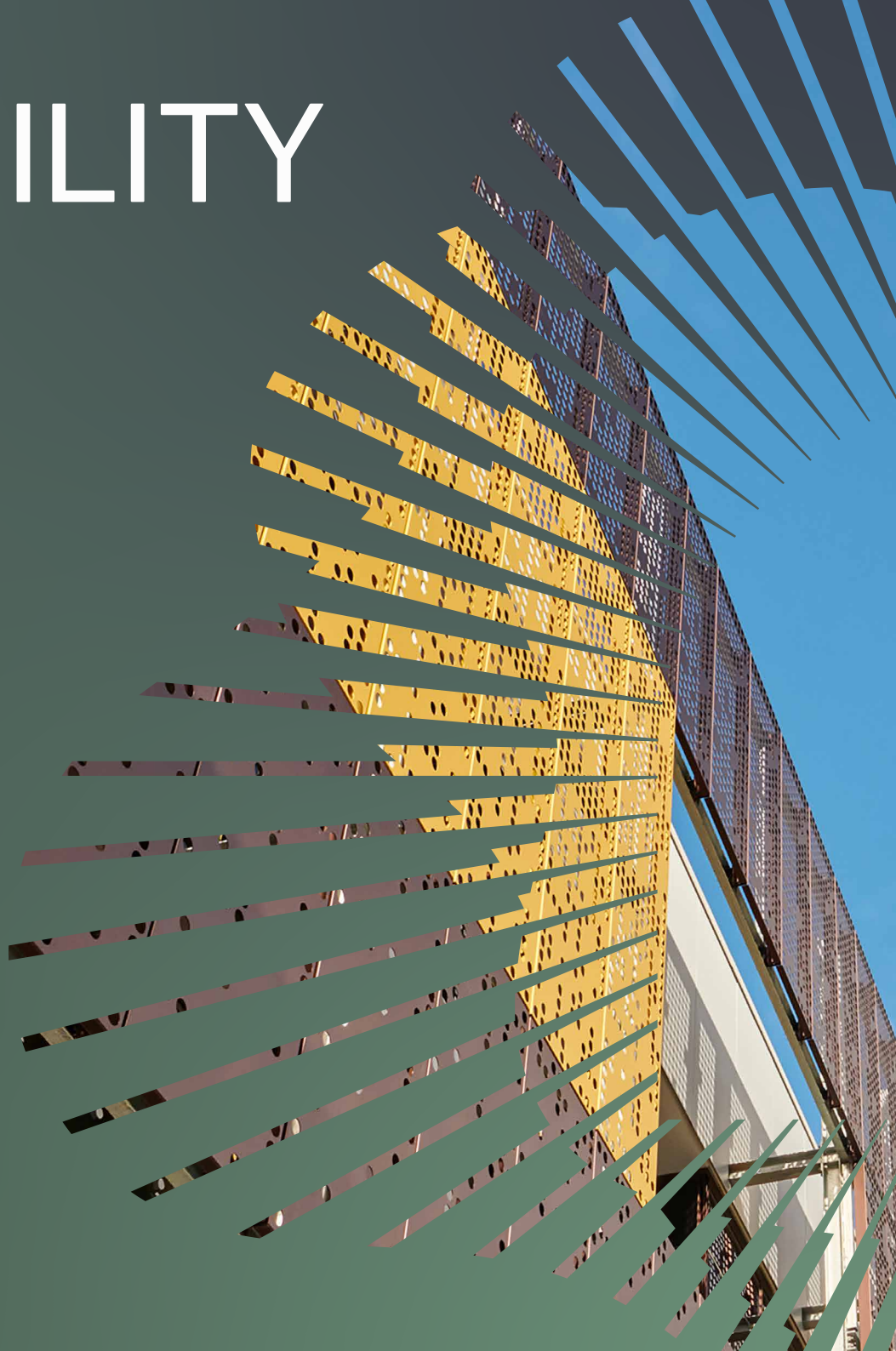
20 SUSTAINABILITY 26 UPDATE

Progress. Shared.



CDC Progress. Secured.

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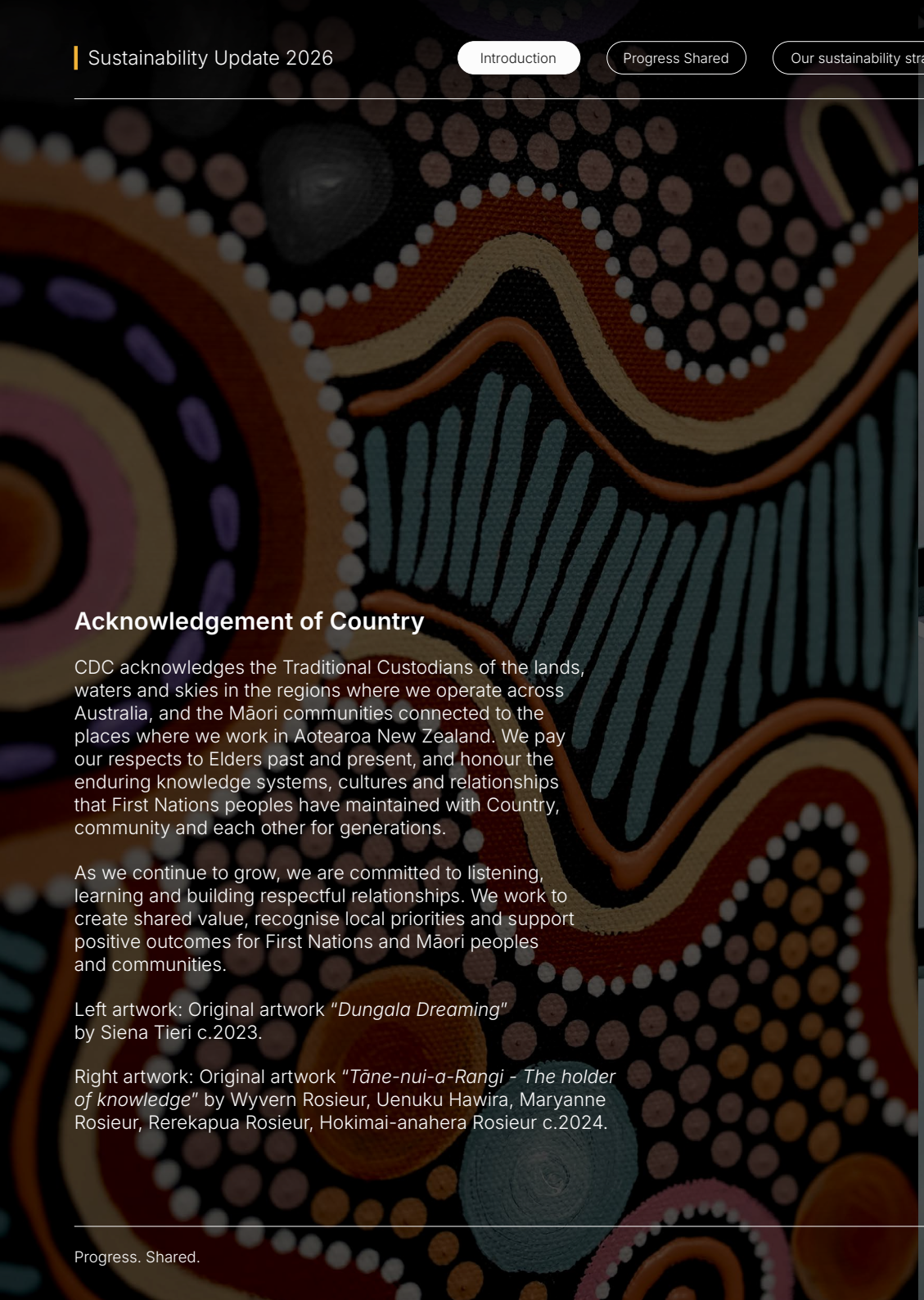
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Acknowledgement of Country

CDC acknowledges the Traditional Custodians of the lands, waters and skies in the regions where we operate across Australia, and the Māori communities connected to the places where we work in Aotearoa New Zealand. We pay our respects to Elders past and present, and honour the enduring knowledge systems, cultures and relationships that First Nations peoples have maintained with Country, community and each other for generations.

As we continue to grow, we are committed to listening, learning and building respectful relationships. We work to create shared value, recognise local priorities and support positive outcomes for First Nations and Māori peoples and communities.

Left artwork: Original artwork "*Dungala Dreaming*" by Siena Tieri c.2023.

Right artwork: Original artwork "*Tāne-nui-a-Rangi - The holder of knowledge*" by Wyvern Rosieur, Uenuku Hawira, Maryanne Rosieur, Rerekapua Rosieur, Hokimai-anahera Rosieur c.2024.

About this report

Reporting scope

This is our third annual voluntary update on our sustainability progress and approach. This FY26 sustainability progress update ('FY26 Sustainability Update' or 'FY26 Update') has been prepared in respect of CDC Group Holdings Pty Ltd (ABN 67 612 332 073) and its subsidiaries (the Group). The Group contains two operating subsidiaries: CDC Data Centres Pty Ltd (the Australian operating entity), and CDC Data Centres NZ Limited (the New Zealand operating entity). Both operating entities are 100% owned by CDC Group Holdings Pty Ltd. Collectively the Group is referred to in this Update as 'CDC', 'us', 'we' or 'our'. This is the same consolidated reporting entity and reporting period as the Group's FY26 AASB S2 Sustainability Report and FY26 Consolidated Financial Statements and information in this FY26 Update is intended to be read together with these documents.

Performance data in this FY26 Update covers the financial reporting period from 1 April 2025 to 31 March 2026 (FY26). It outlines progress against our sustainability strategy during the financial year, including key activities and initiatives, and provides analysis of performance metrics relevant to stakeholders and investors.

Where relevant, the FY26 Update also includes commentary on some developments which may have occurred after the end of FY26. This content is included to provide current context and to more appropriately explain our continuous sustainability progress. These post-FY26 developments have been clearly identified as such.

Our sustainability reporting suite

FY26 Sustainability Update (this Update)

Voluntary sustainability update



Our broader sustainability story, including our approach and FY26 progress across environmental, social and governance priorities.

FY26 Sustainability Report

AASB S2 climate-related disclosures



Our detailed mandatory climate disclosures, including climate risks and opportunities, governance, strategy, emissions and targets.

CDC's FY26 sustainability reporting suite comprises this FY26 Sustainability Update and our FY26 Sustainability Report containing the Group's mandatory climate-related financial disclosures under AASB S2 Climate-related Disclosures.

This FY26 Update is a voluntary report. It has not been prepared in accordance with AASB S1 General Requirements for Disclosure of Sustainability-related Financial Information, AASB S2, or the Corporations Act 2001 (Cth) (Corporations Act), and does not purport to comply with any of them. Where recognised frameworks have informed the preparation of particular disclosures, those frameworks are identified in the Appendix.

For more detail on our sustainability approach and progress, we recommend reading this Update alongside our FY26 **Sustainability Report (AASB S2 climate-related disclosures)**, **Environmental, Social and Governance Statement of Commitment**, **Modern Slavery Statement**, National Greenhouse and Energy Reporting Scheme (NGERS) data and Workplace Gender Equality Agency report. CDC's documents are available on **our website** and together, they provide an overview of CDC's sustainability approach. We encourage readers to view this update as a snapshot of our current position and to follow our progress through future sustainability updates and our website.

About this report

Statement of qualification

At CDC, we value transparency and accuracy. As a non-listed company, we choose to share this FY26 Sustainability Update to inform our stakeholders and the broader community. CDC is a Group 1 reporting entity under the new Australian mandatory climate-related disclosures regime (Corporations Act and AASB S2). In May 2026, CDC published its first AASB S2 climate-related disclosures (referred to in this FY26 Update as the 'AASB S2 Sustainability Report'). Where relevant and helpful to provide additional context, reference is made to CDC's AASB S2 Sustainability Report. This FY26 Update is a separate, voluntary document. It is distinct from the AASB S2 Sustainability Report, does not form part of it, and does not purport to satisfy, and is not intended to satisfy any obligation under the Corporations Act or AASB S2 in respect of Australian mandatory climate-related financial disclosures.

We have taken reasonable steps to present information that is accurate and based on recognised standards, protocols and methodologies. The basis on which each metric has been prepared, including the standard applied, the reporting boundary, the measurement period and any exclusions, is set out in the performance section and the Appendix, and those qualifications form part of, and should be read together with, each figure presented in this Update. The preparation of this Update has involved the exercise of judgement and, where necessary, the use of estimates, assumptions and modelling to respond to limitations in the availability and reliability of data. Where estimates or assumptions have been used, we have applied the best available data at the time and have noted the relevant qualifications, limitations and exceptions.

This FY26 Sustainability Update is intended for general information only. It should not be relied upon for legal, financial, investment or other decision-making purposes. Readers should obtain their own advice and form their own views. The goals, targets, commitments and aspirations described in this Update are statements of current intention only and are not guarantees; they reflect our current understanding and may change as market conditions, regulation, technology or other external factors evolve.

This FY26 Update includes forward-looking statements, including in relation to our sustainability strategy, goals, targets and commitments, our 2030 Net Zero Target and decarbonisation approach, our zero waste to landfill target, our renewable electricity and energy plans, our community engagement and benefit-sharing approach, and the modelled economic contribution of our current and planned capacity. Forward-looking statements can be identified by the use of words such as 'aim', 'anticipate', 'believe', 'could', 'estimate', 'expect', 'intend', 'may', 'plan', 'project', 'seek', 'should', 'target', 'will' and similar expressions. These statements reflect CDC's current expectations and assumptions, based on information available at the date of this Update, and involve known and unknown risks, uncertainties and other factors, many of which are beyond CDC's control, and which may cause actual results, performance or achievements to differ materially from those expressed in, or implied by, those statements. Forward-looking statements are not guarantees, forecasts or predictions of future outcomes or performance. Readers should form their own views as to these matters and as to any assumptions on which any forward-looking statement, estimate or opinion is based. To the maximum extent permitted by law, CDC makes no representation and gives no assurance or guarantee that any forward-looking statement in this Update will be realised.

CDC does not undertake to update or revise the information in this Update to reflect changes in circumstances, assumptions or expectations over time, although relevant changes may be reflected in future reports issued from time to time. Information in this Update is given as at 31 March 2026 unless otherwise stated. Some of the information and data in this Update is derived from third-party sources, third-party certifications or modelled assumptions and is subject to inherent measurement uncertainty. While CDC has exercised reasonable care in selecting and applying those sources, CDC has not independently verified all third-party information, and inaccuracies in that information or in modelled assumptions could affect the accuracy of statements, figures and assessments in this Update.

To the maximum extent permitted by law, neither CDC nor any of its directors, officers, employees, agents or advisers accepts any liability (including for negligence) for any loss or damage arising from the use of, or reliance on, the information in this Update.

