



Report

2025

Environmental,
Social & Governance

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About this Report

We're proud to present our second annual Environmental, Social and Governance (ESG) report, highlighting how Capricorn is continuing to drive positive change and sustainable growth for our Community.

Building on the foundation of our inaugural report, this year's publication provides an overview of our actions from the last

twelve months to manage ESG risks and the opportunities we have explored to deliver lasting value for our Capricorn Community. This report reflects the performance on sustainability issues of Capricorn Society Ltd ("Capricorn") in Australia and New Zealand for the financial year ending 30 June 2025, including our wholly owned subsidiaries: Capricorn Society Financial Services Pty Ltd, Capricorn Travel Australia Pty Ltd, Capricorn Risk Services Pty Ltd, Capricorn Mutual Management Pty Ltd and Capricorn Insurance Services Pty Ltd. This report also includes insights from Capricorn Mutual Limited.

Disclaimer: The Capricorn Society Board has endorsed this report. It offers a general overview of Capricorn's activities throughout the financial year 2024-25 but is not intended to cover all aspects comprehensively. While the information provided has been prepared in good faith, based on our current knowledge and understanding, it has not been subjected to external audit or independent assurance. The report contains information exclusive to the organisations listed and does not include proportioned interests of joint ventures. Values are rounded to the nearest whole number, as are percentages, which may therefore not always sum to 100. All financial values are in Australian dollars and rounded to the nearest practically relevant dollar, unless otherwise specified.

Chair and Group CEO Statement

Thank you for your interest in Capricorn’s 2025 Environmental, Social and Governance Report.

In 2024, our cooperative’s fiftieth year, Capricorn went well beyond the climate reporting requirements legislated by the Australian and New Zealand governments to create our inaugural ESG report. It was our stake in the ground.

We wanted to get ahead of the game and start the process of ESG reporting to highlight all areas where we are making progress, and because we fundamentally believe in doing the right thing and being good corporate citizens. That report set the baseline against which all future Capricorn ESG updates would be measured. It was the starting point of our journey, not the destination. This second report outlines the progress we’ve made in the past year.

The impetus for creating our first report was Australia’s introduction of mandatory climate-related financial reporting in January 2025. Under the new laws, affected companies must disclose governance, strategy, risk management and metrics and targets. Capricorn isn’t expected to meet the threshold to report until at least 2027. In New Zealand, similar new mandatory disclosures only affect the largest publicly listed companies.

We wanted to go much further than those requirements. We created a report that was as much about our responsibility to our Members and Preferred Suppliers as it was about the long-term sustainability of Capricorn itself.

Our first ESG Report was a deep dive into eight key Areas of Focus: Empowering Members, Climate Resilience, Sustainable Consumption, Employee Wellbeing, Innovation and Digital Transformation, Data Governance and Cybersecurity, Ethical Supply Chains, and Integrity and Accountability.

This year’s report is an update on our progress—and there’s been plenty of it.

For example, this year Capricorn had an initial climate risk assessment prepared for our operations across Australia and New Zealand. We also reduced our carbon footprint through initiatives like replacing our fleet with more efficient vehicles. We minimised the paper we use.

In the Empowering Members section, you’ll discover how this year Capricorn has been leveraging our strong relationship with the Motor Trades Association in Queensland to host Careers Expos alongside our Trade Shows, to help encourage young people into automotive careers. You’ll also learn how we’ve expanded and restructured our Rising Stars Apprentice of the Year Award to allow us to celebrate the achievements of even more of our industry’s talented young people, and how we’ve introduced the Capricorn Confidence Index (part of our annual *State of the Nation* research) to create a barometer for the health of our industry.

There has been incremental progress across every Area of Focus. In some areas, the progress we’re making will be visible to Members. For example, we’ve taken significant steps to improve data and cybersecurity by starting the rollout of multi-factor authentication on Member Capricorn IDs. That’s noticeable. But we’ve also put more than 350 team members through cybersecurity training and more than 200 through anti-money laundering training. That’s not something Members will see, but it will help keep them, their data and their money safer than ever before.

“We created a report that was as much about our responsibility to our Members and Preferred Suppliers as it was about the **long-term sustainability of Capricorn** itself.”

These annual ESG Reports provide a framework that ensures accountability and transparency on Capricorn’s progress against these Areas of Focus. But it’s clear that, as the years go by, these reports will also stand as a reminder of how far we’ve come. While there’s still a lot of work ahead of us, there’s already plenty to be proud of in what we’ve achieved.

Thank you for coming on this journey with us.



Mark Rowe
Chairman



Brad Gannon
Group CEO



Capricorn Overview



Who is Capricorn

Capricorn is one of Australia and New Zealand’s largest and most dynamic Member-owned organisations. Since 1974, we’ve provided our Members with financial and business solutions to make running a business easier. Our flagship Trade Account offers instant credit with over 1,600 Preferred Suppliers, simplified monthly expenses, and a generous rewards program.

We have a strong foundation in the automotive and machinery aftermarkets. Our vibrant Community includes over 31,000 Members across Australia and New Zealand,

from national franchises to your local family workshop. Last year, Capricorn facilitated almost \$4 billion in sales with our Preferred Suppliers.

At Capricorn, we're about more than just products and services. We work hard to ensure that our Members, Suppliers and People feel like they're part of something bigger - a Community which is connected and supported to make a difference, while having some fun along the way!



Capricorn Society provides Capricorn Members access to instant credit for purchases of goods and services from Preferred Suppliers.



Capricorn Mutual provides Capricorn Mutual Members with risk protection products for personal and business risks on a discretionary basis as an alternative to insurance.



Capricorn Society Financial Services offers direct financing to fund the purchase of motor vehicles, capital equipment and associated items through the range of CAP ezi-finance products.



Capricorn Travel Australia specialises in travel and event services to Members and the general public in Australia.



Capricorn Mutual Management is an authorised representative of Capricorn Mutual, providing management and sales services to assist in the handling of risk protection claims.



Capricorn Risk Services is an authorised representative of Capricorn Mutual and Capricorn Insurance Services, facilitating sales promotion, distribution and servicing of their respective products and services.



Capricorn Insurance Services provides brokerage of general insurance to Members, primarily focusing on those types of businesses and activities for which Capricorn Mutual does not cater.

Capricorn 1974, a wholly owned subsidiary of Capricorn Society established to hold property, and Capricorn's joint venture with Repairify Australia Holdings Pty Ltd (Repairify) are not depicted in this diagram.



Our Vision

One Capricorn empowering our Community to thrive.



Our Purpose

To improve the lives of Members by supporting them in building stronger businesses.



Our Values

Our Values support our Vision, Purpose, and Culture. They are the qualities that help us make a difference and make the Capricorn Community a better place.

Our Values serve as a foundation for how we ACCT.

Accountability. Courage. Collaboration. Trust.



Capricorn is our **Members**

Small to medium businesses in the automotive aftermarket industry, including mechanical workshops, collision repairers, auto electrical, commercial trucks, tyre and suspension and many more across Australia and New Zealand.



Being serviced by our **Preferred Suppliers**

Giving Members access to everything they need to run their business.



Supported by **Capricorn**

Connecting businesses in the industry and offering outstanding customer service, products and networking events.

Our Approach



The Global Reporting Initiative and United Nations Sustainable Development Goals continue to guide our ESG efforts throughout our report. These frameworks remain central to our Areas of Focus and allow us to demonstrate how we've progressed over the course of the year.

Building on our reporting maturity, this year we have started introducing disclosures from the Task Force on Climate-Related Financial Disclosures, exploring how climate risks and opportunities are assessed and their potential impacts on our Community. As our understanding and capabilities continue to grow in this area, we intend to strengthen these disclosures.

Frameworks

The following Environmental, Social and Governance Frameworks have guided our reporting:



Global Reporting Initiative (GRI)

The GRI provides a widely used set of standards for sustainability reporting. These standards reflect significant impacts an organisation has on the economy, environment and people. Disclosures are presented throughout the report and detailed in our GRI Index and ESG Disclosure sections on page 108.



United Nations Sustainable Development Goals (SDGs)

The SDGs are a collection of 17 global goals designed to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. We have indicated throughout the report where our Areas of Focus contribute to their development. This year we maintained the four SDGs from our 2024 report that align with our values, stakeholder interests and strategic priorities.

TCFD

Task Force on Climate-Related Financial Disclosures (TCFD)

The TCFD framework focuses specifically on climate-related risks and opportunities. It provides recommendations for how companies should disclose around the four pillars of governance, strategy, risk management, and metrics and targets. By aligning with the TCFD, we are beginning to disclose how we make decisions, how climate change may impact our business and how we may address these impacts.



Areas of Focus

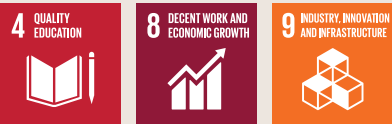
Our Areas of Focus are essential to Capricorn’s success: they represent where we can create a positive influence towards topics that have the greatest potential to impact our Community. We use key ESG frameworks to guide our reporting, help us mitigate negative impacts, drive change and make a difference. Our Areas of Focus have remained consistent this year and are aligned to the topics we reported in 2024. You can read how we developed our Areas of Focus in our 2024 ESG Report.

What this means to us

United Nations Sustainability Development Goals

Empowering Members

We are dedicated to ensuring our Members don’t just survive but thrive in a changing sustainable economy. Our focus includes continuously improving our products and services, ongoing development, skills access, creating opportunities, fostering innovation, and promoting sustainable economic growth.



Climate Resilience

In a changing market, we’re dedicated to enhancing resilience in our operations and for our Community. This means promoting sustainable practices, cultivating climate resilience, and adapting for climate change risks and opportunities.



Sustainable Consumption

Promoting sustainable consumption in our supply chain means promoting resource efficiency, reducing environmental impacts, advancing responsible waste management throughout product life cycles, and fostering environmental stewardship in our Member industries.



Innovation and Digital Transformation

We aim to help our Community build stronger businesses. A key part of this is exploring digital transformation and innovation to improve operational efficiency, promote sustainable development and increase returns for our Members.



Ethical Supply Chains

As an intermediary we play an important role facilitating the supply chain of our Members and Preferred Suppliers. We’re focused on ensuring ethical practices in our supply chain by upholding human rights, encouraging responsible sourcing and addressing modern slavery risk.



Employee Wellbeing

Our people are what set us apart and enable us to bring our purpose to life. We’re focused on creating a safe environment, recognising and rewarding hard work, creating opportunities for growth, and ensuring inclusive and productive development.



Data Governance and Cybersecurity

Our Community trusts us to protect their information. We’re committed to protecting against risks of data breaches and cyberthreats through strong data governance and cybersecurity.



Integrity and Accountability

Upholding high standards of corporate governance and ethical conduct is a priority. We’re achieving this by fostering transparency, accountability, and compliance, ensuring consistent and principled decision-making throughout our business.

Engaging with our **Capricorn Community**

We actively engage with our Capricorn Community to ensure our strategic initiatives directly address their needs, keeping them relevant and responsive. Our focus is on providing targeted support to our Members, Preferred Suppliers, and our People, concentrating on areas where we can have the greatest impact. We regularly review and refresh our engagement channels based on Community feedback and research.



Members

Area Managers
Voice of Community surveys
State of the Nation
Industry events
Trade Shows and Galas
Customer Service Team

myCAP
Enewsletters
Ignition magazine
Sparks magazine
Social, Traditional and Trade media

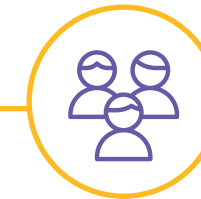
Annual General Meeting
Half-year and full-year reports
Shareholder portal



Preferred Suppliers

Supplier Area Managers
Voice of Supplier surveys
Industry events
Trade Shows and Galas
Supplier Support Team

Enewsletters
Ignition magazine
Sparks magazine
Social, Traditional and Trade media



Our People

Online and in-person events
Voice of Community surveys
Trade Shows and Galas
Sales conferences
Senior Leader communications and events

Connect-U (Intranet)

Annual engagement survey



Industry Partners and the Media

Regular interactions and meetings
Online and in-person meetings and briefings
Insurance Council of Australia (ICA) and Business Council of Co-operatives and Mutuals (BCCM)
NGO participation in industry meetings
Media releases, background briefings, direct engagement and one-on-one interviews, social media channels, industry events, informal meetings



Empowering Members

Capricorn's Community includes over 31,000 Members across Australia and New Zealand. Together with our Preferred Suppliers and industry partners, we're focused on empowering our Members with the tools, support and connections they need to thrive.

Delivering **Member Support** in 2025



31,000+

Capricorn
Society
Members

Field Team in
Australia

82



41



Field Team in
New Zealand



16



12

3,800+
New Members

1,600+
Preferred Suppliers

\$3.97b
Member Purchase Value

99,000+
On-Site Member Visits
Trade Team

Trade & Supply Risk

Addressing the Skills Shortage

Capricorn’s Experience and Research team is responsible for providing insights into our Community, to ensure that we’re continuously improving our products and services to support their needs. A key program within this function is our annual *State of the Nation* research report.

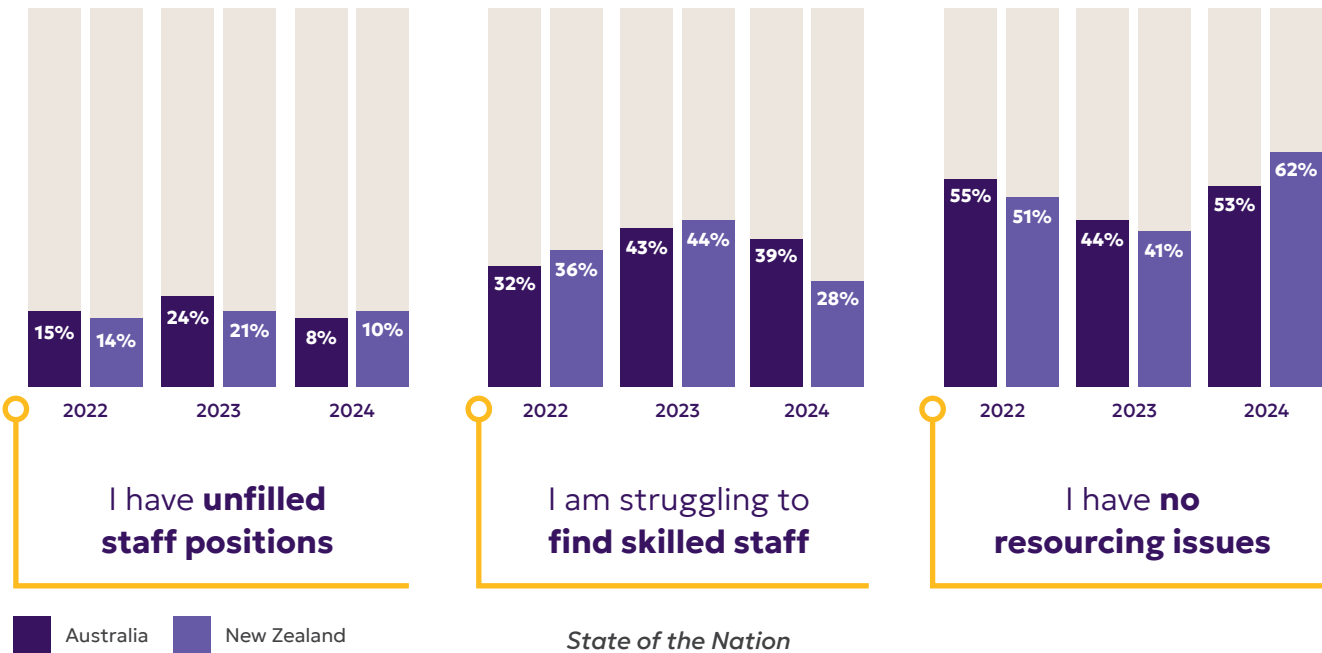
For the past three years, this report has shown that an ongoing and widespread skills shortage is affecting our Community. Our research highlights this across both skilled workers and apprentices, as Members experience challenges in acquiring the talent required for ongoing growth and success. Similarly, feedback from our Preferred Suppliers has identified these challenges across their operations.

