



technology'

Sustainability Report.

2025



Debbie Warren
CHIEF EXECUTIVE OFFICER
Royal Borough of Greenwich

What's inside.

20 products strategically focused over key industries.

SaaS+
An all-inclusive offering, specifically tailored for the industries we serve, delivering industry-specific software solutions.

CiA
CiA is the enemy of complexity, we are a champion for simplicity.

dxp
Simplicity in the hands of your customers.

Plus
Anticipates what a user needs, surfaces the right data, and completes process actions for them.

20 products strategically focused over key industries.

Built on a code base that is set up for future innovation & is highly scalable.

Integrated GPS, AI, camera & machine learning functionality.

Two major software releases a year. We focus on customer evolution.

Best in class, global support providing customers with 24/7 assistance.

Highest level security accreditations in the industry.

500+ modules with over 10,000 capabilities.

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About TechnologyOne

TechnologyOne is Australia's largest enterprise software company and one of Australia's top 50 ASX-listed companies.

TechnologyOne has been delivering leading enterprise software solutions since 1987, adapting and evolving to new and emerging technologies, allowing our customers to focus on what really matters and letting us take care of their digital transformation.

As Australia's largest enterprise Software as a Service (SaaS) company and one of the top

50 ASX-listed companies, with offices across six countries, our SaaS solutions make life simple for our community by providing powerful, deeply integrated enterprise software that is incredibly easy to use. Over 1,250 leading corporations, governments, statutory authorities and education institutions are powered by our software.

Our global SaaS solution provides a deep functionality for the markets we serve - local governments, government, education, health and community services, asset intensive industries, and financial services.

Our 2025 Sustainability Report.

This report provides an overview of TechnologyOne's sustainability performance and achievements from 1 October 2024 to 30 September 2025.

Complementing our 2025 Annual Report, 2025 Corporate Governance Statement, and other environmental, social, and governance (ESG) reports, this report provides more detail on our sustainability initiatives and climate change disclosures.

In this report a reference to 'TechnologyOne', 'Company', 'we', and 'our' is to Technology One Limited (ABN 84 010 487 180) and our controlled entities as outlined in our 2025 Annual Report, unless otherwise stated.

Where our report includes future based statements regarding climate change or other environmental scenarios, these are based on good-faith assumptions which involve known and unknown risks, uncertainties, and factors beyond TechnologyOne's reasonable control.

Our reporting is aligned with and promotes the United Nations Sustainable Development Goals (SDGs), and the Task Force on Climate-Related Financial Disclosures (TCFD) and has been prepared with general reference to the Global Reporting Initiative (GRI) standards.

We welcome your thoughts and feedback. Email us at investor@technology1.com

Key information	Annual Report	Corporate Governance Statement	Modern Slavery Statement	Financial Results	Sustainability Report
Operational performance	●			●	
Strategy	●		●	●	●
Risk	●	●	●		●
Governance	●	●	●	●	●
Sustainability	●				●
Climate action	●				●
Financial performance	●			●	

Sustainability at TechnologyOne



We're committed to building a sustainable future.

Every division within TechnologyOne has ESG-related opportunities and risks, where every team member is responsible for embedding sustainable practices into everyday operations.

Our commitment to sustainability is driven by sound governance practices that enhance transparency, accountability, and collaboration among our teams. These practices are grounded in our core beliefs, values, and what we term the TechnologyOne Way.

Our sustainability agenda, performance, and effectiveness are embedded into our corporate governance. This is done with our Board and Committees being involved in our sustainability agenda and reporting, and our leaders throughout the business ensuring our ESG impacts are aligned to our sustainability focus areas.

At the heart of our sustainability strategy lies our ESG framework. It guides our business management, shapes our sustainability priorities, and serves as a materiality assessment, identifying the issues of greatest significance to our stakeholders.



Social

Investing in our people

- 01. Talent attraction and retention
- 02. Team member engagement and development
- 03. Workplace diversity and inclusion
- 04. Team member health and wellbeing

Supporting our customers and communities

- 05. Responsible sourcing
- 06. TechnologyOne Foundation: Community investment
- 07. Customer satisfaction and retention
- 08. Data privacy and security

Governance

Responsible business

- 09. Ethics, values, and transparency
- 10. Effective governance and risk management
- 11. Innovation, research and development
- 12. Shareholder value

Environmental

Protecting our environment

- 13. Environmental impact reductions
- 14. Biodiversity impact reductions

Welcome to our 2025 Sustainability Report.

TechnologyOne achieved remarkable success in 2025. We surpassed \$500 million in ARR in the first half of the year, 18 months ahead of target, and achieved record financial results across all our key metrics.

These results are testament to our unwavering focus. Our mission to better our community, from its citizens to students, by leveraging our team's innovation, drive, and determination to deliver truly great products and services that transform business and make life simple for our customers.

Responsible business

We understand that we have a responsibility to harness the transformative power of technology to drive positive social change and minimise our environmental footprint.

Our dedication to sustainability is not just a moral obligation but a strategic initiative. Our goals are not static, they evolve as the world evolves, and we innovate and adapt to address emerging challenges.

The journey towards a sustainable future is not without challenges, but these challenges present us with our greatest opportunities for growth and innovation.

Corporate sustainability and accountability are areas we know all our stakeholders are invested in. This Report outlines how we embed the fundamental principles of sustainability in the way we operate and the targets and outcomes we have set ourselves to becoming a more sustainable business into the future.

Protecting our environment

While our operations do not have a material impact on the environment, we're committed to continually lifting the bar to reduce our carbon emissions to the lowest amount possible and offsetting remaining amounts to maintain carbon neutrality.

We're proud to be Climate Active carbon-neutral certified for our global operations and are focused on continuing to reduce our impact on the environment.

TechnologyOne has a target to reduce our Scope 1 and 2 global emissions by 80% by 2025 from the FY22 base year, which we have proudly achieved this year, and 100% by 2030. With this focus, as of FY25 we have moved to using 100% renewable energy in eight of our ten offices globally. By doing this, we have already reduced our Scope 1 & 2 GHG emissions by 87% over the FY22 base year and achieved our first target of decreasing Scope 1 and 2 emissions by 80% by FY25.

Climate change presents both risks and opportunities for society and the global economy where greenhouse gas reductions require universal transformation from business, government, and individuals collectively.

We continue to align our sustainability program with the United Nations Sustainable Development Goals to contribute towards meaningful change, the Task Force on Climate-Related Financial Disclosure recommendations and more recently to the requirements of AASB S2 Climate-Related Disclosures which we will start reporting against from FY26.

Supporting our customers and communities

We create mission critical products and solutions that power local governments, universities and TAFE's, governments, banks, hospitals and large infrastructure providers. Our SaaS+ and ERP in 30 days solution will change the industry in the way that ERP is sold and implemented, eliminating the risk of cost and implementation blow-outs to customers, protecting ratepayers and students from having to pick up the cost of traditional legacy ERP implementation risks.

Our products not only assist our customers to provide critical solutions, but they also generate significant savings with customers reporting independently verified cost savings of 40%+ by moving to our ERP SaaS solution.

In October 2025, we launched our new visionary AI product called PLUS a conversational AI interface spanning our entire ERP solution, allowing users to query data and receive insights using natural language. We also launched enhanced vertical-specific AI features, which are AI-driven automations and predictive tools embedded in our ERP modules. These features directly solve for domain-specific use cases, increasing efficiency and outcomes in each vertical for our customers.

We contribute significantly to the community in which we operate. I'm immensely proud of the TechnologyOne Foundation's efforts to support our communities. We remain committed to making a difference to disadvantaged youths by empowering them to transform their lives and create their pathways to success.

As of this year, we've positively impacted the lives of over 148,500 children and their families to break the cycle of poverty through education, learning, health, and wellbeing support. Thanks also go to our team members who passionately volunteered for charities around the globe, contributing to over 6,900 volunteer hours this year.

Our Foundation continues to be a proud member of the Pledge 1% movement, donating 1% of profit, 1% of product, and 1% of team members' time to our communities.

I'm also proud to share the progress we have made toward reconciliation. We launched our Reflect Reconciliation Action Plan (RAP) in FY24 and have been actively engaging with Australia's First Nations peoples on the path to reconciliation and honouring the rich cultural heritage of Australia's First Nations peoples.

Investing in our people

Our people are our greatest competitive advantage. Every day they see opportunities to innovate, create, and find simple solutions to complex problems.

We continue to value our team through investment in engagement, career paths, wellbeing programs and capabilities.

Our investment in our people has culminated in the receipt of a new award in 2025 from LinkedIn recognising TechnologyOne as one of the top 15 companies in Australia to 'Grow your Career'.

We have also made great progress in our sustainability achievements in FY25 reaching the targets we have set for ourselves. I thank our team members for their contribution to our sustainability agenda and I'm pleased to present this report to shareholders, customers, our team and wider stakeholders for the financial year 1 October 2024 to 30 September 2025.


Edward Chung
Chief Executive Officer
and Managing Director



Responsible business



**For TechnologyOne,
being a responsible
business is about
behaving ethically
and demonstrating a
consistent approach to
corporate governance
in line with our values
across all stakeholder
relationships.**

We recognise that our long-term success depends on maintaining the trust of our investors, customers, people, suppliers and community.

We do this by ensuring we have robust measures for ethical, responsible, and transparent operations, and continually investing in product innovation and development to deliver new features, functionality, and concepts.

Performance at a glance

\$153.7M

R&D investment
up 20%
(25% of revenue)

59%

Rule of 40
up 7 points

UP 49%

UK ARR
\$51.8M

16 years

of continued
record profit

30%

profit before
tax margin

UP 19%

\$450.7M
net assets

UP 18%

total revenue
\$610.0M

\$1B+ ARR

on track to
surpass by FY30

UP 15%

\$319.6M cash and
cash equivalents



Ethics, values, and transparency

We have a comprehensive Corporate Governance Framework, based on leading standards and industry best practice, to safeguard our operations and long-term value.

As a global organisation, we seek to apply our operating countries' most stringent legal and regulatory obligations across all operations where practical. We achieve this by integrating these obligations into organisation-wide corporate governance practices and cultures.

Our internal system for compliance, assurance, and risk management not only fosters business growth but also ensures that we conduct our operations in a responsible and sustainable manner.

Our sustainability related risks and opportunities are integrated into our Risk Management Framework and managed as part of our overall business strategy. Risk level assessments are routinely undertaken, where the Board maintains oversight of our material enterprise risks. Our material risks include cyber risk, people risk, and building the future risk where robust controls are in place to mitigate risk impact and occurrence. We are of the opinion that we do not have material risks outside of this due to controls implemented.

There was no material legal or regulatory non-compliance during the reporting period.

For more information, refer to our 2025 Corporate Governance Statement

Effective governance and risk management

Part of the TechnologyOne ethos is to design for the future. We foster this through our internal Hack Day events which provide our team members with the freedom to innovate by working on projects outside of their normal scope of work.

Our culture of innovation and designing for the future is why we're able to deliver truly great products and services.

In 2010, we announced our intention to become a SaaS company and got to work making this a reality. In 2011, we began building our fourth generation ERP – CiA. An enterprise resource planning platform offering the ultimate in simplicity and consistency.

In 2024, we focused on helping our community digitally transform with SaaS+. Leveraging our unique domain experience and unwavering commitment to our industries with an all-inclusive offering specifically tailored for the industries we serve. Harnessing TechnologyOne's unique 'Power of One', SaaS+ offers end-to-end software implementation quickly, securely, and efficiently. This is fuelling our growth and generating significant savings for our customers with customers reporting independently verified cost savings of 40%+ by moving to our ERP SaaS solution.