Assurance

This FY26 Update has not been externally assured. While certain greenhouse gas emissions and related emissions information in this Update also appear in CDC's FY26 AASB S2 Sustainability Report (where they were subject to limited assurance by KPMG within the scope set out in KPMG's report), this information has not been assured for the purposes of this FY26 Update. KPMG has not been engaged to, and does not, express any assurance conclusion on this Update or any information in it.

Message from the Board Chair



Responsible growth depends on maintaining trust, transparency and strong governance.

The growth in digital infrastructure across Australia and New Zealand presents a significant long-term opportunity. It also brings greater responsibility. Investors, customers, governments and communities increasingly expect businesses such as CDC to demonstrate not only strong operational and financial performance, but also responsible management of their environmental and social impacts.

For the Board, sustainability is integral to long-term value creation. CDC's sustainability strategy provides a framework for this, bringing together how we protect shared resources, support our people and communities, and maintain trust through strong governance, security and resilience.

FY26 demonstrated progress across these areas. We maintained our industry-leading water efficiency, matched 100 per cent of the electricity consumed from the grid in our data centres with renewable electricity through the purchase and surrender of renewable energy certificates, continued investing in our people and expanded our community impact.

Strong governance underpins this progress. In May 2026, CDC published its first mandatory climate-related financial disclosures under AASB S2, providing greater transparency over how climate-related risks and opportunities are governed and managed. We also continued strengthening the systems, capability and accountability that support responsible decision-making across the business.

As CDC grows, stakeholder engagement will become even more important. Governments are setting clearer expectations for data centre development, while communities increasingly want to understand how infrastructure will affect local resources and how they will share in the benefits of growth.

We have strong foundations, but we recognise the need to keep improving. What has changed is not our commitment to community, but to consistently scale that approach as the business enters new regions. We are committed to listening and engaging early to enable the perspectives of customers, investors, employees, partners and communities to continue to inform our decisions.

Responsible growth is ultimately about creating enduring value while maintaining the trust of the people and communities who have a stake in our success. The Board remains focused on ensuring CDC's sustainability approach, governance and stakeholder engagement continue to evolve as the business grows.



Brett Chenoweth
Board Chair

Message from the CEO



The progress we share today reflects deliberate choices made from day one, and our commitment to keep improving as we grow.

When we started CDC in 2007, Australia was in the midst of the Millennium Drought. Building critical infrastructure for the future meant thinking carefully about the resources it would depend on. That shaped an early decision to engineer ongoing water consumption out of primary cooling, long before this was explicitly expected of the sector.

That principle has stayed with us: build for the long term, use resources responsibly and keep improving as technology and expectations change.

Today, the scale of the opportunity is very different. Digital infrastructure continues to support essential services, government, healthcare, research, education and economic activity, while rapid advances in AI and computing are creating significant new demand. Australia and New Zealand have an opportunity to build the sovereign capability, skills and infrastructure that will support this next phase of economic and technological progress.

But growth also brings challenges. Data centres require energy, land, infrastructure and skilled people. Communities are asking fair questions about what is being built, how energy, water and land will be managed, and how they will benefit from the investment. Those questions deserve clear answers.

For CDC, responsible growth means sharing the benefits too. It means protecting shared resources, creating skilled jobs, strengthening local businesses and supply chains, and engaging communities early enough to understand what matters locally. Our facilities are long-term investments, and our relationships with those communities must be long-term too.

That is the thinking behind **Progress Shared**, the theme of this year's Sustainability Update. It builds on what we have done since our first facility was built, while challenging us to be more deliberate, consistent and transparent about the value we create beyond CDC. We know we are not there yet on every measure, and there will always be more to do.

But the opportunity for Australia and New Zealand is significant. If we build this next generation of digital infrastructure responsibly, its benefits can reach far beyond our boundaries.

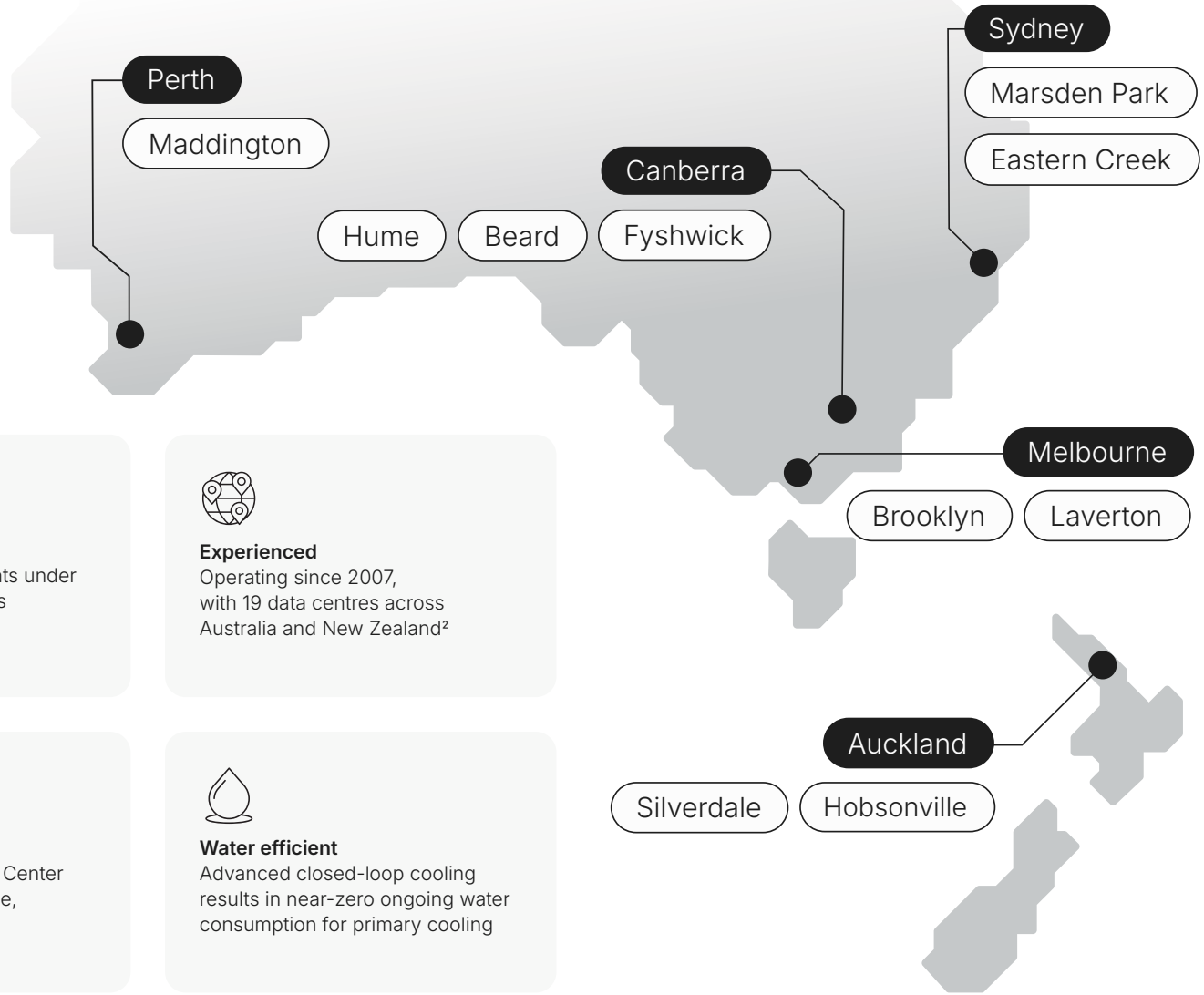
That is the standard we want to set as we grow, and the progress we want to share.



Greg Boorer
Founder and Chief Executive Officer

CDC at a glance

CDC is an owner, operator and developer of sovereign, large-scale data centres across Australia and New Zealand. We are the Critical Infrastructure for Critical Infrastructure™ that underpins national security, economic resilience and social wellbeing.



Sovereign
Australian and New Zealand based and operated, with significant Australian Government-related ownership[1]

Reliable
100% uptime commitments under our customer agreements

Experienced
Operating since 2007, with 19 data centres across Australia and New Zealand[2]

Trusted
High-level government hosting accreditations: HCF Certified Strategic Facilities in Australia, PCDC Certified in NZ

Industry leader
NVIDIA DGX-Ready Data Center certification portfolio-wide, for next-generation advanced technologies

Water efficient
Advanced closed-loop cooling results in near-zero ongoing water consumption for primary cooling

[1] Australian Government ownership through the Future Fund and Commonwealth Superannuation Corporation, alongside NZX- and ASX-listed infrastructure investor Infratil. Details in Appendix
[2] As at 31 March 2026 (end of FY26)

Progress Shared

Securing national progress

CDC has been building the critical infrastructure behind daily life since 2007. Together with our customers, we ensure that society has access to the systems essential for progress.

From healthcare and emergency services to scientific research, education, banking and government, the systems that underpin modern life depend on secure and resilient digital infrastructure. Behind that infrastructure are the things people rely on every day: a doctor issuing an electronic prescription, a payment landing on time, a border staying secure, a weather warning reaching people before a storm does.

CDC exists to provide the trusted foundation that lets those systems operate, evolve and grow. As technology becomes more central to how societies function, our role is to help ensure the infrastructure behind it stays secure, available and resilient.

What we enable:

- Public services and government operations
- Healthcare and medical research
- Emergency response and disaster preparedness
- Education, science and innovation
- Critical utilities and supply chains
- Economic productivity and digital connectivity

The opportunity ahead

We are living through one of the most significant shifts in the digital economy in a generation. This creates an extraordinary opportunity for Australia and New Zealand to strengthen sovereign capability, accelerate growth and build the critical infrastructure that will underpin the future of both nations.

CDC is built to meet that opportunity as a sovereign owner, operator and developer. Being locally owned means the value we create stays closer to home providing more skilled jobs, stronger local capability, and real sovereignty over the systems the nation will depend on for decades to come.

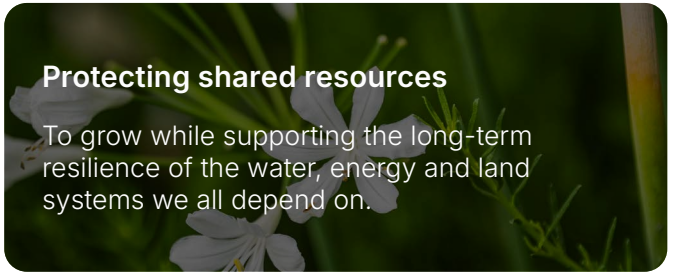
We believe growth on this scale only counts for something if the benefits are felt beyond CDC. Progress Shared reflects our continued commitment to share the benefits of our growth with Australia and New Zealand.

We've been creating much of this value since our first facility opened in 2007. What's changing is how deliberately we share it, from creating more opportunities for us to listen to the communities we build alongside, to being clearer and more consistent about the benefits we aim to deliver. We're not there yet on every measure, but almost two decades of decisions give us a strong foundation, and we are committed to going further as our footprint grows.

As Australia and New Zealand formalise expectations for data centre and AI infrastructure developers, many reflect principles that have shaped our approach for years. We welcome clear minimum standards across the sector and believe that regulation should establish the baseline for responsible development. Our ambition is to keep raising the standard as we grow.

Our opportunities







Opportunity one

Strengthening communities

Australia and New Zealand are a patchwork of communities, each shaped by their own history, industry and sense of place. As digital infrastructure grows and moves into new regions, we're building alongside communities that are as different from one another as the landscapes they sit in.

Some of these communities are adapting as industries that once played a central role in local life and employment evolve or wind down. Others are learning to navigate what digital transformation means for their own future, their jobs, their young people, their sense of what comes next. None of them are the same, and none of them should be treated that way.

We believe a data centre should add to a community's story. That means listening before we build, so what we invest in reflects what a community actually needs. In practice that could mean delivering community infrastructure such as sporting facilities or shared community assets, supporting STEM or trade pathways for local students, or funding environmental projects. It also means being present for the long term: our facilities operate for decades, and our commitment to the places that host them should last just as long.

Strengthening communities means recognising that no two places we build in are the same and responding to each on its own terms.







Opportunity two

Protecting shared resources

Protecting shared resources means meeting the growing customer demand while supporting the long-term resilience of the water, energy and land systems we all depend on.

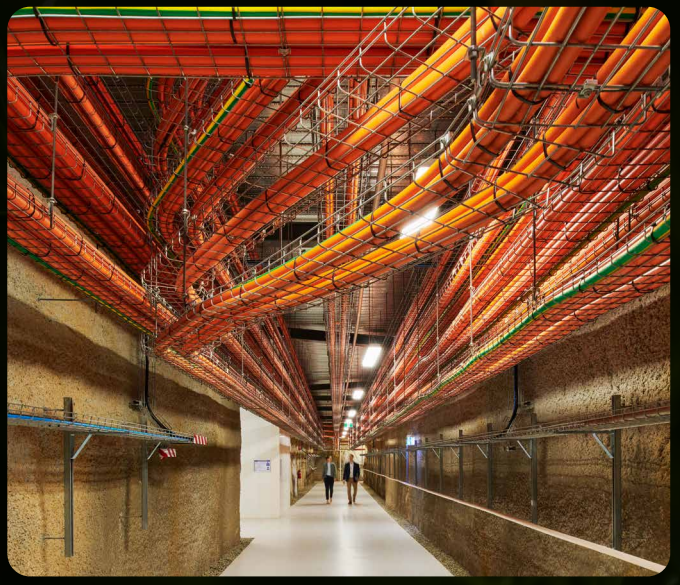
Australia's and New Zealand's energy and digital systems are transforming at the same time. As demand for computing grows, so does the opportunity for businesses building that infrastructure to actively protect shared resources and support the shift to clean, reliable energy.

CDC was founded during the Millennium Drought, and that shaped how we built from day one. Every facility we've built since has used a closed-loop liquid cooling system that is filled during commissioning, draws water once and then recirculates it for the life of the site, rather than continuously consuming it for cooling. As our footprint grows, this means additional demand for cooling-water is primarily associated with the initial fill of new systems, rather than ongoing water consumption for cooling. This approach significantly reduces demand on the supplies communities depend on compared with traditional water-intensive cooling systems.

CDC is proud to have partnered with our customers to match 100% of the electricity used across our data centres with renewable electricity in FY26, covering both our own operations and our customers' equipment[3]. In Australia, this matching is achieved through the purchase and surrender of Large-scale Generation Certificates (LGCs) and certificates issued by the Clean Energy Regulator for electricity generated by accredited renewable sources. In the Australian Capital Territory our customers also benefit from the ACT Government's renewable energy regime. In New Zealand, matching is delivered through the contractual arrangements with the energy retailer. The next important step ahead of us: using our scale and long-term demand to contribute to new renewable energy generation.

A range of policy and regulatory processes dealing with energy in our sector are already underway across Australia and New Zealand, each moving toward the same expectation: that as demand for digital infrastructure grows, industry should be powered by additional renewable generation. We're actively preparing the capability and capacity to meet that shift now, so that when these expectations become formalised we're ready to meet them.





[3] Matching does not represent real-time consumption of renewable electricity, and the electricity actually consumed may be generated from non-renewable sources. Purchase and surrender of LGCs occurs periodically throughout the relevant period to match energy consumed.