Although we expect the skills shortage will continue to disrupt the industry, particularly as businesses adapt to changing technologies and consumer demands, the 2024 *State of the Nation* report, released in November, indicated some improvement compared to previous years. However, with nearly half of all Members in Australia and 38% of Members in New Zealand still facing resourcing issues of some kind we’ve taken proactive steps to provide support.

Over the past year we’ve addressed these impacts through greater community outreach, workforce development, and collaborating with our industry partners. We’re proud of the progress achieved so far, with our outcomes detailed throughout this report.



How Members Describe Talent Resourcing





Introducing Careers Expos

Each year we host trade shows throughout Australia and New Zealand to connect our Members and Preferred Suppliers, providing opportunities for our Community to grow their business network and keep up to date with industry trends.

For the first time, this year we expanded trade shows to include career opportunities across select events, inviting jobseekers, young people, their parents and teachers to come along and learn directly from small businesses and major suppliers about career opportunities and apprenticeships that are offered in automotive.

We recognise the need to cultivate future talent in the industry. By partnering with local schools, TAFEs, and industry partners like the Motor Traders Association of Queensland, we aim to boost interest in the trade and foster the next generation of skilled professionals.

4,900+
Trade Show Attendees

31
Trade Shows

9
Career Expos

40%

of apprentices make the decision to pursue their chosen industry while still attending school

State of the Nation
apprenticeship survey

Empowering Members

“The skills shortage in automotive, across all occupations, was acute and **Capricorn is undertaking its careers push around Australia and New Zealand** to encourage young people into the industry.”

Brad Gannon, Capricorn Group Chief Executive Officer





Expanding Rising Stars

Training apprentices is one long-term solution to the ongoing skills shortage. Since 2018, the Capricorn Rising Stars Apprentice of the Year Award has celebrated high-performing apprentices in the workshop. Members are encouraged to nominate their apprentices who go above and beyond, have a great attitude and show initiative in the workshop.

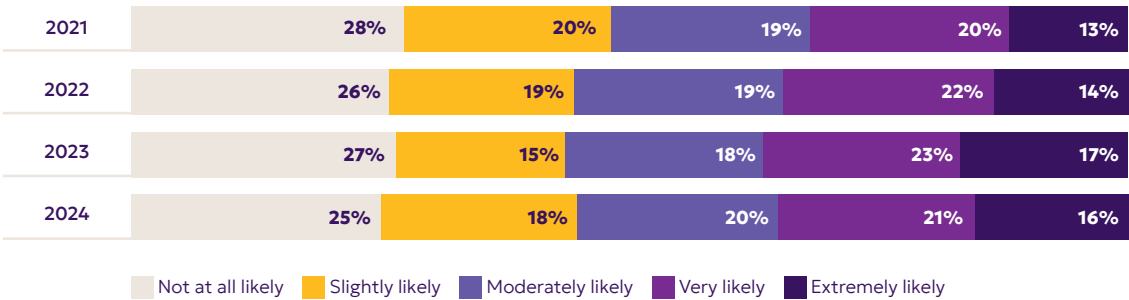
With support from industry sponsors, we recognise Rising Stars for their hard work with rewards presented to them and their workshops. In 2025-26 we’re expanding the competition to include a Rising Star from each of our main regions, as well as an overall winner, to further recognise the industry leaders of the future.

“We know from our *State of the Nation* research that over **54% of Members find it challenging to find good staff, including apprentices.** We hope by raising the profile of apprentices in the automotive aftermarket we can encourage people to consider joining the industry.”

Andrew Zadow, Capricorn CEO Trade



Intentions to hire an apprentice



State of the Nation Australia

363

Apprentices
nominated in 2024

A huge congratulations to the **2024 Rising Stars winner, Megan Toia** from **Badgingarra Motors**. Megan’s love of learning and constant pursuit of excellence highly impressed the multiple rounds of judges. We look forward to seeing where Megan’s apprenticeship takes her.



Developing Solutions

We recognise that the skills shortage issue is more complex than just the availability of the workforce. It encompasses jobseeker perceptions of the industry, the need for attraction and retention strategies, skills and career development pathways, education and training, succession planning and the capacity to futureproof businesses.



1 in 3 Members find **balancing different parts of their role a core challenge**, such as admin and mechanic work.

In response to these challenges and to provide support to Members, in November we appointed a specialist focused on Skills & Workforce to lead and develop long-term solutions.



Partnering for Success

Capricorn has been partnering with the Motor Trades Association of Queensland (MTA Q) to combat the skills shortage and further encourage growth in the industry.

Through our partnership, the MTA Q is connecting students with potential employers throughout regional Queensland. We're seeing encouraging results, with events hosted from August to October, **14% of students** who attended **were successfully placed into work experience or school-based apprenticeships.**

We're also pleased to share our support of the MTA Q Auto Women program which works to create a supportive environment for women working across the automotive industry to network and grow.

Capricorn is proud to continue its partnerships with MTA Q, MTA SA, MTA WA and MTA NSW, working together to grow and support the industry.



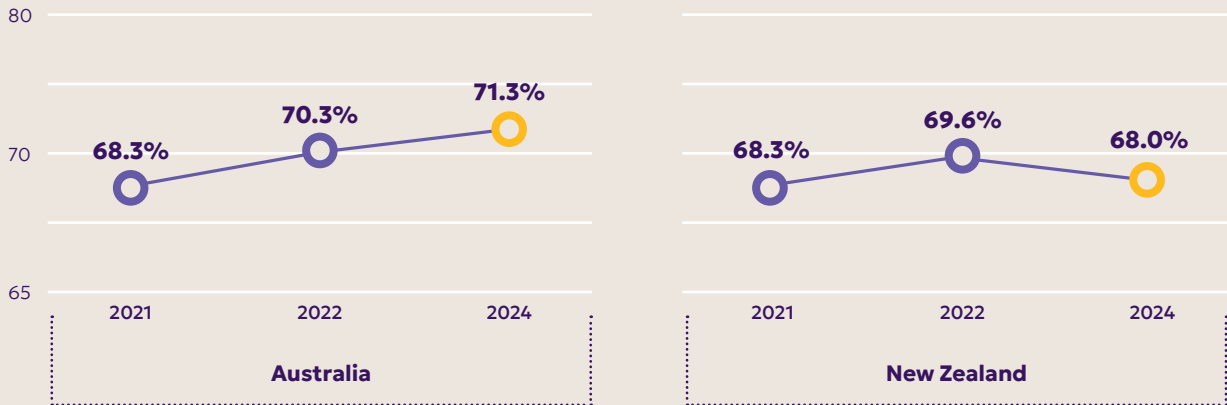


Capricorn Confidence Index

Since 2020, we have been working to understand business sentiment, challenges and opportunities across the industry through the *State of the Nation*. In 2024 we were excited to release the Capricorn Confidence Index, reported in both Australia and New Zealand, the index is a barometer for the health of the automotive aftermarket industry. It considers Member responses to three questions: confidence in the industry, confidence in their own business’ future, and plans for business growth. We believe that the relatively stable position highlights the resilience of our Members. Despite significant change and challenging economic conditions there is a growing optimism regarding their current position outlook.

Apprenticeship confidence in the industry is high, with **80%** of apprentices expressing confidence in the future of the industry

Capricorn Confidence Index



Note: The 2023 *State of the Nation* was focused on the skills shortage and for this reason has been removed from the Capricorn Confidence Index. Survey responses were collected between April and June each year.



Returning Value to Members

Member Value Return is how we describe the total value Capricorn provides to Members through a combination of dividends, trade rebates, share balances and Rewards Points annually. This year, we returned \$96.6 million as a result of our FY25 performance, a 25.9% Member Value Return.

25.9%
Member Value Return

\$16m
Dividends Declared

\$20m
Trade Rebate Declared



Rewards Points

Our Capricorn Rewards program is built to work as hard as our Members, offering one of Australia and New Zealand’s most generous loyalty programs, where points earned on eligible purchases can be redeemed for a range of benefits. Rewards can include payments for services, equipment finance, and more, all aimed at enhancing business management and financial flexibility.



\$88.3m
Reward Points Received

\$76.7m
Reward Points Redeemed

\$53.8m in Reward Points were redeemed towards Trade Accounts, **easing the burden of everyday expenses**

Improving Member Autonomy

In October we launched our Member Support Hub, designed to empower Members to make the most of their Trade Account and the myCAP portal. The Support Hub gives both new and existing users on-demand access to a range of user-friendly video tutorials and reference guides. Now, Members can find the information they need, when they need it, and at their own pace, meaning less time spent on the phone with our call centre. Guides include using Woolworths at Work, improving financial literacy of accounts and creating efficiencies that work for them, such as self-serve services.

1,500+ Member visits to the Support Hub



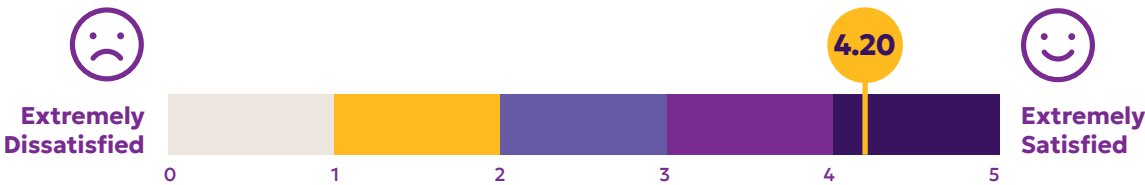
Upgrading our Call Centre

We're committed to creating a seamless experience for our Members and Preferred Suppliers at every interaction. That's why this year, we invested in upgrading our call centre systems. The transition means our Contact Centre teams can deliver quicker response times, offer added support and faster resolutions. Our new system also integrates AI capabilities to streamline processes, improve reporting, anticipate caller needs and resolve issues more efficiently.

The upgrade has made calls more personalised, handled smarter and made every interaction more valuable.

90,000+ Phone calls answered by our Sales & Service Operations teams

Trade Contact Centre How Members rated their call experience



76 Net Promoter Score

We use Net Promoter Score to gauge loyalty and satisfaction among our Members and Preferred Suppliers. It indicates how likely they are to recommend us and our products, with results gathered through research trackers such as the *State of the Nation*.



Accessing Capital

Capricorn Society Financial Services empowers Members to expand their businesses by providing access to competitive financing solutions for eligible equipment and vehicles, with no to low set-up costs or application fees.

Members can use their Reward Points towards financing deposits, meaning we can ease the burden for those unexpected replacements or well-deserved upgrades. This year, Members loaned over \$52 million towards purchasing new assets and redeemed more than \$1.04 million in Reward Points to offset deposits costs.



\$1m+

Rewards Points Redeemed
on CAP ezi-finance Deposits

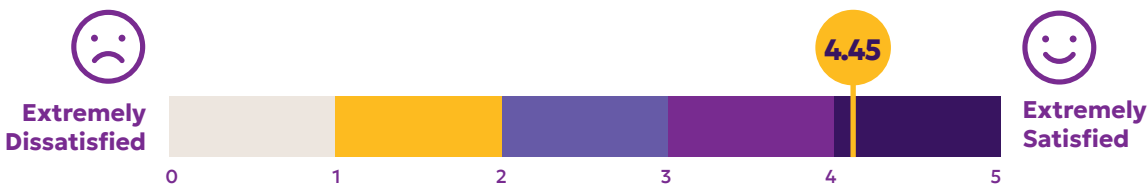
450+

Vehicles Financed

1,200+

Assets Financed

Capricorn Society Financial Services
Member experience with the CAP ezi-finance loan application process





Celebrating
50 Years Strong

Capricorn was proud to celebrate 50 years of strength and support for our Members, Suppliers and everyone in our Community in 2024-25. Through telling the stories of our Community, we looked back at how we've changed, grown and overcome challenges to get to where we are today.

Capricorn's Gala Dinners & Trade Shows were a key part of this celebration, with close to 5,000 attendees taking part across Australia and New Zealand. We also shared our stories online, with 1.63 million engagements and over 149 hours of interviews and experiences viewed over the last 12 months.



4,800+
Gala Attendees



You can read more about our history and celebrations at cap.coop/50



6
Gala Events Held



Capricorn Mutual

Exclusive to Capricorn Members, Capricorn Mutual provides discretionary risk protection products, as an alternative to insurance, for personal and business needs. Where the Mutual is unable to provide protection, Capricorn Insurance Services makes sure Members are still supported through access to general insurance policies. This year Capricorn Mutual paid out \$80.4 million in protection claims, supporting our Members when they needed us most.



Capricorn Mutual was proud to be named a finalist for the SME Property & Casualty category of the **2024 Mansfield Awards**.

The Mansfield Awards are an annual industry event recognising claims excellence in the Australian insurance industry, highlighting those achieving excellence in the field.



99%

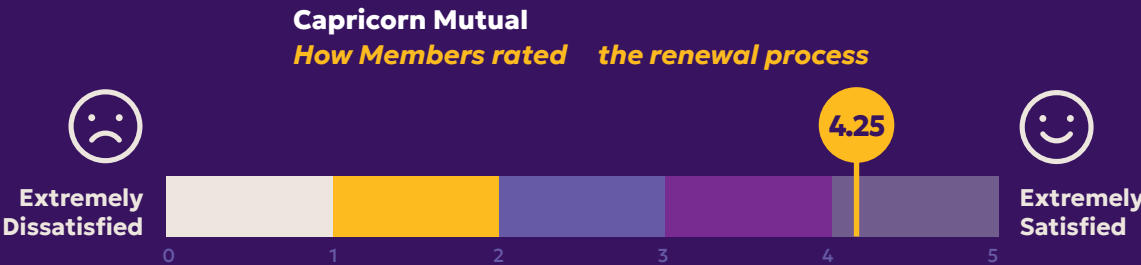
Acceptance of lodged risk protection claims

\$80.4m

Risk claims paid to Members

42%

of Capricorn Members are also Capricorn Mutual Members



51

Net Promoter Score



61,700+

Inbound calls answered



\$165.8m

Gross Written Protection
Capricorn Mutual

7,700+

Claims Lodged
Capricorn Mutual

\$24.8m

Premiums Brokered
Capricorn Insurance Services

4,100+

Policies Brokered
Capricorn Insurance Services

81%

Claims process Satisfaction Score

85%

Renewal Satisfaction Score



Supported UNSDGs



Climate Resilience

Climate Resilience

Managing climate risk and opportunities is an essential part of building long-term resilience and supporting sustainable value creation. This year, the *Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures* (AASB S2) was introduced, setting out new requirements for relevant businesses to report on these matters as part of their annual reporting suite. Capricorn Society and Capricorn Mutual are anticipated to collectively meet the AASB S2 reporting threshold in the 2027 financial period. In preparation for these changes, and as part of our ongoing commitment to enhancing our understanding of climate-related risks, last year we began measuring our emission profile and exploring how we should assess impacts within our operations. Our focus is on ensuring we understand and have the right balance to climate governance, risk management, strategic impacts and strengthening our own capabilities. We have included features from the Taskforce on Climate-Related Financial Disclosures (TCFD) into this report to assess our position and impact.

