accountability and transparency.

We have been a signatory to the PRI since 2008 and continue to adhere to its six principles.

Maintaining integrity, credibility and reputation

Our Employee Code of Conduct and Supplier Code of Conduct provide guidance on good governance, ethics, transparency, accountability and risk management. Our Whistleblower Policy and associated hotline support our Codes, along with ongoing governance through the Remuneration & Human Resources Committee (RHRC). In our most recent employee engagement survey, we found that 95% of our people believe leadership sets the right tone on the importance of compliance and ethical behaviour.

No donations were made to political parties during the year.

It's important we demonstrate accuracy and transparency in our ESG strategies and performance, including that of our funds. We utilise a variety of recognised reporting frameworks, independent

assurance providers, benchmarking tools and other processes to validate how we monitor, analyse and communicate our ESG performance.

Sustainable and responsible decision-making

Our Group-wide policies, codes and charters, including our Sustainability Policy, are embedded across our managed funds and guide how sustainability is incorporated into our decision-making. Responsibility for alignment with these policies, codes and charters resides with our Executive Committee and Board.

Our Group ESG team and ESG sector leads facilitate the implementation of our sustainability policies across our managed entities, as well as sector level implementation of ESG initiatives. This year we reviewed and updated a range of key governance and sustainability policies to ensure they align with current practice and industry standards.

We also conducted refresher training for our people on our policies related to workplace culture, relationship management, environment, governance and technology.

Our governance approach and the principles that affect our decision-making are described in detail in the Corporate Governance Statements for our listed funds.

Informing our people

Ensuring our people are aware, aligned and engaged with our governance principles is essential to building strong customer partnerships and fostering a safe, respectful workplace. To support this, we continue to invest in education and training. This year, we delivered compulsory policy refresher training alongside tailored, role-specific development programs to meet the unique needs of our teams. Wellbeing also remains a cornerstone of our people and culture strategy. Our most recent employee engagement survey recorded a wellbeing score of 89%, marking the fifth consecutive year of growth in this area. This reflects our ongoing focus on creating a supportive environment where our people feel valued and empowered. These efforts are part of our broader strategy to cultivate a high-performance culture, driven by the work of the RHRC, which plays a key role in shaping and sustaining our people-first approach.

Managing material risks

Environmental and social risks are fully considered when identifying risks and opportunities for our company and our stakeholders. Key risks and opportunities associated with environmental stewardship (including climate-related risks and opportunities), health and wellbeing, human rights and other social impacts, and business ethics and governance are discussed as part of our strategic risk registers and risk management processes.

We respond to key risks and opportunities through our property acquisition process, our developments' project controls and our strategic asset planning at fund and asset levels. We provide a risk report to our Board's Audit Risk and Compliance Committee for review and, where necessary, further consideration or action.

This year, we undertook a comprehensive double materiality exercise as a solid foundation for future reporting and for further refinement and focusing of our sustainability strategy.

Responsible supply chain

Shared success depends on ensuring our operations, practices and supply chain meet the highest ethical, environmental and social standards. Those same standards apply to the strong partnerships we have built with our suppliers. We work closely with them to deliver and enhance responsible business practices.

We leverage our scale to drive responsible supply chains that deliver value for our customers and investors. We also use our scale to procure sustainably delivered services, products and materials; and to promote practices that align with circular economy principles.

As Charter Hall continues to decarbonise its portfolio, we are increasingly aware of the modern slavery risks embedded in the global supply chains that support renewable technologies. While we are not the direct contractor or purchaser of renewable technologies, we are taking an integrated approach to accelerating decarbonisation and commitment to environmental stewardship, including contracting with Tier 1 suppliers, retaining the right to review solar design specifications, and ensuring that our energy suppliers, like all other suppliers, adhere to our Supplier Code of Conduct.

This year, we maintained the rigorous controls and processes we already have in place, increased our surveillance of procurement in high-risk services, updated our policies around human rights and modern-day slavery, strengthened frontline employees' capability to identify and respond to modern slavery risks, and deepened industry collaboration to support ongoing knowledge sharing.