Today we have 20 products and over 500 modules available to our customers and we continue to target investment between 20% to 25% of our total revenue in R&D for even more functionality for our customers. Our clients recognise that 100% of our R&D investment directly benefits them, with over 80% of new technology, products, and features originating from their feedback and requests.

Our exceptional results would not be possible without our substantial and strategic investment in R&D. These investments are long-term commitments, powering our path to a successful and responsible business

Artificial Intelligence (AI)

In October 2025, we launched a new AI product called PLUS a conversational AI interface spanning our entire ERP solution, allowing users to query data and receive insights using natural language.

AI is transforming how we work and live, providing real-time insights, instant value and efficiencies and with over 38 years of experience, our global SaaS ERP now utilises AI to solve customer challenges in the core verticals in which we operate creating efficiencies, streamlines processes, reinventing user experiences and making life simple for our community.

While AI offers significant opportunities to TechnologyOne and our customers, it also introduces new risks, both internal and external. We are working with industry leaders in

Plus⁺

Predict. Learn. Uncover. Simplify.

Plus is TechnologyOne's new AI-powered product that simplifies ERP interactions.

TechnologyOne's 20th and most revolutionary product, Plus, transforms how organisations interact with enterprise software. Plus understands your data, processes, and priorities - turning complexity into clarity instantly.

Plus simplifies ERP by replacing screens and clicks with natural conversations. It predicts needs, learns from behaviour, uncovers insights, and automates tasks - delivering smarter, faster outcomes across your organisation. Built on the CiA platform, it integrates seamlessly with your existing TechnologyOne products and requires no training or configuration. Just switch it on and start asking.

Plus helps you work faster, think clearer, and achieve more. Whether raising a requisition or generating real-time analytics, Plus delivers answers and completes actions instantly. The more TechnologyOne products you use, the more powerful it becomes - drawing from your entire enterprise to surface trends, guide decisions, and take action.

Plus is secure by design, backed by ISO 42001:2023 certification, and built entirely by TechnologyOne's Brisbane-based R&D team. It's not just an assistant - it's a new way of working. With Plus, you focus on outcomes, not administration. It's ERP, reimagined.

AI to actively manage these risks. Furthermore, AI risks have now been incorporated into our overall Group Risk Framework.

We have recently achieved ISO 42001:2023 certification, the world's first global standard for Artificial Intelligent Management Systems. TechnologyOne's vision to build human-centred, AI-powered solutions is now underpinned by a robust, internationally recognised framework that ensures the highest standards of responsible AI and AI governance across research and development (R&D).

Certification to the new international standard reinforces TechnologyOne's commitment to responsible and ethical use of AI, ensuring all software is responsibly developed, designed and deployed. This achievement will help foster trust and comfort in AI against a rapidly evolving technology backdrop.

Shareholder value

TechnologyOne has been continually profitable since 1992, with repeated years of record profit, revenue, and record Annual Recurring Revenue (ARR). This year was no exception.

Our success is underpinned by our clear vision, strategy, culture, and significant investment in R&D, together with our continued focus on strong performance and growth for shareholder value maximisation.

Our primary focus is on safeguarding existing revenue streams while fostering ongoing growth to ensure sustainable returns for our shareholders. We achieve this by aligning executive compensation structures appropriately.

Our approach revolves around creating long-term, sustainable value that not only serves the interests of investors but also extends to employees, customers, and the communities we operate in.

Recognising that shareholders are critical to our stakeholder network, our Chief Executive Officer, Chief Financial Officer, and other members of TechnologyOne's senior leadership team routinely meet with shareholders to discuss relevant developments at our results roadshows and investor meetings.

For more information, refer to our 2025 Annual Report and 2025 Full-Year Results Presentation on our website.

Our next steps include plans to:

- continue to strengthen our systems to evaluate, monitor and report on sustainability performance in alignment with our sustainability goals
- maintain our industry-leading investment in R&D for continued innovation.
- implement initiatives aimed at \$1 billion+ in ARR by FY30 and continuing to double in size every five years.

Supporting our customers and community



One solution, One price, One goal, One partner.

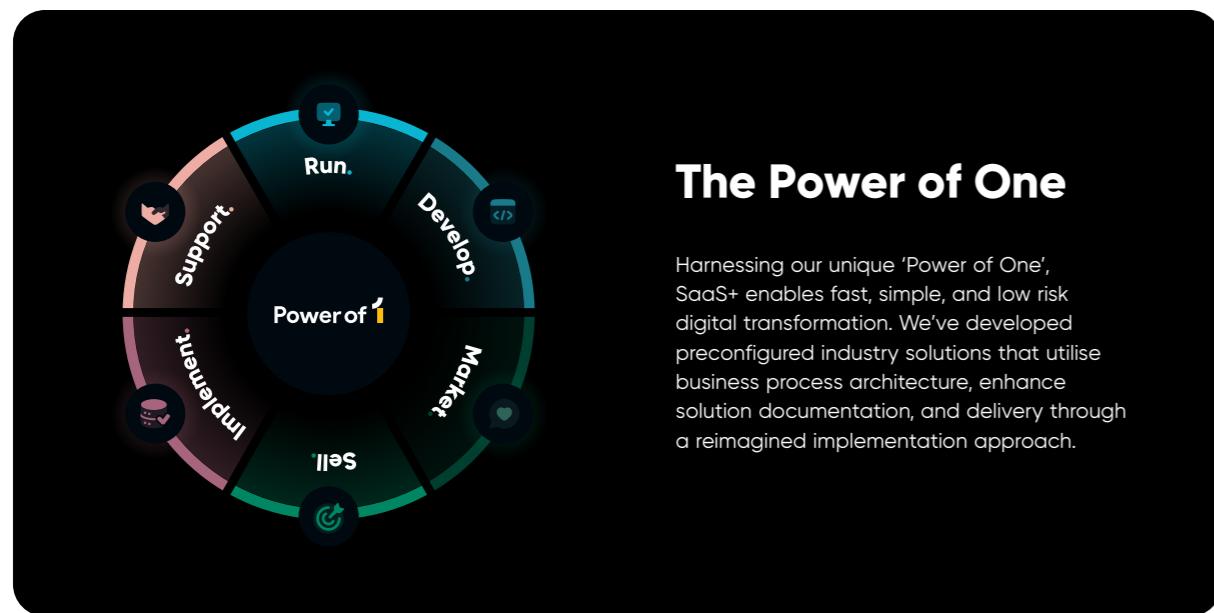
To measure satisfaction and to understand our customers more deeply, we survey over 1,250 global customers each year. We prioritise the privacy and security of our customers' data, weaving this commitment into the very core of our operations. We're committed to creating the world's most trusted SaaS platform for enterprise software and will persist in making substantial investments toward achieving this goal.

We have a strong focus on giving back to the community through the TechnologyOne Foundation which forms an important driver of our culture and values. A key focus of our Foundation is supporting underprivileged and at-risk youths by empowering them to transform their lives for success.

We also recognise that by engaging with our suppliers on sustainability matters, we can promote topical issues to drive change and minimise risk to both our suppliers and TechnologyOne. Part of our responsible sourcing agenda includes prioritised engagements with suppliers who have established sustainability practices as the differentiator where product and price are similar.

Performance at a glance





The Power of One

Harnessing our unique 'Power of One', SaaS+ enables fast, simple, and low risk digital transformation. We've developed preconfigured industry solutions that utilise business process architecture, enhance solution documentation, and delivery through a reimagined implementation approach.

Customer satisfaction and retention

Customer satisfaction and success is our focus and that's why we continually invest in additional functionality for our customers. We have deep functionality in the specific markets we serve and provide mission critical products that power Local Government, Health and Community Services, Government, Education and Asset and Project Intensive Industries. TechnologyOne's single, integrated ERP solution built on a modern platform with a consistent look, feel, and user-friendly experience is designed to deliver the best possible experience for our users.

Engaging with our customers and soliciting their feedback is critical to our success. To measure satisfaction and to understand our customers more deeply, we survey over 1,250 global customers each year and engage with them through our online Customer Community.

The Net Promoter Score (NPS) is also used to understand customer satisfaction, which measures an individual's tendency to recommend TechnologyOne to others. The NPS serves as a valuable tool for comprehending our customers' sentiments, helping us identify our strengths and areas that require improvement. Our commitment lies in utilising these customer ratings and feedback to shape our future enhancements and guide strategic

decisions, ensuring we're delivering maximum lovable products and services.

We are dedicated to continuously enhancing our NPS scores through a range of significant initiatives, including embedding NPS into the TechnologyOne culture, engaging in meaningful conversations with customers to delve deeper into the context and underlying reasons behind their scores, and leveraging feedback to create improvement roadmaps that align with industry benchmarks.

Power of One

The TechnologyOne difference is being one vendor with a single vision, code line, and experience. We don't use implementation partners or value-added resellers. We take ownership for building, marketing, selling, implementing and supporting our enterprise solution for each customer to help ensure their success – this is the Power of One.

This philosophy gives our customers the opportunity to establish a strategic partnership with a single vendor and avoid the complexity, risk, and inefficiency of having multiple platforms and vendor relationships.

The 'Power of One' enables us to deeply understand and optimise the customer experience at every stage of the journey.

What's New series

Our online What's New series connects customers with industry insights, business transformation initiatives and new product innovations.

In FY25, we continued to facilitate webinars in the What's New series, covering a range of topics including software releases, product upgrades and improvements, and avenues to maximise support to customers.

Customer support

We're committed to helping our customers get the most out of their software solutions, allowing them to concentrate on core business operations.

TechnologyOne offers a variety of global support options, ensuring an unparalleled customer experience.

As part of our support and maintenance services, we offer 24/7 customer support where queries or concerns are addressed promptly and thoroughly. Our customer service teams operate swiftly, with friendly and knowledgeable team members, and are quick to resolve any issues.

Further information on how we support our customers is available in our 2025 Annual Report.

Customer Community

Through our online Customer Community, customers can connect, communicate, and work together with us and each other to get the most out of our solutions while also assisting in developing and delivering product ideas.

Over 80% of product enhancements are based on direct feedback from our customers.

Software releases

Our customers have access to two software releases per year that aim to deliver enhancements designed to simplify the way our customers work and elevate their enterprise experience.

These releases are thoughtfully crafted to align with our customers' evolving needs and are seamlessly integrated into our SaaS platform, ensuring the long-term sustainability of our offerings.

We also continually provide patches, bug fixes and minor upgrade releases outside of the two feature releases. This ensures the SaaS Platform is fully up to date with all required security patches and fixes.

Each year, we issue Service Organisational Control (SOC) reports, to provide our customers with assurance that our services are reliable, secure, private, and compliant. Our SOC reports are independently audited and contain design and effectiveness verifications. For our SaaS services, our goal is to exceed SOC compliance standards by going beyond the minimum requirements.

In addition to our full annual audits, we also run a monthly program of internal reviews and have quarterly external audits of a subset of our SOC controls.

Playbooks

Leaders from across TechnologyOne have undertaken a project to develop Playbooks for each business unit and team across TechnologyOne.

The Playbooks are designed to document the mantras and heartbeat of TechnologyOne, capturing our guiding principles, rhythms and rituals, that each team follows to ensure every facet of the business is in sync.

Playbooks offer our team members a clear view of what excellent looks like and bring to life the 'why' behind all our actions.

Data privacy and cyber security

TechnologyOne operates on a shared responsibility model where all parties have a significant role to play in protecting the security and privacy of the system and data.

The TechnologyOne SaaS platform integrates the latest in innovative security and privacy technologies. All SaaS customers are protected by our multi-tiered security measures and accredited procedures.