For a detailed understanding of our governance structure, please refer to the Integrity and Accountability section on page 92 of our report.

Taskforce on Climate-Related Financial Disclosures

The TCFD framework provides a comprehensive structure for disclosing clear and consistent information on the potential financial impacts of climate change. Following this framework, we can begin to more effectively evaluate climate-related risks, identify new opportunities, and communicate our approach to managing issues that may affect Member Value Return.

Closely aligning with the AASB S2 structure, the TCFD framework is built on four key pillars: Governance, Strategy, Risk Management, and Metrics & Targets. We have laid out this section of our report to reflect these pillars, incorporating initial elements with the intent to strengthen and build upon these disclosures over time.

Governance

Board Oversight

The Capricorn Society Board is accountable for the overall governance and strategic direction of Capricorn, safeguarding Member rights and interests by identifying and managing significant business risks and overseeing organisational performance. The Board recognises climate change will result in significant risks and opportunities that could impact Member Value Return. For this reason, the Board has ultimate oversight of Environmental, Social and Governance matters, including climate risks.

Management

The Board, as outlined in its Charter, delegates the execution of its strategic direction to the Group Chief Executive Officer (Group CEO), who in turn leads and works with the Executive Leadership Team. The Board ensures this team is appropriately qualified and

experienced to discharge its responsibilities and as such have procedures in place to assess performance.

The Group CEO holds ultimate responsibility for the day-to-day management of climate risks and opportunities, delegating duties through the Chief Financial Officer (CFO) to the Sustainability Manager and relevant senior management as required.

Staying Informed

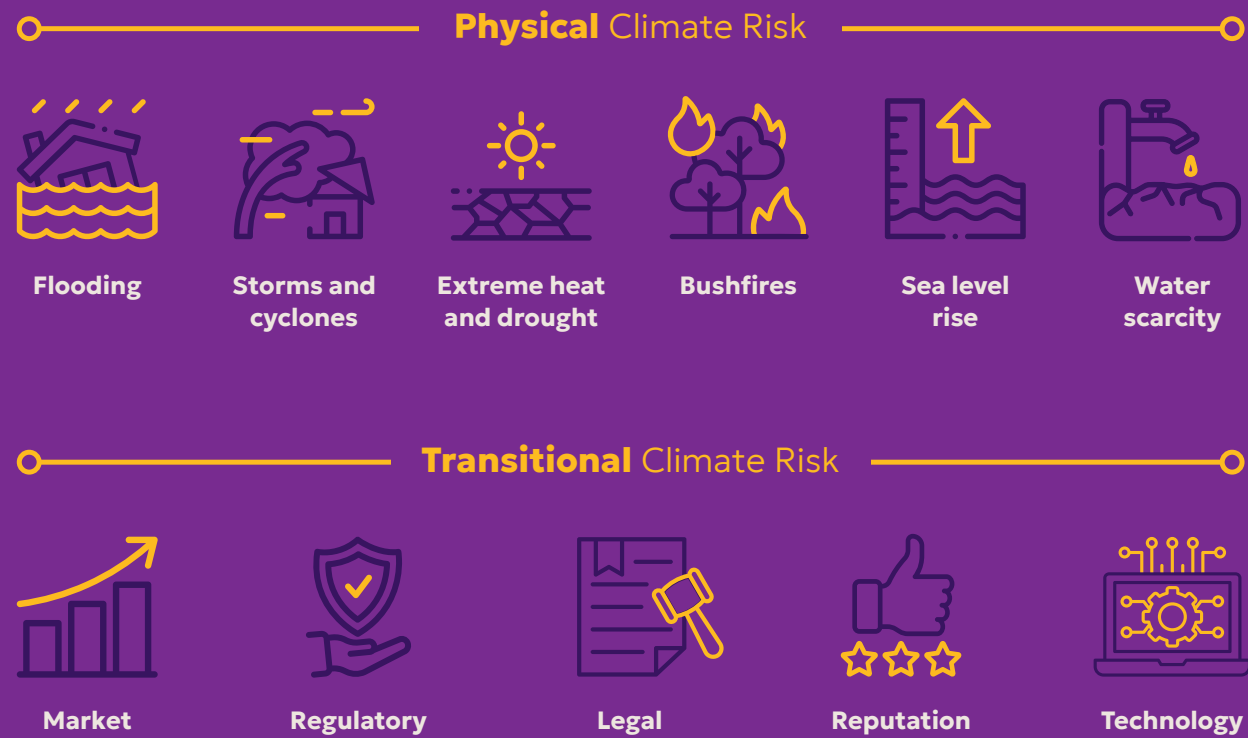
ESG is a standing item on our Board's agenda, with the CFO and Sustainability Manager providing regular updates. From time to time we also hold dedicated sessions, delivered by specialist consultants, to ensure our Directors have the necessary skills and competencies towards climate matters. This year we held sessions in February and June to upskill our understanding in areas such as AASB S2 reporting, climate scenario assessment and risk management.

Climate Governance

Ultimate accountability and oversight of climate-related risk and ESG	Capricorn Board of Directors
Delegation of Board approved strategy	Group CEO
Operational management	Chief Financial Officer
Responsible for climate-related and ESG disclosures and reporting	Sustainability Manager

Understanding Climate Risks

Climate change presents a range of risks that can affect organisations, supply chains and the community in diverse ways. Climate-related risks can emerge both directly and indirectly, as illustrated below, and represents some of the potential exposures an organisation may face. By recognising and understanding these risks across different timeframes we can take steps to plan, adapt and build resilience in an evolving landscape.



Physical risks from climate change stem from alterations in our climate, manifesting as either sudden, intense events (acute) or gradual, long-term shifts (chronic).

- o Acute Physical Risks are sudden, event-driven occurrences. Think of the increased intensity or frequency of cyclones, floods, or bushfires.
- o Chronic Physical Risks represent longer-term, persistent shifts in climate patterns. Examples include rising temperatures leading to heat stress and sea-level rise.

Transitional risks result from shifting to a lower-carbon economy where significant changes in policies, laws, technologies, and markets may occur to meet climate change mitigation and adaptation goals.

Strategy and Risk Management

We're actively integrating climate considerations into our operations; this year we established our internal Climate Context and Appetite Statements, detailing our approach to managing these matters. The Board will conduct an annual review of these statements and our position, to ensure we stay agile and responsive to new risks and opportunities that may arise. This process accounts for evolving regulations, shifts in the vehicle market car parc, and our Members' expectations, serving as a tool for both short- and long-term strategic decisions.

Our Position

We recognise climate change risks and opportunities are important factors to ensuring effective strategic planning to continue strong Member Value Returns, now and in the future. Our Capricorn Community is our main priority, and we recognise the potential impacts that climate risks may have on our Preferred Suppliers and on Members operating in emission-intensive industries.

Acting as an intermediary, our success is closely tied to the long-term viability of these businesses and we acknowledge the importance for Capricorn to balance financial sustainability with evolving environmental expectations. As climate risks and opportunities evolve, we expect to provide support, adapt and expand our services to meet their needs in a changing environment.



Assessing Impact on our Business Model

This year, we completed our first climate risk assessment specifically tailored to our operations across Australia and New Zealand. This marks the first step in defining and prioritising climate risks most relevant to us.

Using historical trends, current market and regulatory conditions, and forecasts, we performed a high-level hazard screening to evaluate both physical risks, such as extreme weather impacting workshops or supply chains, and transition risks, including regulatory changes, the shift towards electrification, and evolving customer demand. An intermediate stabilisation scenario was chosen, Representative Concentration Pathway 4.5, where it is projected that the global average temperature will increase approximately 2.0–3.0°C above pre-industrial levels by 2100. Our assessment considered a 2040 timeframe and looked at these climate-related risks from three key perspectives related to our business model, capturing the potential impacts to our Capricorn Community.



Impact to Members

When climate risks affect our Members, it creates an indirect but significant challenge to the continuity and quality of the services we provide.



Impact to Preferred Suppliers

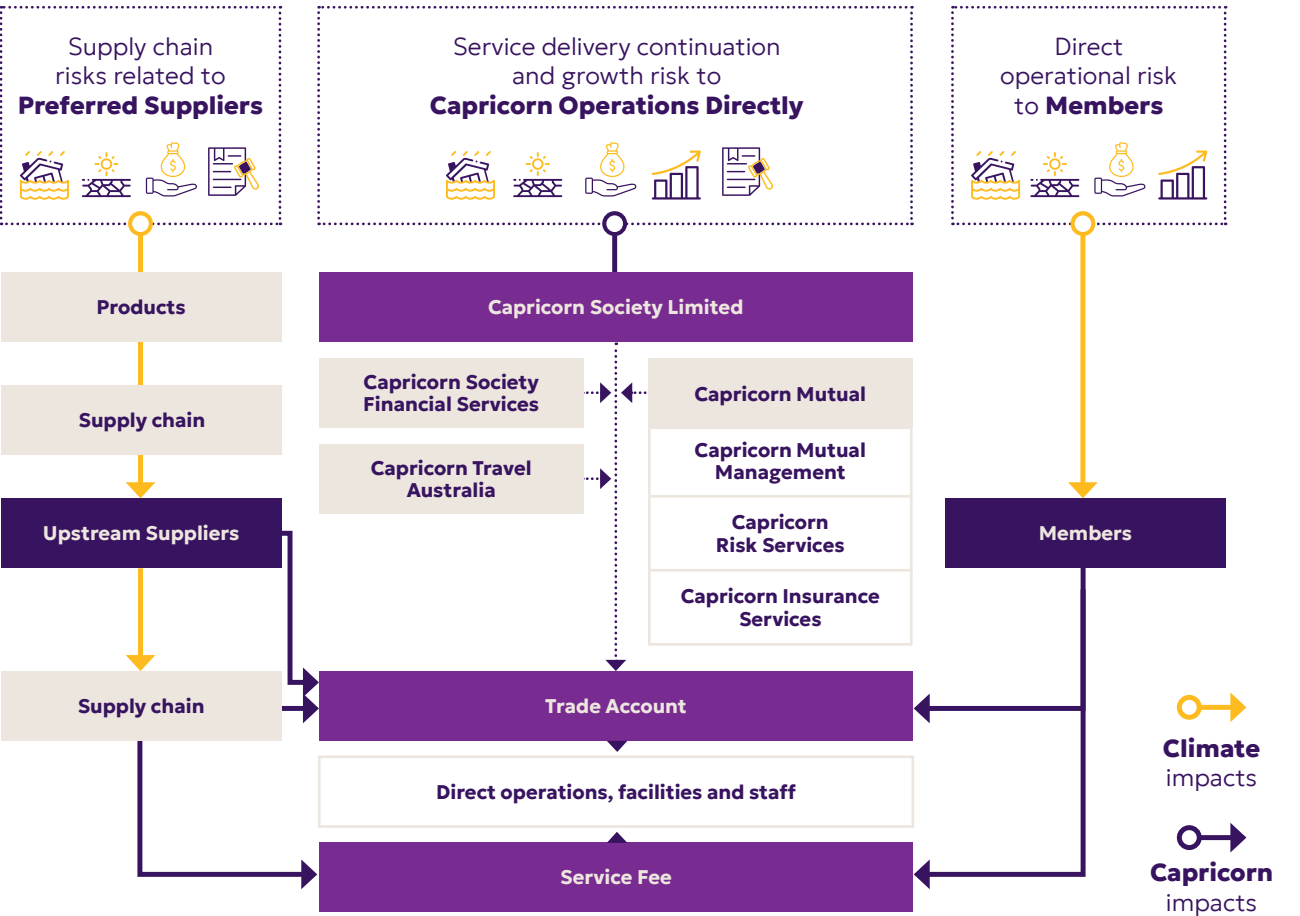
Our reliance on a broad network of Preferred Suppliers means that climate risks impacting them could affect the services we offer to Members.



Impact to Capricorn Operations

Direct climate impacts on our own infrastructure or processes pose a risk to our immediate ability to maintain and deliver services.

Mapping Climate Risk Through Our Business Model



Based on our initial climate risk assessment this year, the following risks and opportunities have been identified. While not exhaustive, these reflect our current understanding and offers insight into how climate change may impact our value chain. Further analysis and refinement will continue over time as we develop comprehensive climate scenario analysis' and strengthen our response.

Risks








Acute physical risks such as bushfires, floods, and extreme weather events, which pose threats to Member infrastructure, operational continuity, and the insurability of workshop facilities. These events can lead to increased insurance premiums, reinsurance costs, and alternative products particularly in high-risk regions.

Transition risks are also emerging, driven by evolving regulatory frameworks such as Australia's incoming fuel efficiency standards and the growth in electric vehicle adoption. These changes could reduce demand for internal combustion engine-related services, affect the viability of emission reliant offerings such as Capricorn Fuel Cards, and require rapid upskilling of Members to remain competitive in a decarbonising market.

Opportunities

Climate change presents strategic opportunities for Capricorn to support and enhance Member services. Key opportunities lie in building resilience in our Members. These include the potential to support Members through the transition to EV servicing by offering specialised training, digital diagnostic tools such as Repairify, and sustainable procurement options. You can view how we're exploring these opportunities in our Empowering Members and Sustainable Consumption Areas of Focus.

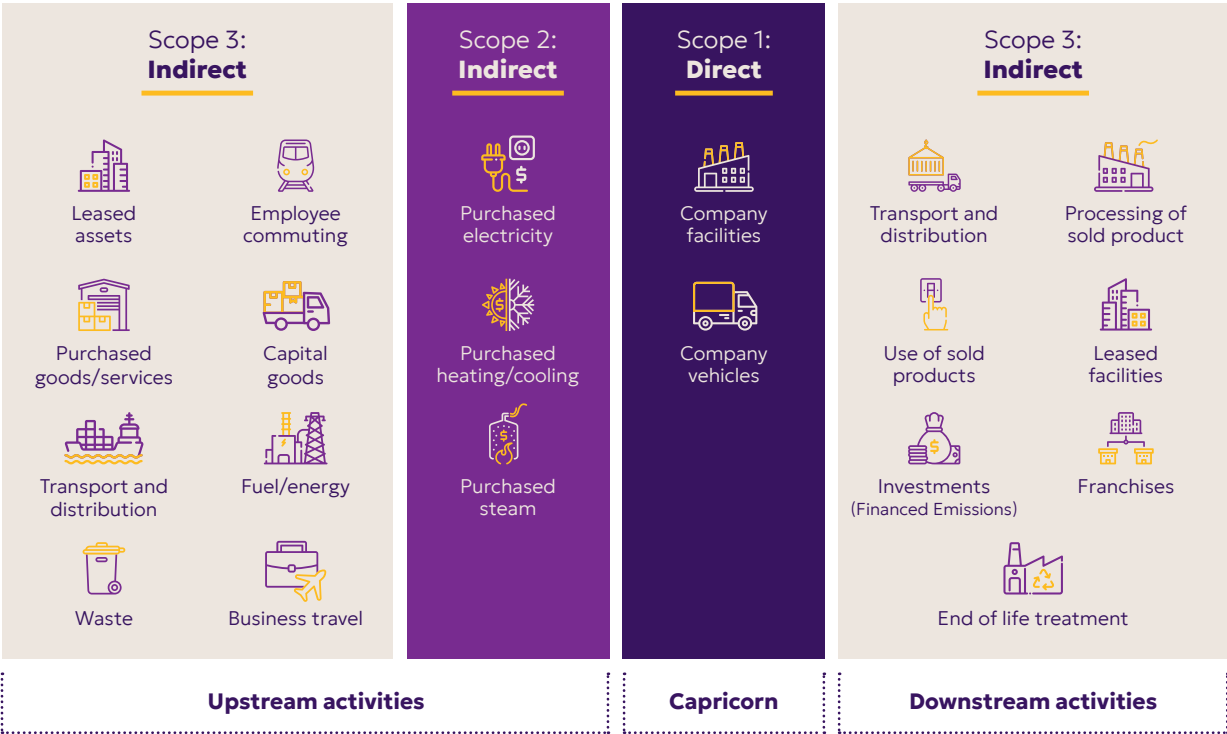
Inherent Climate Risks

Time Horizons	Impact to Members			Impact to Capricorn Operations		Impact to Preferred Suppliers	
	Physical Risks (Acute)		Physical Risks (Chronic)	Physical Risks (Acute)		Physical Risks (Acute)	Transition Risks
							
	Bushfire/wildfire	Extreme rainfall	Average temperature increase	Extreme heat	Extreme weather events	Flooding	Policy and regulatory
Short Term	Short Term	Medium Term	Short Term	Short - Medium Term	Medium Term	Medium Term	Medium Term

As we further develop our maturity in this space, we aim to adapt our operational, supply chain, and Member service strategies where appropriate, starting with pinpointing which aspects of our services are most exposed to these climate risks and where opportunities can be explored.