Opportunity three

Sharing economic opportunity

Data centre investment is already reshaping the Australian and New Zealand economies at scale and becoming a core part of the growth story in both countries, much like manufacturing, agriculture or transport infrastructure in earlier eras.

Like ports or the electricity grid, data centres are enabling infrastructure. The economic value they create is not only what happens inside the facility, but the services, businesses, and public sector activity they support across the entire economy.

CDC's investments are making a significant contribution to economic activity across Australia and New Zealand, and the value starts long before a facility switches on. A data centre build creates opportunities for architects, electricians, plumbers and hundreds of local tradespeople before it provides a single kilowatt to customers and generates meaningful long-term operational jobs for decades.

- **During construction:** Our facilities typically provide work for hundreds of tradespeople and construction workers over the building period.
- **Ongoing operations:** Once running, our facilities employ people in roles including trades, facility maintenance, security, engineering, and IT services. These are long-term, skilled positions.
- **Local spending:** CDC is committed to using local suppliers and contractors where available. We also bring ongoing economic activity to the area through enabling business activities like accommodation, catering, and professional services.

According to economic modelling commissioned by CDC[4], our facilities that were operational between 2007 and 31 March 2026 are estimated to have supported approximately $3 billion in direct and indirect economic activity across Australia and New Zealand.

Based on CDC's current and planned capacity across Australia and New Zealand, the same modelling estimates that future projects could support, through to 2030, an additional:

- 13,200 direct and indirect construction jobs across the ANZ supply chain during development (2026–2030)
- 7,900 direct and indirect ongoing jobs across all facilities once fully operational (2030)
- $9.1 billion of gross value added (GVA) during construction (2026–2030)
- AU$2.0 billion/year and NZ$100 million/year of GVA across all facilities once fully operational (2030)

Through apprenticeships and dedicated training pathways like the CDC Academy, a project also builds lasting skills in the community and opens the door for next generation of trades.

A lot of this value doesn't stop at CDC. It flows into local supply chains: the construction firms, engineering companies and trades businesses we work with, many of which have grown alongside us for a decade or more. As the sector continues to grow, so does the need for these skills. We are committed to helping build the workforce capability required to support Australia's and New Zealand's digital future.

Our growth ensures growth in jobs, contracts and expertise stays closer to home, rather than flowing offshore.



Strengthening and growing local businesses



Creating long-term local employment



Protecting water for use by communities



Enabling reliable and affordable energy systems



Powering the systems underpinning essential services



Supporting stronger communities

[4] In 2026 CDC commissioned economic modelling to measure the economic impact of CDC operations since 2007. The figures in this section and the following figures are modelled estimates prepared on the basis and assumptions described in the Appendix. They are not forecasts, predictions or guarantees, they have not been assured, and actual outcomes may differ. The definition of the following terms and how they are measured are outlined in the Appendix: **Gross Value Added (GVA)**; **Jobs Supported**; **Direct Effects**; **Indirect Effects**

Our progress against sector expectations

Australia's and New Zealand's governments have each set out what's expected of data centre and AI infrastructure developers. The table below shows where our existing approach already aligns, and where we're committed to doing more.

Expectation	Where we're already delivering	Where to next
National interest	Sovereign ownership aligned with national interest.	
Clean energy transition and no net cost to consumers	100% of electricity use in CDC data centres matched with renewable electricity in FY26.[5] Net zero emissions achieved for FY26 within our defined target boundary (Scope 1, 2 and Defined Scope 3 categories), after renewable electricity matching (99.3%) and the surrender of nature-based carbon credits (0.7%). Include customer electricity matching within our defined target boundary. We pay for dedicated network connection assets, including connection upgrades our facilities need under our connection agreements.	Continue to invest in grid infrastructure. Work towards contributing to new renewable generation.
Sustainable and efficient water usage	Near-zero ongoing water consumption for primary cooling, since day one, across 100% of CDC-built facilities.[6]	Refining the system for higher-density AI cooling. Continuing to share our approach to encourage broader adoption.
Investment in Australian skills and workforce	Developing new skills and workforce through proprietary CDC Academy and partnerships with education sector.	Expanding partnerships with technical colleges (like TAFE in Australia) and universities to help build a skills pipeline for the sector, not just CDC.
Research, innovation and local capability	Hosting nationally significant research infrastructure. Strong local supplier relationships.	Formalising a dedicated Research, Development and Innovation capability across the business.
Community benefit and local amenity (NSW)	Established, transparent community engagement ahead of planning applications.	Leverage impact through increasingly structured, project-specific benefit-sharing approach shaped by local listening.

[5] Renewable energy matching is achieved through purchase and surrender of LGCs in Australia, and in New Zealand, through contractual arrangements with energy retailers. Renewable energy matching does not represent real-time consumption of renewable electricity and electricity actually consumed may be from non-renewable resources. It also includes the matching of renewable electricity by our Self-managed Renewable Customers who purchase renewable electricity through their own renewable energy programs and provide attestation to CDC of the impact. Self-managed Renewable Customers are defined in the Appendix.

[6] After flushing the system, the pipes are filled with water once during commissioning then recirculated for the life of the facility. Volumes for initial fill detailed in Stable planet section of this Update. Water is also used for amenities and humidification.

Purpose in practice

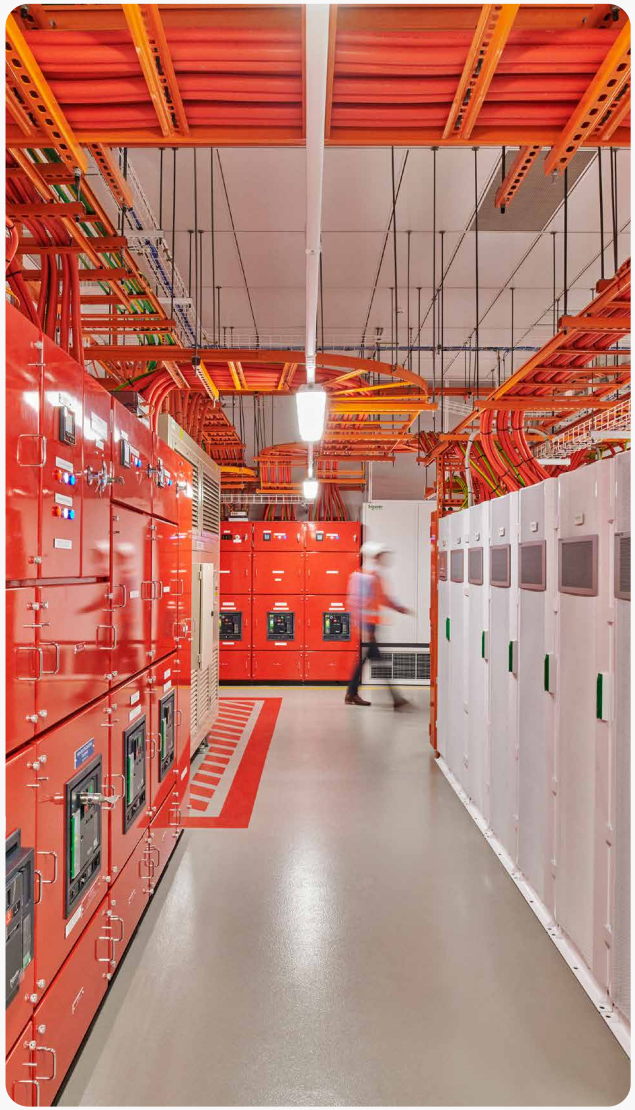
Growing Australian manufacturing capability

Since first working with CDC in 2015, Australian-owned **KE Brown Electrical Switchboards (KEB)** has expanded its workforce and opened a second manufacturing facility to help meet demand from CDC projects.

Based in Warriewood, Sydney, KEB manufactures specialised electrical switchboards for critical infrastructure. Today, it dedicates a significant part of its business to CDC contracts.

The scale and continuity of CDC's pipeline has supported KEB to invest in its manufacturing footprint, workforce and capability. The company also takes on new apprentices each year, helping develop the skilled trades its operations depend on.

The relationship demonstrates how digital infrastructure investment can create value beyond the data centre. By sourcing specialised equipment from an Australian manufacturer, CDC's growth supports local jobs, skills and sovereign manufacturing capability, while giving businesses such as KEB greater confidence to invest for the future.



Purpose in practice

Building local capability through long-term partnerships

Canberra-based **Baxter Engineering** has worked with CDC since 2014, growing from general welding and maintenance work into specialist manufacture of chilled water pipe skids for CDC data centres.

As CDC's requirements grew, Baxter developed new manufacturing capabilities. This work now accounts for more than half of its revenue and a significant portion of labour hours each week.

That growth has supported significant investment. Baxter moved from its long-term Fyshwick premises into a purpose-built manufacturing facility in Hume, providing permanent full-time positions for local employees. It has also taken on new apprentices and invested in advanced robotic welders.

A long-term pipeline of specialised work has given Baxter greater confidence to invest in people, technology and manufacturing capability. The relationship demonstrates how digital infrastructure investment can flow through local supply chains, supporting skilled employment and helping Australian businesses build capabilities for a growing national industry.

Our sustainability strategy

Our approach to sustainability guides how we protect resources, support people, earn trust and strengthen resilience, while continuing to support the systems society depends on.

Our sustainability strategy is how we turn our commitment to shared progress into action. It is built on three pillars: Stable planet, Thriving people and Trusted company, each with focus areas and targets that guide how we design, build and operate. These pillars and targets shape how we design, build, operate, developing resilient infrastructure, empowering our teams to lead with purpose, and meeting the needs of customers whose demand for advanced compute continues to accelerate.

This strategy has guided meaningful progress this year, from achieving net zero emissions for FY26 within our defined target boundary on a market basis, to maintaining industry-leading water efficiency, matching 100% of the electricity used in our data centres with renewable electricity and launching new programs to support our people and communities.

During FY26, our double materiality assessment refreshed our understanding of the topics that matter most to CDC, the economy, environment and people. Whilst most remain unchanged, some have shifted in importance, helping prioritise our focus. We'll keep reviewing our strategy as we grow and share the outcomes in future Sustainability Updates.

Stable planet

Water
World-class data centre water use efficiency

Carbon and energy
Net Zero by 2030 for Scope 1, 2 and Defined Scope 3 (customer ICT equipment, operational waste and business travel)

Waste
TRUE Zero Waste certification at all CDC operational campuses by 2030



Thriving people

Safety and wellbeing
Safe and supportive place to work

Diversity and inclusion
Industry leader in diversity and inclusion

Excellence and growth
High performance and purpose-driven team

Community impact
Make a measurable difference in our communities



Trusted company

Trust and transparency
Australia and New Zealand's most trusted data centres

Data security
An industry-leading integrated security posture

Resilience and innovation
Innovate for longevity in a changing climate and world



FY26 sustainability highlights

Stable planet · Thriving people · Trusted company

Net zero emissions

Achieved net zero emissions for FY26 within our defined target boundary (scope 1, scope 2 and three scope 3 categories; waste, business travel and customer ICT equipment).

100% renewable matching

Together with our customers, matched 100% of the electricity consumed in our data centres with renewable electricity in FY26 through the purchase and surrender of renewable energy certificates.

Toitū certified

Sustained **Toitū Enviromark Diamond** and **Net Carbon Zero certifications** for our New Zealand operations, which have been Toitū Net Carbon Zero certified since FY23, in respect of their first year of operation.

Progress towards zero waste

Diverted 91.5% of operational waste from landfill across our portfolio in FY26. Expanded TRUE Zero Waste Certification: NSW Gold Level certified since 2024, NZ Gold Level Campus certified in 2026.

1.38 PUE

Maintained our competitive Power Usage Effectiveness (PUE) of 1.38, demonstrating the ability to deliver both power and water efficiency.

<0.02 WUE

Maintained our industry-leading portfolio Water Usage Effectiveness (WUE) of less than 0.02, demonstrating that high-performance infrastructure can scale without depending on large ongoing water consumption.

19

Supported 19 community organisations through partnerships and sponsorships to lead meaningful initiatives in the communities in which we operate.

90 NPS

Maintained a customer Net Promoter Score (NPS) of 90 in FY26, showing that our customers don't just trust CDC, they actively advocate for us.

Stable planet

The infrastructure powering Australia and New Zealand's digital future has to be built to last and built responsibly. Since our first facility in 2007, every facility we have built has used closed-loop cooling designed to require near-zero ongoing water for primary cooling. We continue that approach today as we grow, alongside using energy responsibly, reducing waste, and supporting digital growth while protecting the resources communities depend on.

Water

Waste

Carbon and energy



01.

Water

CDC was founded during the Millennium Drought in 2007 on a simple principle: digital infrastructure should not compete with communities for water.

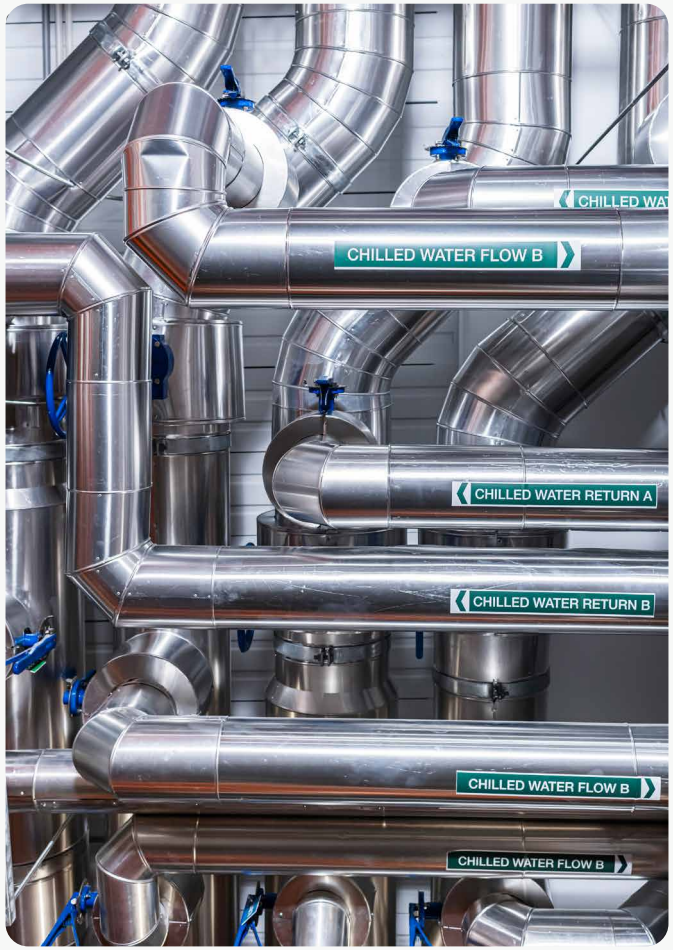
At the time, data centres were typically cooled by evaporating water through cooling towers, while dam levels were at record lows. So, we engineered our facilities differently.