We continue to heavily invest in a stringent cyber program to provide the highest levels of security – proactively predicting, preventing, and responding to cyber risks that threaten business continuity – which meets the highest levels of certifications and accreditations.

Cybersecurity risk assessments are undertaken regularly in response to control changes, evolving threats, and technological advancements. The systems implemented to achieve our certifications enable us to maintain a strong cybersecurity posture and greater certainty in response to increased threat landscapes.

We seek to apply General Data Protection Regulation equivalent data privacy requirements to all activities which involve the collection, processing, and management of personal data, unless a local

jurisdiction requires otherwise. Our related entities are in Australia, New Zealand, United Kingdom and Malaysia, where we take commercially reasonable steps to maintain sound governance parameters and controls.

All team members are provided annual privacy and security training, which includes assessment modules to test an individual's understanding of our key privacy and security obligations in line with Australia's Privacy Amendment (Notifiable Data Breaches) Act 2017, UK Data Protection Act 2018 and the EU General Data Protection Regulation. Our nominated Privacy Officers – acting as privacy champions across our business – undertake additional training for deepened understanding of our privacy obligations.

Our SaaS solution continues to hold certifications for:

- ISO/IEC 27001
- ISO/IEC 27017
- ISO/IEC 27018
- ISAE/IEC 42001:2023
- ISAE 3402 SOC 1
- SSAE 18 SOC 1
- AT-C 205 SOC 2 + HIPAA
- AT-C 205 SOC 3
- IRAP Protected
- Cyber Essentials & Cyber Essentials Plus (UK).

There have been no notifiable data breaches during the year.

Our goal is to lift 500,000 children and their families out of poverty

So far we've supported over
148,731 children and their families

Community investment

Each year our TechnologyOne Foundation pledges 1% of time, 1% of product, and 1% of profit to charitable causes. This initiative is part of the 1% Pledge corporate philanthropy movement, dedicated to making the community a key stakeholder in every business.

Our long-standing commitment to philanthropy stems from our founder, Adrian Di Marco, with the Foundation established in 2016. Our charity partners and programs include the Smith Family's Learning for Life program, an initiative to improve access and participation in education for Aboriginal and Torres Strait Islander students experiencing disadvantage. We also support other partners – Opportunity International, School of St Jude, Fred Hollows Foundation, The Salvation Army, SolarBuddy, Dignity Children's Foundation, St James Bursary Fund,

KidsCan, and The King's Trust – that deliver educational, health and sustainability programs for disadvantaged children and their families.

During FY25, we supported over 30 charities through 6,918 volunteer hours and we contributed \$3,029,606 into our communities through Foundation programs and direct charitable donations. Our goal is to assist 500,000 children to break the cycle of poverty through education, learning, health and wellbeing support.

This year, for greater impact, we funded SolarBuddy's new device, StudentBuddy. The StudentBuddy device, provides advanced solar-powered lighting and USB device charging to improve educational access, promote safety, reduce reliance on harmful fuels and enhance digital inclusion.

These devices have been distributed to disadvantaged children in The Philippines, Fiji, Papua New Guinea, Timor Leste and Vanuatu. The lights have contributed to 8,409,600 extra study hours at night over 15 years (the life span of the device) and provided vital digital access to disadvantaged children.

We're proud to have
been awarded the
**Community Contribution
Award by the Australian
Business Awards.**



1% of time

Team members are provided 2.5 days of leave per year to make a difference to their community by volunteering.



1% of product

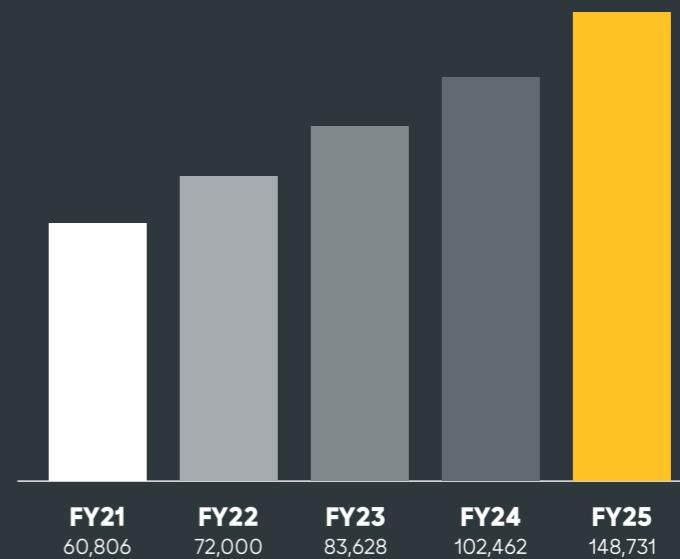
We provide significant discounts and implementation support to eligible not-for-profit organisations. This represents 1% of our net new annual recurring revenue.



1% of profit

We ensure that 1% of profit is used for Foundation Programs in our communities and direct donations to charities helping disadvantaged youth find pathways to success.

Number of children and their families assisted out of poverty



Impact figures

Our key charity partners



dignity

Impact story:

Empowering the Next Generation of STEM Leaders at the School of St Jude's

TechnologyOne is proud to support the advancement of STEM careers through our long-standing partnership with the School of St Jude's.

Our investment in the school's ICT program is helping to bridge the gap between education and opportunity, equipping students with the tools, skills and confidence to pursue careers in science, technology, engineering and mathematics.

Today, 315 primary and 1,286 secondary students have access to laptops across ESL, typing and ICT classes, as well as in the school library - giving every student the chance to build essential digital skills from an early age.

Through enhanced access to technology, students can now explore global opportunities, research career pathways, apply for scholarships and build their digital literacy. Beyond the classroom, our support helps deliver

hands-on programs such as CV writing, graphic design, and career guidance - practical skills that are essential for life beyond school.

Leadership workshops, alumni mentorship initiatives and holiday programs for Form 4 graduates provide students with meaningful exposure to real-world STEM careers.

A recent alumni reunion saw graduates return to share their journeys and inspire the next generation, creating powerful ripple effects as current students share their learnings and ambitions with peers.

The impact is personal and far-reaching. As Mwajabu, a Form 6 student, shared:

"My personal laptop will help me achieve my goals, especially in university applications. I also want to host my podcast and be an influential writer. All of these can be possible through the new laptop, allowing me to gain more

skills in technology, typing and designing. At university, I would like to study International Relations and Diplomacy because there is a sense of happiness in knowing that through communication, you can bring nations together."

By integrating ICT with career development, we're not just expanding access to education - we're fostering a culture of innovation, aspiration and STEM advocacy that extends far beyond the school gates. Together, we are nurturing future leaders who will help shape a more sustainable, equitable and tech-driven world.



Impact story:

Empowering Education with Dignity Children's Foundation: Empower-a-Classroom

Through our partnership with Dignity Children's Foundation, TechnologyOne is proud to support the Empower-a-Classroom program, a vital initiative that ensures children from marginalised communities receive access to quality education and a nurturing learning environment. The program provides direct support for the operation of a fully functional classroom serving an average of 30 children, covering essential expenses that are key to maintaining a stable and effective learning space.

Each classroom supported by the program is equipped with:

- Safe and Conducive Learning Spaces: Rental expenses are covered, ensuring that children have a secure and well-equipped environment to learn and grow.

- Qualified Teaching Staff: Experienced teachers and learning facilitators are engaged to deliver quality education, guiding students through their academic journey.
- Daily Meals: Nutritious meals are provided to ensure students are physically and mentally ready to learn, promoting their overall well-being.
- Transportation: Travel costs are covered, ensuring that all students, regardless of their location, have the means to attend school regularly and receive uninterrupted education.

Each classroom empowered by this initiative contributes to building brighter futures for children, offering them a chance to break the cycle of poverty and build lasting change in their communities.



Impact story:

Opportunity International - Weaving a Brighter Future Through Education

Through our partnership with Opportunity International Australia, TechnologyOne provides \$145,000 annually to deliver both microfinance and education finance programs that support families and children living in poverty. This combined approach empowers families to build sustainable livelihoods while creating opportunities for children to access quality education.

Microfinance gives families access to small loans to start or grow businesses, generating reliable income and long-term stability. Because loans are repaid and recycled, each investment has a powerful ripple effect - lifting more than 1,600 children out of poverty each year at a cost of less than \$20 per child.

Education finance complements this work by ensuring children can stay in school. Families benefit from affordable school fee loans, while low-cost private schools

receive tailored financing and resources to improve teaching and facilities. Already reaching more than 2,200 children annually, this model is expanding further through new financial institution partners, expected to support 200 schools and more than 40,000 children over three years at just a few dollars per child.

In total, TechnologyOne's funding is creating opportunities for over 44,000 children each year. This impact is central to the TechnologyOne Foundation's mission of lifting 500,000 children out of poverty, delivering both immediate benefits and long-term, sustainable outcomes for families and communities.

We helped women like Helena. In a quiet village in Indonesia, Helena stands proudly in front of her bamboo home, embracing her two daughters dressed neatly in their school uniforms. For Helena, those uniforms represent more than just access to

education - they are a symbol of resilience, hope, and the future she dreams of for her children.

Thanks to a school fee loan from Opportunity International Australia's local program partner - funded with support from TechnologyOne, Helena could send her daughters to school for the very first time. It's a powerful step forward for a family that has long lived in poverty, surviving on a modest income and without the means to access basic education.

But Helena didn't stop there. Using an additional loan, she launched her own small business weaving traditional ikat and sarongs - textiles deeply rooted in Indonesian culture. Working on her loom outside the home while her daughters are at school, Helena turned her creativity and determination into a source of income, dedicating every cent to building a better future for her family.



Embarking on Our Reconciliation Journey

At TechnologyOne, our mission has always been driven by a simple but powerful goal: to better our community. Whether through delivering innovative technology or empowering young people through education, we're committed to making a meaningful difference. That commitment is what guides us as we take our first steps on the path toward reconciliation.

We are proud to be in the early stages of our Reflect Reconciliation Action Plan (RAP). This step signals our willingness to learn about Aboriginal and Torres Strait Islander cultures, histories, contributions, and recognising that true reconciliation begins with understanding.

As we continue on this journey, we are reflecting on our core values and the role we play in creating a positive impact in the communities we serve. Reconciliation is not a destination, but an ongoing commitment – one that calls for listening, learning and meaningful action. We're grateful to be guided by Aboriginal and Torres Strait Islander business, YARNUP, who are supporting our RAP Working

Committee with cultural insight and practical guidance as we navigate this reflective stage and explore opportunities for long-term, respectful partnerships whilst building cultural awareness within our organisation.

Responsible sourcing

Our supply chain encompasses over 1,000 direct suppliers across more than 10 countries. The goods and services we procure are predominantly provided from Australia, New Zealand, Malaysia, the United Kingdom, the United States and Canada. IT and technology represents our largest procurement category and accounts for close to 22% of total supplier spend.

Our Supplier Code of Conduct sets our minimum supplier expectations on human rights, labour standards, ethical standards, and environmental management. We aim to cascade sustainable practices through our supply chain by prioritising engagements with suppliers who have established sustainability goals. Through our onboarding and tender processes, we ask our suppliers a range of pre-qualification questions to assess their corporate governance and ethical practices.

Additionally, we have joined a procurement network that consists of procurement representatives from other technology sector companies. Within this network, we discuss our experience in sustainable related procurement, and suppliers used that support and promote sustainability initiatives to actively reduce GHG emissions and proactively provide reporting on GHG emissions.