Three time horizons were considered: short (within one year), medium (two to three years) and long (five years and beyond) term.

The GHG Protocol: Emissions Across the Value Chain



Capricorn Mutual Recent Major Climate Events and Claims

January 2023	February 2023	December 2023	Dec 2023 - Jan 2024	March 2025
				
Auckland Floods New Zealand	Cyclone Gabrielle New Zealand	Cyclone Jasper, Queensland	Christmas and New Year Storms, East Coast Australia	Cyclone Alfred, Queensland
\$2,535,035 Claim Value	\$2,530,108 Claim Value	\$365,348 Claim Value	\$2,450,498 Claim Value	\$2,641,239 Claim Value

Major events are internally classified based on claim volumes that strain our operations and service standards. While we consider external declarations like those from the Insurance Council of Australia and actuarial triggers, our response to these events activates primarily when there are impacts to Member serviceability, operational capacity, profitability, or brand reputation.



Supporting Members Impacted
by Cyclone Alfred

In March, Cyclone Alfred affected many of our Members and their businesses across Queensland. In response, teams across Capricorn and our Risk divisions worked together to delivery timely, practical support where it was needed most. Our Area Managers reached out directly to those affected or at risk, checking on their wellbeing and providing assistance where needed.

To help ease the financial pressure during this challenging period, we extended payment terms and waived late fees to impacted Members. By collaborating across teams, we were able to act quickly, strengthening Member resilience in the face of severe weather events. This approach reflects our cooperative values and commitment to standing by Members during difficult times, helping them overcome immediate challenges and getting their businesses back on track.



Reducing our footprint

We're actively working to reduce our emission impact where we have direct control within our operations. Our primary Scope 1 emissions come from the fuel used by our Field Teams' company vehicles. To address this, our vehicle leasing model allows us to regularly upgrade to more fuel-efficient options.

In January, we began rolling out our new leased fleet. As this transition continues through to 2026, we expect to see a corresponding reduction in our emission intensity.

Beyond our fleet, we've also recorded Scope 2 emissions reductions since 2023 due to operational changes such as relocating our data centre offsite and moving our Perth office to a more energy-efficient building. While these changes have shifted some emissions from Scope 2 to Scope 3 due to a change in control, we have made proactive steps to remain accountable. This includes maintaining our offsetting agreements for our data centre provider and selecting energy efficient premises. These actions support both emissions accountability and broader operational efficiency.





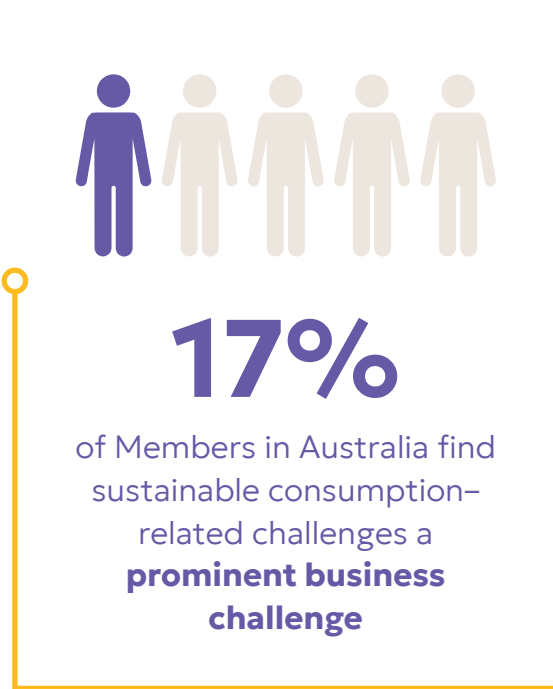
Sustainable Consumption

For Capricorn, Sustainable Consumption is about actively promoting the responsible use of resources throughout their life cycle — from sourcing materials to final disposal.

Our focus is supporting our Community to maximise output while minimising unnecessary waste and energy use. It also involves smart, cost-effective resourcing, prioritising the recycling of single use materials, and encouraging purchasing practices that lower costs and contribute to stronger, more resilient businesses. Ultimately, it's about making sound business sense for both our Capricorn Community and in turn the environment.

Connecting Members to Preferred Suppliers

Each year we strengthen our Preferred Supplier network, making sure that we’re responding to the latest industry developments, changes in market demand and overall addressing the needs of our Members. Through the *State of the Nation* report, we ask Members to select the greatest challenges they have identified in running their business and for the first time in 2024 we introduced choices about sustainable consumption to better understand how Members consider these topics: sourcing sustainable materials and parts, and general environmental considerations such as sustainable waste management. We found nearly one in five Members considered sustainable consumption a challenge in running their business. Over the course of the year as we’ve strengthened our network, we provided Members with more options to address this by introducing new Preferred Suppliers or expanding existing access to more zones.



Tyre Recycling

In 2018 we welcomed Tyrecycle to our network in South Australia, creating opportunities for Members to manage the tyre disposal process. Tyrecycle offers dedicated collection services from Member businesses to their recycling facilities, where 99% of all tyre material is successfully recycled for use in products like road base and playground services. This year in October, Tyrecycle became a national supplier in Australia, expanding this option for more Members. Since then we’ve seen Members in every Australian region embracing this new way to join the circular economy. You can find out more about Tyrecycle and how our Members enjoy the service in the 2025 May issue of *Ignition*.

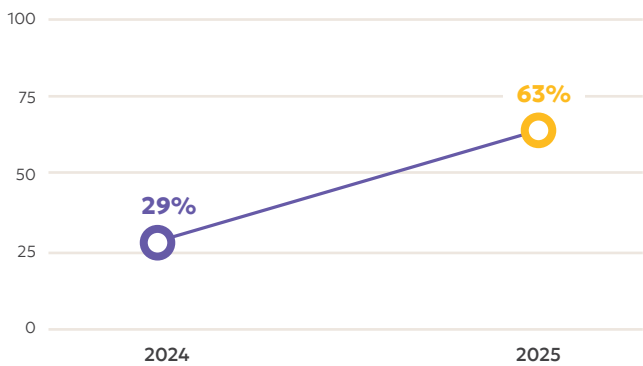


Battery Care

In response to the evolving car parc and the increasing shift towards hybrid and electric vehicles, in 2024 we introduced infinitev in New Zealand. infinitev offers comprehensive battery support and services, playing a key role in the transition towards a sustainable future. Expanding our Preferred Supplier network has created opportunities for Members to access reliable battery maintenance, recycling and storage solutions. We were pleased to extend this relationship in December when infinitev became a national supplier in Australia.

Minimising our Paper Footprint

We've continued our progress to reduce paper use across our operations, lessening our impact on the environment and encouraging more sustainable practices. Throughout the year we held two campaigns, from August to October and March to May, encouraging our Members through Reward Points incentives to choose digital records over paper copies for their monthly invoice statements. Over 7,500 Members actively transitioned to paperless statements throughout the year and nearly 4,000 new Members maintained a digital delivery preference for their invoices. These efforts are expected to reduce upstream costs by over \$200,000 annually, meaning more value can be returned to Members.



Member Preference for **Online Statements**



As of June 2025

63%

of Members have opted for online-only statements through myCAP



Employee Wellbeing

Our success is driven by our people, whose dedication, expertise, and passion are what truly set us apart. We're committed to creating a safe, supportive, and inclusive environment where every individual feels valued.





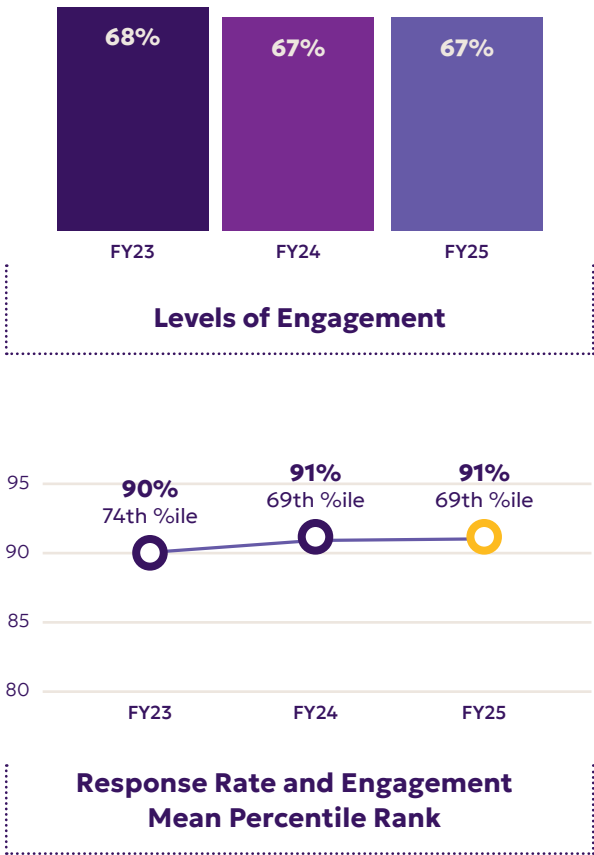
Learning and Listening

We believe the more engaged our people, the happier they are and the better we can serve our Capricorn Community.

Engagement Survey

Each year through our Engagement Survey we measure how our people think and feel about working at Capricorn. The survey is run by an external agency to guarantee anonymity, and the findings help guide the actions we can take to make Capricorn a safe and inclusive work environment where all our people can do their best work every day.

This year our focus areas for engagement include ensuring our people understand how their work contributes to the success of our organisation, as well as continuing to align our actions with what matters most to our people. Insights from the Engagement Survey help us identify strengths, address challenges and implement strategies that ensure Capricorn remains a great place to work and strengthens the positive impact we make on our Community.



Health and Wellbeing

We’re committed to creating an inclusive workplace that actively supports the wellbeing of our team members. We understand that a thriving workforce needs to feel valued, supported, and included. To encourage this culture we facilitate health services such as mobile skin screenings and flu vaccinations as well as delivering formal and informal sessions that uplift our team members, including morning teas and webinars on nutrition, breast care awareness, digital detoxing, online child safety and adolescent mental health.

Sessions held this year:

- Understanding anxiety
- Creating healthy habits
- How to create perfect sleep
- Men’s health through the decades
- Mindful eating
- Women’s health through the decades
- Digital detox
- Supporting mentally healthy men



SafeMind Program

In June we launched the SafeMind Program, a new initiative to ensure Capricorn remains a safe, healthy and supportive place for our people to work. The program will equip team members to understand, identify, and respond to psychosocial hazards. We launched a confidential People at Work survey to gather feedback and learn where and how we can take meaningful action together. For us, this initiative is about creating an environment where we all feel safe, supported, and empowered to do our best work. We’re excited to share new initiatives over the next twelve months, guided by what our findings deliver.

Investing in our People

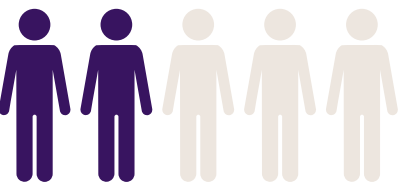
Investing in the development of our team members' current and future skills is important to us, creating an environment where our people can truly thrive. Each year, we expand the Learning Hub, our internal learning platform, to meet the changing needs of our workforce. This commitment to ongoing development led to over 9,000 course completions in the past year.

The Learning Hub empowers our team members with access to personalised learning paths, interactive content, collaborative learning, continuing professional development and micro-credential opportunities.

In addition to online coursework, our teams lead online seminars and face-to-face sessions to further strengthen organisational capabilities and share knowledge across the business.



32.1%
of internal promotions were
into management roles



26.5%
of role vacancies were
internally appointed
to team members

Figures reflect data from our latest WGEA Public Report, available in the Corporate Documents section of our website, covering the 1 April to 31 March reporting period.

How our People focused their learning this year

27%

towards Personal Development
and Upskilling

73%

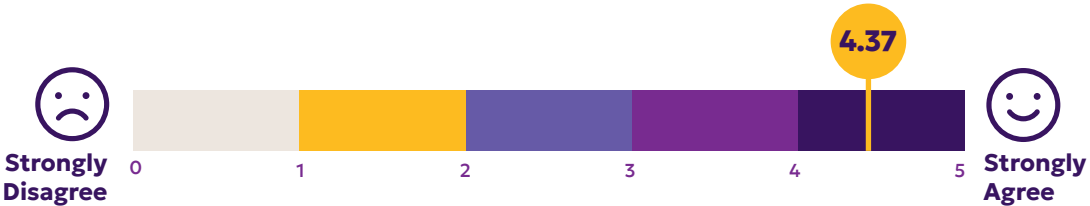
towards Compliance &
Regulatory

Over the course of this year, we continued to strengthen our leadership abilities through programs like:

- Annual Leader Development Conference
- Emerging Leader Program
- National Association of Women in Operations mentoring opportunities
- Sales Development Conference and Sales Awards



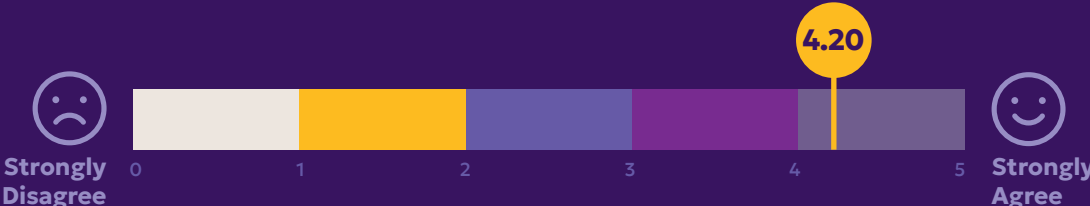
"In the last six months, someone at work has talked to me about my progress." - Gallup Survey



"This last year, I have had opportunities at work to learn and grow." - Gallup Survey

Recognising our People

Last year we announced the relaunch of our quarterly reward and recognition program, Purple Stars, to celebrate the contributions of our people to our Capricorn Community. Over its first year the program has seen more than 40 team members recognised through a combination of individual and group awards, acknowledging our highest achievements and reinforcing our values. We also believe that anyone can recognise a colleague's efforts, whether big or small, at any time, by using our online portal, Cappreciate. This year, more than 2,200 Cappreciate Thank You eCards were exchanged between our team members, acknowledging good work and celebrating each other daily.