From day one, CDC adopted a closed-loop cooling system. Water is added during commissioning, then recirculated for the life of the facility, removing the need for ongoing water consumption for primary cooling.

More than 19 years later, this principle still shapes how we design, build and operate, delivering industry-leading water efficiency with a portfolio Water Usage Effectiveness of less than 0.02 in FY26. It also strengthens our operational resilience, so we can keep delivering reliably for our customers.

This commitment was recognised with the Sustainability Excellence Award at the inaugural Data Centres Australia Excellence Awards, an award for decisions made almost two decades ago, rather than a single year's achievement.

While it's always nice to bring home a trophy, that's not what motivates us. We're driven by solving complex challenges, pushing boundaries on efficiency and delivering outcomes



Our goal

Industry-leading data centre water usage efficiency

Our FY26 progress highlights:

< 0.02

Water Usage Effectiveness across the portfolio, setting a **benchmark for water efficiency**

99%+

estimated reduction in water consumption compared with conventional evaporative cooling, with our closed-loop cooling system deployed across 100% of CDC-built facilities

Water stewardship by design

Today, our closed-loop cooling system is deployed as a design standard and has been integrated into every facility we have built since the company's founding.

Most people assume a data centre uses large amounts of water every day. Ours doesn't. CDC's cooling system works more like a car radiator than a conventional cooling tower. Filling a typical CDC data centre's cooling system uses the same amount of annual water as about seven Australian households. After flushing the system, the pipes are filled with water once during commissioning, then recirculated for the life of the facility. The limited water we do use in our facilities is for amenities and humidification, and at some campuses rainwater collected in on-site tanks is used for purposes such as amenities and landscaping. As a result, our water use is driven primarily by the people working within our facilities, much like a commercial office building rather than by cooling systems.

This low water consumption means our ongoing operations do not place ongoing demand on the water suppliers that households, agriculture, industry and local communities rely on. It helps ensure those resources remain available for other uses. Cooling water demand remains unchanged during heatwaves, droughts and other periods of water stress, providing greater resilience for both CDC and our customers.

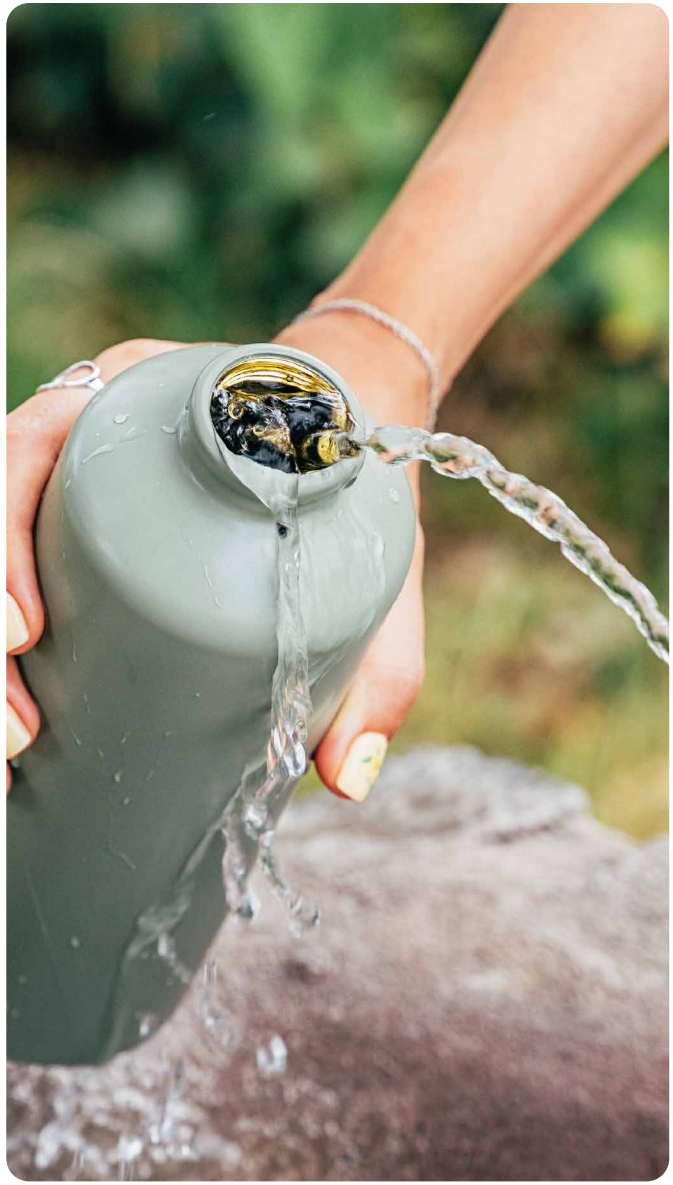
Industry-leading water efficiency

During FY26, CDC achieved an industry-leading portfolio Water Usage Effectiveness (WUE) of less than 0.02. Compared with conventional evaporative cooling approaches, this is estimated to reflect a reduction in water consumption of more than 99 per cent.[7]

Based on our ICT load capacity as at 31 March 2026, our closed-loop cooling system is estimated to avoid around 5.6 gigalitres of water use each year compared with a conventional evaporative cooling approach. That is equivalent to the annual water use of more than 25,000 average Australian households for a year.

These results demonstrate that digital infrastructure can continue to scale without placing additional pressure on scarce water resources.

Importantly, this result isn't achieved by trading water for energy. Our closed-loop cooling system has been continuously refined end to end through operational experience, performance monitoring and engineering improvements to ensure we can maintain both industry-leading water efficiency and strong energy performance. Alongside our water results, CDC maintained a portfolio Power Usage Effectiveness (PUE) of 1.38 during FY26.



PUE and WUE

Power Usage Effectiveness (PUE)

Total data centre facility energy consumption (kWh)

Energy consumed by IT equipment (kWh)

Water Usage Effectiveness (WUE)

Total water consumption for cooling and humidification (litres)

IT equipment energy consumption (kWh)

PUE and WUE should be considered together to assess overall operational efficiency of data centres, along with location-specific environmental factors and comparable site utilisation.

[7] Based on a comparison of publicly available data on alternative data centre cooling systems with CDC's internal consumption data described in the Appendix.

Built for the future

The principle of avoiding water for primary cooling has remained unchanged for more than 19 years but the engineering behind it has continued to evolve. Our closed-loop cooling system has now been deployed across all CDC designed and built facilities, demonstrating its effectiveness across different locations and workloads. New AI workloads are changing customer requirements, and our cooling system design and operational experience has allowed CDC to support more advanced cooling requirement, has allowed CDC to leverage our approach to support more advanced cooling solutions to manage increasing compute density.

Our closed-loop cooling system can integrate with direct-to-chip liquid cooling technologies increasingly being adopted within advanced AI environments. This enables customers to deploy next-generation compute infrastructure while maintaining near-zero ongoing water use for primary cooling, demonstrating that supporting the next generation of AI infrastructure does not need to place additional pressure on local water resources.



Supporting sector progress

In February 2026, CDC hosted the Water Services Association of Australia (WSAA) at its Brooklyn campus. The visit gave water utility executives direct insight into how data centre water demand works in practice and how closed-loop cooling changes that picture. WSAA has since referenced CDC's approach publicly as an example for the sector, noting that CDC "have modelled outstanding water efficiency and resilience in their designs since 2007". Conversations like these help utilities plan with greater confidence, and help the broader industry understand what's possible when water efficiency is designed in from the start.

The data centre industry has, for some time, reported on PUE and WUE as two key metrics that help track and drive sustainability performance. As the industry continues to grow, there has been a growing call for a regulatory approach which recognises both of these metrics to help community and other stakeholders engage with these performance metrics. One tool which has a long history of being used to track and drive sustainability performance in the built environment is NABERS (National Australian Built Environment Rating System).

The key metric in the NABERS tool as it relates to data centres is the NABERS Calculated Power Usage Effectiveness (PUE). This is a useful starting point, but on its own it does not capture the full picture. Factors like water use, customer utilisation, renewable energy and the resilience standards required of critical infrastructure all shape efficiency, and which we believe would be better reflected in a more holistic rating system.

We welcome NABERS' current feasibility study process, which is looking at how to better align its tools with the specific operational realities of the data centre sector. The study assesses whether all key factors of a sustainability rating can be considered together. This includes how WUE can be considered alongside PUE, and at how the efficiency of facilities and engineering can be assessed for sustainability without being impacted by the speed at which customers choose to roll out their equipment.

CDC, alongside other industry players, is working constructively with NABERS through this process, to help strengthen the tools the sector uses to measure and report on performance. Even before the feasibility study began, CDC welcomed the NABERS team into its facilities. The visit gave NABERS first-hand insight into how CDC's closed-loop cooling system operates and the power efficiencies it has achieved. We're sharing our own operational data and experience to support this work, with the aim of helping NABERS evolve a rating tool that the whole sector can adopt with confidence, one that recognises efficiency in the round, not just one variable in isolation. A more comprehensive, widely-adopted standard benefits everyone: it gives customers clearer information, gives the industry a fairer benchmark, and helps lift environmental performance across a range of factors and across the sector, not just at CDC.

Looking ahead

The principle that guided CDC during the Millennium Drought remains unchanged today: digital infrastructure should not compete with communities for water.

We will continue refining our cooling systems, supporting increasingly dense compute environments and expanding our portfolio without increasing ongoing cooling water demand.

Carbon and energy

As the digital world expands and compute becomes more powerful, data centres are enabling extraordinary progress. At CDC, sustainability is about powering progress responsibly.

Powering progress responsibly means maintaining the efficiency CDC has been known for since its first build, even as demand grows and compute becomes more complex. We do this by applying our engineering expertise in modular construction, energy efficiency and cooling. As CDC grows, our overall energy requirements will also increase, and some emissions sources will remain difficult to eliminate. This makes continued efficiency, reducing emissions at source and contributing to more renewable generation increasingly important, alongside renewable electricity matching and the responsible use of carbon credits.

CDC's approach to decarbonisation starts with efficiency. We design and operate our facilities to use energy as effectively as possible while maintaining the security, resilience and performance our customers rely on. All of these factors are interrelated, and we consider them together when making decisions about energy sourcing and infrastructure.

Managing energy responsibly requires a continual focus on efficiency across the design, operation and ongoing optimisation of our facilities. Our goal is to maximise the value of every unit of electricity consumed while maintaining high levels of performance, resilience and security.



Our approach and progress are summarised in this section, and further details including our approach to decarbonisation, renewable energy and our mitigation plan can be found in our **FY26 AASB S2 Sustainability Report.**

Our goal

Net Zero by 2030

Targeting net zero emissions by 2030 for Scope 1, 2 and Defined 3 (customer ICT equipment, operational waste, and business travel)

Our FY26 progress highlights:

100%

of the electricity consumed within CDC data centres was matched with renewable electricity[8]

1.38

Power Usage Effectiveness across the portfolio

Net zero

emissions achieved for FY26 within our defined target boundary, which includes scope 1, scope 2, and three scope 3 categories (5: waste, 6: business travel and 13: customer ICT equipment)

Toitū Net Carbon Zero

certification for all New Zealand facilities, since the first year of operation in 2022

[8] Renewable energy matching is achieved through purchase and surrender of LGCs in Australia, and in New Zealand, through contractual arrangements with energy retailers. Renewable energy matching does not represent real-time consumption of renewable electricity and electricity actually consumed may be from non-renewable resources. It also includes the matching of renewable electricity by our Self-managed Renewable Customers who purchase renewable electricity through their own renewable energy programs and provide attestation to CDC of the impact.

Designed for efficiency

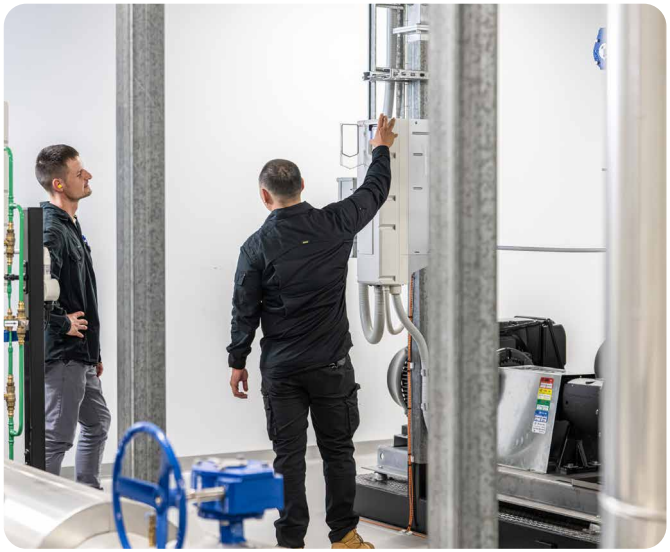
Reducing energy use lowers costs and emissions for both CDC and our customers and reduces the infrastructure required to support growing digital demand. This means efficiency isn't just an environmental goal, it's a shared incentive considered at every stage of a facility's lifecycle, from modular design and equipment selection to operational monitoring and continuous improvement. When we engineer and design our facilities, our in-house teams take insights from prior builds and industry research to drive efficiencies across operations and materials use. Preparing for evolving technology and creating practical solutions through collaboration with our vendors.

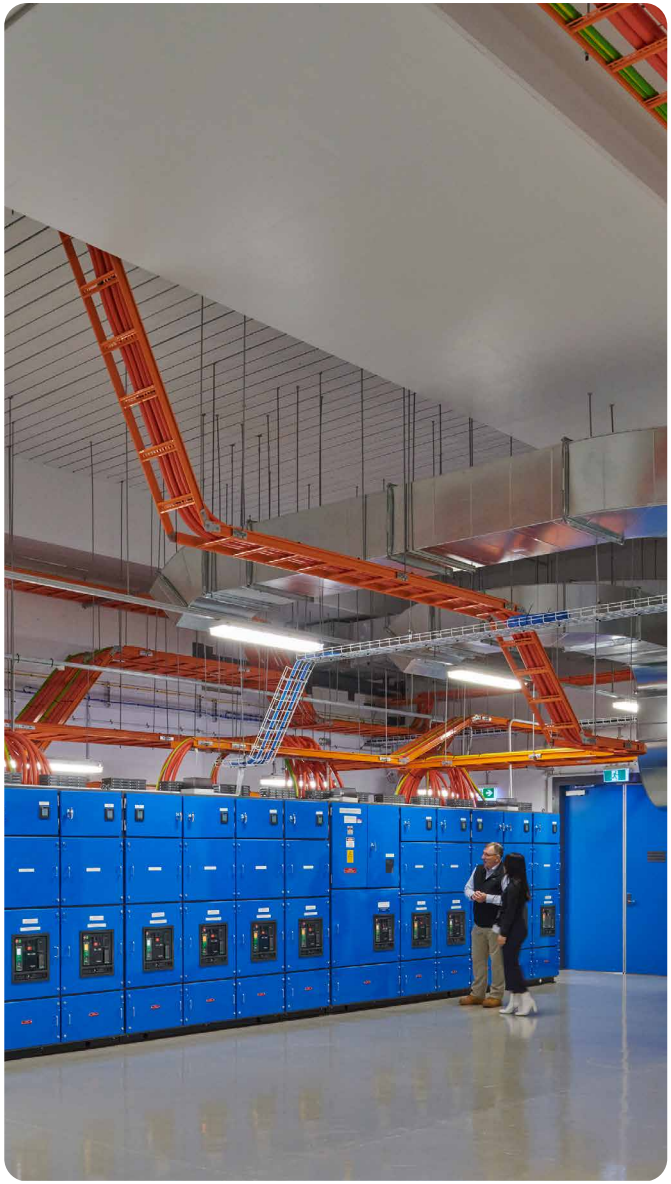
Our cooling system illustrates this approach. It is engineered with efficiency in mind and is the reason we are able to deliver energy efficiency alongside industry-leading water efficiency, even as we scale. CDC's closed-loop system uses high-efficiency air-cooled chillers incorporating free-cooling modes. This means that whenever ambient conditions permit, our systems use partial or total free cooling to cool our facilities, rather than relying purely on mechanical cooling, similar to opening a window on a cool day instead of running the air conditioning. This approach, powered by automation and operational excellence, significantly reduces energy consumption while maintaining reliable operating conditions across varying workloads and seasonal conditions. This is one of the driving forces behind CDC's industry-leading sustainability outcomes and operational resilience.

