

A photograph of a modern playground. In the foreground, there's a large, thick tree with a wide, spreading canopy. To the left, a swing set with a black tire seat hangs from a green metal frame. In the background, a multi-level play structure with green and brown panels is visible. The ground is covered in wood chips and a large, flat, reddish-brown rubber safety mat. The sky is blue with some light clouds.

ESG REPORT

2024

ESG REPORT

1. INTRODUCTION

Our vision is to be the best Australian property company renowned for performance and quality. We aim to play a positive role in society over the long-term, through our products and services, which are fundamental to people's wellbeing in homes and businesses, and through behaving responsibly in our markets and in our communities.

Cedar Woods does more than create vibrant communities. We are proud of our reputation for being environmentally and socially responsible. We continually look for ways to:

- Reduce our ecological footprint
- Promote affordable housing
- Respect indigenous and cultural heritage
- Stimulate economic investment and jobs
- Foster cooperative stakeholder relationships
- Activate the communities we create
- Foster diversity, equal opportunity and career development in the workplace
- Provide a safe work environment
- Instil our values and promote an ethical business culture through strong governance

This report communicates our progress and achievements on environment, community outcomes and governance, benefiting those affected by our actions.

CEDAR WOODS' ESG VALUE CREATION STRATEGY

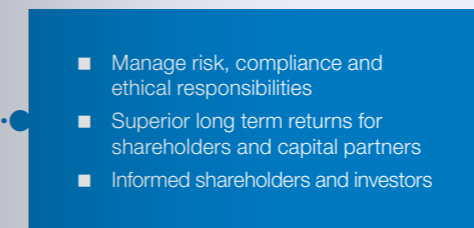
Our Resources



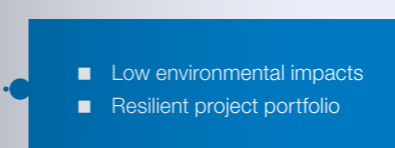
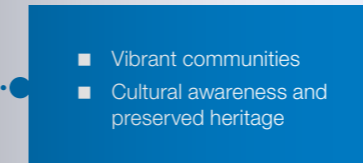
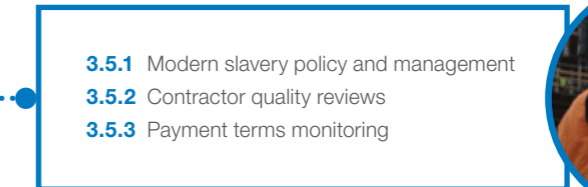
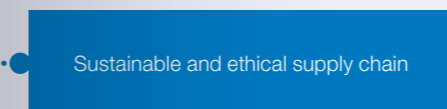
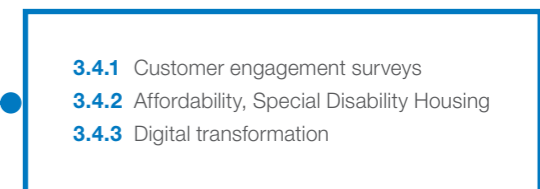
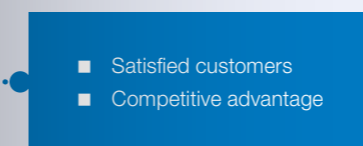
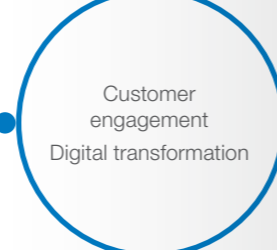
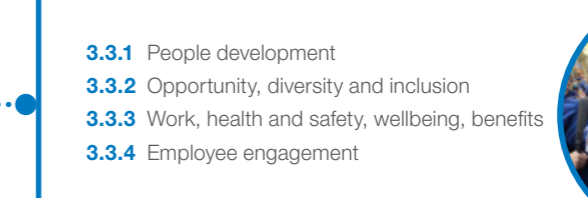
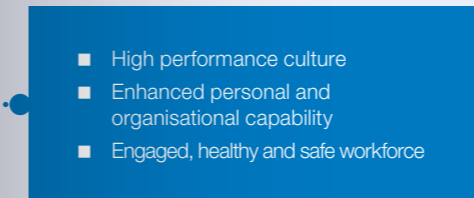
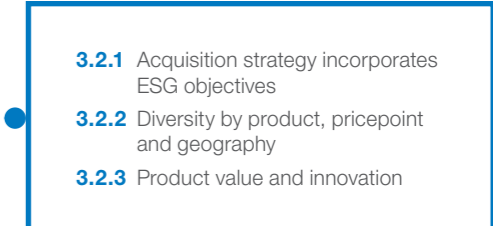
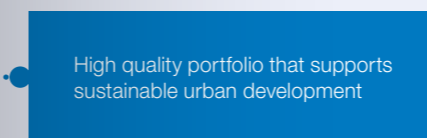
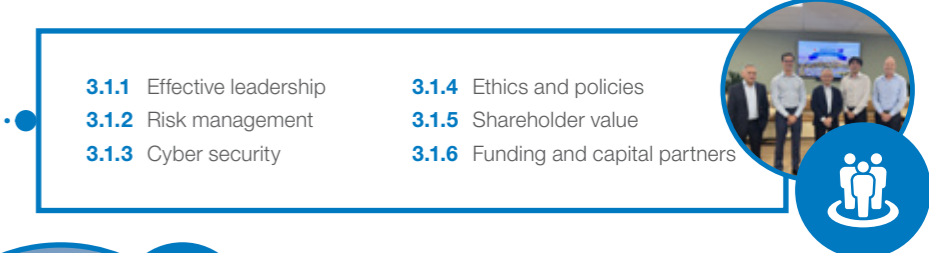
Value Drivers