Modern slavery disclosure

Our modern slavery disclosure aligns with our governance approach and supports the execution of our business strategy in ways that complement and enhance our due diligence commitments. This year, we published our sixth Modern Slavery Statement as part of our ongoing commitment to protecting those who may be susceptible to modern slavery risk in our operations and supply chain.

Working closely with our suppliers

Mapping our supply chain against the key risk factors of vulnerable workforce, business model and geographical location led us to define three areas of priority, based on inherent risk:

- property and facilities management, specifically cleaning and security
- construction materials
- construction labour services.

Our supply chain comprises over 3,700 direct suppliers who support our operational management and development services throughout Australia. Our Supplier Code of Conduct, which all suppliers are required to review and accept, outlines our commitments and principles and clearly communicates our expectations of our suppliers, including throughout their own supply chains, in providing products and services to us.

In addition, we continue to collaborate with the Property Council on the Informed 365 (i365) pre-qualification questionnaire. This requires suppliers to share the actions they are taking to assess and address human rights issues and modern slavery risks across their operations and supply chains.

Our supplier spend analysis focuses on the categories that are of highest risk for potential exposure to modern slavery in our supply chain. Cleaning and security services continue to remain our highest risk categories. In FY25, these services represented 7% of our total spend, and our top 20 cleaning and security suppliers made up 77% of the total spend in the category. Our supplier spend in these higher risk areas is shown in the accompanying charts on page 45.

Across our sectors and business, the spend most susceptible to modern slavery risk is our Office sector, which represents 57% of our supplier spend across the Group and where we largely retain operational control of our assets. See the following pages' spend by sector chart for further detail.

Mitigating our modern slavery risk

To strengthen our ability to identify and address risks, we engaged the Australian Red Cross to deliver targeted training for frontline employees, including property, facility, centre and development managers. We partner with the Australian Red Cross because of its expertise supporting people affected by modern slavery in Australia.

Governance

Building on our existing controls for reporting modern slavery concerns, we are also developing a structured escalation process to ensure timely identification and reporting across our operations. We continue to refresh our annual policy training to reinforce understanding of our Human Rights Policy, Modern Slavery Policy, and Whistleblower Policy, ensuring that our people remain informed and engaged in safeguarding human rights. This year, all our people received modern slavery refresher training, including training on the process of reporting issues should they find or suspect modern slavery in our operations or supply chains.

We continue to control procurement of high-risk services to ensure we have direct oversight of our supply chain. At the same time, we are actively engaged with our supplier base, requesting supplier information and ensuring our Group-wide and sector policies are clear, aligned with best practice and robust.

Across all our sectors, we expanded the number of suppliers that we invited to undertake our independent screening through the i365 portal to include all landscaping, repairs and maintenance, and design and construction-related practitioners. The response rate from these suppliers exceeded the average completion rate across the platform.

We also continue to work closely with our facilities management and service supply partners to maintain direct lines of communication, an open and active feedback loop and appropriate levels of assurance across the business. This includes through our supplier deep dive workshops, which help us gain important insights into the due diligence practices of key suppliers, identify challenges and explore opportunities for collaboration.