CDC's in-house engineering and operational teams continually identify opportunities to optimise performance across the portfolio. This focus reduces the energy required to support critical workloads while maintaining the reliability expected of critical digital infrastructure.

In FY26, CDC achieved a portfolio Power Usage Effectiveness (PUE) of 1.38, reflecting the continued focus on improving energy efficiency across our operations. A lower PUE indicates that less energy is used by supporting systems such as cooling and power infrastructure despite the demands of the customer equipment and workloads.







Purpose in practice

Finding hidden efficiency gains, without compromising reliability

Continuous improvement helped unlock one of the site's most efficient operating configurations.

CDC works to improve efficiency throughout the life of a facility. Our in-house engineering and operations teams are given a mandate to continuously challenge how our facilities run, and look for opportunities to do more with less, even in systems that are already performing safely and reliably.

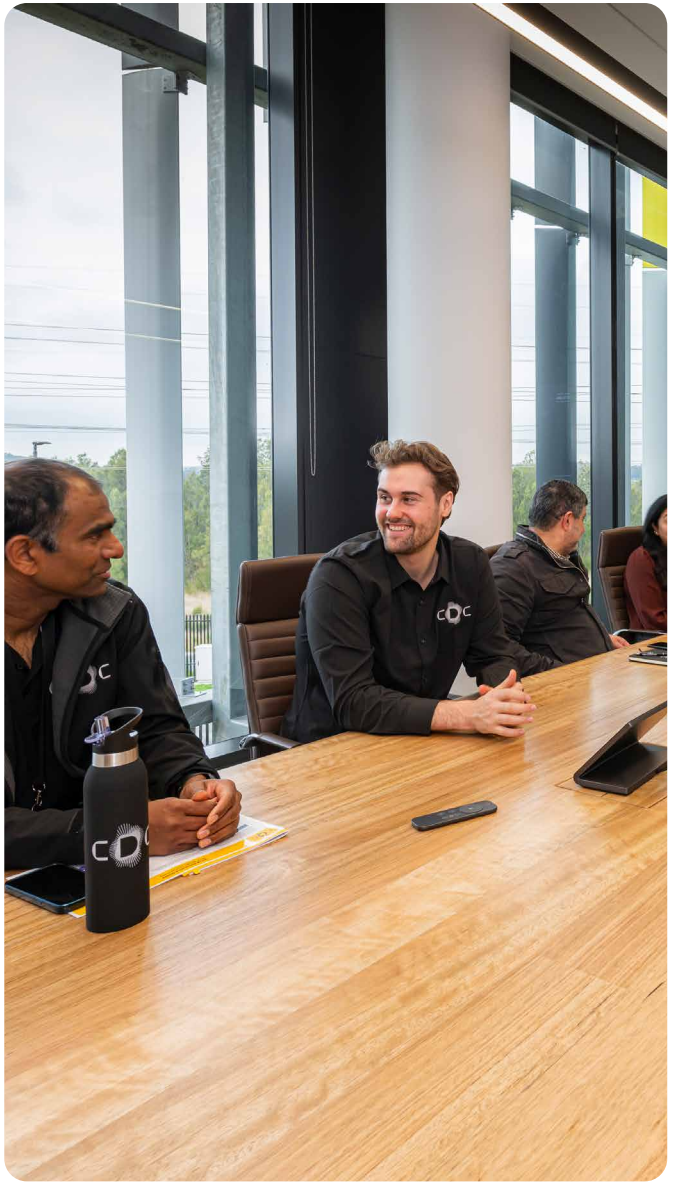
At one of our campuses, the operations team identified an opportunity to fine-tune how the facility's cooling system operated. The system had originally been configured with additional flexibility between two independent sections, a deliberate design choice that gave operators more options during maintenance and unplanned events. The team recognised that, under normal day-to-day conditions, a more streamlined configuration could deliver the same safety and reliability while using less energy.

Rather than making changes on assumption, the team built an evidence-based case, tested it methodically, and adjusted the system gradually, monitoring performance and safety at every step to confirm each change worked exactly as intended. Backup capacity was never compromised throughout the process. The facility's ability to keep running reliably if any single component failed was tested and confirmed before any change was locked in.

The result: the facility's cooling system now runs on five chillers instead of six or seven, its most efficient configuration since 2019, while maintaining full redundancy and reliability for our customers.

This example reflects how CDC approaches efficiency across our entire portfolio: empowering site teams to continually look for smarter ways to run the systems they manage every day, then sharing what they learn so every campus benefits from the same discipline.





Matching electricity with renewable sources

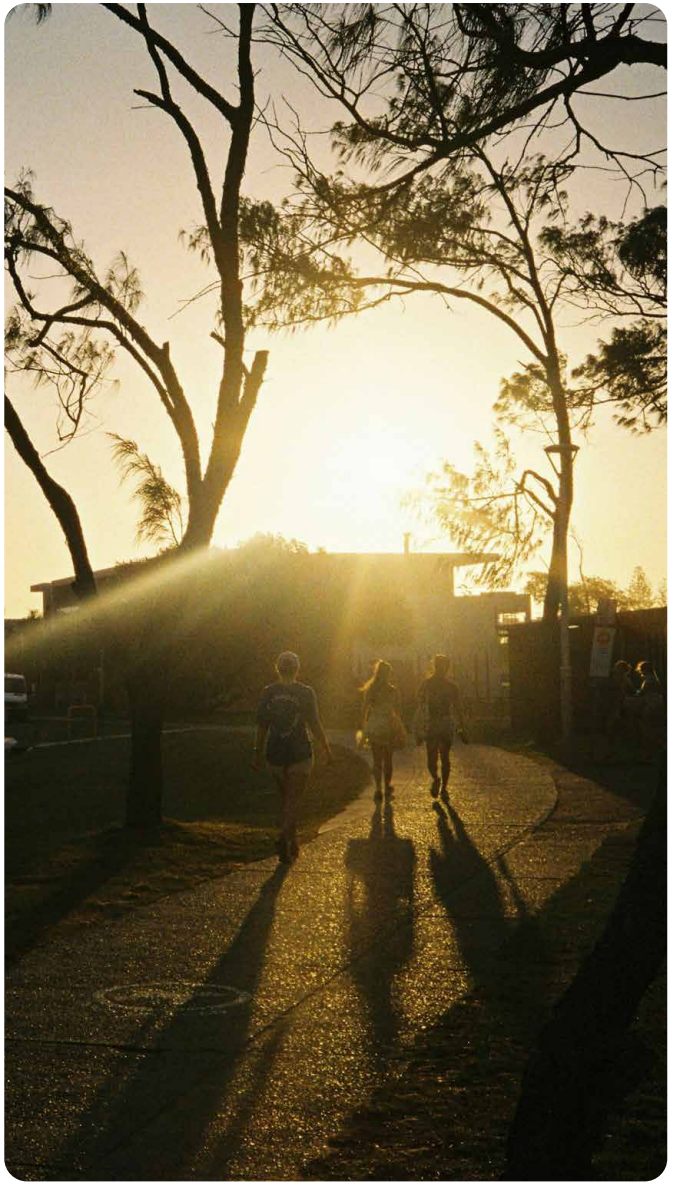
Purchased electricity is the largest source of operational emissions for CDC. This includes electricity used for the data centre infrastructure operated by CDC which we account for in Scope 2. It also includes electricity used by our customers for their ICT equipment within our facilities which is operated and controlled by our customers. As a result, this is accounted for in our Scope 3 emissions[9]. Given how closely customer energy use and the infrastructure that supports it are linked, reducing these emissions isn't something CDC can do alone. It also requires participation from our customers.

In 2024, CDC made a deliberate business model decision to bring customer electricity use inside our emissions reduction target boundary, not just our own operational footprint. This has helped us set a baseline for good practice in respect of electricity matching in this region.

Since January 2024, CDC has offered customers the ability to match 100% of their electricity consumption used within CDC data centres with renewable electricity through a program called CDC ProgressEnergy®. During FY26, through CDC ProgressEnergy® and the procurement of Self-managed Renewable Customers, 100% of the electricity consumed within CDC data centres was matched with renewable electricity[8].

In Australia, this matching is delivered through the purchase and surrender of Large-scale Generation Certificates (LGCs), certificates issued by the Clean Energy Regulator for electricity generated by accredited renewable sources. 100% of the LGCs procured in FY26 were from Australian wind and solar projects. In the Australian Capital Territory, customers also benefit from the ACT Government's renewable energy regime. In New Zealand, matching was delivered through contractual arrangements with the energy retailer. CDC's New Zealand operations have also been certified net carbon zero under the Toitū programme since their first year of operation.

CDC is proud of this result, which reflects ongoing collaboration and progress with our customers. However, we recognise the next important step ahead of us: using our scale and long-term demand to contribute to new renewable energy generation. A range of policy and regulatory processes are already underway across Australia and New Zealand. Together, they point to the same expectation: that as demand for digital infrastructure grows, industry should be powered by additional renewable generation. We're actively preparing the capability and capacity to meet that shift now, so that when these expectations become formalised, we're ready to meet them.



[9] CDC reports emissions as per GHG Protocol. See our **FY26 AASB S2 Sustainability Report** for more details.

Our decarbonisation pathway

CDC has not yet adopted a formal climate transition plan but has been applying a mitigation plan with respect to key climate risks. CDC's current mitigation plan provides the framework for managing Greenhouse Gas (GHG) emissions in line with our 2030 Net Zero Target[10] and reflects key elements of transition planning already in place, including emissions inventories, target setting, renewable energy procurement and technology readiness. It prioritises direct action and uses offsets only for emissions that cannot yet be eliminated reliably.

In setting our 2030 Net Zero Target and prioritising GHG reduction efforts, CDC has initially focused on emissions sources associated with the business and operation of its data centres. These include renewable electricity procurement for CDC and our customers' operations, CDC waste management and travel. This approach prioritises areas where CDC has greater visibility and influence, while we continue to consider our approach to the scope 3 emissions categories outside of our current target.

Although not in our 2030 Net Zero Target, we understand that insights and data are key to making better decisions, which is why we have completed work over the past two years to track our remaining relevant scope 3 emissions inventory, and to build knowledge and processes in respect of this data to prepare for more detailed disclosures in FY27. This work is ongoing and is intended to support the progressive expansion of our scope 3 disclosures over time.

Progress towards our 2030 Net Zero Target

In FY26, CDC achieved net zero emissions within our defined target boundary. This is a market-based outcome with approximately 99.3% of emissions in this boundary related to purchased electricity and were addressed through renewable electricity matching and continued energy efficiency. Progress against the 2030 Net Zero Target is assessed annually in the year reported. This market-based outcome does not mean that CDC's operations are emissions-free, or that growth will not increase absolute energy use and some sources of gross emissions. It reflects the application of renewable electricity matching and carbon credits within our defined target boundary, alongside continued efforts to improve efficiency and reduce emissions at source.

The remaining 0.7% of emissions within the boundary comprised scope 1 emissions largely from standby generators and refrigerants, together with operational waste and business travel. These residual emissions were addressed using nature-based carbon credits.

1 Use less energy
Resilient design, operation and innovation

2 Match electricity
Decarbonisation through efficiency, target setting and value chain engagement

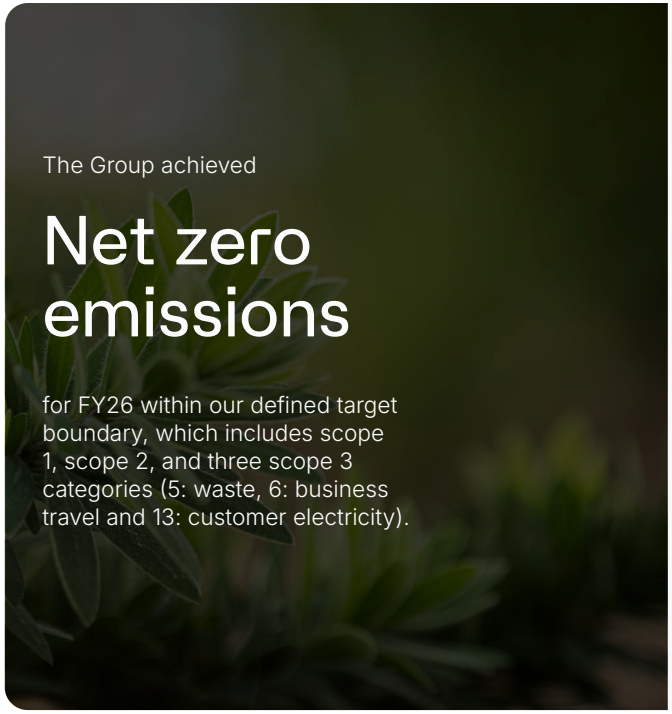
3 Reduce residual sources
Lower-emissions fuels, refrigerants, waste and travel

4 Address the remainder
High-integrity nature-based credits as a transitional measure

5 Go further
New renewable generation and/or storage and broader value-chain action

The pathways to achieving the 2030 Net Zero Target are influenced by external market conditions that continue to evolve, including renewable energy availability, the limited supply of low-carbon or sustainable fuels, evolving regulatory guidance and changing customer requirements.

[10] Net Zero GHG emissions by 2030 for scope 1, 2 and three defined scope 3 categories (5: waste, 6: business travel and 13: downstream leased assets, customer ICT equipment.)



The Group achieved

Net zero emissions

for FY26 within our defined target boundary, which includes scope 1, scope 2, and three scope 3 categories (5: waste, 6: business travel and 13: customer electricity).

Our FY26 Net Zero Target greenhouse gas (GHG) inventory

Before abatement	After abatement
438,701 tCO_2-e	**0** tCO_2-e

Scope 1:
Direct emissions from operations, including standby generators, refrigerants, forklifts, vehicles.