Value Creation Outcomes



ESG Approach (report paragraphs shown)



2. HIGHLIGHTS

The following are our key non-financial targets and FY2024 outcomes by value driver. Further information on these and other ESG targets and initiatives can be found later in the report.

ESG Value driver	FY2024 targets	FY2024 results
Governance		
Capital management	Annual renewal of corporate finance facility	Facility renewed and extended
	Progress with partnering strategy	Joint ventures entered at Subiaco (WA), Glenside (SA) and progressed at Robina (QLD)
Cyber security	Zero significant or reportable system breaches	No significant or reportable breaches
Property Portfolio		
Project pipeline	Investment in new projects to maintain earnings growth potential	Land acquired at Subiaco and Henley Brook (WA)
Product design, innovation and value	Product innovation	Adopted decarbonisation policy to drive energy efficiency in future buildings. Successful implementation of Bloom retirement concept (SA) and commenced development of community energy sharing network at Eglinton Village (WA)
People		
Staff satisfaction	Staff satisfaction score of 80%	Staff satisfaction score of 85.2%
Gender diversity - employees	Minimum proportion of 40% female and 30% female in senior management and executive positions	We achieved 2 out of our 3 targets with further details on details on page 9
Gender diversity - board	Minimum proportion of 30% females	Board comprises 33% female, 67% male
Work, health & safety	Zero reportable incidents resulting in serious injury or fatality	No reportable incidents resulting in serious injury or fatality
Customers		
Customer engagement	Net average positive promoter score	Net promoter score of +12 across portfolio
Customer inclusion	Provision of affordable dwellings, and pathways to retirement	Over 90% of residential product was priced below the median house price for the relevant capital cities. Commenced construction of 59 Over-55s units at Bloom Apartments, SA
Supply chain		
Modern slavery mitigation	Zero tolerance for modern slavery in supply chain	2023 Modern Slavery Statement noted low risk of slavery in supply chain
Paying our suppliers	Proportion of suppliers paid on time exceeds industry benchmark	Industry benchmark significantly exceeded
Communities		
Investing in our communities	Commitment to supporting the local community groups in the regions in which we operate	Paid community grants to 23 local clubs and organisations over 4 states totaling \$68,885
	Sponsorship of major charity partners	Ongoing corporate sponsorship of The Smith Family
Environment		
Reducing our carbon footprint	5% reduction in annual corporate carbon footprint (versus prior year)	40% reduction in Scope 1&2 emissions and 19% increase in Scope 3 emissions, noting that we continue to evolve our strategy with respect to mitigating and measuring carbon emissions. See page 12 for further details of the carbon footprint.