"In the last seven days, I have received recognition or praise for doing good work." - Gallup Survey



One Capricorn Events

This year we were proud to launch a new program of events under the ‘One Capricorn’ umbrella. These events aim to engage all our people, wherever and however they work.

On the Couch

In June we launched On the Couch, an events program designed to bring our people together to listen, learn and have some fun. Hosted by Chief People & Experience Officer Tracy Newman, the inaugural On the Couch session included Capricorn Board Chair and QLD Member Mark Rowe and Group CEO Brad Gannon, who discussed all things Capricorn. These events are designed to showcase internal and external guest speakers, creating a collaborative and transparent environment for our people to learn and have some fun.



Capricorn Conference

Our first ‘One Capricorn’ Conference, planned for **Perth, Gold Coast and Sydney** in July 2025, is designed to bring our people together to connect in person. The Conference is designed to engage with our corporate strategy, align on our priorities and celebrate our success over the past 12 months.





Diversity at Capricorn

Gender equity is a key component to a diverse and inclusive workforce. Under the *Workplace Gender Equality Act 2012* (Cth), Capricorn reports to the Workplace Gender Equality Agency (WGEA). While WGEA data focuses on gender equality, the principles of transparency and accountability it embodies are fundamental to our broader diversity and inclusion strategy. Our latest report can be found on the *Corporate Documents* section of our website. Reports are filed annually, representing our position in respect of the 12-month period ending 31 March each year.

“At Capricorn, **diversity is a key driver of our success**. We believe a diverse and inclusive workplace fosters innovation, collaboration, and a sense of belonging among our team members.”

Tracy Newman, Chief People & Experience Officer

Capricorn Society's average Gender Pay Gap (GPG) was 20.7% in 2024; this is below the comparison group of 22.3% and represents a steady reduction since reporting commenced, from 27% in 2022. This improvement is partly due to a general increase in female employees, both in Key Management Personnel and Manager roles, increasing from 60% to 67% and 35% to 46%, respectively. The results from our report are organisation-wide, reflecting the difference in full-time equivalent remuneration between men and women at Capricorn.

Figures reflect data from our latest WGEA Gender Pay Gap submission, available and published on the WGEA website, covering the 1 April to 31 March reporting period.

To reduce the GPG we have a range of programs and initiatives which aim to increase the representation of women in specific organisational areas. These initiatives include:

Inclusive recruitment

Our inclusive recruitment practices are designed to ensure fairness, transparency, and diversity in our hiring processes. By promoting a fair and unbiased selection process, we ensure that women have equal opportunities to be considered for all positions, including senior leadership roles. This approach helps address the gender imbalance and supports the advancement of women into leadership positions.

Parenting arrangements

The Capricorn parental leave scheme is designed to support our employees through providing 12 weeks of paid parental leave for the primary caregiver, and two weeks for secondary caregivers. By providing paid parental leave we enable team members to balance their career aspirations with family responsibilities, reducing any interruptions to their career that could hinder progression.

Flexible working

We offer flexible working arrangements designed to support our employee’s diverse needs and promote a healthy work-life balance. Our Flexible Working Policy allows employees to work from home on a hybrid schedule, consider alternate working hours, and purchase additional annual leave. Our commitment to flexibility helps ensure all employees have the opportunity to pursue and excel in higher-level positions without compromising their personal responsibilities.

National Association of Women in Operations (NAWO) mentorship program

The NAWO mentorship program is an external program Capricorn engages with annually. The program offers a structured environment where mentees can learn from industry leaders, gain new perspectives, and receive advice tailored to their specific career goals. This initiative is aimed at fostering gender diversity and supporting the professional growth of women into leadership roles within Capricorn.

33%

Women on Board
Capricorn Society

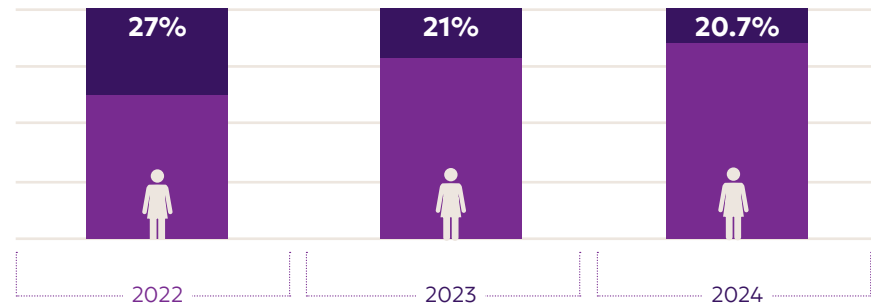
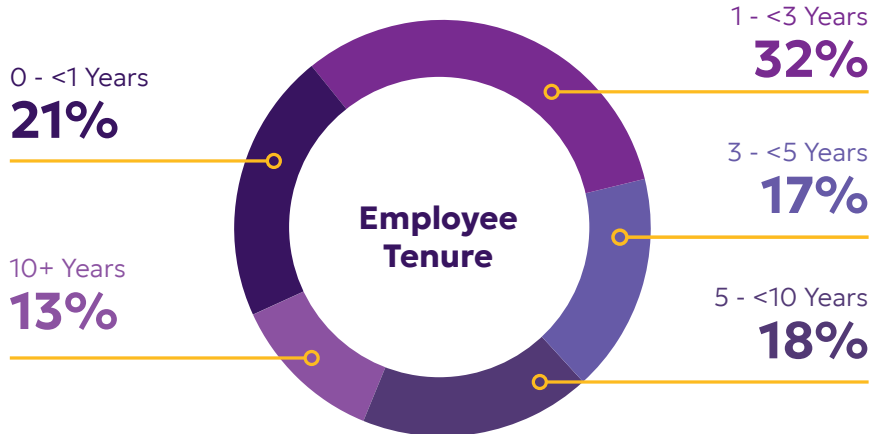
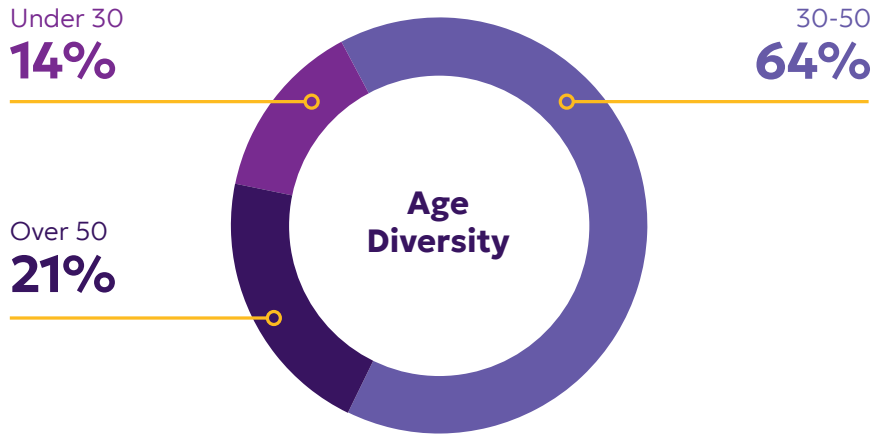
43%

Women in
Executive Leadership

42%

Women in
management positions

WGEA Public Report



76%

Team members eligible
for Parental Leave

7

Team members sponsored
through NAWO this year

Innovation and Digital Transformation

Capricorn is committed to providing products, services and connecting Preferred Suppliers and Members to help them grow stronger businesses. In today's rapidly evolving tech landscape, our goal is to provide reliable and trusted digital offerings to help our Members navigate change with confidence.





3,900+
Members using
Ecommerce Payments



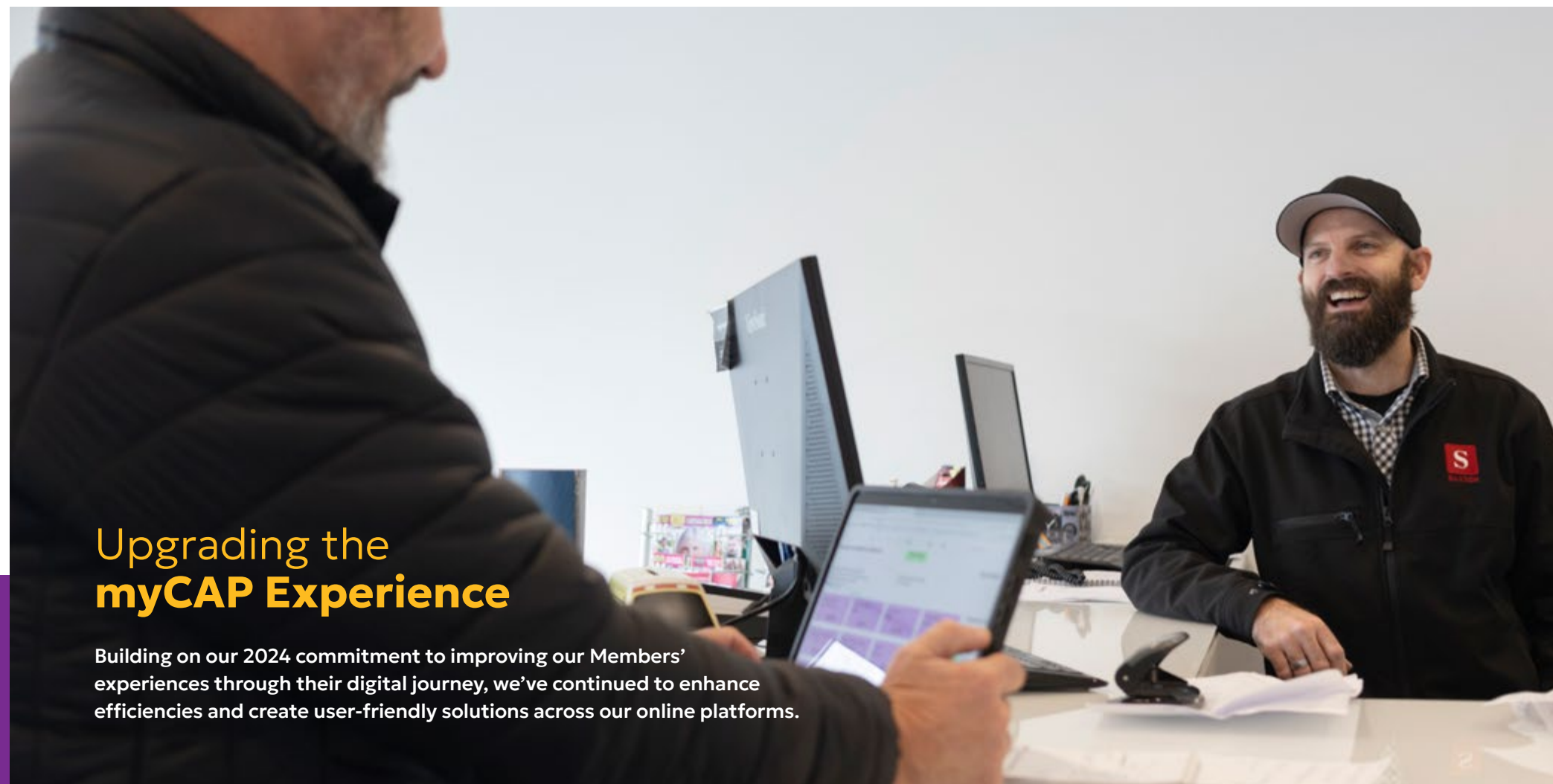
Launching Ecommerce Payments

This year we launched Ecommerce Payments, allowing Members to use their Trade Account as a payment method for online purchases with participating Preferred Suppliers, making it simpler to order the products they know and love.

In March we were proud to launch our first Ecommerce Partner in New Zealand, with Partmaster, followed by JB-HiFi Business in Australia in May.

Through myCAP, Members can now access online stores directly, creating a seamless purchasing experience. Where Preferred Suppliers have supporting technology capabilities, Members are able to bypass the need to create new store profiles, removing the hassle of additional accounts and passwords.

As we introduce more Ecommerce Partners into our network we expect Members to benefit from simplified checkout processes, real-time management of their credit limits and, where enabled, immediate access to digital invoices stored and managed directly in myCAP.



Upgrading the myCAP Experience

Building on our 2024 commitment to improving our Members' experiences through their digital journey, we've continued to enhance efficiencies and create user-friendly solutions across our online platforms.



Managing Trade Account Payments

Following the introduction of online self-service payments in myCAP last year, we've seen strong and consistent engagement, with an average of 2,300 Members using the feature each month. These tools continue to empower our Members to pay their Trade Accounts conveniently, quickly and safely.

In February and March we encouraged Members to set up direct debit payments by offering new users the chance to win 20,000 Bonus Rewards Points. This feature supports easier payment management, simplifies bookkeeping, and helps reduce the occurrence of late fees.

Since the initial launch of online payments, we've seen a reduction of nearly 3,000 hours in monthly call centre time related to payment inquiries. This both improves efficiencies for our team but also reduces the time Members spend on the phone.

38,500+

Documents downloaded from myCAP each month

37%

Increase in new Fuel Card applications



81%

of Members are **actively** using myCAP each month



Self-Service Sign Up

This year we introduced self-service options to sign up to our Fuel Card Accounts and add new cardholders, providing our Members with even more ways to manage and control their Trade Account. We're excited to continue streamlining digital processes and exploring new self-service options to continuously improve the digital experience.



Navigating Change with Confidence

The introduction of our Support Hub in October is another way we're helping Members navigate their digital journey with confidence. Available through myCAP, the Support Hub provides Members with a suite of user-friendly guides and instructional videos to navigate the system and access resources as it suits their schedule.

Data presented on pages 80-81 has been averaged across each respective calendar month to account for temporal variations.

Data Governance and Cybersecurity

We're committed to safeguarding our community's information. To maintain trust in the face of an increasingly complex environment, we maintain strong data governance frameworks and practices — designed to ensure the responsible handling, storage, and use of confidential information across all our operations, protecting us from data privacy and cybersecurity threats.

Cybersecurity

Our Cybersecurity team is tasked with safeguarding our digital environment through proactive system protection, threat investigation, and organisation-wide user empowerment. These practices help us to mitigate against data breaches and protect against identity theft.

In the past year, we've strengthened our cybersecurity position through a range of control enhancement projects. These efforts include improving our approach to device security, tighter controls on system access, leveraging cloud infrastructure and reinforcing mitigation strategies to align with recommendations from the Australian Signals Directorate (ASD) Essential 8 Maturity level 2 controls.



Promoting a strong cyber culture is a key way that we mitigate against risk and maintain trust with our Capricorn community.



Enhancing Security

This year, we made a significant leap in Member security by implementing Capricorn ID and multifactor authentication (MFA). Rolling out to new Members in June, with plans to finish implementation to all by 2026, these measures are crucial for safeguarding sensitive data, reducing fraud, and ensuring privacy compliance, ultimately providing our Community with greater control and peace of mind. MFA significantly elevates our digital resilience, protecting against financial and privacy threats while future-proofing for evolving online capabilities.