Business integrity

Our suppliers are expected to comply with all applicable local, national, and international laws and regulations, including bribery and corruption, modern slavery, and ethical conduct. In FY25, we issued sustainability assessment questionnaires to our strategic and high-risk suppliers to confirm they have policies and/or processes in place to:

- Comply with all applicable local and national laws
- Commit employees to ethical conduct, standards, and behaviours.

Human rights and labour conditions

Our suppliers are expected to provide a fair, ethical, and safe workplace, which upholds high standards of human rights and integrates appropriate labour and human rights policies and practices into their business.

During the year, we asked our strategic and high-risk suppliers to confirm they have policies and/or processes in place to:

- Comply with all applicable employment and industrial relations laws and standards relevant to workers' rights
- Have whistleblowing mechanisms in place to enable people to report matters of concern.

Identifying, assessing, and addressing modern slavery risks

We consider any form of modern slavery to be unacceptable and acknowledge our responsibility to help eradicate it. During the year, we assessed over 330 new suppliers or those with altered supply agreements over \$1,000 for modern slavery risk.

All our suppliers are expected to identify, prevent, and address modern slavery risks and to hold their supply chains to the same standard.

Our standard supply contract terms include enforceable undertakings against modern slavery and human rights contraventions.

If we identify adverse human rights impacts (such as modern slavery) that we may have caused, or contributed to, we will address these in line with the guidance provided under the United Nations Guiding Principles on Business and Human Rights, including by providing or cooperating in remediation activities.

For more information, see our 2025 Modern Slavery Statement.

Our next steps include plans to:

- Continue to develop Playbooks for each business unit across TechnologyOne.
- Further enhance our cybersecurity risk management practices to keep pace with the evolving threat landscape and to continue to support our customers.
- Strengthen our local and skill-based volunteering community investment by increasing the uptake of our team member volunteer days to connect them with their personal purpose and the community.
- Explore alternate engagement opportunities with our Foundation partners to deepen our understanding of how we can best support the needs of our beneficiaries and other underprivileged groups.
- Further embed our Supplier Code of Conduct and strengthening our supplier due diligence and screening processes.
- Explore the opportunity to partner with Aboriginal and Torres Strait Islander businesses for preferred procurement initiatives.

Investing in our people



SUSTAINABLE
DEVELOPMENT
GOALS

5 GENDER EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



Our people are our competitive advantage.
We achieve sustainable success through utilising their unique talents to solve complex business problems.

We attract the best and brightest, where our culture promotes innovation, creativity, and realisation of full potential – the TechnologyOne Way.

Our people have a deep connection with our mission because their family and friends work, live and play in the communities we serve.

Our global team is made up of more than 1,600 passionate individuals. We believe in investing in our people, and we do this with a wide range of initiatives such as O Week, One Talks, MARVEL awards, leadership courses, LinkedIn Learning and wellbeing (physical, mental and financial) initiatives.

Performance at a glance

43

Employee Net Promoter score continued to lay the solid foundation as we move toward our FY26 target of +50

45%

Increased women in senior roles to 45%

Recognised by LinkedIn as one of the top 15 companies in Australia to grow your career

No fatalities or material workplace injuries reported during the year



Talent attraction and retention

TechnologyOne is committed to attracting and retaining talented individuals by providing them with an environment in which they can be innovative, creative and realise their full potential.

We received a new award in 2025 from LinkedIn recognising TechnologyOne as one of the top 15 companies in Australia to grow your career.

Our team members are selected based on their qualifications, suitability, and professional experiences. Internally, we focus on job rotation, promotions, and capability development to tackle challenges and develop innovative solutions to enhance our workforce.

Externally, we concentrate on building robust talent pipelines through proactive engagement with potential future hires, partnering with universities for our graduate and intern programs, and maintaining our alumni relationships.

During the year, 24 talented individuals joined us as part of our graduate and intern intake with considerable training, coaching and development invested.

Our onboarding program is industry leading. All new team members across our global operations participate in an immersive 'O Week' program where they meet our executive and senior leaders, learn about our history, purpose and mission, company values, business structure and how we deliver a compelling customer experience.

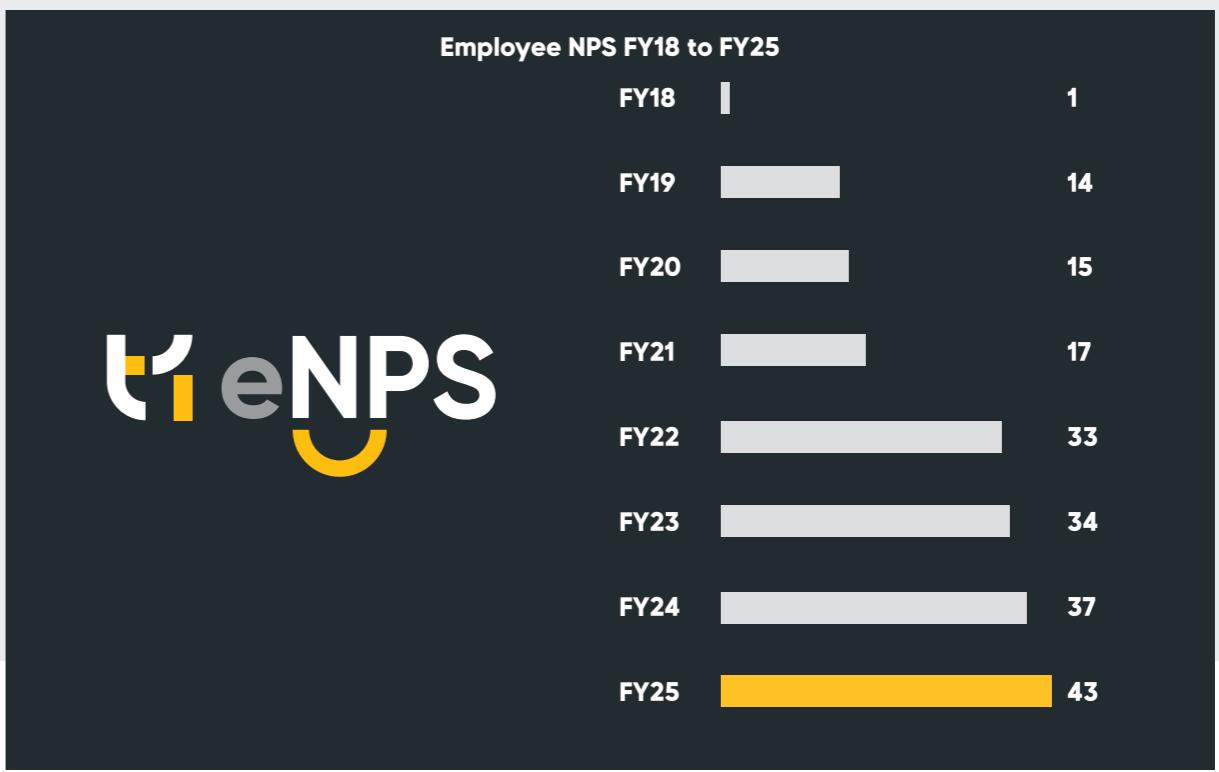
During the year, we welcomed over 369 new team members as we continue to expand our operations. These team members joined us predominantly in Malaysia, the UK and Australia, expanding our global presence.

Team member engagement and development

Having an engaged and empowered workforce is critical to our employee retention. Our twice-yearly employee Net Promoter Score (eNPS) survey is one of the principal tools used to measure employee engagement and commitment to TechnologyOne, as well as to gather team members' views. Our FY25 result of +43 continued to lay a solid foundation as we move towards our FY26 target of eNPS +50.

Our hybrid working model, which allows team members to work three days a week in our offices and two days remotely, enables what is best for our people, teams and customers, and reflects external trends and expectations.

We invest considerable time and energy into team engagement and culture building initiatives, including Hack Days, Regional Days, Town Halls, MARVEL Awards and our Service Recognition Awards, to celebrate innovation, achievements, and to create an environment where individuals can thrive.



feedback for continual professional development.

At TechnologyOne, we are passionate about recognising those team members who go above and beyond.

Our annual MARVEL awards recognise our high achievers who go above and beyond to achieve outstanding results while role modelling exemplary behaviour. This year we received over 560 nominations, which is the most ever received for MARVELS.

A focus of our senior leadership team is refreshing our strategies and business plans, and ensuring all teams have a clear sense of purpose, and that our values are infused throughout TechnologyOne.

To ensure this is widely spread throughout the TechnologyOne team we offer a range of support to empower our current and emerging leaders to foster excellence, including our leadership summit, mentoring, coaching and 360-degree

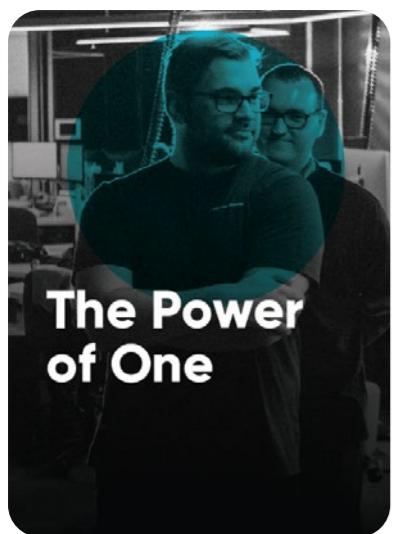
Further information on our culture and team initiatives is available in our Annual Report.

Speaking up

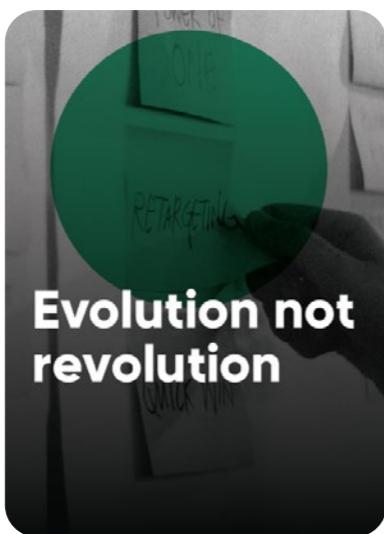
We place great importance on fostering a culture where our people observe good governance, ethical behaviour, and feel supported to speak up. Our Whistleblower Policy encourages team members and external partners to disclose matters of concern and ensures there are mechanisms for support and protection.

Our Independent Whistleblower Service (**Stopline**) is available 24/7 with translation services and is our primary means for whistleblowers to report concerns. These are referred to TechnologyOne's Whistleblower Officer, with oversight provided to the Board on significant matters raised, the number of notifications and their status.

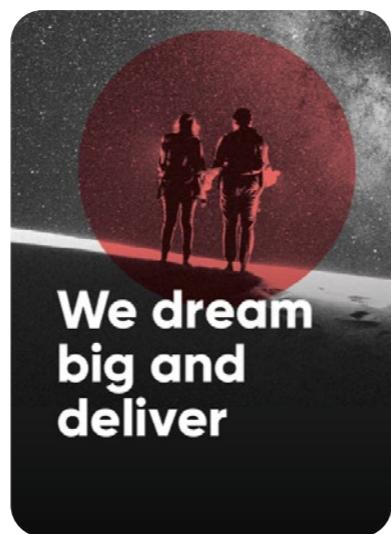




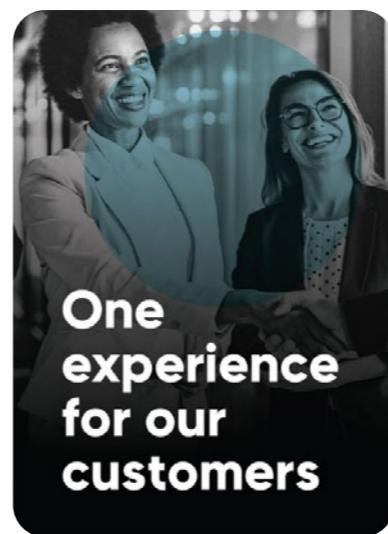
**The Power
of One**



**Evolution not
revolution**



**We dream
big and
deliver**



**One
experience
for our
customers**



**Market
Focus &
Commitment**



**Tech
is the
answer**

Workplace diversity and inclusion

Our people are the heartbeat of our company and having an inclusive and diverse team is integral to our culture and commercial success. We work hard to foster an environment of trust and respect, where every person feels empowered to realise their full potential and has a sense of belonging.