Moving towards Decarbonisation

Cedar Woods' Decarbonisation Policy, adopted by the Board this year, embodies a commitment of the Company to reduce its carbon footprint and enhance environmental performance.

Key initiatives in the policy include enhancing energy efficiency, exploring renewable energy options for new and existing projects, and committing to full electrification of dwellings where feasible. The policy integrates circular economy principles into procurement processes and mandates rigorous feasibility assessments to ensure productivity and shareholder returns are not compromised. The policy aims to build in-house expertise for accurate measurement, reporting, and monitoring of carbon emissions, aligning with regulatory requirements.

Strategically, the policy aligns with Cedar Woods' vision of being a leading Australian property developer known for performance and quality.

It underscores the importance of a future-focused approach, benefiting the community by reducing living costs and enhancing well-being. The policy also supports the development of employees through knowledge expansion and adaptation to new technologies.

This financial year marked the launch of WA's first residential community energy sharing network at Cedar Woods' Eglinton Village project in Perth. Called Eve (Eglinton Village Energy), this initiative provides residents with the benefit of long-term energy savings and a reduced carbon footprint. Eve operates as a private embedded power network, allowing households to share and store renewable energy from rooftop solar panels and a community battery, without any upfront or ongoing costs. The network has been installed in the first two stages of Eglinton Village.

Transit Oriented Development

Transit-oriented developments (TODs) play a critical role in improving community connectivity, boosting public transport usage, and providing diverse housing for residents. Cedar Woods excels in this area, creating community-focused developments with strong connectivity and accessibility. Our high-quality TODs have earned industry recognition for innovative design, urban renewal, and enhancing communities close to transport nodes.

In FY2024 the Company delivered dwellings and lots at many TOD projects, including:

- Williams Landing Town Centre: One of Melbourne's most dynamic mixed-use projects, combining a regional public transport hub, retail, residential and commercial buildings. In FY2024, the Boston Commons strata offices were completed providing additional business and employment opportunities.
- Eglinton Village: A 1200-lot master-planned community located 500m from the new Eglinton METRONET station, which saw the first settlement of residential lots.
- Glenside, SA: Located within a 15-minute walk to the Adelaide CBD and benefiting from high-frequency transit, with over 50 townhouses delivered in the financial year.
- Fletcher's Slip: Part of the Port Adelaide waterfront, adjacent to the Glanville train station. Cedar Woods is transforming the historic shipping and industrial harbor into a contemporary urban area, with multiple townhouse and apartment developments.
- Jackson Green: Located in Clayton South, 20km from the Melbourne CBD and near the Clayton train station, this successful TOD was completed this year.





Zero serious injuries or fatalities at company workplaces in 2024 and 2023

Environmental Enhancement

For over 30 years, Cedar Woods has been a leader in developing sustainable communities with a focus on environmental regeneration.

Ellendale, a 227-ha community near Brisbane, exemplifies this commitment by preserving 91 ha of natural corridors and dedicating 40% of the site to green spaces. The development integrates with the existing topography, preserving vegetation and enhancing biodiversity while offering diverse housing options on lots ranging from 300m² to 3000m².

Extensive rehabilitation efforts, including revegetation, plant translocation, seed propagation, and fauna infrastructure, ensure high ecological value. Cedar Woods has invested over \$4.03 million in environmental rehabilitation, showcasing its ability to balance development with environmental stewardship and create harmonious spaces.

Our Bushmead estate in Perth has also maintained its emphasis on environmental rehabilitation, featuring 185 ha of bushland, expansive network of conservation trails, and Kadina Brook. Cedar Woods continues to prioritise preserving the natural bushland by investing in extensive tree planting—over 500,000 new trees.

Sustainability efforts include managing weed populations, using recycled materials in construction, and implementing an integrated urban water management system. These initiatives aim to enhance local biodiversity and fauna habitat, with the conservation area set to be gifted to the WA Government upon completion of Cedar Woods' management, ensuring long-term preservation and community benefit.