Before abatement:
2,635 tCO_2-e

After abatement:
0 tCO_2-e

Scope 2:
Indirect emissions from purchased electricity including cooling infrastructure and other CDC-controlled items.

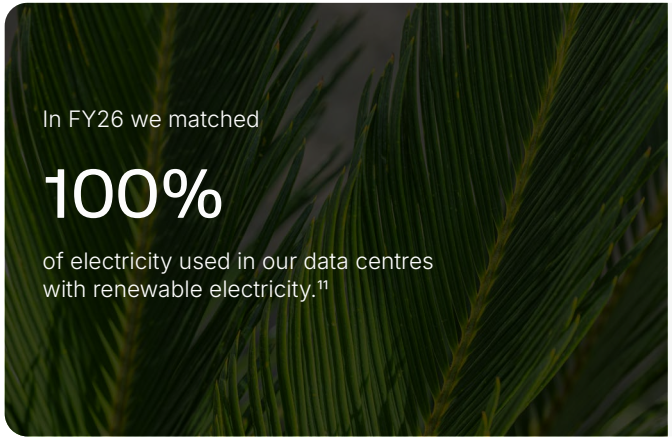
Before abatement:
129,607 tCO_2-e

After abatement:
0 tCO_2-e

Scope 3:
Indirect emissions from supply chain in defined categories; business travel, waste and customers' ICT equipment.

Before abatement:
306,459 tCO_2-e

After abatement:
0 tCO_2-e



In FY26 we matched

100%

of electricity used in our data centres with renewable electricity.[11]

Role of the Renewable Energy Program in our abatement strategy:

435,448 tCO_2-e
Emissions matched with renewable electricity

0 tCO_2-e
Balance remaining

[11] Renewable energy matching is achieved through purchase and surrender of LGCs in Australia, and in New Zealand, through contractual arrangements with energy retailers. Renewable energy matching does not represent real-time consumption of renewable electricity and electricity actually consumed may be from non-renewable resources. It also includes the matching of renewable electricity by our Self-managed Renewable Customers who purchase renewable electricity through their own renewable energy programs and provide attestation to CDC of the impact.

Reducing and addressing our residual emissions with purpose

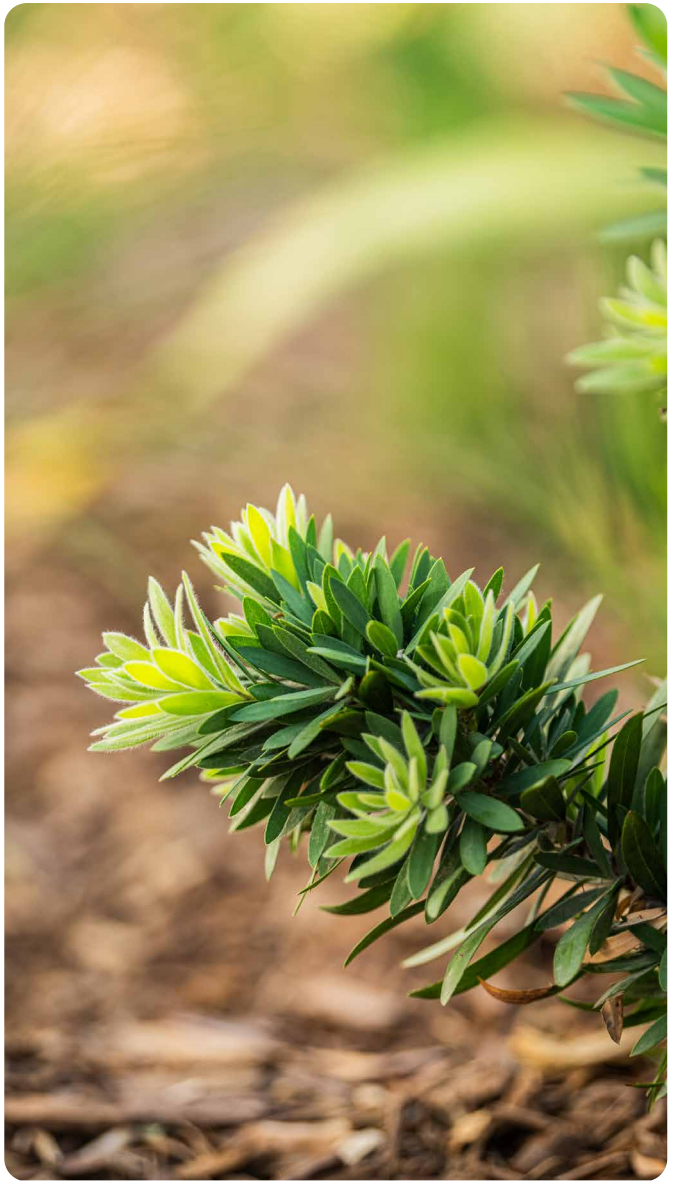
Offsetting is a bridge for the small share of emissions we can't yet eliminate directly, while we keep investing in true mitigation including efficiency, electrification and new renewable generation. Each offset purchased in FY26 was nature-based and sourced from projects in the regions where we operate across Australia and New Zealand and was subject to due diligence before purchase.

Standby generators are essential to the resilience of high availability critical digital infrastructure but are not used as a routine source of power. CDC's generators are designed to be compatible with lower-emissions fuels where those fuels can meet stringent supply, reliability and performance requirements. During FY26, CDC commenced a pilot to assess operational readiness for lower-emissions liquid fuels and began exploring lower-emissions refrigerant options with suppliers. More information can be found in the resilience and innovation section of this Update.

Whilst we continue exploring opportunities to reduce the emissions associated with standby generator use, we are addressing these residual emissions responsibly. During FY26, in Australia CDC purchased and surrendered nature-based Australian Carbon Credit Units (ACCUs) issued by the Clean Energy Regulator under the ACCU Scheme. These ACCUs were generated from Environmental Plantings and Human-Induced Regeneration projects sourced from Greening Australia. In New Zealand, CDC continues to participate in the Toitū Net Carbon Zero certification programme[12] and has purchased and retired carbon credits in the form of New Zealand Units (NZUs) sourced from the permanent forestry category for post-1989 forest land under the New Zealand ETS.

Ensuring the integrity of every offset we buy

Before purchasing any carbon credit, CDC commissioned an external due diligence assessment of the underlying projects, examining their registration, methodology, permanence arrangements and co-benefits. In FY26, this process supported the purchase of credits from six local projects across Australia and New Zealand, chosen deliberately from the regions where CDC operates, so that where possible, the same regions connected to our growth also benefit from the environmental projects we invest in. We also shared the outcomes of our due diligence assessment with Greening Australia, to support their broader agenda in ensuring high integrity credits.



[12] **Toitu net carbon zero**. Carbon credits were procured and retired through Toitū Envirocare Limited.

Examples of Nature-based treatment of residual emissions



Project 1

Peniup Private Conservation Reserve (Environmental Planting), WA

Location: Western Australia

Project type: Environmental planting (ERF Project ID: EOP101147)

Project snapshot:

- Delivered by Greening Australia and Canopy Nature Based Solutions
- Approximately 732 hectares of restored agricultural land
- Mixed native vegetation established between 2008 and 2015
- Generates carbon credits under the Reforestation by Environmental or Mallee Plantings (FullCAM) methodology

Impact:

- Long-term carbon removal through active sequestration
- 100-year permanence commitment under the Emissions Reduction Fund
- Supports landscape restoration and native vegetation recovery
- 71+ native fauna and flora species conserved



Project 2

National Reforestation Program 2023 (Environmental Planting), NSW/SA/VIC/WA

Location: New South Wales, South Australia, Victoria and Western Australia

Project type: Environmental planting (ERF Project ID: ERF181641)

Project snapshot:

- Delivered by Greening Australia and Canopy Nature Based Solutions
- Approximately 1,228 hectares of new native vegetation planted during 2023-24
- Generates carbon credits under the Reforestation by Environmental or Mallee Plantings (FullCAM) methodology
- 25-year permanence period

Impact:

- Restores native habitat across multiple regional landscapes
- Supports carbon removal through large-scale reforestation
- Credits are traceable to regional project areas, supporting transparent reporting and retirement



Project 3

Kurunui (Reforestation), Otago, NZ

Location: Otago, New Zealand

Project type: Permanent indigenous forest regeneration (New Zealand Emissions Trading Scheme NZ ETS Permanent Category PP89)

Project snapshot:

- 750-hectare property protected in perpetuity under a QEII National Trust covenant
- Approximately 197 hectares of regenerating indigenous forest
- Delivers an estimated 1,275 tCO_2-e of carbon removals annually

Impact:

- Supports habitat for threatened native plant, bird, lizard, fish and invertebrate species
- Carbon credit revenue funds ongoing pest, weed and fire management
- Protects biodiversity and conservation outcomes beyond the life of the credits

Supporting the network

CDC pays for and builds our own dedicated connection infrastructure. We seek to connect where there is existing capacity available, so that our connections are planned alongside the needs of other users.

Once connected, our electricity use is steady and predictable, unlike other industrial operations that have large spikes in demand. A stable and predictable load can support network planning and the efficient use of existing network infrastructure.

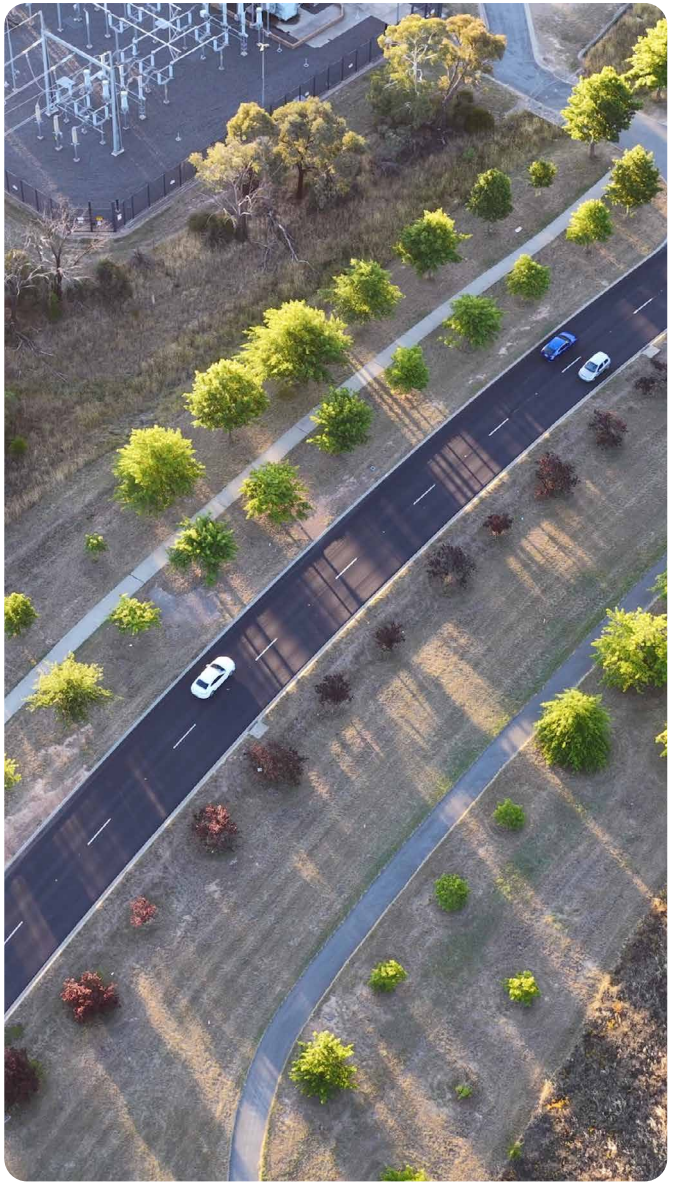
- CDC funds its own electricity connection infrastructure, including any connection upgrades required to connect our facilities to the network.
- Our predictable energy use helps network operators plan better and invest more efficiently.

We work closely with energy regulators and network operators so our connections are planned to support, rather than burden, the communities where we operate.

Looking ahead

Achieving net zero emissions within our defined boundary in FY26, four years ahead of the target under the 2030 Net Zero Target, is an important milestone, but it is not the end of our work. Because our 2030 Net Zero Target is measured annually and on a market basis, we review our performance again in each future year as CDC grows and energy demand increases. In addition to maintaining our performance against the 2030 Target, CDC is currently looking ahead beyond 2030 at our broader decarbonisation plan. We will continue strengthening our understanding of emissions outside the current target boundary and review our Target and broader decarbonisation approach as expectations, technology and energy markets evolve.

We'll continue improving efficiency and remain clear that matching existing renewable electricity is not the same as helping build new renewable generation. We're already exploring what that looks like in practice, including early discussions in New Zealand and active engagement with the energy market in Australia. Our approach will build on our past practice and the results we and our customers have been able to deliver and we'll continue investing in decarbonisation as we grow. Climate considerations continue to inform CDC's governance, risk management and transition planning processes, supporting long-term decision-making across the business.



Waste and circularity

Our goal

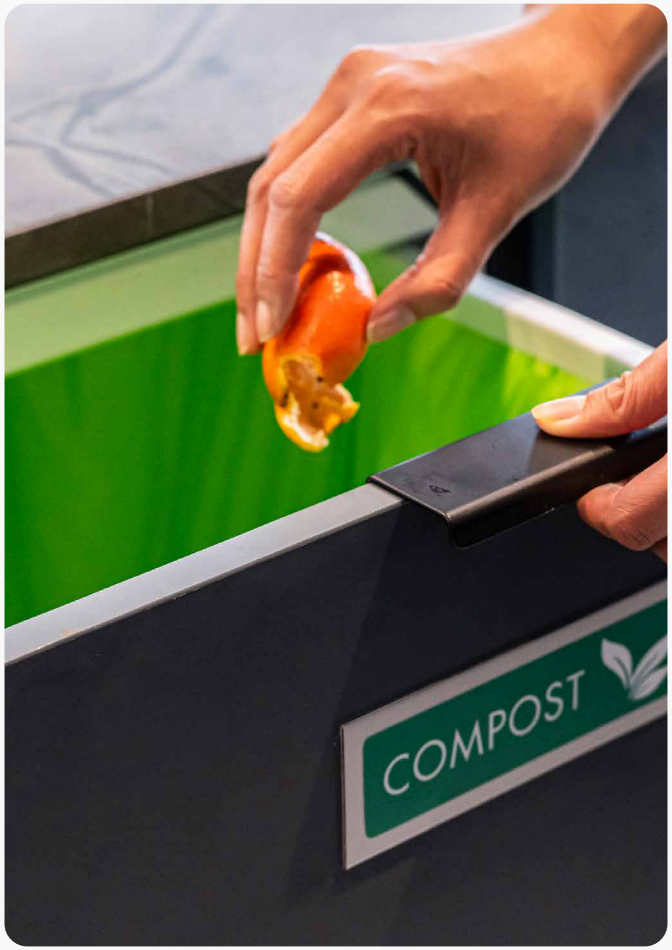
TRUE Zero Waste certification at all CDC operational campuses by 2030.