We stand for equal opportunity, regardless of gender, age, sexual preference, religion, ethnicity, and cultural background. Underpinning this are our policies for anti-discrimination, workplace gender equality, diversity and inclusion, sexual harassment, flexible working arrangements and paid parental leave. Recruitment and promotions are based on relevant skills, experience, qualifications, aspirations, potential and aptitude of the applicants.

Our remuneration policy is firmly committed to achieving pay equity between men and women.

Each year, we conduct a thorough analysis of the gender pay gap and if any potential gender bias in performance related pay is identified, we take immediate corrective measures to rectify such disparities on a like-for-like basis.

TechnologyOne has achieved 45% female leadership and close to 40% female representation overall, well above the technology industry

average. We prioritise inclusive career growth, flexible work, mental health support, and leadership training to foster safe, supportive workplaces globally and for each recruitment shortlist, we aim to include at least one female candidate (where we have a goal to achieve this for 80 per cent of vacancies).

We introduced a new target in FY25, to target that promotions of female team members are higher, as a percentage, than female representation in TechnologyOne.

In June 2025, we proudly sponsored Vogue Codes, supporting women in STEM and showcasing five of our female leaders in a national Vogue feature positively promoting female participation in technology careers. We are also proud sponsors of the Women in Digital Transformation Leader of the Year Award.

Team member health and wellbeing

In FY25, our focus remained on holistic wellbeing initiatives which prioritise our team members' mental, physical and workplace wellbeing.

Numerous wellbeing initiatives have also been driven by our People & Culture team to support our team's mental, physical, and workplace wellbeing including Men's Health Week, Inclusion Month, regular Mental Health Seminars, and more.

We firmly believe that wellbeing plays a pivotal role in realising our

goal of achieving an Employee Net Promoter Score of +50. As part of this commitment, we have made enhancements to our physical workspaces, dedicating areas for wellbeing activities and creating a space that aligns with the requirements of hybrid work. It also includes initiatives to encourage our team to engage in physical wellbeing including an onsite gym at our Brisbane office, gym memberships for team members at remaining offices, and programs and sponsored community sports activities.

Our teams have high levels of participation in the Corporate Games and other team-based triathlon events throughout the year.

For financial wellbeing, our team members can sign up to our Employee Share Plan – providing one matched share right for every two shares purchased – and can benefit from a range of deals and discounts as well as financial counselling for themselves and their families through Converge International.

During the year, over 300 team members received an influenza vaccination through our onsite vaccine program with a further 107 vouchers provided for externally sourced vaccinations. We have an annual utilisation rate of 8.6% with our Employee Assistance Program which is 2.3 percentage points higher than the industry average.

We have a commitment to learning from internal and external incidents and trends and maintaining focus through sound governance arrangements. Our Work Health and Safety Committee oversees our employee health and wellbeing program of work, inclusive of measures to address incidents and risks, where relevant matters are reported to the TechnologyOne Board.

No fatalities or material workplace injuries were reported during the year.

Our team member benefits

- Enhanced flexible work arrangements
- Paid parental leave for primary and secondary caregivers
- Career and professional development programs
- Free access to LinkedIn Learning
- Employee share ownership plan
- Employee assistance programs for confidential counselling services
- Onsite gym at our Brisbane office, gym memberships for remaining offices and private health membership discounts
- Salary packaging options
- Refer-a-friend and other incentive payments
- Additional leave purchase options
- Volunteering opportunities
- Social events, activities and company sponsored sporting

Our next steps include plans to:

- Continue to evolve wellbeing initiatives that support our team members' mental, physical and financial wellbeing.
- Implement initiatives aimed at further embedding our culture and the TechnologyOne Way.
- Continue to benchmark and assess our employee benefits and practices.

Protecting our environment



We're committed
to playing our
part in limiting
climate change.

Performance at a glance

Maintained Climate Active
carbon neutral certification
for our global operations

↓87%

Decreased our global
Scope 1 and 2 emissions
by 87% against
FY22 baseline

↓48%

Decreased our global
Scope 3 emissions by
48% against FY24

We understand that climate action is an evolving landscape with rising expectations. Our environmental strategy expresses our commitment to addressing climate change and conducting our operations sustainably and transparently.

Carbon reductions

We accept the science of climate change and the Paris Agreement which aims to limit global temperatures well below 2°C above pre-industrial temperatures.

Climate change mitigation will require deep and permanent greenhouse gas (GHG) reductions as part of a universal transformation from business, government, and individuals collectively. Within this challenge we will seek to identify and manage both the risks and opportunities that present themselves.

While our operations do not have a material impact on the environment, we're committed to continually lifting the bar to reduce our carbon emissions to the lowest amount possible and offsetting remaining amounts to maintain carbon neutrality.

In FY23, we strengthened this commitment by setting targets to reduce our Scope 1 and 2 emissions by 80% by 2025 and 100% by 2030 from a FY22 baseline.

As of FY25, we have accelerated the implementation of using renewable energy in all our 10 offices globally,

with 8 offices utilising 100% renewable power and two offices utilising limited amounts of renewable energy. Strategies are in place to increase the renewable energy at the 2 offices that currently only have limited renewable energy.

By doing this, we have reduced our carbon footprint by 87% over our FY22 baseline. By the end of FY26, through this initiative our Scope 1 and 2 GHG emissions is forecast to reduce by 90% and we'll see a 100% reduction in our GHG emissions for Scope 1 and 2 by the end of FY30 in line with our set target.

Our goal is to reduce our carbon emissions to the lowest amount possible and maintain a carbon neutral status

This is how we're doing it

Categories	Climate reduction initiatives
Employee engagement	Increase team member awareness and engagement on driving carbon reductions.
Operational reductions	Become more energy efficient, increase renewable energy, reduce our consumption and waste, and recycle and reuse e-waste.
Supplier engagement	Cultivate demand for lower-carbon solutions and prioritise suppliers who are carbon neutral or have a proven commitment to acting on climate change.

There's a powerful business case in implementing energy-efficient practices and technologies – where a 15% increase in Australian organisations transitioning from on-premises solutions to SaaS by 2025 could see energy use reduce by 80%, aiding Australia to avoid 4Mt of CO₂-e emissions by 2030.

(Source: Australian and New Zealand Governments)

What does it mean to be carbon neutral.



Carbon neutral certification

TechnologyOne's global operations are carbon neutral. In FY20 and FY21 we achieved Climate Active certification for our Australian operations and in FY22 we expanded our certification to include our global operations. We apply for Climate Active certification annually in arrears in October. In FY25 our certification for FY24 was maintained, where we'll report on the outcome of our FY25 certification in our FY26 Sustainability Report.

While TechnologyOne has committed to reducing its carbon emissions, we use carbon offsets to compensate for the residual emissions generated as part of our operations. We recognise that offsetting emissions is an interim strategy to minimise the impact of our emissions as we work towards decarbonisation.

These carbon offsets are sourced in compliance with the Department of Climate Change, Energy, the Environment, and Water's Climate Active standard. The Climate Active standard requires eligible offsets to meet Integrity Principles (based on the Carbon Credits (CFI) Act 2011). These offsets may be issued under schemes governed by the Clean Energy Regulator in Australia and the international Verra and Gold Standard schemes. These schemes rely on robust science-based methodologies, measurement, and independent ongoing verification requirements.

The projects and offset units are verified by independent auditors through internationally recognised standards. These standards ensure the projects are implemented, run and managed properly and the credits they generate represent real and actual emissions sequestered or avoided.

For every tonne of carbon attributable to TechnologyOne, a tonne of carbon credits is purchased by TechnologyOne and retired.

When choosing which carbon credits to retire, TechnologyOne prioritises carbon credits that result in funds returning to under-developed communities that do not have basic infrastructure (clean water, health services and sanitisation).

In FY25, TechnologyOne offset 7,183 tonnes of greenhouse gas emissions with the purchase and retirement of certified carbon credits. Our carbon footprint measurement is completed internally with external advisory support from Pangolin Associates as subject matter experts.

Environmental management and climate risk

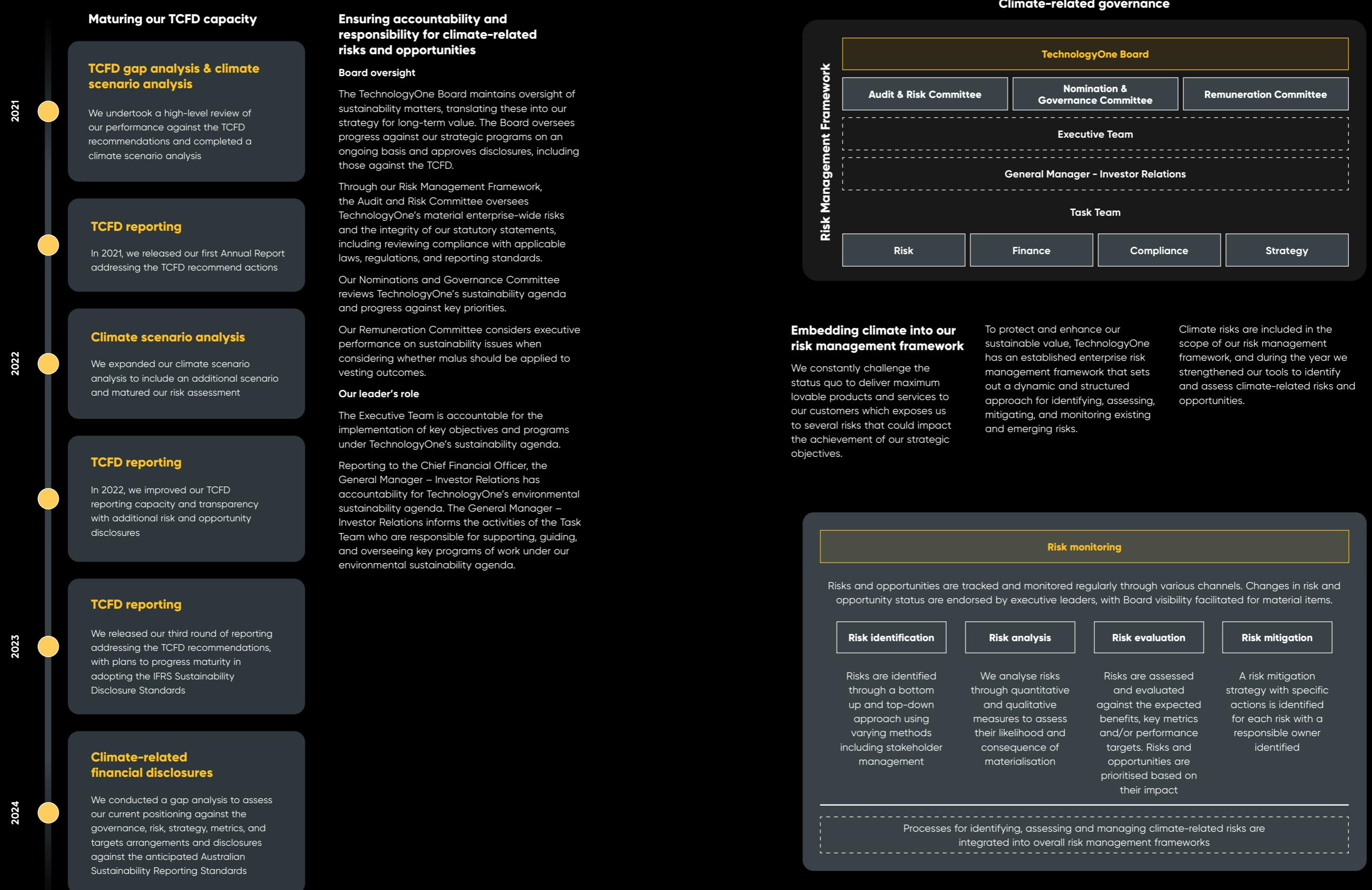
We're committed to maintaining our carbon-neutral status and reducing the carbon footprint in our supply arrangements to support global efforts to limit climate change in line with the Paris Agreement. During the year, we asked our key suppliers to

confirm they have policies and/or processes in place to comply with all applicable environmental laws and regulations relevant to their operations. Through our engagement, we also sought to understand their position on environmental management and their progress in achieving carbon neutral status.