▲ Tree planting, Ellendale, Upper Kedron QLD

Our Communities - The Smith Family

We have committed to directly supporting 100 primary, secondary and tertiary students through The Smith Family's Learning for Life program, which is delivered across 91 communities around Australia.

The program provides school students and their families with financial support for school essentials like uniforms and books, personal support for the child and their family and access to practical support, through their extra out-of-school learning and mentoring programs – tailored to each child's needs.

During the year, Cedar Woods staff across the country have been running, walking, volunteering and fundraising for The Smith Family. The WA team attended 3 career talks at schools in WA to talk about property industry careers, and relate their own career pathways. In June 2024 staff nationally participated in 'The Dream Run' a fundraising walk and run challenge for the benefit of the students.

3. OUR ESG APPROACH

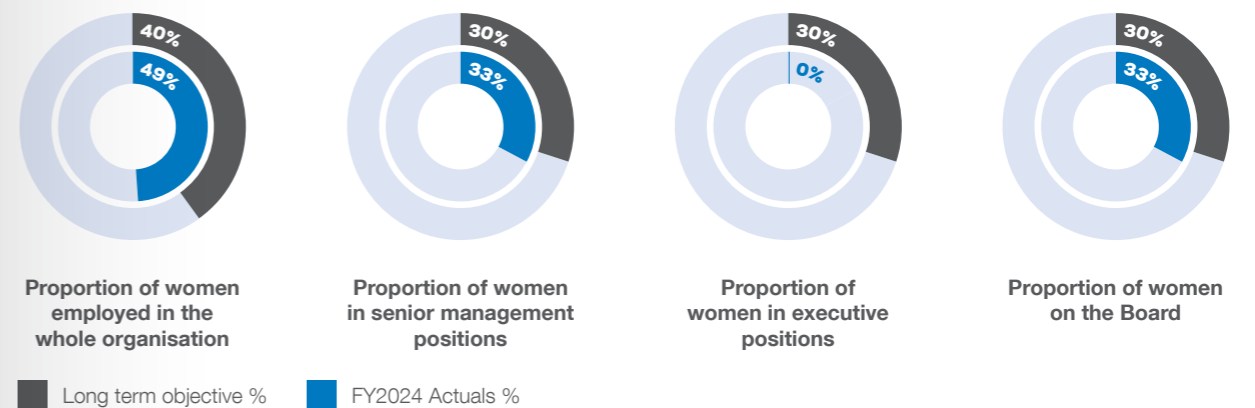
ESG approach	Response / policies	Progress and outcomes in FY2024
3.1 Governance	Governance Framework	The Board is committed to high standards of corporate governance, details of which may be found in the 2024 Corporate Governance Statement ¹ .
3.1.1 Effective leadership	Board and Committees, Executive Team	<p>The Board has two committees which oversee various ESG priorities:</p> <ul style="list-style-type: none">■ The Audit and Risk Management Committee is responsible for financial reporting, risk management (including 'ESG risks') and external audit;■ The Remuneration and Nominations Committee is responsible for matters relating to Board composition, human resources, remuneration (including ESG link to incentives for executives), succession, inclusion and diversity. <p>The Company's management is structured for effective leadership that is consistent with corporate standards and promotes a strong corporate culture. The Executive Team is the Company's most senior management body and is responsible for preparing and implementing the Corporate Plan and managing operations.</p>
3.1.2 Risk management	Risk Management Framework	<p>The Audit and Risk Management Committee oversees risk management, with a focus on more significant risks, including ESG risks. It has adopted a Risk Management Framework which incorporates a range of tools to assist in the identification, management, and monitoring of risks in the business.</p> <p>The Board conducts regular reviews of the Risk Management Framework structure, with the last performed in FY2024.</p>
3.1.3 Cyber security	Cyber security strategy, IT security policy	<p>Cedar Woods places the highest priority on the security and confidentiality of our customer and company data.</p> <p>In FY2024, management conducted a cyber incident response scenario to test the company's cyber incident response and crisis management plans, facilitated by independent cyber security consultants. It also continued to conduct supply chain reviews, including reviews of the cyber security of targeted key suppliers.</p>
3.1.4 Ethics and Policies	Code of Conduct and corporate policies	<p>The Code of Conduct is a comprehensive set of standards of conduct expected of all employees, including Directors. The Company has zero tolerance for corrupt practices and has a proactive approach to ethics and accountability throughout its policies and practices. The Board has oversight of values and culture.</p> <p>A list of the Company's published policies can be found on our website.¹</p>
3.1.5 Shareholder value	Shareholder returns	Returns to shareholders are detailed in the 'Financial Performance Highlights' on page 6 of the annual report.
	Shareholder and Investor facing policies	In November 2023 we provided a 'hybrid' form of AGM in which shareholders could participate in person or join the meeting online. At the AGM, all resolutions were supported by shareholders.
3.1.6 Funding	Equity and debt funding	<p>The Company maintains a corporate finance facility provided by 3 of the 'Big-4' banks. During FY2024 the term was extended to 30 January 2027 for the 3-year facility (\$264m) and to 30 January 2029 for the 5-year facility (\$66m).</p>
	Partnerships	<p>Cedar Woods has established a partnering strategy for certain projects. The initiative seeks to scale up the business in a capital efficient manner, amplify return metrics, deliver sustainability outcomes, leverage the existing skills base, further diversify the project portfolio, access larger scale sites and generate fee income for recurring earnings.</p> <p>In 2023 Cedar Woods established a partnership with Tokyo Gas Real Estate Australia Pty Ltd. To date the partnership has undertaken to develop Banksia and Bloom Apartments at Glenside, SA, both now under construction, and an apartment development at Incontro, Subiaco, WA. A joint venture has also been entered into with QIC Real Estate to jointly develop land owned by QIC adjacent to Robina Town Centre in SEQ.</p>