Effective resource management helps reduce environmental impacts and ensure materials remain in productive use for as long as possible.

While data centres generate relatively low volumes of operational waste compared with many industries, the responsible management of materials remains an important part of CDC's sustainability approach.

The materials used to construct, maintain and operate critical infrastructure require energy and resources to produce. Using materials efficiently and minimising waste helps reduce environmental impacts while limiting the amount of material sent to landfill. CDC works with construction partners that share its commitment to waste minimisation and resource recovery during the delivery of new campuses.

Electronic waste such as UPS batteries and equipment used by CDC employees, is another consideration. Technology sits at the centre of our operations and equipment will eventually reach the end of its operational life. Ensuring this equipment is managed responsibly helps recover valuable materials and reduce the environmental impacts associated with disposal.



Our FY26 progress highlights:

> 91.5%

diversion rate of operational waste from landfill across our portfolio

TRUE Gold Zero Waste

certification achieved at a second CDC campus

Developed

portfolio **zero waste implementation strategy** to streamline and scale action

Targeting TRUE Zero Waste certification at all CDC operational campuses by 2030

CDC has committed to achieving TRUE Zero Waste certification across all campuses by 2030 through the internationally recognised TRUE (Total Resource Use and Efficiency) certification program. The target reflects our commitment to improving resource efficiency and reducing reliance on landfill across our sites. TRUE provides a consistent framework for measuring progress and driving better resource management outcomes over time.

In FY26, CDC achieved a portfolio-wide operational waste diversion rate from landfill of 91.5 per cent and continued to progress towards its 2030 target. These efforts are helping CDC reduce reliance on landfill and keep more materials in productive use across its operations.[13]

During FY26, the Silverdale campus in Auckland became CDC's second TRUE-certified site, joining Eastern Creek, which remains Australia's first TRUE Gold-certified data centre and has held TRUE Gold certification since 2024. These milestones mark important progress towards a consistent approach to waste management across CDC's operations.

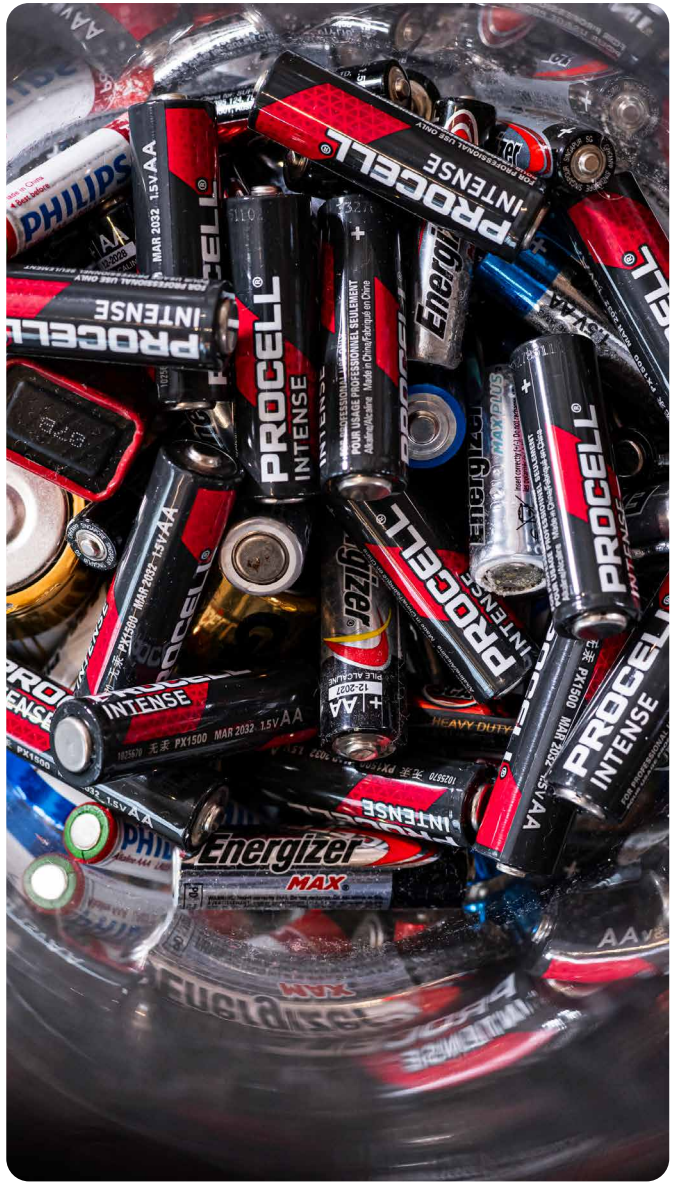
TRUE requires organisations to understand how waste is generated, where materials can be recovered and what changes can be made to reduce reliance on landfill. The certification process has strengthened waste governance, improved reporting and provided greater visibility of waste streams across CDC. Standardised waste stations, redesigned signage, annual waste audits and monthly reporting through our centralised waste management and reporting system are improving waste segregation and reducing contamination. Closer engagement with contractors is also helping ensure consistent practices are followed across the business.

What is TRUE?

Total Resource Use and Efficiency (TRUE) is a certification program administered by Green Business Certification Inc. (GBCI) that helps organisations eliminate waste by redesigning systems, improving resource recovery and reducing reliance on landfill.

Rather than measuring success only through recycling, TRUE examines how materials are purchased, used, recovered and returned to productive use. It provides an independently verified framework for improving resource efficiency and driving continuous improvement.

CDC's goal is to achieve TRUE Zero Waste certification across all campuses by 2030.



[13] The diversion metrics reported in this Update cover operational waste only; construction waste is managed by our master contractors and is not included.

Purpose in practice

Silverdale achieves TRUE Gold certification

A milestone in CDC's journey to zero waste to landfill.

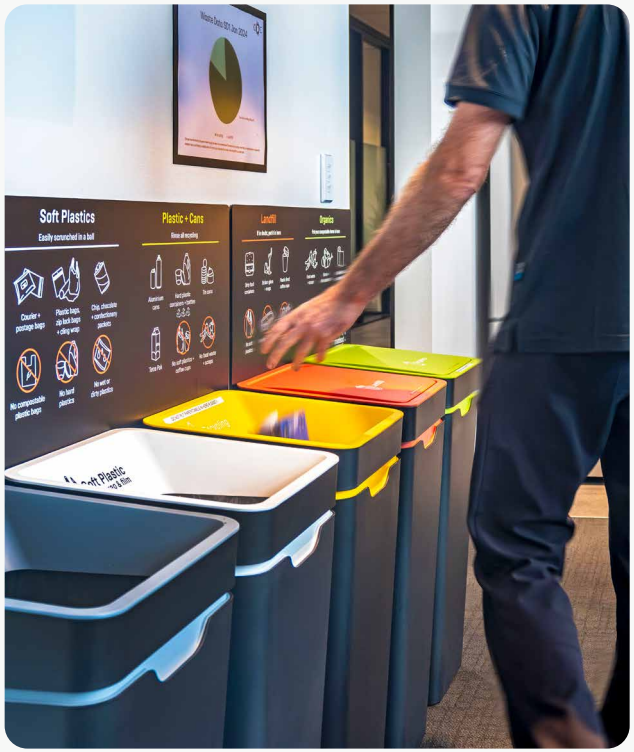
In FY26, CDC's Silverdale campus became our second TRUE-certified site, achieving Gold certification with a waste diversion rate of 90.5 per cent over the 12-month certification period.

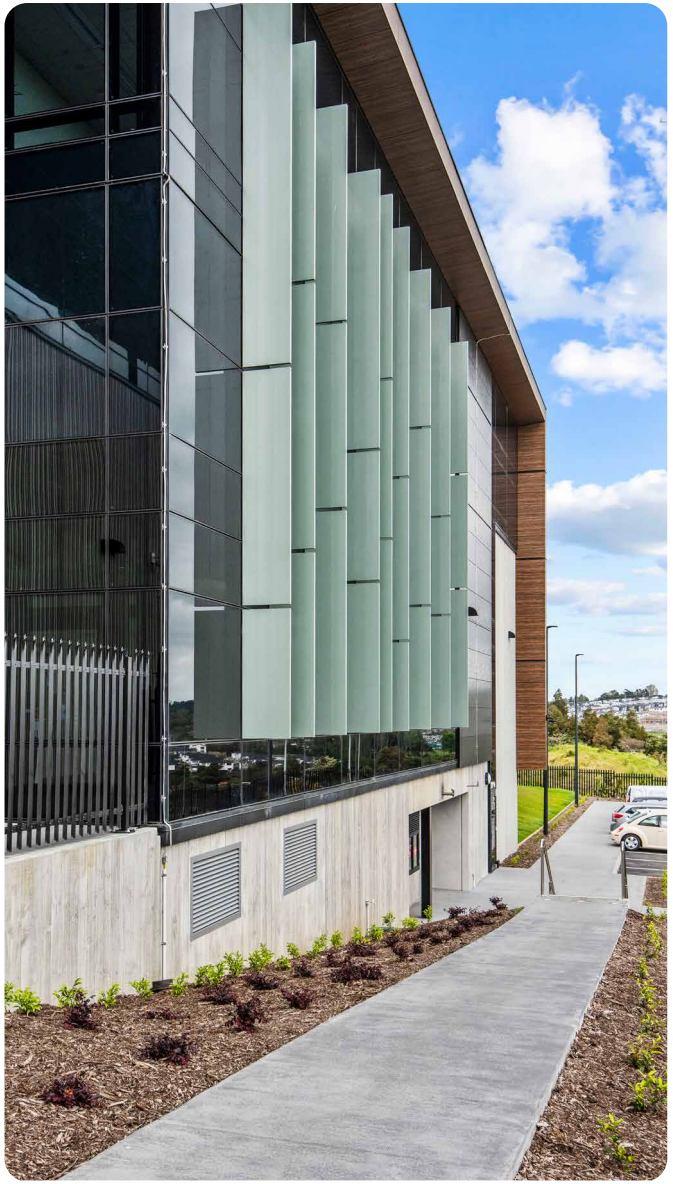
Achieving certification required a close examination of how materials move through the facility and where waste could be prevented, reduced or recovered. The process led to a range of practical improvements, including redesigned waste stations with standardised bins and signage, annual waste audits, monthly reporting and stronger engagement with contractors. These changes improved waste segregation, reduced contamination and provided a clearer understanding of waste generation across the campus.

Alongside improvements to waste management practices, certification also prompted changes aimed at reducing waste before it is generated. Refillable cleaning systems replaced many single-use containers, reusable materials were retained wherever practical and environmentally preferred purchasing practices helped reduce packaging and increase the use of recycled-content products. Organic waste such as coffee grounds generated onsite was diverted from landfill and reused in campus gardens.

Increased staff awareness, regular training, ongoing monitoring and collaboration across teams helped make waste management part of everyday operations.

These efforts strengthened waste practices across the site and established a strong foundation for continued progress towards CDC's goal of achieving zero waste to landfill certification across all campuses by 2030.





Reducing waste at the source

Reducing waste starts with the decisions made before materials enter a site. Across CDC, procurement decisions increasingly consider durability, recycled content and opportunities to minimise unnecessary packaging. Refillable cleaning systems have replaced many single-use containers, reusable materials are retained wherever practical and bulk purchasing reduces the volume of packaging entering sites.

Organic waste is also being diverted from landfill through initiatives such as the reuse of coffee grounds in campus gardens. Alongside improvements to recycling systems and waste segregation, these initiatives are reducing the amount of material sent to landfill and helping recover more value from resources already in use.

Extending the value of technology

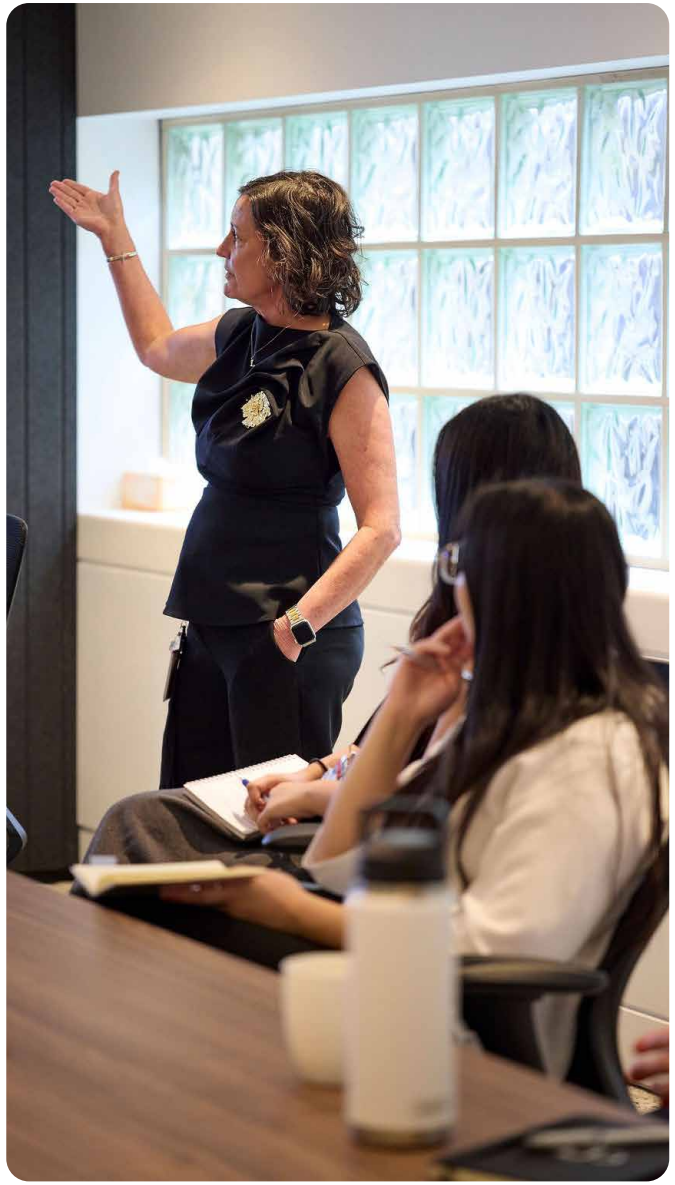
At CDC, hardware is recovered and recycled wherever possible through secure recycling pathways. In 2026, we partnered with WV Technologies, a majority Indigenous-owned social enterprise which reports that it recycles 99 per cent of the material it processes. Through its associated Worldview Foundation, the organisation also delivers training, mentoring and employment opportunities for young Indigenous people. This helps ensure materials that have reached the end of their operational life continue delivering value.

Embedding zero waste practices

During FY26, Facilities Management teams, Sustainability representatives and employees from across CDC participated in Zero Waste tours designed to better understand waste streams, explore common challenges and share practical ideas between sites.

The tours helped build awareness of the role each team plays in achieving CDC's 2030 target and shared practical lessons that can be applied across the business as TRUE certification continues to expand.