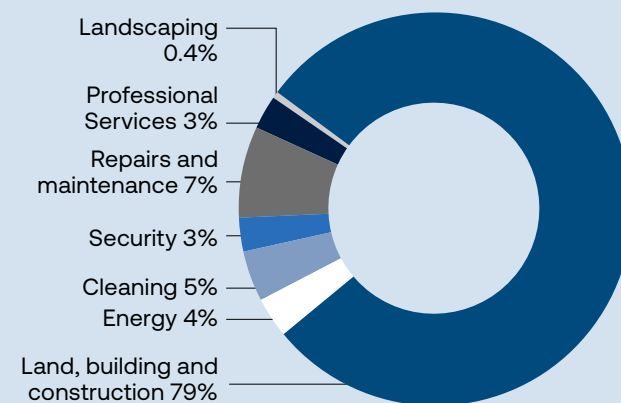
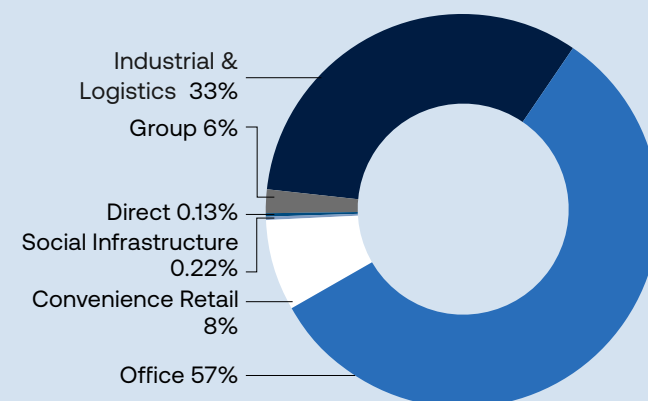
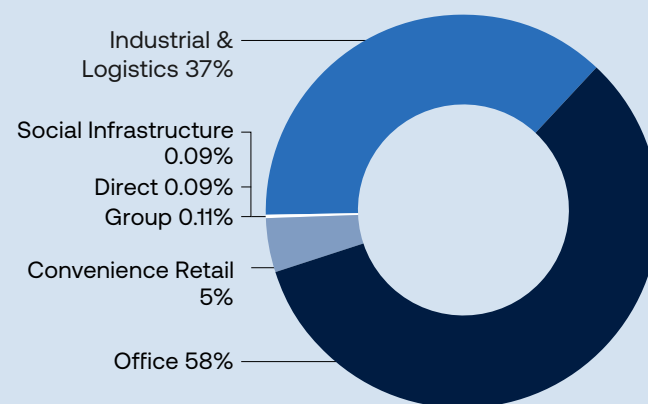
Our ongoing membership of the Cleaning Accountability Framework (CAF) focuses on reducing modern slavery issues in cleaning services. Four of our assets are accredited by CAF. As a member, and through our representation on the CAF Steering Committee, we advocate for sustainable change in the cleaning industry and support scaling the assessments across portfolios to drive broader application.

Our building and construction spend by sector chart outlines the share of the building and construction spend across our sectors. This was most significant in our Office and Industrial & Logistics sectors.

Knowing this, our Office development pipeline engages with Tier 1 Australian construction businesses, each with their own processes for managing modern slavery risk.

Beyond our business, we support change in our industry to reduce modern slavery in Australia's property sector. Our involvement in the Property Council's Modern Slavery Working Group continues to inform our collective understanding of, and ability to mitigate, modern slavery risks.

Spend by category

Spend by sector¹Building and construction spend by sector¹

1. Excluding sector spend <1% of total spend

Sustainable supply chain approach

We have been signatories to the UN Global Compact since 2019. The 10 principles on human rights, labour, environment and anti-corruption underpin our Group strategy, culture, partnerships and day-to-day operations. Our approach is further guided by our Human Rights Policy and Supplier Code of Conduct, which applies to all suppliers and articulates the minimum standards expected of all suppliers.

We pursue the principles of sustainable procurement, with a clear focus on reducing environmental impact, driving the circular economy, mitigating human rights risks (including modern slavery) and generating social value through strategic supplier engagement. Our approach includes partnerships that create employment opportunities and promote First Nations business engagement. As part of our approach, we expect our supply chain to support our Net Zero ambitions, partner on driving resource efficiency, renewable energy uptake, and circular economy outcomes across our developments and operations.

Workplace health and safety

Our whole-of-business approach to workplace health and safety (WHS) reflects the scale and integrated nature of our platform, our development of a safety-first culture and our commitment to skilling our people and service providers to enable safer practices.

We methodically consider and manage our WHS risks, including those associated with the safe delivery of our developments, monitoring and management of contractors, ensuring safety standards are met in our operational assets and providing a safe environment for our employees, contractors and visitors.

Endorsement of our approach is evident in output from our annual engagement survey, specifically those relating to the risk culture, health and wellbeing-related questions, including psychosocial risk.

During FY26, we completed an update of the Group Work Health and Safety Management System (WHSMS), consolidating separate guidelines and procedures into three key documents: the WHSMS Standard, Handbook and Return to Work Guideline. Significant input and consultation was provided by the cross-business WHS Steering Committee, comprising senior leaders from each sector and key functions including People, Legal and Risk. Each sector also reviewed its key processes to ensure alignment with the revised WHSMS.