¹ <https://www.cedarwoods.com.au/Our-Company/Governance>

ESG approach	Response / policies	Progress and outcomes in FY2024
3.2 Land	Pipeline of projects	The Company's project portfolio is a key asset. The Company continues to invest into its project pipeline providing capacity and visibility on future earnings and returns to shareholders.
3.2.1 Investment in pipeline	Acquisitions strategy incorporates ESG objectives	<p>The Company has developed a strategy to guide its acquisition program and achieve its objective of targeting properties that meet a range of financial, urban planning and environmental requirements, prioritising transit-oriented development opportunities, enabling the creation of sustainable communities.</p> <p>During the year the Company extended its land holding at Incontro, in Subiaco, WA with the acquisition of adjacent land which is expected to yield a further 200 apartments, extending this successful infill project.</p>
3.2.2 Product diversity	Diversity by geography, product and price point	The Company offers a range of housing choices diversified by geography, product type and price point, so that it continues to perform well in a range of market conditions. During FY2024 there were land lots, townhouses, apartments and commercial units, ranging in price from \$143,000 to \$2,096,600.
3.2.3 Product value and innovation	Accommodative designs and energy efficiency	<p>Last year the Company launched a new concept in over-55 living with the Bloom apartments in Adelaide. Bloom is designed to incorporate the amenities and features to support freedom and choice in retirement. The homes remain 100% owned by residents, meaning all capital growth is retained by the purchaser. Stage 1 of 59 apartments sold out and a second stage of 60 apartments is now over 75% sold and under construction. Bloom apartments is all-electric and 100% powered by green energy.</p> <p>In WA, Cedar Woods completed the first two stages of Eglinton Village. This modern coastal community will eventually be home to 1,200 families and incorporates a leading - edge Community Energy Sharing Network, leading to greater energy efficiency and security for residents.</p>
3.3 People	Culture	Our strategic priority is to create a progressive, high-spirited work environment with strong staff alignment to values and objectives, where top talent works collaboratively, and high performance is rewarded.
3.3.1 People development	Retention and Career Progression	<p>Consistent with our corporate value 'We are people developers', we value our people and their long-term success and, therefore, we seek opportunities to keep them engaged and develop professionally. To this end, we focus on internal career development and promotion, enabling staff to develop new skills, broaden their exposure and build relationships across the Company.</p> <p>At the end of FY2024 approximately 10% of staff received promotions, including one into the Executive team.</p>
3.3.2 Opportunity, diversity and inclusion	Equal Opportunity Policy in place	We are committed to a positive, diverse and inclusive workplace which encourages strong and productive relationships and provides access to equal opportunity at work. During FY2024 updates were made to the Leave, Equal Employment Opportunity and Anti-Discrimination and Grievance Policies. Training was also rolled out to educate employees and managers on the changes to the Equal Employment Opportunity and Anti-Discrimination Policy and responding to sexual harassment.