Maturing our TCFD capacity and implementing the IFRS Sustainability Disclosure Standards

As part of our progress to date, TechnologyOne has adopted an iterative approach to implementing the TCFD recommendations and to identify, measure, manage, assure, and report on climate-related risks and opportunities.

With the passing of mandatory climate related financial disclosures and mandating of AASB S2, moving forward we will progress our maturity on quantifying the impacts of climate related risks and opportunities, and the metrics and targets for measuring, monitoring and managing climate related risks and opportunities, amongst other key areas, in transitioning to the new disclosure standards ahead of legislated timeframes.



Understanding our exposure to climate change

We recognise that climate-related risks and opportunities have the potential to impact our operational and financial performance.

To enable us to secure a clearer understanding of the strategic implications of climate-related risks and opportunities, we matured our assessment of potential future scenarios to maximise the positive impacts and minimise the negative impacts on our business.

In 2021, we undertook a high-level climate scenario analysis against the impacts of a 2°C and 4°C climate increase above pre-industrial levels, and in 2022 we expanded our analysis to include a 2°C climate increase scenario characterised by late and disorderly action.

Moving forward, we will progress maturity on quantifying the impacts of climate-related risks and opportunities, and the metrics and targets for measuring, monitoring and managing climate-related risks and opportunities, amongst other key areas, in transitioning to the new disclosure standards ahead of legislated timeframes.

The insights gained inform our approach to managing our short to long term climate-related risks.

<p>Our global warming scenarios have been expanded to include:</p> <ul style="list-style-type: none"> • 2°C climate increase characterised by strong ambitious action which is orderly and gradual to meet climate goals • 2°C climate increase characterised by late, disruptive, sudden and/or unanticipated action which is disorderly but sufficient to meet climate goals • 4°C climate increase characterised by limited action to meet climate goals beyond what has already been committed and there is continued increase in emissions

Measuring and managing climate impact

We measure our Scope 1, 2 and 3 emissions according to the Greenhouse Gas Protocol with the support of Pangolin Associates as subject matter experts. In FY25, we continued to achieve decreases in Scope 1 and 2 emissions – achieving

a 58% reduction over the FY24 emissions and 87% over the FY22 baseline.

Our total global operational emissions for FY25 amounted to 7,831 tCO₂-e, a decrease against FY24 which was

primarily attributed to less business travel and lower spend on office fit-outs which contributed significantly to emissions in FY24.

Metric	Unit	FY21	FY22	FY23	FY24	FY25	Comments
Global BAU GHG emissions (full scope)	tCO ₂ -e	-	5,860	8,465	13,916	7,183	FY25 decrease predominately attributed to less business travel and lower spend on office fit-outs which contributed significantly to emissions in FY24.
Australian BAU GHG emissions (full scope)	tCO ₂ -e	5,513	4,993	6,563	10,406	5,772	
Per employee (total amounts / FTE)							
GHG emissions (full scope)	tCO ₂ -e	6.7	5.7	7.7	11.2	4.9	-
Energy intensity	GJ	3.6	3.1	7.3	9.3	4.1	-
Waste intensity	KG	24.2	26.3	33.9	62	13.9	-
Water intensity	KL	13.6	23.0	11.5	13.0	23.3	-

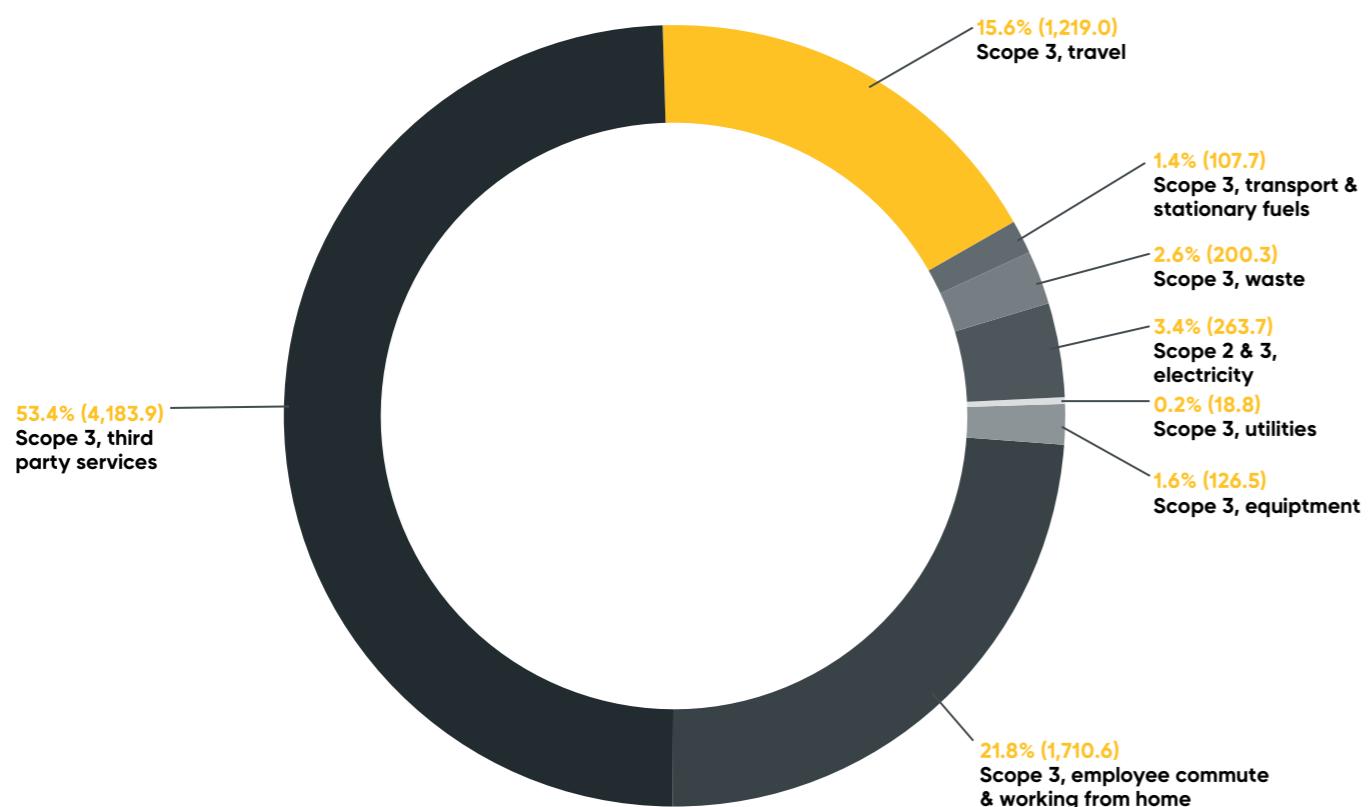
Transition Risk	Physical Risk
Growing external pressures and demands negatively impact companies slow to respond to GHG reduction controls and targets	Increase in temperature and frequency of extreme weather events leads to higher energy consumption, damaged infrastructure and adverse health outcomes

Risk and/or Opportunity			Risk and/or Opportunity		
Offsets:	Reputation:	Litigation:	Carbon costs:	Acute risks:	Chronic risks:
Increases in carbon offset purchase price and percentages required in local jurisdictions	Elevated investor, customer and employee preferences for environmentally responsible organisations	Increased risk of stakeholder class actions against companies that fail to address climate change	Increased price of purchased products through carbon costs	Increased frequency and severity of extreme weather events which increase network disruptions and downtime outside of TechnologyOne's control, resulting in missed sales	Increased heat leads to lower workforce productivity and adverse health outcomes

Key Mitigation Activities		Key Mitigation Activities	
<ul style="list-style-type: none"> • GHG emission calculation and reduction initiatives for TechnologyOne's global operations • GHG emission reduction goals to emit the lowest amount possible, with only remaining amounts offset • Climate Active carbon neutral certification with offsets procured via a reputable third-party broker • Increased transparency on climate risk disclosures and GHG reduction targets which are aligned with goals of the Paris Agreement 		<ul style="list-style-type: none"> • Critical vendor assurance of climate-related risk management • Critical infrastructure and connectivity resilience safeguards • Flexible working, health and wellbeing arrangements for team members • WHS management framework and systems. 	

Scope 1, 2 & 3 global BAU emissions by activity

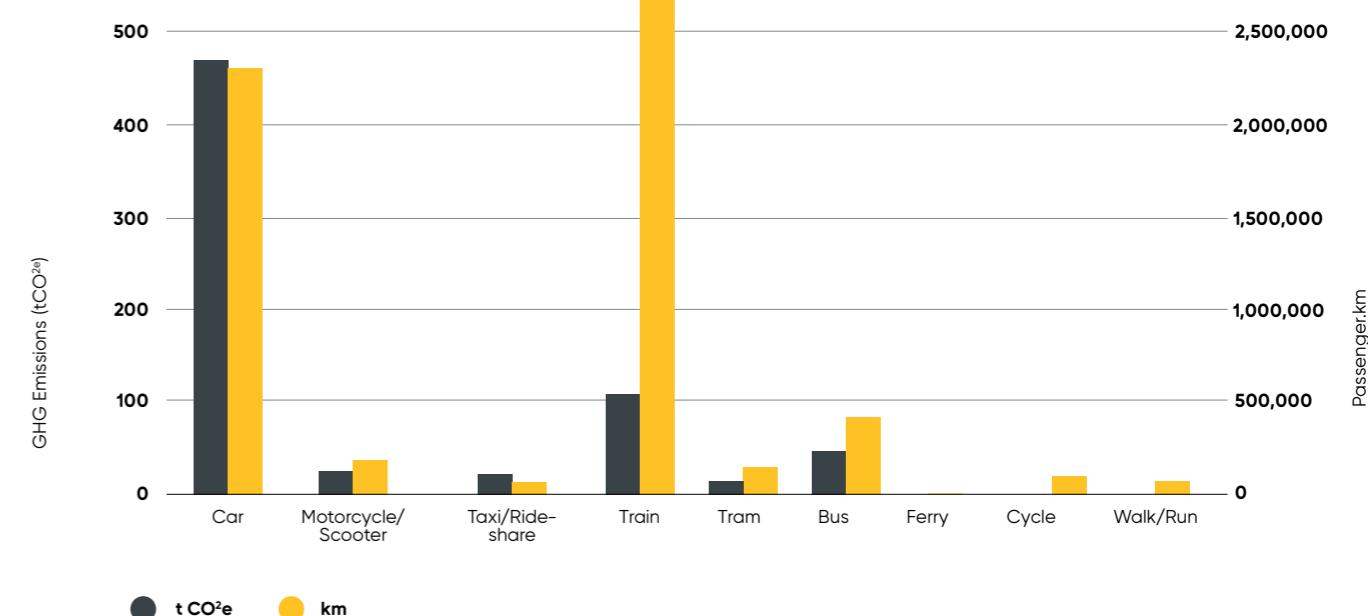
Emissions linked to travel and third-party goods and services are a key contributor of our total emissions.