We have completed the fourth year of our five-year WHS Strategy. Throughout FY26, we focused on building employees' capability to manage risk in their roles through training and the effective implementation of our WHSMS. In the year ahead, the National WHS Lead will review the strategy to align it with the updated WHSMS and the Group's strategic priorities.

WHS capability and assurance were further strengthened through the appointment of a WHS Operations Manager, providing enhanced support to sector teams and strengthening assurance activities, including pre-commencement and high-risk methodology reviews.

An independent internal WHS audit completed during the year found no major control deficiencies and only two minor performance opportunities for improvement. The audit concentrated on WHS risk identification and management of four scope items across development and stabilised properties. It confirmed a strong and embedded safety culture across the areas reviewed, with WHS consistently prioritised as a core operational focus rather than a compliance obligation.

The Group WHS Steering Committee continues to operate as a cross-divisional forum reviewing WHS performance, trends and cross-business initiatives. The Committee promotes accountability and transparency in managing WHS risks and focus areas, WHSMS effectiveness, and WHS learning and development. They share learnings from significant incidents to support continuous improvement across the Group. The Committee is chaired by the National WHS Lead, with representatives nominated by the Executive Committee. Sector WHS committees also met throughout FY26 to discuss incidents, lessons learned, industry trends, priorities and best practice.

WHS performance improved significantly during FY26. The Lost Time Injury Frequency Rate (LTIFR) decreased to 2.53 from 4.22 in FY25, a 40% improvement. The Total Recordable Injury Frequency Rate (TRIFR) improved by 37% to 5.57, from 8.93 in FY25. Refer to the [Sustainability FY26 Databook](#) for further details.

Governance

Digital, data and technology

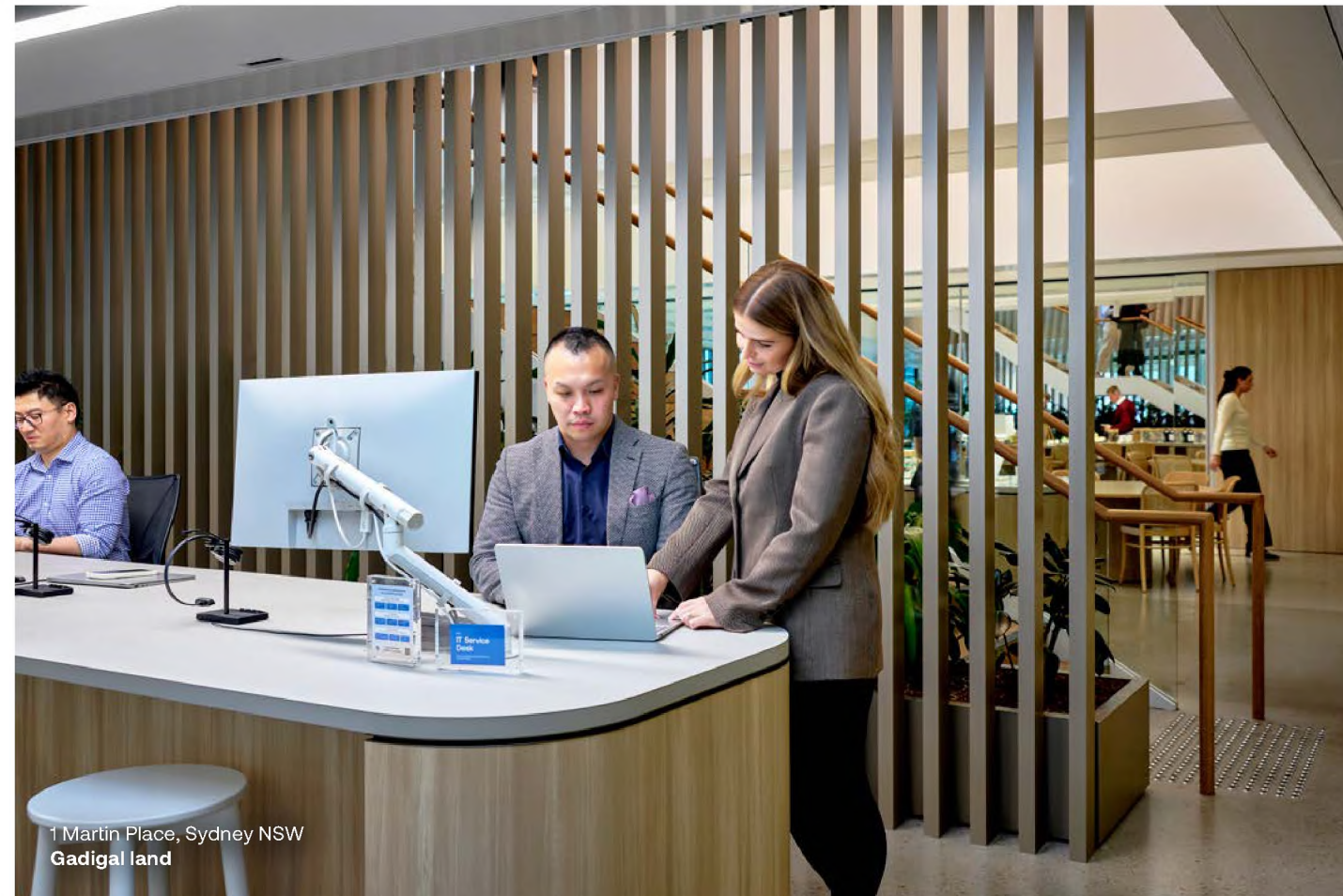
Our multi-year investment in data foundations is improving connectivity across the Group, enabling AI and automation, and supporting faster, more efficient decision-making. Together, these capabilities help our people work in new ways, make better decisions, unlock efficiencies and enabling scale.