ESG approach	Response / policies	Progress and outcomes in FY2024
3.3.2 Opportunity, diversity and inclusion	Diversity and Inclusion Policy in place	<p>The Executive team maintains oversight of Diversity & Inclusion (D&I) initiatives to support our efforts in achieving a more diverse workforce (which includes gender as well as other areas such as ethnicity, religion, and sexual orientation). Recruitment briefs, retention strategies and the Employee Value Proposition are tailored to promote diversity and inclusion objectives.</p> <p>In terms of gender diversity, the proportion of women employees currently sits at 49%. The number of women in senior management is currently at 35%. The number of women on the Board is two out of six, or 33%. The Company continues to implement recruitment and development strategies to increase the number of women in the Executive team, noting the low proportion of women in the development industry and low rate of staff turnover in the team.</p>

Gender diversity



3.3.3 Work, health and safety wellbeing	Occupational WHS system	<p>Senior management is accountable for the health and safety performance across the Company's portfolio of projects and targets zero reportable incidents resulting in serious injury under the relevant Occupational Health & Safety Act in CWP premises or sites, as a result of failure of the company's Work, Health & Safety system. There were no such incidents in FY2024.</p> <p>The Board receives regular reporting on the Company's WHS risks and performance and attends on-site briefings as part of WHS monitoring. Audits are performed annually of the WHS compliance at state operations.</p> <p>The Company promotes a strong health and safety culture with access to mental health support services as part of its wellbeing program as well as providing staff with other free health services. For further details visit our website.²</p>
3.3.4 Employee satisfaction	Employee satisfaction surveys	<p>We undertake surveys to gauge staff satisfaction. This measure represents the level of enthusiasm and connection staff have with the Company. It's a measure of how motivated and committed people are in the business.</p> <p>Staff satisfaction is currently 85% which compares favourably with national industry benchmarks and is an improvement over the prior year result of 81%. Only 3% of staff were dissatisfied, with 12% neutral. Feedback will be used to improve retention, training and recognition programs.</p>
3.4 Customers	Customer Service function	Customers are at the centre of everything we do. Our Customer Service function is set up to provide a high standard end-to-end experience through the customer journey.
3.4.1 Customer engagement	Customer surveys	<p>Customer engagement is driven through various physical and digital platforms and our Customer Service function provides customers with product guidance, assistance and issues resolution. The quality of customer experience is measured by net promoter score (NPS) surveys conducted at relevant projects during the year.</p> <p>In FY2024 the average / collective NPS score was +12 (FY2023: +5), indicating improved customer experience across 17 projects in the survey. The surveys indicated good customer feedback in many areas and demonstrated differences in service levels across the states that will be reviewed in order to improve future customer experience.</p>