As our main direct use of energy is from our facilities, we actively seek energy-efficient offices. Where possible we aim for our offices to be NABERS certified or equivalent.

- Perth:** our Perth office has a 5 Star NABERS Energy rating.
- Brisbane (HQ):** our Brisbane office has a 6 Star NABERS Energy rating and is fitted with a 180kW solar system (estimated annual production of 272MWh), CO2 monitoring to track and adjust ventilation rates, energy efficient lighting and rainwater harvesting. The Brisbane office moved completely to renewable energy in 2024.
- Sydney:** our Sydney office has a 6 Star NABERS Energy rating and is in a carbon-neutral building which completely uses renewable energy.

GHG emissions and passenger kilometres travelling to and from work



By Mode	t CO ² e	km
Car	470.9	2,364,923.9
Motorcycle/Scooter	25.6	178,536.2
Taxi/Rideshare	10.2	39,075.7
Train	128.4	2,889,030.7
Tram	4.5	125,359.5
Bus	53.5	410,098.9
Ferry	0.1	595.7
Cycle	0.0	102,260.2
Walk/Run	0.0	78,776.3

How we compare to other businesses

We continue to generate below average emissions when compared to our sector peers (ANZSIC sector J) for our emissions per employee.



TNE's total emissions per FTE compared to other organisations within ANZSIC J.
Source: Third-party independent consultant



Waste

Our commitment to waste management extends across all business operations. The primary sources of our waste generation lie within our facility waste and electronic waste.

When it comes to electronic waste, our approach involves repairing equipment that is less than halfway through its intended lifecycle to maximise its utility. Any obsolete equipment is responsibly disposed of through vendor recycling programs or social enterprise initiatives.

In FY25, we donated over 1,200kg of eWaste and 400 working devices (including laptops, tablets and phones) to SubStation33 for dismantling of components for recycling, reuse or repurpose, and diverted from landfill. We also donated 10 pre-owned laptops to the Australian Athlete Foundation to support grassroots athletes prepare for The Brisbane 2032 Olympic and Paralympic Games.

Our next steps include plans to:

- implement our carbon reduction initiatives,
- progress maturity on quantifying the impacts of climate-related risks and opportunities, and the metrics and targets for measuring, monitoring and managing climate-related risks and opportunities, amongst other key areas, in transitioning to the new disclosure standards ahead of legislated timeframes for climate-related financial disclosures,
- improve our climate assessment capabilities and methodologies to guide decision making.
- report in accordance with the mandatory AASB S2 Climate Related Disclosure from FY26.

Our reporting



Our 2025 Sustainability Report outlines our priority areas and performance to ensure long-term sustainability, focusing on the topics that matter most to our stakeholders and business.

Stakeholder engagement

Our stakeholders' opinions matter. We seek to maintain open dialogue with our broad range of stakeholders to inform our current and future ESG focus areas, and to understand the issues most material to our stakeholders.

Stakeholder group	Areas of interest	How we engaged		
Customers	<ul style="list-style-type: none"> Product performance Quality of service and support Data privacy and security Systems to strengthen business Digital experience Climate change and emissions 	<ul style="list-style-type: none"> Net Promoter Score (NPS) Surveys Feedback and complaints Direct relationships Conferences and showcases 	<ul style="list-style-type: none"> Online community groups and social media Sustainability Report Tech1University 	
Shareholders	<ul style="list-style-type: none"> Total shareholder return growth Ongoing growth Identification and management of risks Remuneration ESG performance, including climate change and emissions Innovation Data privacy and security 	<ul style="list-style-type: none"> Half and Full Year results presentations Annual General Meetings Investor roadshows, presentations and meetings 	<ul style="list-style-type: none"> Proxy advisors and analysts Sustainability Report 	
Team Members	<ul style="list-style-type: none"> Remuneration Career growth Learning and development Wellbeing Talent management Climate change and emissions Purpose Employee safety 	<ul style="list-style-type: none"> Employee Net Promoter Score (eNPS) Quarterly pulse surveys and termination surveys Feedback and complaints CEO and Executive Town Halls Career development and training programs Share participation initiatives 	<ul style="list-style-type: none"> "Open Door" feedback philosophy Foundation activities, Hackdays, team member and family events Internal social media Physical, mental and financial wellbeing initiatives Diversity and inclusion initiatives 	
Community & Environment	<ul style="list-style-type: none"> Employment and economic contribution Social contribution Environmental impacts 	<ul style="list-style-type: none"> Foundation and community partnerships Industry memberships and networks Supply chain screening to ensure alignment with company values and regulations 	<ul style="list-style-type: none"> Traditional and social media Carbon neutral and emission reduction initiatives 	
Suppliers	<ul style="list-style-type: none"> Responsible business Payment terms 	<ul style="list-style-type: none"> Supplier agreements and screenings Surveys Feedback and complaints 	<ul style="list-style-type: none"> Meetings Supplier Code of Conduct assessments 	
Government & Regulators	<ul style="list-style-type: none"> Compliance Policies and standards in technology industry 	<ul style="list-style-type: none"> Certification engagements Regulatory reporting 	<ul style="list-style-type: none"> Policy and reform analysis Industry forums 	

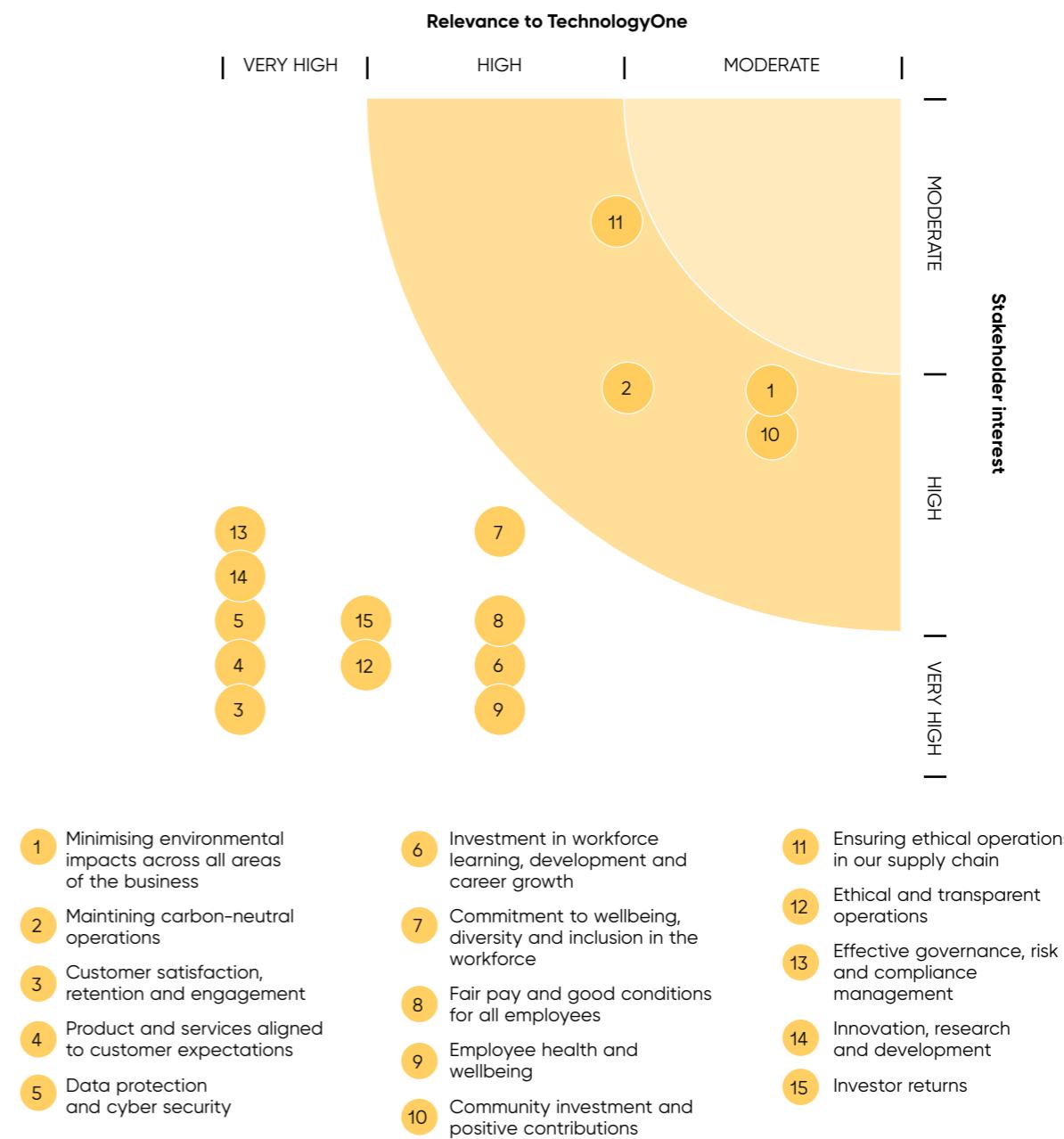
Our material sustainability matters

During the year, we reviewed our stakeholder engagement and materiality assessment to ensure that our ESG agenda remains closely aligned to our stakeholder interests and the everyday needs of our business. Our process generally followed the methodology suggested by the GRI standards and was based on:

- material relevance to our business model, corporate strategy, enterprise risks and key performance indicators; and
- material importance for our business and operations as perceived and experienced by our key stakeholder groups.

We engage with our stakeholders on an ongoing basis and the feedback we gather throughout the year informs our materiality assessment in addition to our targeted survey of key stakeholder groups, where we ask them to rank our list of sustainability issues by importance to them.

The following chart shows the results of our materiality assessment.