Scaling AI

We have moved from early exploration of generative AI to broader, governed adoption. Our focus is on helping our people use AI safely and effectively, while strengthening the controls needed to protect our data, manage cost and keep people accountable for outcomes. Progress included:

- expanding our AI governance framework, with clear roles, approval gates, risk tiers, human oversight requirements and an AI register for approved tools and use cases
- rolling out Microsoft Copilot as our approved enterprise AI assistant, supported by mandatory AI skills and guardrail training, targeted learning sessions and an active Everyday AI Community of Practice
- achieving strong business adoption of Microsoft Copilot, including internal knowledge search, draft, refine and summarise content, compare information and support analysis
- building practical generative AI solutions for higher value business processes, including tenant lease management, investor query support, data extraction and document-heavy workflows
- commencing controlled trials of more agentic AI capabilities with defined use cases, nominated business roles, spending limits and usage monitoring.

As AI capability continues to evolve, we are taking a business-led and risk-aware approach, scaling high-value use cases, strengthening governance and continuing to build the skills our people need to use AI safely.



Protecting against cybercrime

The sophistication of cyber threats continues to evolve, and in response we are strengthening our cyber resilience through enhanced controls and reducing risk associated with dispersed information. Throughout FY26, we completed cyber resilience testing exercises, through both offensive and defensive approaches, to simulate real-world attack paths and help validate whether our controls will detect, prevent and respond to threats as intended.

We successfully consolidated records and documents into a centralised, secured platform, supported by stronger information protection, data loss prevention and access controls. This reduces duplication, improves oversight of sensitive information and provides a more consistent way to manage, find and protect business records.

Our cybersecurity program expanded through improved identity management, threat intelligence, agentic AI security and monitoring, and continued third and fourth-party risks. We also updated our Data Governance and Records Management Policy to include records lifecycle management, providing clearer guidance on how records are created, stored, retained, protected and disposed of.

During the reporting period, we continued to enhance our cybersecurity capabilities by:

- Implementing an advanced monitoring platform that continually assesses our cybersecurity controls to test they are working as designed, and without gaps
- Implementing a system that provides a single, risk-based view of cybersecurity exposure, helping identify vulnerabilities, misconfigurations and attack paths, and prioritising remediation based on likely threat activity
- Continuing our industry-leading monthly employee cyber-awareness training and phishing skills testing program, with new subject areas including AI-oriented risk
- Increasing the number of security controls and third-party suppliers tested each year for their own cyber maturity
- Continuing independent cyber security assurance activities, including NIST CSF 2 audits and simulated cyber attack exercises that test the effectiveness of our controls, monitoring and response capabilities
- Continuing GS007 type 2 reporting to our investors.