² <https://www.cedarwoods.com.au/Careers/Employee-Benefits>

ESG approach	Response / policies	Progress and outcomes in FY2024
3.4.2 Customer inclusion	Affordable dwellings, Pathway to Retirement	We take an inclusive approach to our customers by offering a range of products and price points. These products include offerings that meet diverse community needs, including affordability, disability access and transition to retirement. In FY2024, above 90% of homes/lots delivered met our affordability metric, being below the median house price relevant to the capital city in which they are located, meaning they are affordable to moderate income families. We also commenced construction on 59 Over-55's units at the Bloom Apartments which will settle in FY2025.
3.4.3 Digital transformation	Digital strategy	Cedar Woods continues to advance its Digital Strategy, with a key focus on digital marketing platforms, coupled with data enrichment services, that have boosted the volume and quality of sales enquiries. All the Company's sales contracts are exchanged electronically, with system improvements further increasing the efficiency of the sale to settlement process.
3.5 Supply chain	Fair and ethical procurement	The Company is committed to ethical, accountable and transparent procurement that maintains probity and fairness. To achieve balanced environmental, social and economic outcomes, we rely on our network of diverse suppliers. When delivering our projects, our suppliers contribute to decisions on innovation and cost efficiency, while maintaining quality outcomes.
3.5.1 Modern slavery	Modern slavery policy and management	Our Modern Slavery Policy and risk management system addresses our approach to identifying modern slavery risk and steps for mitigating modern slavery and human trafficking in our operations. Our Modern Slavery policy ³ and latest Modern Slavery Statement ⁴ are available on our website. Our latest report indicated no incidents of slavery were evident in the Company's supply chain or operations.
3.5.2 Contractor quality	Quality reviews	The Company continues to periodically undertake comprehensive contractor reviews. Evaluation criteria include overall quality, timeliness, cost efficiency, etc. Material suppliers are assessed for financial health and modern slavery risk as part of the on-boarding process and prior to the issue of significant new contracts.
3.5.3 Payment terms	Supplier payment monitoring	We also support the payment of our suppliers on fair payment terms. Based on the Company's 2024 Payment Times Reporting 96.2% of our suppliers were paid within 30 days compared to 76.2% for the Land Development & Subdivision Group on the PTRS public register.
3.6 Communities	Community Connection	One of our Values, 'Creating Community Connection', recognises that our projects bring people together, fostering connections that enrich the lives of people through the places we create.
3.6.1 Community amenity	Activation and sponsorship	We create value for our communities through our direct provision of amenities, infrastructure public spaces and jobs. We implement resident onboarding initiatives and community grants for local community groups. In FY2024 we donated \$69,885 to local community groups connected to the districts in which we operate.
3.6.2 Heritage	Protecting heritage	Often, we inherit a legacy from older communities, in the form of land or buildings with indigenous or cultural heritage significance. We maintain a strong track record of respecting heritage through restoration, recognition, project themes and branding. In FY2024 we undertook an aboriginal heritage assessment of areas of proposed development at Bushmead which in consultation with Whadjuk consultants identified connections to the land based on previous aboriginal occupation. The company has taken on board certain recommendations resulting from these surveys.
3.6.3 Culture	Traditional Owners Action Plan	Cedar Woods has established a Traditional Owners Action Plan with four pillars, to guide staff in Acknowledgment of Country protocols, engagement with Traditional Owners, developing a framework for recognising and incorporating Traditional Owner history and culture at company projects and providing for understanding, education and cultural awareness.

³ <https://www.cedarwoods.com.au/Our-Company/Governance>

⁴ <https://www.cedarwoods.com.au/Our-Company/Social-Responsibility>

ESG approach	Response / policies	Progress and outcomes in FY2024
3.6.4 Social responsibility	Our Broader Community – The Smith Family Partnership	In 2021 the Company formed a national community partnership with The Smith Family – Australia's leading children's education charity. Our ongoing partnership aims to assist disadvantaged Australian Children get the most out of their education and provides our staff the opportunity to be involved in activities supporting this worthwhile cause.
3.7 Environment and climate change	Environmental and climate change policy, Climate reorts	The Company has a track record of environmental excellence across its projects, reflected by numerous national and state industry awards won for its projects. The Company continues to deliver strong environmental performance, through its ESG Strategy, as well as expanding this to address climate considerations. Past ESG and climate reports can be found on our Sustainability webpage. ⁵ The Environmental management and climate change policy is available on our website. ⁶
3.7.1 Governance	Audit and Risk Management Committee Remuneration and Nominations Committee Balanced Scorecard ESG / Climate Leads Committee	There are two principal Board Committees which oversee a range of ESG priorities including climate considerations: ■ Audit and Risk Management Committee (see Risk Management below) ■ Remuneration and Nominations Committee. ESG priorities extend to senior executive accountability and performance (key performance indicators), tied to remuneration. Board oversight of performance is assisted through the Balanced Scorecard, which includes ESG Performance including climate considerations. At management level, the national ESG/Climate Leads Committee provides coordination of climate-related deliverables across each state. This Committee is chaired by the company's Chief Operating Officer and facilitated by the Company Secretary and Director of Sustainability.
3.7.2 Strategy	The company's ESG strategy identifies climate-related risks and opportunities; and the impact of climate-related risks and opportunities on the company's business and strategy.	The Company's ESG Strategy outlines significant climate related risks and opportunities which have potential to affect its business model, strategy, cash-flow, access to finance and cost of capital. Continuing to execute the company's ESG Strategy, which provides the framework to transition to lower carbon emissions (both operational and project-based), ensures new projects are resilient to physical climate change risks, and that we are on track in for an orderly transition to a low carbon economy.
3.7.3 Risk Management	Risk Management Framework / Risk Register	We assess climate-related risk within the company's risk management framework. The Company's Risk Management Framework aims to drive consistency in the identification, assessment, management, mitigation and monitoring of risk to the business. Decision making is guided by comprehensive risk management, together with risk mitigation strategies, where necessary.
3.7.4 Metrics and Targets	ESG Strategy	Metrics used to assess climate-related risks and opportunities, in line with our ESG Strategy and risk management process are disclosed in our Climate Report. ⁵ The results of our 2024 carbon footprint mapping are shown in the results box on page 12.