Training

We maintain vigilance against cyber threats through continuous training on our learning platform, during onboarding, and with regular refresher courses. We also test this knowledge through phishing simulations so that we can provide extra support to team members where it may be needed. We completed three exercises throughout the reporting period.

3

Phishing exercises completed

350+

Team members who completed cybersecurity training



Culture

While cultivating strong cybersecurity within our operations, we also champion extending these practices to empower our team members in their daily lives. Throughout the year, we conduct various seminars and webinars to support our people professionally and foster a safe and positive team environment. During Cybersecurity Awareness Month, we broadened this focus to present a fireside chat on AI-Generated Deepfakes and Children's Safety. By equipping our team with this knowledge, we aim to foster a more security-conscious culture both at work and beyond, contributing to the overall wellbeing and safety of our teams and their families.

Data Governance and Privacy

We understand the importance of cultivating a privacy-conscious culture, treating data privacy as a cornerstone of our operations. Our Data Privacy Program is designed to ensure compliance with the Australian Privacy Principles and relevant New Zealand legislation. It is the foundation for how we manage strategy, develop and deliver privacy training, guide data breach responses, and manage personal information requests and privacy complaints.

285 hours

Privacy Awareness Training Completed

Training hours represent the average estimated time for course completion as recommended. Actual time spent may vary per individual.

Information Classification

Safeguarding our information assets and ensuring that our data handling practices are secure and compliant is one way we align with the latest privacy legislation. As part of this commitment, we introduced new three-tier information security classification guidelines into our operations, designed to enhance our approach and mindset towards data privacy and cybersecurity maturity.

Embedding Privacy into our Culture

Good data governance is a team effort. That's why we encourage collaborative solutions from our business units to ensure compliance that works in our day-to-day processes. We have Privacy Champions throughout the business who are advocates for the privacy program and ensure privacy is at the forefront of their teams. This includes continual assessments and improvements of business processes and practices as they relate to privacy.

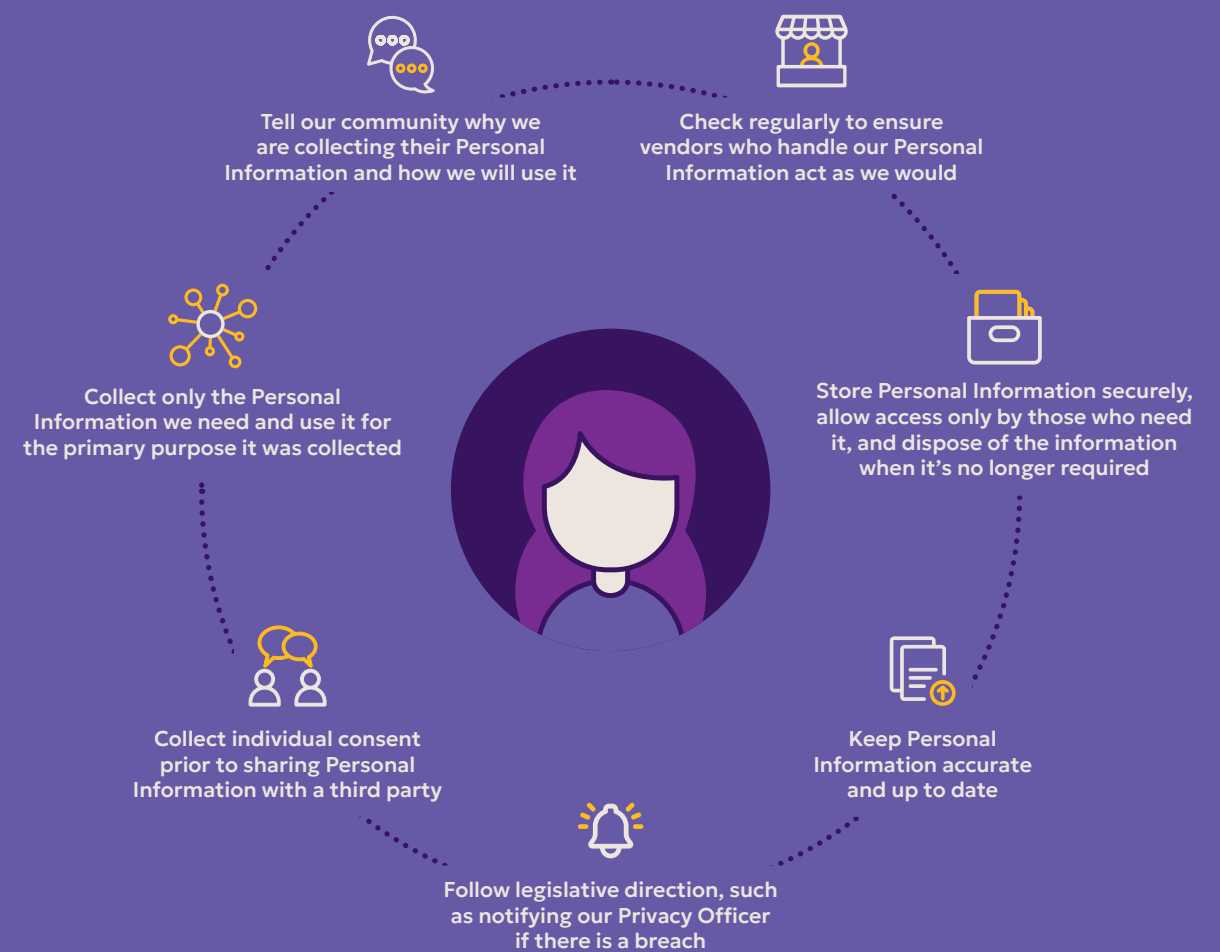
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Notifiable Privacy breaches this year

Minimising Risk of Impersonation Scams

With the global rise in privacy breaches, we've taken action to communicate and assure our Members and Preferred Suppliers of our commitment to safeguarding their personal information. To strengthen our practices and minimise the risk of impersonation scams, we established a dedicated working group this year to review and enhance our control strategies. To inform Members of the steps we're taking to protect their privacy, we clearly outlined our procedures and informed them of what to expect from us if we reach out. We detailed the way we verify their identity before discussing sensitive information, specifying what information we will never request over the phone, and explaining how to access myCAP securely through the Capricorn website. Ultimately, these combined efforts underscore our commitment to being a reliable and trusted member of the industry.

How we manage Personal Information



Ethical Supply chains

We are central to connecting the supply chain of Preferred Suppliers and Members through a seamless and efficient distribution channel. We've established systems that promote accountable decision-making and encourage our people to act ethically, feel safe to raise concerns, and maintain our values.

Supported UNSDGs



8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Investing Responsibly

Overseen by the Capricorn Investment Committee, our investment portfolio is managed to maximise long-term growth for our business and safeguard Member Value Return. We've maintained our commitment to responsible investment this year by continuing the integration of ESG criteria into fund manager selection. As of June 30, 94% of our long-term fund managers, where applicable, adhere to the *UN Principles for Responsible Investment* or are members of the *Responsible Investment Association Australia*. Other investments who do not meet these requirements are approved by advisors based on alternative offsetting sustainability factors. We believe sustainable growth and responsible investing are mutually reinforcing, and this balanced approach optimises our risk-return objective in line with our strategy.

Modern Slavery

Managing modern slavery risks requires ongoing monitoring and review as our business and industry landscape evolves. In compliance with Australian legislation, we publish an annual Modern Slavery Statement, detailing our progress in addressing these risks within our operations and supply chain. Our focus remains on deepening the understanding of our risk profile and collaborating with suppliers and business partners, where appropriate, to mitigate identified risks and enhance our management practices. Capricorn's most recent Modern Slavery Statement can be found on the *Corporate Documents* section of our website.



Whistleblower

Capricorn is committed to creating a safe and ethical work environment for all our people. This means we conduct our business operations and affairs with honesty and integrity and engage in ethical decision-making, being legally compliant and acting consistently with good corporate governance standards and community expectations.

Our Whistleblower Protection Scheme includes policies that are in line with whistleblowing laws in Australia and New Zealand. These policies are focused on deterring wrongdoing at Capricorn, encouraging the disclosure of any such behaviours and explaining the protections available for those who become a whistleblower. To ensure the effectiveness of our policies and controls, we prioritise team member awareness through internal communication channels throughout the year and mandatory annual refresher training across the group. Our policies can be found on the relevant company websites for Capricorn Society and Capricorn Mutual.



150 hours
Whistleblower
Training Completed

Training hours represent the average estimated time for course completion as recommended. Actual time spent may vary per individual.



Integrity and Accountability

We have a long history of prioritising strong corporate governance and ethical conduct. Transparency, responsibility, and compliance underpin our operations, ensuring integrity and accountability in every decision we make.

Anti-Money Laundering Program

Our Anti-Money Laundering (AML) Program establishes the ways Capricorn identifies, manages and mitigates money laundering and terrorism financing risks, customer due diligence procedures and other operational matters to meet our obligations under AML laws in Australia and New Zealand. Risk assessments are completed annually, as well as regular independent audits, to identify the effectiveness of the Program and action any continuous improvement opportunities required. Our most recent independent audit was completed for both Australia and New Zealand in early 2025.



200+

Team members engaged in anti-money laundering training this year. This includes 100% of all newly onboarded team members, as well as existing staff who completed refresher courses and specialist training required for their roles.

Fraud and Corruption Controls

Capricorn’s Fraud and Corruption Policy states the principles and standards for the prevention, detection and response control framework. It has been developed to raise awareness of potential incidents, effectively reduce risk and detail the organisational controls in place to aid and strengthen the framework. Throughout the year we implemented proactive programs such as mandatory training sessions for our team members and ongoing security protocols.

100%

Whistleblower Training achieved

1

Whistleblower Report recorded





Corporate Structure

The Capricorn Society and Capricorn Mutual governance bodies are composed of Member Directors and Non-Executive Directors, respectively, as well as independent directors as detailed in their respective constitutions. Guided by cooperative principles, we operate with democratic Member control, participation, and interest for the Capricorn Community.

Our Relationship

In 2024 the Capricorn Society financial statements were prepared consolidating the results of Capricorn Mutual Limited for the first time. This practice was completed in accordance with Accounting Standards in part due to the materiality of Capricorn Mutual to Capricorn, given its continued growth as well as the maturity of the *AASB 10 Consolidated Financial Statements Standard*. The consolidation was completed for financial reporting only and there has been no change to the governance structures of Capricorn Society or Capricorn Mutual.

Sustainability Reporting

Australia has introduced mandatory climate reporting from 1 January 2025, requiring the disclosure of climate-related financial disclosures to be contained within a Sustainability Report as part of the Annual Report suite. Capricorn Society is expected to meet compliance thresholds for the 2027 financial reporting period. Climate reporting includes disclosures on governance, strategy, risk management and metrics and targets. The Sustainability Report will be completed on the same consolidated basis as the financial statements. For this reason we have included governance disclosures that include Capricorn Mutual within this section of the report. You can read more about our preparation for climate disclosures in our Climate Resilience Area of Focus on page 48.

Business Continuity

Our Business Continuity Program ensures we're resilient against disruptions. Our framework mitigates against critical risks, safeguarding operations and in turn protecting our Members. Annual assessments and reviews by relevant senior leaders and managers, including training sessions and workshops, mean our teams are accountable and prepared to respond effectively to any unforeseen challenges. We ran desktop scenario tests with external partners this year to further assess and validate our controls.



100%
Training achieved by
designated team members





Capricorn Society Directors

Mark Rowe

QLD Director (Chair)
GAICD

Mark was first elected to the Capricorn Board in October 2022 and has been a Capricorn Member since 1999. He became Chair of the Board in October 2024 and also joined the Board of Capricorn Mutual Ltd that same year. Mark has run his own business for 28 years and brings strong industry experience. He currently serves on the Remuneration and Nomination Committee and the Digital and Transformation Committee, and has previously served on the Audit and Risk Committee and the Capricorn Relationship Committee. Mark has previous Board and Committee experience, including his current role as Vice President of VASA, a non-profit representing the automotive air conditioning and electrical industry, and is also a member of the Beaudesert Chamber of Commerce.



Capricorn Society Board: QLD Director (Chair)
Appointed: October 2022
Board Committees: Remuneration and Nomination Committee; Digital and Transformation Committee
Capricorn Mutual Board: Non-Executive Director
Appointed: October 2024



Lydia Stjepanovic

NSW/ACT Director
BCom, GAICD

Lydia was elected to the Capricorn Board in 2021 and has been a Capricorn Member since 2019. She is Chair of the Remuneration and Nomination Committee and a member of the Digital and Transformation Committee. Lydia has previously served on the Audit and Risk Committee and the Capricorn Relationship Committee and is also a Director of Capricorn Mutual Ltd. A second-generation automotive business owner, Lydia grew up in her family's auto electrical workshop. She holds a Bachelor of Business and Commerce (Management) from the University of Western Sydney and an Advanced Diploma in Business (Marketing) from Macleay College. She has been immersed in the automotive sector in one way or another her entire life.

Capricorn Society Board: NSW/ACT Director
Appointed: October 2021
Board Committees: Remuneration and Nomination Committee; Digital and Transformation Committee
Capricorn Mutual Board: Non-Executive Director
Appointed: October 2023



Mark Cooper

VIC/TAS Director
GAICD, Grad. Cert. Comm

Mark was first elected to the Capricorn Board in October 2013 and has been a Capricorn Member since 1995. He served as Chair of the Board from 2019 to 2024. Mark is currently a member of the Audit and Risk Committee and has previously served on the Remuneration and Nomination Committee and the Digital and Transformation Committee. With over 40 years in the automotive industry, Mark owns and operates several mechanical service and repair businesses. He holds a Certificate IV in Small Business Management and a Graduate Certificate in Commercialisation from the University of Tasmania. Mark is a Director of several family-owned companies and currently sits on the Executive Committee of the Tasmanian Automotive Chamber of Commerce (TACC).

Capricorn Society Board: VIC/TAS Director
Appointed: October 2013
Board Committees: Audit and Risk Committee



James Candish

NZ Director

James joined the Capricorn Board in 2023 and has been a Capricorn Member since 2007. He is a member of the Remuneration and Nomination Committee, the Capricorn Relationship Committee, and the Digital and Transformation Committee. He previously served on the Audit and Risk Committee from October 2023. James owns a successful mechanical services business in Ashhurst and is the Central West Regional Chair for the NZ MTA. He also serves on his local school board and Parent Teacher Association. A passion for industry teaching and apprentice training has driven James to address critical issues in this area through collaboration with local training institutes.

Capricorn Society Board: NZ Director
Appointed: October 2023
Board Committees: Remuneration and Nomination Committee; Digital and Transformation Committee; Capricorn Relationship Committee



Nigel Osborne

WA Director

Nigel was first elected to the Capricorn Board in October 2022 and has been a Capricorn Member for 26 years. He is a member of the Audit and Risk Committee, the Capricorn Relationship Committee, and the Digital and Transformation Committee. Nigel has 34 years of experience in the automotive industry. He is the national representative of the Australian Automotive Service Dealers Network (AASDN) and a WA representative for the Automotive Repairers Council of Australia. Nigel has previous committee experience working with the Bosch Service Council of WA, the Australian Bosch Service Dealers Network, and as Chair of the On The Road Again Tours charity group.