We are actively monitoring and preparing for Australia's evolving AI and privacy regulation, including new automated decision-making transparency obligations under the Privacy Act that take effect on 10 December 2026. Data sovereignty is already part of how we operate, and we manage where our data and systems reside with a preference for Australian data residency, keeping customer data protected and governed at all times.



Looking forward

Over the next 12 months, our governance measures will include:

- continuing our emphasis on robust data security systems and the evolving risk posed by agentic AI
- reviewing and updating our WHS Strategy.

Funds management portfolio

This report covers all Charter Hall entities, including the following funds and partnerships.

Listed entities

- Charter Hall Group (ASX:CHC)
- Charter Hall Retail REIT (ASX:CQR)
- Charter Hall Long WALE REIT (ASX:CLW)
- Charter Hall Social Infrastructure REIT (ASX:CQE)

Unlisted funds

Direct Funds

- Charter Hall Direct Industrial Fund No. 4 (DIF4)
- Charter Hall Direct Office Fund (DOF)
- Charter Hall Direct PFA Fund (PFA)
- Charter Hall Direct Long WALE Fund (LWF)
(Previously known as DCSF)
- Charter Hall Direct BW Trust (CHIF11)
- Charter Hall Direct Industrial Fund No 3 (DIF3)

Wholesale Property Funds

- Charter Hall Prime Office Fund (CPOF)
- Charter Hall Prime Industrial Fund (CPIF)
- Charter Hall Prime Retail Fund (CPRF)
- Charter Hall Convenience Retail Fund (CCRF)
- Charter Hall Wholesale Property Trust (CHWPT)

Partnerships

- Charter Hall Office Trust (CHOT)
- Charter Hall Counter Cyclical Trust (CCT)
- Charter Hall DVP Fund (DVP)
- Charter Hall Brisbane Square Wholesale Fund (BSWF)
- Charter Hall Retail Partnership No.1 (RP1)
- Charter Hall Retail Partnership No.2 (RP2)
- Charter Hall Retail Partnership No.6 (RP6)
- Charter Hall Australian Investment Trust (CHAIT)
- Charter Hall Core Logistics Partnership (CLP)
- Charter Hall Long WALE Hardware Partnership (LWHP)
- Chifley Tower Trust (CTT)
- Charter Hall 201 Elizabeth Trust (201E)
- 1 Shelley St Trust (1 Shelley)
- Charter Hall Canberra Office Trust (CHCOT)
- Charter Hall LWIP1
- Charter Hall LWIP2
- Charter Hall LEP Trust (CHLEP)
- 1 Brisbane Trust (1BT)
- 242 Exhibition Trust (242Ex)
- Charter Hall PGGM Investment Partnerships 1 (CHPIP1)
- Charter Hall PGGM Investment Partnerships 2 (CHPIP2)
- Charter Hall 383 Kent Investment Trust (383K)
- DVP2 Castlereagh Street Trust (DVP2)
- Charter Hall Abacus 247 Adelaide Street Trust (CHAB247)
- Charter Hall Genge Office Trust (CHGOT)
- Charter Hall Koala Investment Partnership (CHKIP)
- Charter Hall 1 O'Connell Trust



From top to bottom

- Bonnyrigg Plaza, Bonnyrigg NSW **Gadigal** land
- Light Horse Logistics Hub, Eastern Creek NSW **Darug** land
- Geoscience Australia, Canberra ACT **Ngunnawal** land
- David Jones, Sydney NSW **Gadigal** land
- Western Sydney University Innovation Centre, Parramatta **Burramattagal** land
- 9 Castlereagh Street, Sydney NSW **Gadigal** land
- Kids Club Child Care, Murrumbidgee VIC **Wurundjeri and Bunurong** land
- Garden State Hotel, Melbourne VIC **Wurundjeri and Bunurong** land
- Woolworth's Distribution Centre, Dandenong VIC **Bunurong** land

Contact

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