⁵ https://www.cedarwoods.com.au/Our-Company/Sustainability_

⁶ <https://www.cedarwoods.com.au/Our-Company/Governance>

FY2024 net Greenhouse Gas Emissions (t-CO₂-e)

Corporate operations	Scope 1	Scope 2*	Scope 3#	Total
State offices	-	32	940	972
Sales offices	-	10	367	377
	-	42	1,307	1,349

* Direct emissions from the generation of purchased electricity
Other upstream emissions outside scope 1 and 2 such as water use, waste generation, purchased goods and air travel.
Emissions calculated by independent consultants from company data. Further details are in the climate report www.cedarwoods.com.au/Our-Company/Sustainability_

The Company is building upon its knowledge and capability to better manage, measure and report on its carbon emissions, in a manner consistent with industry and in anticipation of future regulatory requirements. Methodologies continue to evolve, and the Company expects some variability in year-to year results from this process.



4. KEY ACTIVITIES FOR FY2025

Our key activities over the next 12 months are:

Governance and capital management

Capital management	Maintain our corporate lines of credit with the major banks. Execute our partnership strategy on existing and additional projects Investigate sourcing of green finance.
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Cyber security	Continue to improve our cyber security posture through continued user education, improving preventative technical controls and compliance with industry benchmarks.
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Digital Transformation	Execute digital projects that will optimise systems integrations, providing robust data exchange, better, more timely reporting and increased automation.
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Land

Investment in pipeline	Continue to invest in our project pipeline in accordance with our acquisitions strategy and in partnerships and joint ventures.
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Product innovation	Continue to innovate in the areas of Over-55s retirement and affordable housing. Energy efficiency objectives will continue to be pursued in our residential and commercial projects.
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People	Continue to attract, engage and retain a high-performance work force. There will be a focus on refining our performance management framework and establishing career pathways to support the development of our people. We will continue to broaden employee development opportunities through increasing learning opportunities.
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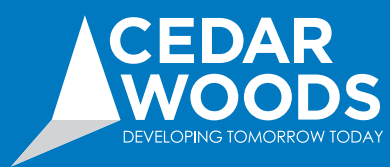
Customers	Implement programs to enhance customer experience and improve resources available to customers and builders on our websites. Aim to improve our net promoter scores across our projects.
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Supply chain	Continue to work with our key suppliers to monitor ongoing work, health and safety compliance, financial health, cyber resilience, modern slavery risk management, quality of product and value for money.
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Communities	Maintain our sponsorship of The Smith Family and reach out to assist our local communities with further investment in our community grants program.
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Environment and climate

Carbon Reduction	Continue to implement our carbon reduction plan to reduce our carbon footprint. In FY2025, in conjunction with UDIA and other industry stakeholders we plan to progress the methodology to measure the carbon footprint a land subdivision and assess its viability, as part of a broader program to prepare for mandatory climate reporting from FY2027. Review of our carbon reduction targets.
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cedarwoods.com.au