ESG performance and disclosure data

Indicator / disclosure	Units	Target	FY22	FY23	FY24	FY25	Status	Notes
Responsible business: ethics, values and transparency								
Team engagement: How We Work Training	Per cent	95	90	96	95	95	🟡	1
Team member engagement: Code of Business Conduct Training	Per cent	95	94	96	96	97	🟡	-
Responsible business: effective governance and risk management								
Notifiable privacy incidents	Number	0	0	0	1	0	🟡	2
Material legal or regulatory compliance failures	Number	0	0	0	0	0	🟡	-
Team engagement: Privacy and Data Security Training	Per cent	95	94	96	96	97	🟡	-
Annual internal audit plan delivered	Per cent	100	100	100	100	100	🟡	-
Responsible business: innovation								
New technologies, concepts and innovation investment	AUD \$m	25% of revenue	92	112	128	154	🟡	-
Team members supporting Research and Development activities	Number	-	416	488	510	687	-	-
Hack Days	Number	2	2	1	1	1	🟡	3
Our customers								
Customer retention	Per cent	99	99	99	99	99	🟡	-
SaaS uptime	Per cent	99.5	99.5	99.5	99.5	99.9	🟡	-
Our people: talent attraction and retention								
Voluntary turnover	Per cent	16	21	10.9	10.5	10.2	🟡	4
Graduate & intern appointments	Number	-	34	19	16	24	-	-
Our people: team member engagement and development								
eNPS	Number	FY26: +50	33	34	37	43	🟡	5
Average hours of formal training per team member	Hours	-	13	26	42	60	-	6
Permanent team members – undertaken annual performance and career planning	Per cent	-	95	97	97	99	-	-
Our people: workplace diversity and inclusion								
TechnologyOne Board – women	Per cent	30	22	25	25	33	🟡	-
Senior roles – women	Per cent	-	14	19	43	45	-	7
All staff – women	Per cent	-	37	37	38	39	-	-
Candidate shortlists – women	Per cent	80	89	85	87	83	🟡	-
Proportion of women as a % of total promotions	Per cent	>50%	N/A	N/A	N/A	38	🟡	-
Our people: team member health and wellbeing								
Work-related fatalities	Number	0	0	0	0	0	🟡	-
Material work-related injuries	Number	0	0	0	0	0	🟡	-

Indicator / disclosure	Units	Target	2022	2023	2024	FY25	Status	Notes
Our community: community investment								
1% time contribution	Hours	FY25: 21,440	3,811	5,341	8,824	6,918	🟡	8
1% profit contribution	AUD\$	-	726,910	856,849	1,034,497	1,188,293	🟡	9
1% product contribution	AUD\$	-	394,167	442,265	1,956,947	1,276,501	🟡	9
Children and their families out of poverty	Number	500,000 (by 2032)	72,000	83,628	102,462	148,731	🟡	10
Our community: responsible sourcing								
Vendor screening for new or altered supply arrangements	Number	-	249	230	180	330	-	11
Supplier modern slavery or human rights breaches	Number	0	0	0	0	0	🟡	-
Team engagement: modern slavery training	Per cent	95	94	96	96	96	🟡	-
Our environment: carbon reductions								
Global: Scope 1 & 2	tCO ² -e	FY25: 129 FY30: 0	644	524	197	82	🟡	12
Global: Scope 3	tCO ² -e	-	5,217	7,941	13,719	7,101		
Global: transport fuels	L	-	10,228	50,961	49,747	22,406		
Global: renewable controlled electricity	kWh	>80%	0%	6% (62,471 kWh)	52% (415,801 kWh)	88% (577,890 kWh)	🟡	
Global: non-renewable controlled electricity	kWh	<20%	100% (832,337 kWh)	94% (955,622 kWh)	48% (390,628 kWh)	12% (362,985 kWh)	🟡	
Global: total controlled electricity purchased	kWh	-	823,337	891,926	814,589	940,874		

🟡 On track to meet target 🟢 Met target ⚡ Behind target

- Percentage of permanent team members who have completed all How We Work modules. Modules include Corporate Information Security, Emergency Procedures, Harassment, Discrimination, Bullying and Misconduct, Privacy, Code of Business Conduct, Workplace Health & Safety and Quality Management Framework.
- Includes notifications to impacted data subjects and/or relevant privacy regulators. FY24 notifiable privacy breach relates to TechnologyOne's May 2023 O365 incident for our back-office system which did not impact our core SaaS product used by our customers.
- A second Hack Day for FY23 was postponed to March 2024 due to TechnologyOne's scheduled Company Kick Off event in October 2023.
- Employee initiated turnover is the sum of all separated team members (who have left voluntarily in the last 12 months) as a percentage of average headcount.
- Percentage of team members who are likely to recommend TechnologyOne as a great place to work.
- TechnologyOne works towards a 70:20:10 blended model for learning and development, focusing on experience, exposure, and formal training. The hours per year of formal training represents external and internal courses only.
- Senior role is defined as SLT and SLT – 1.
- FY25 target not met. Initiatives have been put in place to increase employee contribution to volunteering at Foundation Partners in FY26 to lift this contribution metric.
- 1% profit contribution and 1% product contribution calculation methodologies were revised in FY24 (capturing the entire discount over the life of a contract in the year that the contract is signed, rather than applying the discount each year).
- Value impact estimates are provided from our key Foundation Partners. Impact figures for children and their families out of poverty are provided twice yearly, in June and December.
- Vendor screenings for new or altered supply agreements over \$1,000.
- Excludes base building electricity. Targets provide for an 80% reduction in Scope 1 & 2 emissions by FY25, and a 100% reduction by FY30 against a FY22 baseline. Scope 3 emissions materially increased in FY24 due to a fit-out refurbishment for our offices at Level 4 & 5 Brisbane HQ, Malaysia, Perth and Auckland, as well as our CKO event (including venue and flights and accommodation for all staff globally attending the event in Brisbane) and increase in flights including sending all Malaysian staff to Brisbane for O Week.

United Nations Sustainable Development Goals (SDGs)

In 2015, the United Nations adopted the 17 SDGs to end poverty, protect the planet and ensure prosperity for all by 2030. Adopted by 193 member states of the United Nations in 2015 as the successor to the Millennium Development Goals, the SDGs comprise of 169 targets categorised into 17 goals that focus on the five key elements of people, planet, prosperity, peace, and partnership.

At TechnologyOne, our mission is to better our community, from its citizens to students, by leveraging our team's innovation, drive, and determination. This mission is aligned with many of the SDGs. We have mapped the SDGs to the three sections of our report and outlined our aims and overarching approach in these areas. The table below maps some of the actions we have taken during the year that support the SDGs.

SDG	Actions in FY25 that support the SDGs	Sustainability Report location
 1 NO POVERTY	<ul style="list-style-type: none"> Donated \$145,000 through the TechnologyOne Foundation to Opportunity International to support microfinance loans to help disadvantaged youth and their families find ways out of poverty. Donated \$65,000 through the TechnologyOne Foundation to The Salvation Army (Australia) that runs programs supporting youth, homelessness, and disadvantaged communities across Australia. 	18
 2 ZERO HUNGER	<ul style="list-style-type: none"> Donated \$65,000 through the TechnologyOne Foundation to strategic charity partnership initiatives aimed at ensuring vulnerable communities have sufficient food all year round. 	18
 3 GOOD HEALTH AND WELL-BEING	<ul style="list-style-type: none"> Donated \$65,000 through the TechnologyOne Foundation to The Fred Hollows Foundation focused on restoring sight and building sustainable eye-care systems globally. 	18
 4 QUALITY EDUCATION	<ul style="list-style-type: none"> Donated \$325,000 through the TechnologyOne Foundation to strategic charity partners focused on providing disadvantaged children with a quality education. Partnered with SolarBuddy through the TechnologyOne Foundation to provide 892 solar lights to families to assist children with study and improve education outcomes. 	18
 5 GENDER EQUALITY	<ul style="list-style-type: none"> Published our Gender Equality Report inclusive of strategies to achieve gender pay equality and equal opportunity (WGEA Report). Improved women in senior roles to 45% 	30
 7 AFFORDABLE AND CLEAN ENERGY	<ul style="list-style-type: none"> Initiated the use of renewable energy in 8 of our 10 offices globally. Donated \$65,000 to SolarBuddy through the TechnologyOne Foundation to provide children with access to sustainable and reliable energy. NABERS Energy Rating of 6 achieved at our Brisbane office (exceptional environmental efficiency). 	18



- Published our Gender Equality Report inclusive of strategies to achieve gender pay equality and equal opportunity (WGEA Report).
- Donated \$145,000 through the TechnologyOne Foundation to Opportunity International to support microfinance loans to help disadvantaged youth and their families find ways out of poverty.
- Continued to promote flexible working arrangements including working from home options and opportunities to purchase extra leave.
- Published our Modern Slavery Statement inclusive of our efforts to reduce modern slavery risk both in our operations and supply chain.
- Promoted our Supplier Code of Conduct which outlines the minimum expectations of our suppliers inclusive of human rights standards.

18, 30

- Invested \$153.7 million R&D to ensure products and services remain resilient, reliable, and sustainable.
- Held a Hack Day to encourage innovation across our business.

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- Implemented the use of 100% renewable energy in 6 of our 10 head offices globally.
- Joined a networking group, consisting of other large technology companies to share the details of suppliers used by members of the group that can help the other companies reduce their carbon footprint.
- Rolled out initiatives aimed at reducing GHG emissions, and ensuring sustainable and efficient use of natural resources.
- Developed our Supplier Code of Conduct to outline our supplier expectations for sustainable practices.

38

- Implemented the use of 100% renewable energy in 8 of our 10 head offices globally.
- Reduced Scope 1 and 2 emissions by 87% over the FY22 base line.
- Matured our climate related risk assessment to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters.
- Expanded our Climate Active carbon neutral certification status to our global operations.

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- Engaged with customers to promote our carbon neutral program and to answer their questions to enable them to begin their program.
- Facilitated sessions with vehicle leasing company to inform of the benefits available (environmental and financial) of leasing an electric vehicle.
- Contributed 6,918 hours through the TechnologyOne Foundation for team member volunteering aimed at raising sustainable development awareness or engaging in grassroots efforts.

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Glossary

Acute risk	Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods.
Carbon Footprint	A carbon footprint is the total greenhouse gas (GHG) emissions caused directly and indirectly by an individual, organisation, event or product. Carbon footprint is measured in tonnes of GHG emissions which are converted into carbon dioxide equivalent (CO ₂ e).
CH⁴ (GHG)	Methane.
Chronic risk	Chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.
CO² (GHG)	Carbon dioxide.
CO²-e	Carbon dioxide equivalent (CO ₂ -e) is a measure for describing how much global warming potential a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration (CO ₂) as the reference.
GHG emissions	Greenhouse gas emissions mainly refers to the release into the atmosphere of carbon dioxide, methane, nitrous oxide, sulphur hexafluoride, hydrofluorocarbons and perfluorocarbons.
GJ (gas measure)	Gigajoule. One GJ = 10 ⁹ joules.
GRI standards	Global Reporting Initiative standards.
MWh (electricity measure)	Megawatt. One MWh = 1,000 kW or one million watts.
N²O (GHG)	Nitrous oxide.
KL (water measure)	Kilolitre. One KL = one thousand litres.
Physical risks	Physical risks are those resulting from climate change and can be event driven (acute) or from longer-term shifts in climate patterns (chronic).
Scope 1 emissions	Scope 1 greenhouse gas emissions are the emissions released to the atmosphere as a direct result of an activity at an operations level. These are sometimes referred to as direct emissions; examples include emissions from fuel consumed by TechnologyOne owned vehicles (if we had any).
Scope 2 emissions	Scope 2 emissions are indirect emissions from the generation of purchased energy consumed by a company (e.g. emissions from electricity bought from the grid by TechnologyOne).
Scope 3 emissions	Scope 3 encompasses all other indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company (e.g. emissions our suppliers produce in providing goods and services to TechnologyOne).
TCFD	Task Force on Climate-Related Financial Disclosures.
Transition risk	Transition risk is the risk inherent in changing strategies, policies or investments as society and industry reduce reliance on carbon and impact on the climate.
tCO²-e	Tonnes of CO ₂ -e.
UN SDGs	United Nations Sustainable Development Goals.

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About TechnologyOne

TechnologyOne (ASX: TNE) is Australia's largest enterprise software company and one of Australia's top 50 ASX-listed companies, with locations globally.

We provide a global SaaS ERP solution that transforms business and makes life simple for our community. Our deeply integrated enterprise SaaS solution is available on any device, anywhere and any time and is incredibly easy to use. Over 1,300 leading corporations, government agencies, local councils and universities are powered by our software.

Since 1987, we have been providing our customers enterprise software that evolves and adapts to new and emerging technologies, allowing them to focus on their business and not technology.

Ready to learn more?

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