Capricorn Society Board: WA Director

Appointed: October 2022

Board Committees: Audit and Risk Committee; Digital and Transformation Committee; Capricorn Relationship Committee

David Banning

SA/NT Director

David was appointed to the Capricorn Board on 8 April 2025 and has been a Capricorn Member since 2006. He is a member of the Audit and Risk Committee. David owns and operates two Ultra Tune franchises in Modbury and Golden Grove, managing 11 staff and focusing on operational excellence and customer service. He previously held senior service management roles at City Holden and has a strong background in technical training and compliance. He is currently pursuing a Certificate IV in Training and Assessment. David is active in his community, having served on boards for Ridgehaven Calisthenics and Tea Tree Gully BMX. He has also contributed to national sports bodies like BMX Australia and supported inclusive initiatives through NDIS and local councils. David created the “Auto Skills for Life” program to help young people gain practical automotive knowledge.



Capricorn Society Board: SA/NT Director

Appointed: April 2025

Board Committees: Audit and Risk Committee



Mario Pirone

Independent Director

B.Bus, Grad. Dip. Bus, FCPA

Mario joined the Capricorn Board in July 2014. He is Chair of the Audit and Risk Committee and has previously served on the Remuneration and Nomination Committee, the Digital and Transformation Committee, and as Vice Chair of the Board from 2019 to 2022. Mario is also Chair of the Capricorn Mutual Board. He brings over 27 years of experience as a senior executive and director in insurance, funds management, and financial services. Mario was formerly CEO of the Guild Group, CEO of CGU Insurance, and a Senior Group Executive at Insurance Australia Group. Mario also serves as a non-executive director for Auto & General Company Limited, StateCover Mutual, and MIPS Insurance.

Capricorn Society Board: Independent Director

Appointed: July 2014

Board Committees: Audit and Risk Committee

Capricorn Mutual Board: Non-Executive Director (Chair)

Appointed: January 2022

Board Committees: Audit, Risk and Compliance Committee

Donna-Maree Vinci

Independent Director

GAICD, FGIA, MACS-Snr

Donna-Maree joined the Capricorn Board in 2019. She chairs the Digital and Transformation Committee and is a member of the Remuneration and Nomination Committee and the Capricorn Relationship Committee. She has also served on the Audit and Risk Committee. Donna-Maree brings extensive experience in strategy, operations, governance, risk, data, and digital transformation from her executive roles in global financial services. She currently serves on the boards of Western Sydney Airport, Newcastle Greater Mutual Group, Hunter Water, MS Plus, and Oakhill College, and is a strategic advisor. Donna-Maree is a graduate of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia, and a graduate in ESG Leadership. She was named Cisco’s Women in IT, CIO of the Year in 2019.



Capricorn Society Board: Independent Director

Appointed: August 2019

Board Committees: Remuneration and Nomination Committee; Digital and Transformation Committee; Capricorn Relationship Committee



Samantha (Sam) Martin-Williams

Independent Director

BFAICD, FGIA, BBus, MIR&HR, MComLaw.

Sam was appointed as an Independent Director in October 2024. She is a member of the Audit and Risk Committee and the Capricorn Relationship Committee. Sam is a professional company director with 30 years of experience across finance, infrastructure, education, and technology. She currently chairs NGM Group, Newcastle Airport Ltd, and the Newcastle Business School Advisory Board. She also serves on the board of Fishburners and is a Division Councillor at the Australian Institute of Company Directors. Sam provides specialist advice on human capital, emerging technologies, and contemporary governance. She is a Fellow of the AICD, a Professor of Practice at the University of Newcastle, and a former Telstra Businesswoman of the Year. Sam holds degrees in Commercial Law, Industrial Relations, and Business, and has completed executive education at MIT Sloan, Harvard Business School, and INSEAD. She is also a member of Chief Executive Women and a Lead for Mentor Walks, a national initiative supporting the next generation of female leaders.

Capricorn Society Board: Independent Director
Appointed: October 2024
Board Committees: Audit and Risk Committee;
Capricorn Relationship Committee

Rachel Thomson

Independent Non-Executive Director

B.Sc, FAICD

Rachel joined the Capricorn Mutual Board in March 2023 and is Chair of the Audit, Risk and Compliance Committee. She brings strong experience as a Non-Executive Director and Committee Chair, with a background in both international and Australian insurance. Rachel currently serves on the boards of IBL Ltd (the insurance arm of the Australian Institute of Architects) and the Country Fire Authority, and is also an independent member of several public sector audit and risk committees. She holds a Bachelor of Science from the University of Melbourne and is a Graduate and Fellow of the Australian Institute of Company Directors.



Capricorn Mutual Board: Independent
Non-Executive Director
Appointed: March 2023
Board Committees: Audit, Risk and Compliance Committee

Board Participation

Capricorn Society

	Board Meetings		Committee Meetings					
			Audit and Risk Committee		Remuneration and Nomination		Digital and Transformation Committee	
Invited	Eligible to attend	Number attended	Eligible to attend	Number attended	Eligible to attend	Number attended	Eligible to attend	Number attended
Mark Rowe	7	7	-	-	5	5	4	4
James Candish	7	7	1	1	4	4	3	2
Mark Cooper	7	7	4	4	1	1	1	1
Nigel Osborne	7	7	5	5	-	-	3	3
Lydia Stjepanovic	7	7	-	-	5	5	4	4
Peter Stewart ¹	2	2	1	1	-	-	-	-
David Banning ²	2	2	2	2	-	-	-	-
Mario Pirone	7	7	5	5	-	-	-	-
Donna-Maree Vinci	7	7	-	-	5	5	4	4
Bruce Rathie ³	2	2	1	1	-	-	-	-
Samantha Martin-Williams ⁴	5	5	4	4	-	-	-	-

Committee membership is decided in October each year.

Capricorn Mutual

	Board Meetings		Committee Meetings	
			Audit and Risk Committee	
Invited	Eligible to attend	Number attended	Eligible to attend	Number attended
Mario Pirone	6	6	4	4
Rachel Thomson	6	6	4	4
Mark Cooper ⁵	2	2	-	-
Bruce Rathie ⁶	1	1	-	-
Lydia Stjepanovic	6	6	-	-
Mark Rowe ⁷	5	5	-	-

¹ Peter Stewart retired as Member Director SA/NT from the Capricorn Society Board in October 2024.

² David Banning was appointed as the Member Director SA/NT to the Capricorn Society Board in April 2025.

³ Bruce Rathie retired as Independent Director from the Capricorn Society Board in October 2024.

⁴ Samantha Martin-Williams was appointed as an Independent Director to the Capricorn Society Board in October 2024.

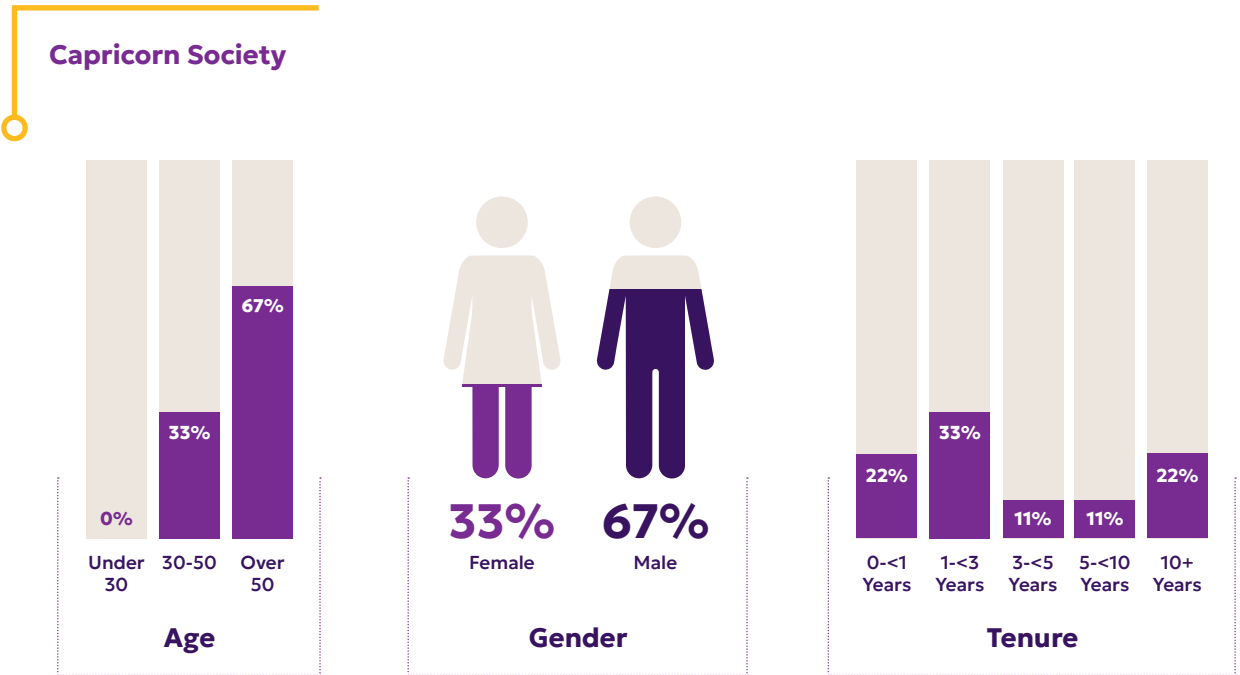
⁵ Mark Cooper retired as Non-Executive Director from the Capricorn Mutual Board in October 2024.

⁶ Bruce Rathie retired as an Independent Director from the Capricorn Mutual Board in October 2024.

⁷ Mark Rowe was appointed as Non-Executive Director to the Capricorn Mutual Board in October 2024.

The Capricorn Relationship Committee (CRC) role is convened only when considered necessary by members of the CRC or the Capricorn Society Chair. The CRC did not meet during the reporting period. Participation tables excludes attendance by Directors who are not members of the specific Board Committees, including where they have been invited to participate.

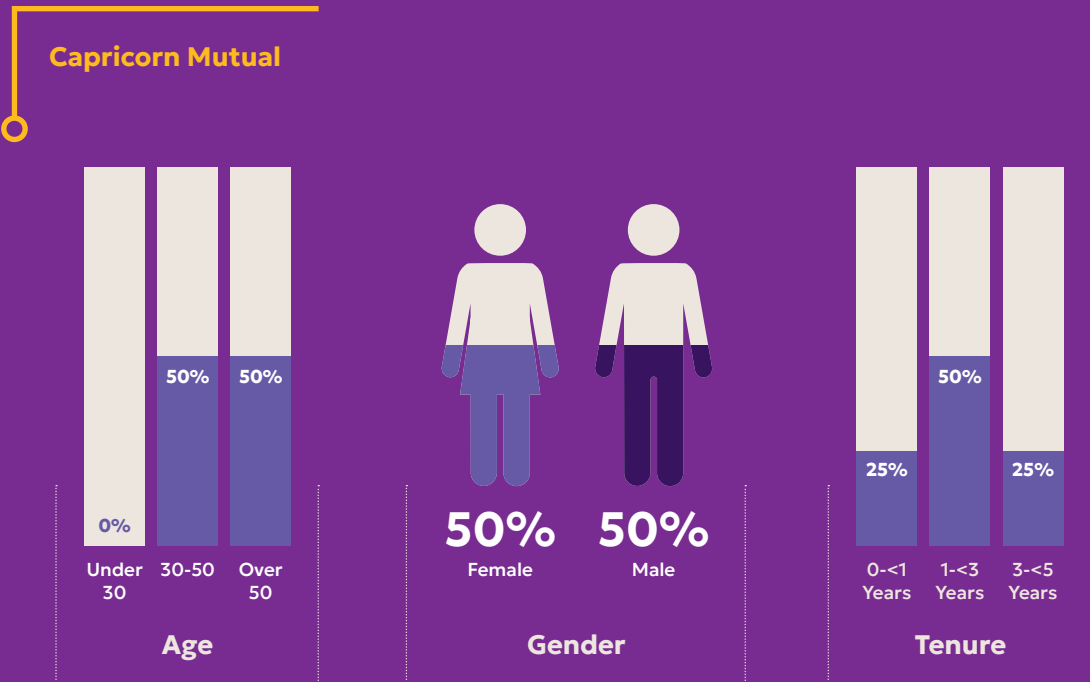
Board Diversity



Corporate Governance

Capricorn Society and Capricorn Mutual are both founded on cooperative principles, providing a platform and voice for Members with the added support of industry experience from independent directors.

The Capricorn Society Board adopts Edition 1.2 of the ‘Cooperative and Mutual Enterprise Governance Principles’ as prepared by the Business Council of Co-operatives and Mutuals. Each entity has published a corporate governance statement, providing further insights into governance frameworks and practices. The Capricorn Society and Capricorn Mutual constitutions and latest corporate governance statements can be found on the “Corporate Documents” section of their corporate websites.



GRI Disclosures

The GRI Standards are used as a guiding framework to support our reporting approach. An overview of relevant General Disclosures and their location is provided for the reporting period.

GRI	Disclosures	Location in Corporate Document Suite
The organisation and its reporting practices		
2-1	Organisational details	Capricorn Society and Capricorn Mutual, Perth Australia.
2-2	Entities included in the organization’s sustainability reporting	ESG Report: About this Report Capricorn Overview
2-3	Reporting period, frequency and contact point	ESG Report: About this Report
2-4	Restatements of information	ESG Report: Climate Resilience ESG Disclosures
2-5	External assurance	ESG Report: This report has not been subjected to external audit or independent assurance.
Activities and Workers		
2-6	Activities, value chain and other business relationships	ESG Report: Our Approach Climate Resilience
2-7	Employees	ESG Report: ESG Disclosures
2-8	Workers who are not employees	ESG Report: ESG Disclosures
Governance		
2-9	Governance structure and composition	ESG Report: Integrity and Accountability Annual Report: Corporate Governance Statement
2-10	Nomination and selection of the highest governance body	Annual Report: Corporate Governance Statement
2-11	Chair of the highest governance body	ESG Report: Integrity and Accountability
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Report: Climate Resilience Annual Report: Corporate Governance Statement
2-13	Delegation of responsibility for managing impacts	ESG Report: Climate Resilience Annual Report: Corporate Governance Statement
2-14	Role of the highest governance body in sustainability reporting	ESG Report: Climate Resilience
2-15	Conflicts of interest	Annual Report: Corporate Governance Statement
2-16	Communication of critical concerns	ESG Report: Integrity and Accountability Annual Report: Corporate Governance Statement
2-17	Collective knowledge of the highest governance body	ESG Report: Integrity and Accountability Annual Report: Corporate Governance Statement
2-18	Evaluation of the performance of the highest governance body	Annual Report: Corporate Governance Statement
2-19	Remuneration Policies	Annual Report: Corporate Governance Statement
2-20	Process to determine remuneration	Annual Report: Corporate Governance Statement

GRI	Disclosures	Location in Corporate Document Suite
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	ESG Report: Climate Resilience
2-23	Policy commitments	ESG Report: Integrity and Accountability Annual Report: Corporate Governance Statement
2-24	Embedding policy commitments	Annual Report: Corporate Governance Statement
2-25	Processes to remediate negative impacts	Annual Report: Corporate Governance Statement
2-26	Mechanisms for seeking advice and raising concerns	ESG Report: Integrity and Accountability
2-27	Compliance with laws and regulations	ESG Report: There have been no significant instances of non-compliance with laws and regulations during the reporting period.
2-28	Membership associations	ESG Report: Our Approach Empowering Members
2-29	Approach to stakeholder engagement	ESG Report: Our Approach Empowering Members
2-30	Collective bargaining agreements	ESG Report: Capricorn does not have any employees engaged under collective bargaining agreements.

ESG Disclosures

Values are rounded to the nearest whole number, as are percentages, which may therefore not always sum to 100.
All financial values are in Australian dollars and rounded to the nearest practically relevant dollar, unless otherwise specified.

Environmental Disclosures	Unit	2022/23	2023/24	2024/25
Greenhouse Gas Emissions ^{15, 16, 17}				
Total Scope 1 and 2 Emissions	tCO ² -e	1,013.12	953.28	745.85
Scope 1 Emissions		827.77	843.36	718.90
Scope 2 Location-Based Emissions		185.35	109.93	26.95
Emissions by Country				
Australia	tCO ² -e			
Scope 1 Emissions		668.47	690.29	546.25
Scope 2 Emissions		185.35	109.93	26.95
New Zealand	tCO ² -e			
Scope 1 Emissions		159.29	153.07	172.66
Scope 2 Emissions		0	0	0
Energy Consumption ^{15 16 17}				
Capricorn	GJ	14,000.43	13,734.05	11,078.04
Non-renewable sources		12,318.54	12,575.59	10,705.05
Renewable sources		415.99	432.88	204.13
Electricity consumption		1,265.90	725.58	168.86

People Disclosures	Unit	2022/23	2023/24	2024/25
Team Members ¹⁸				
Full-Time Equivalent	#	460	506	507
Australia		429	476	473
New Zealand		31	30	34
Head Count by Country	#	473	519	517
Australia		442	489	483
New Zealand		31	30	34
Head Count by Gender	#			
Female		216	247	249
Male		257	271	267
Other		0	1	1

¹⁵ Our methodology has been updated this year to incorporate country-specific emission factors relevant to our operating areas, drawing from the most current government sources in Australia and New Zealand. For comparability and accuracy, previously reported GHG data has been recalculated to reflect this change. Details on our emission factors can be found on page 55.

¹⁶ For unavailable or consolidated data spanning multiple reporting periods, calculations are based on proportionally estimated average daily or monthly consumption for the relevant period.

¹⁷ FY2024 Australian Scope 2 emissions and associated electricity consumption have been restated due to a reporting discrepancy identified during the review process.

¹⁸ People Disclosures are reported as of 30 June for the reporting period on a head count basis and excludes labour hire, directors, contractors and consultants unless otherwise stated.

People Disclosures	Unit	2022/23	2023/24	2024/25
Head Count by Employment Type				
	#			
Full Time		407	445	457
Part Time		43	36	42
Temporary		23	38	18

Workers who are not employees ¹⁹				
	#	22	4	9

New Hire and Turnover ²⁰				
New Hire	#	173	157	141
Turnover	#	110	112	145
Voluntary	%	15	20	44
Involuntary	%	85	80	56

Parental Leave				
Team Members eligible for parental leave	%	73	70	76

Gender Diversity				
Women in the workforce	%	46	48	48
Women in Executive Leadership		38	44	43

Age Diversity				
Under 30	%	11	12	14
30 - 50		65	67	64
Over 50		24	21	21

Engagement Index				
Respondents	#	362	438	482
	%	90	91	91
Engagement Mean	/5	4.39	4.34	4.33
Percentile Rank		74	69	69

¹⁹ Office-based workers required for short-term projects or to fill intermittent vacancies from agency providers. Workers are recorded on a head count basis, which reflect total count throughout the reporting period.

²⁰ New Hire and Turnover disclosures reflect all movements throughout the reporting period.

ESG Disclosures

Member Disclosures	Unit	2022/23	2023/24	2024/25
Capricorn Society				
Members	#	26,966	29,317	31,788
Member Benefits				
Dividends Declared	\$	14,645,000	15,353,000	16,004,000
Trade Rebates Declared		17,002,000	18,177,000	20,000,000
Reward Points Received		74,028,000	78,547,000	88,376,000
Reward Points Redeemed		60,147,000	68,384,000	76,748,000
Performance				
Net Promoter Score		72	75	76
Capricorn Society Member Support & Resolutions ²¹				
Sales & Service Operations Inbound Phone Activity ²²		- ²³	88,354	90,480
Complaints	#	214	228	172
Disputes		35	42	53
Average Resolution Time	Days	8	7	7
Capricorn Risk Services Member Support & Resolutions				
Contact Centre Inbound Phone Activity		- ²³	55,190	61,792
Complaints	#	179	140	155
Average Resolution Time	Days	17	18	22
Capricorn Mutual				
Members	#	11,129	12,055	13,336
Risk Protection Claims paid out to Members	\$	80,200,000	71,700,000	80,414,000
	#	6,012	6,832	7,713
Gross written risk protection	\$	119,700,000	143,100,000	165,810,000

²¹ Previously recorded "Feedback" has been reclassified into "Complaints" and "Disputes." This change reflects updated internal procedures, allowing for more precise tracking of actionable concerns. General feedback has been removed from categorisation to exclude non-actionable items; however resolution time continues to reflect all recorded items to maintain consistency in reporting.

²² Sales & Service Operations inbound data has been restated to incorporate calls from a wider range of services, including but not limited to Capricorn Travel, Capricorn Society Financial Services, and Shares, more accurately reflecting the full scope of Member support received throughout each reporting period.

²³ Data unavailable or not formally recorded during the reporting period.

Capricorn Insurance Services				
Gross written premiums	\$	20,600,000	23,200,000	24,820,000
Insurance Policies Brokered	#	3,604	3,745	4,142

Capricorn Mutual Member Benefits				
Member Loyalty Rebate	\$	0	5,000,000	0

Governance Disclosures	Unit	2022/23	2023/24	2024/25
Capricorn Society Board				
	#	9	9	9
Member Directors		6	6	6
Independent Directors		3	3	3

Gender Diversity		%		
Female		22	22	33
Male		78	78	67

Age Diversity			
Under 30	0	0	0
30 - 50	22	33	33
Over 50	78	67	67

Data Governance & Cybersecurity			
Phishing Simulations completed	3	4	3
Reportable Incidents to the Regulator	- ²⁴	- ²⁴	0

Privacy				
Reportable Incidents to the Regulator	#	0	0	0

Whistleblower				
Reports via Whistleblower Channel	#	0	0	1
Employees who completed training	%	0	100	100

²⁴ Reporting to the regulator was not required during this period.

ESG Disclosures

Governance Disclosures	Unit	2022/23	2023/24	2024/25
Capricorn Mutual Limited				
	#	4	5	4
Non-Executive Directors		3	4	3
Independent Directors		1	1	1
Gender Diversity	%			
Female		25	40	50
Male		75	60	50
Age Diversity	%			
Under 30		0	0	0
30 - 50		0	20	50
Over 50		100	80	50

Glossary

Term	Definition
ACCT	our Values: Accountability, Courage, Collaboration, Trust (ACCT) to support our Vision, Purpose, and Culture.
Age diversity	the percentage of total headcount employees, by age group as at 30 June of the reporting period.
Annual Report	the Capricorn Annual Financial Report and related Directors’ and Auditor’s report for the reporting period.
AutoBoost	an online service provided to Members with a range of free and paid tools to help them better run their businesses, including amongst others equipment and building maintenance reports, online and print advertising templates and an SMS system.
Bonus Rewards Points	Reward Points issued by either a Preferred Supplier (known as Preferred Supplier Bonus Points) or Capricorn (known as Capricorn Bonus Points) in connection with a special promotion or limited offer.
CAPhub	Capricorn’s online content hub, bringing together articles, interviews, industry analysis and more to help Members better run their businesses.
Capricorn	Capricorn Society Limited (ACN 008 347 313) and its wholly or partly owned subsidiaries (but for the avoidance of doubt excludes Capricorn Mutual) unless otherwise indicated.
Capricorn Insurance Services	Capricorn Insurance Services Pty Ltd (ACN 154 801 377), a wholly owned subsidiary of Capricorn.
Capricorn Mutual	Capricorn Mutual Limited (ACN 104 601 194).
Capricorn Mutual Management	Capricorn Mutual Management Pty Ltd (ACN 129 143 479), a wholly owned subsidiary of Capricorn.
Capricorn Risk Services	Capricorn Risk Services Pty Ltd (ACN 111 632 789), a wholly owned subsidiary of Capricorn.
Capricorn Service Data	an online service for Members that provides access to the most comprehensive online service information for thousands of vehicles, supporting the service and maintenance of almost any vehicle in line with manufacturers’ warranty requirements.
Capricorn Society Financial Services	Capricorn Society Financial Services Pty Ltd (ACN 129 134 667).
Capricorn Travel Australia	Capricorn Travel Australia Pty Ltd (ACN 008 926 645).
Claims incurred	the value of claims incurred by Capricorn Mutual from eligible risk protection claims made by Capricorn Mutual Members within the reporting period. Claims incurred are allocated to the date of claim lodgement. The payment of claims to Members may occur in alternative reporting periods, reflecting the claim settlement date.

Glossary

Term	Definition
Claims paid	the payment of claims to Capricorn Mutual Members made within the reporting period by Capricorn Mutual. Claims paid may be related to a claim lodged in a different reporting period.
Dividend	a distribution of Capricorn profit to shareholders if declared. Dividends are calculated on the shares held by Members as at 30 June of the reporting year. Dividends declared for a reporting period are paid in subsequent reporting periods. The Capricorn Directors may determine in their absolute discretion the quantum of dividend, if any, from year to year having regard to matters such as Capricorn’s current and expected financial performance in the subject and succeeding years, retained profits, future plans and available cash.
Employee Turnover	all voluntary and involuntary terminations of employment, by head count, throughout the reporting period.
Energy Consumption	the consumption from fuels (diesel, petrol and related variants, natural gas and electricity) under Capricorn's operational control. Energy consumption is measured in gigajoules.
Executive Leadership Team	members of the Executive Leadership Team, including those in acting positions, reporting to the Group Chief Executive Officer.
Field Team	Capricorn’s team members responsible for visiting our Members and Preferred Suppliers.
Fuel	diesel, petrol and associated variants purchased for use in company-controlled vehicles.
Full-time [Employees]	team members who are contracted for a minimum of 37.5 hours per week.
Gender Diversity	the percentage of total headcount employees, by gender group as at 30 June of the reporting period.
Greenhouse Gas Emissions	the production of carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O) from operational consumption (diesel, petrol and related variants,natural gas and electricity) under Capricorn's control. Greenhouse gas emissions are measured in tonnes of carbon dioxide equivalent, reflecting the greenhouse gas warming potential of relevant gases.
Head count	is the total number of employees at 30 June of the reporting period. Head count excludes directors and non-employees.
Interactions	can refer to any communication between Capricorn and Preferred Suppliers through channels such as phone calls, emails and site visits.
Learning Hub	Capricorn’s internal learning management system, previously known as capLearn. Learning and development course completion rates throughout the report reflect courses successfully finished within their mandatory allocation window, by the team members to whom they were applicable at the time of allocation.

Term	Definition
Member Complaints	are the number of complaints received by Capricorn during the reporting period, recorded in internal Member management systems.
Member Loyalty Rebate	a redistribution of Capricorn Mutual profits, if declared, to eligible Capricorn Mutual Member. Eligible Capricorn Mutual Members must have a minimum of three continuous years of tenure with Capricorn Mutual as of 30 June each year, with the rebate distributed to eligible Members proportionally, based on their respective annual spend with Capricorn Mutual, with more weighting applied to those based on tenure.
Member Value Return	the total value received by Members during the reporting period, including from Rewards Points, Trade Rebates, share balances and dividend payments declared in reporting periods and received by a shareholding Member. It reflects how Members are being financially rewarded as a Capricorn Member.
myCAP	Capricorn’s Member and Preferred Supplier online portal. Members can manage their membership and access trade account statements, reward shop, digital Purple Pages and online services such as Capricorn Service Data and AutoBoost.
Net Promoter Score (NPS)	the measurement of loyalty our Members have with Capricorn. NPS is the calculation of Members who are considered Promoters.
Notifiable Privacy Breach	refers to an eligible data breach under the Notifiable Data Breaches (NDB) scheme, which is part of the Australian Privacy Act 1988 (Cth). This means a data breach where personal information is accessed or disclosed without authorisation, and this is likely to result in serious harm to any individuals involved.
Preferred Suppliers	businesses that have signed a Preferred Supplier Trade Agreement with Capricorn and are then able to charge the supply of goods and services to Members through the Member’s trade account.
Purple Pages	a directory of Preferred Suppliers available to Members.
Reporting Period	refers to 1 July to 30 June of the relevant financial year.
Reward Points	the points allocated to a Member for every \$1.00 or NZ\$1.00 that they spend through their Capricorn Trade Account on eligible purchases from Preferred Suppliers and Capricorn related companies.
Rewards Points received	Rewards Points that have been collected by Members throughout the reporting period and allocated towards their Rewards Points balance. This may include Rewards Points, Bonus Rewards Points and trade rebates declared from a previous reporting period and collected in the current reporting period. Reward Points are reported in Australian dollars.
Reward Points redeemed	Rewards Points that have been expended by Members through Capricorn in the reporting period. Rewards Points can be redeemed by Members towards paying off their trade accounts, equipment and vehicle financial deposits through CAP ezi-finance as well as through the Capricorn Rewards portal. Reward Points are reported in Australian dollars.

Glossary

Term	Definition
Satisfaction Score	how satisfied our Members and Preferred Suppliers are with our service after they have had an interaction with us. We measure satisfaction through our Voice of Community program and express it as a percentage. The higher we score the better we're performing.
State of the Nation	the <i>State of the Nation</i> report is an annual research project designed to gain an in-depth understanding of what's happening in our industry and what's important to Capricorn Members. Mention of the <i>State of the Nation</i> throughout this report refers to the edition released in the Reporting Period unless otherwise stated.
Team Members who had access to parental leave	permanent team members who have served twelve months of employment are eligible to access paid parental leave.
Temporary [employment]	employees hired on a limited contract or temporary basis.
Trade account	a credit facility provided to Members by Capricorn. Only purchases from Preferred Suppliers are able to be put on a trade account.
Trade rebate	a redistribution of Capricorn profits shared in proportion to a Members trade account spend as at 30 June for the reporting period. Trade rebates, if declare, may at the discretion of Capricorn, be paid as a cash payment, as a credit on a Member's trade account, by way of issue of additional Rewards Points or, where permitted by Capricorn, by way of further shares. Trade rebates declared for a reporting period are paid in subsequent reporting periods.
Training	for the purpose of this report, Training results reported refer to the successful completion of required or mandated training by individuals who were designated as needing to complete such training at the time it was allocated within the reporting period, unless otherwise stated.
Whistleblower reports	the number of whistleblower reports recorded by Capricorn Society's third-party provider Your Call during the reporting period.
Women in Executive Leadership	means women in the Executive Leadership Team, including those in acting positions, reporting to the Group Chief Executive Officer.
Women in the workforce	the percentage of total headcount employees, occupied by women as at 30 June of the reporting period.
Workers who are not employees	contracted labour hire or agency contract workers. Recorded as the total utilisation by headcount in the reporting period.
Workplace Gender Equality Agency (WGEA)	is a Commonwealth government agency established by the <i>Workplace Gender Equality Act 2012</i> (Cth). Its role is to promote and improve gender equality in Australian workplaces through various initiatives, including collecting annual data from qualifying employers. Data presented throughout this report reflects the latest WGEA Reports, covering the 1 April to 31 March reporting period for Capricorn Society, Capricorn Mutual Management and Capricorn Risk Services unless otherwise stated.



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