Employee-led initiatives also extended beyond CDC's own operations. During FY26, teams participated in community clean-up events in Australia and New Zealand, contributing to local environmental outcomes and strengthening connections with the communities that support CDC's operations.



Purpose in practice

Orewa Beach Clean-Up, New Zealand

CDC employees joined Reclaim to remove litter from Orewa Beach, contributing to environmental stewardship.

For many members of CDC's Auckland team, Orewa Beach is more than a local landmark. It is a place they visit with family and friends and an important part of the community they call home.

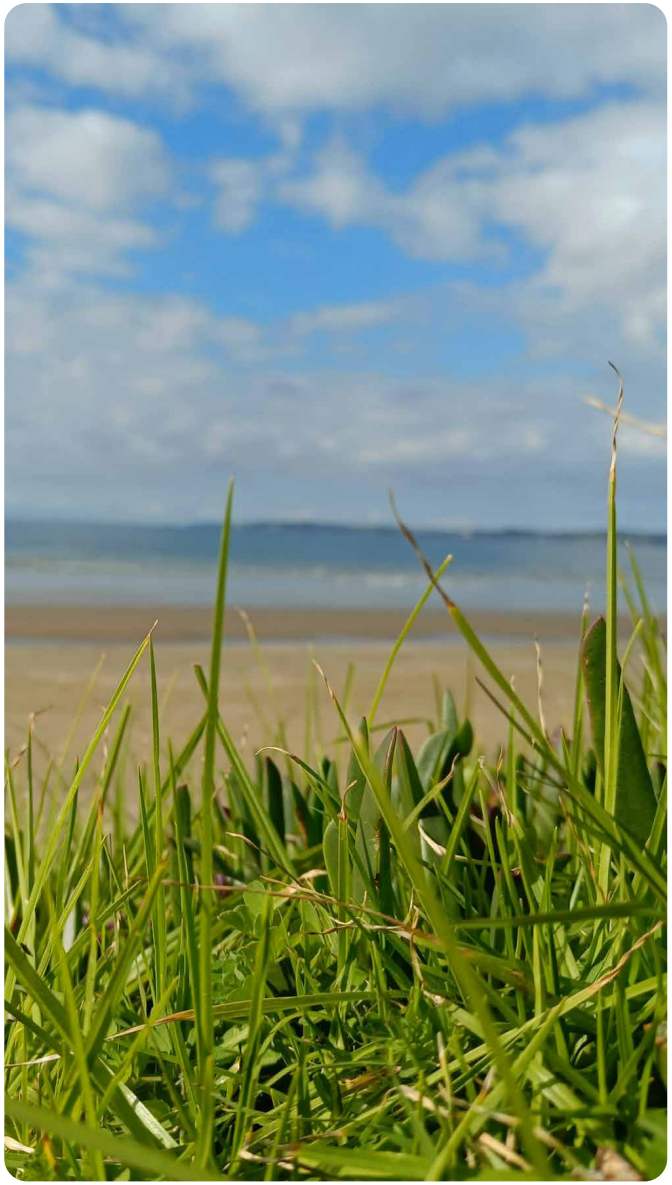
In October 2025, seven employees partnered with Reclaim to spend an hour removing litter from the beach. While the area appeared clean at first glance, the team collected 10.1 kilograms of waste, highlighting how easily litter can accumulate in the environment unnoticed.

Items recovered included plastic bottles, aluminium cans, food wrappers, cigarette butts, fishing line, rope and small fragments of soft plastic, many of which had likely been exposed to the elements for some time. A range of other materials, including cardboard, textiles and organic waste, were also collected and sorted through Reclaim's audit facility for appropriate recovery and disposal.

The clean-up provided a practical reminder that some of the most persistent forms of litter are often the least visible. By removing waste before it breaks down further, the team helped protect the local environment and prevent additional material from entering the marine ecosystem.

The initiative reflects CDC's commitment to responsible resource management, while giving employees an opportunity to contribute to the places where they live and work through our volunteering leave initiative.





Thriving people

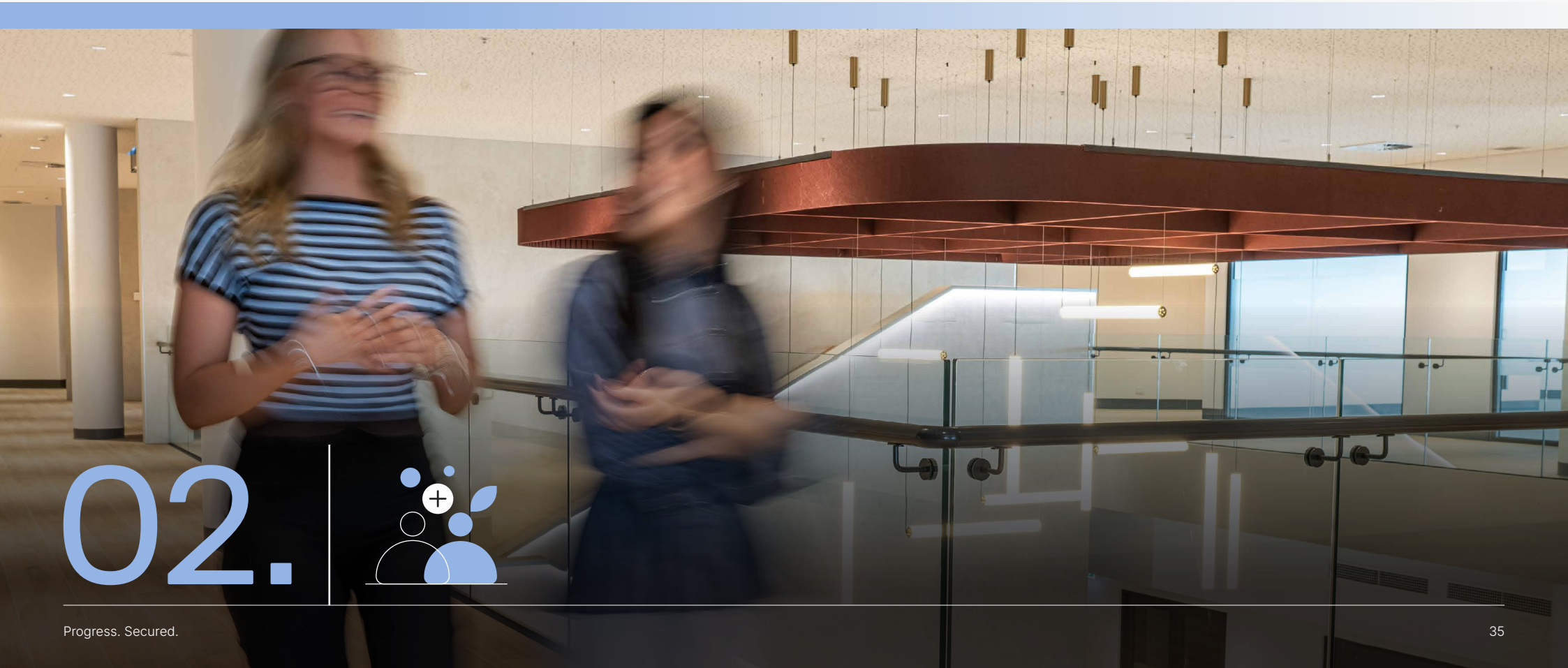
Australia and New Zealand's digital future depends on people thriving in their communities, careers and everyday lives. We are investing in the talent, capability and opportunities that will strengthen our teams, grow our industry and help communities share in the benefits of digital progress.

Excellence and growth

Safety and wellbeing

Diversity and inclusion

Community impact



02.

Excellence and growth

CDC began in 2007 with a clear conviction: that Australia needed its own secure, sovereign data centres.

Building them took tenacity and a willingness to back the idea, listen closely to customers and keep innovating. That instinct to see and seize opportunity and to keep innovating is still ingrained in our culture. It is modelled every day by our CEO Greg Boorer, the founder who started the business.

This entrepreneurial spirit lives in our people, who take charge of projects, bring ideas to life and help shape the future of digital infrastructure. In a fast-evolving industry like ours, that culture has to be backed by capability and experience. Neither develops overnight. They come from exposure to real projects, learning from experienced colleagues and taking on new challenges throughout a career. That is why we built the CDC Academy.

CDC Academy is designed around six pillars of capability and delivered through structured learning plans, programs and on-demand resources. It is our proprietary framework spanning the full arc of a career: opening doors for people new to the sector, building the deep technical expertise our facilities demand and developing the leaders who will continue to guide CDC.

It reflects how we work: tenacious in creating opportunity, meticulous about the detail critical infrastructure depends on, and committed to the long-term careers of our people and the strength of our industry.

The result is a workforce with the skills, leadership and ambition to deliver the reliability our customers expect, shape the future of critical digital infrastructure and create shared opportunities for our communities.

As CDC continues to grow, so does the number of career opportunities we create each year. In FY26, our overall headcount increased from 356 to 453 FTE. Looking ahead, that momentum will continue to create new career pathways and open more doors for the people who join us.

Beyond our own team, the new sites support jobs with our construction partners over the course of their builds and CDC's growth contributes to jobs right across the economy.

Our goal

Develop a high-performance and purpose-driven team

Our FY26 progress highlights:

100%

of the team completed one or more **CDC Academy training** sessions

Launched

the Pathways Program, creating career **pathways into our industry**

Completed

the inaugural **Peak Performance program with 14 participants**

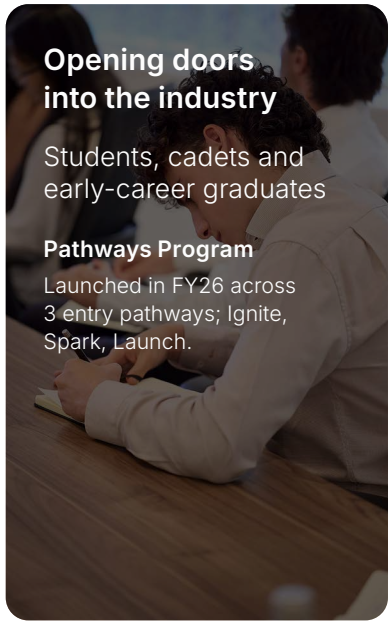
Refreshed

CDC Academy training to include a Digital and AI fluency pillar, supporting our people to work confidently with technologies reshaping how we work

Enabling excellence and growth throughout every career journey

CDC Academy

Our proprietary capability framework is a connected pathway of programs and experiences spanning the full arc of a career – opening doors, building capability and developing our next leaders.

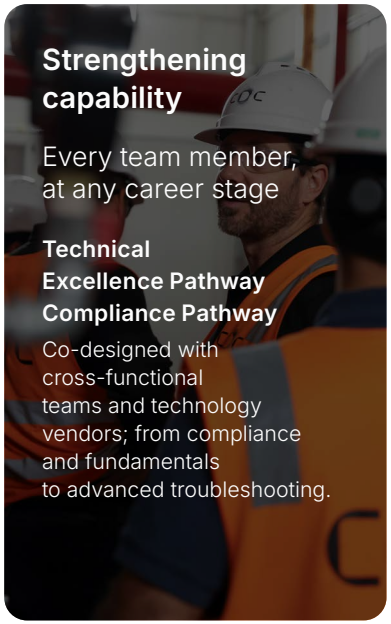


Opening doors into the industry

Students, cadets and early-career graduates

Pathways Program

Launched in FY26 across 3 entry pathways; Ignite, Spark, Launch.

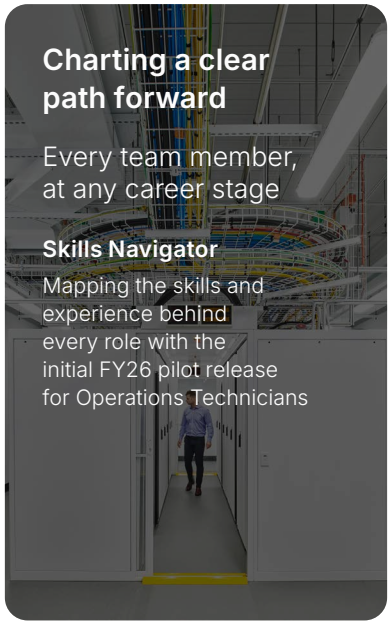


Strengthening capability

Every team member, at any career stage

Technical Excellence Pathway
Compliance Pathway

Co-designed with cross-functional teams and technology vendors; from compliance and fundamentals to advanced troubleshooting.

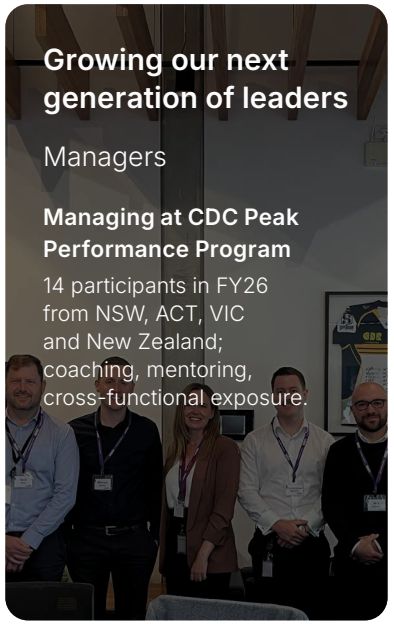


Charting a clear path forward

Every team member, at any career stage

Skills Navigator

Mapping the skills and experience behind every role with the initial FY26 pilot release for Operations Technicians

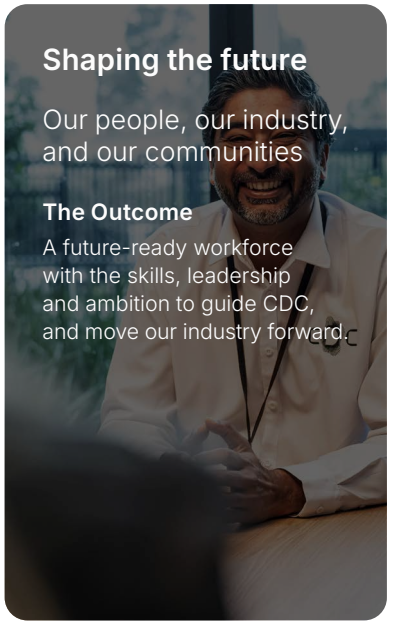


Growing our next generation of leaders

Managers

Managing at CDC Peak Performance Program

14 participants in FY26 from NSW, ACT, VIC and New Zealand; coaching, mentoring, cross-functional exposure.



Shaping the future

Our people, our industry, and our communities

The Outcome

A future-ready workforce with the skills, leadership and ambition to guide CDC, and move our industry forward.

Opening doors into the industry

In FY26, CDC launched its Pathways Program. The program brings together student, cadet and graduate entry opportunities under a single unified framework, delivered through three pathways: Ignite, Spark and Launch.

Participants across the program gain first-hand experience across a selection of CDC's specialised disciplines, including engineering, technology, sustainability and operations. They also have the opportunity to work alongside the people responsible for designing, building and operating critical digital infrastructure. Depending on their pathway, participants may rotate across multiple teams and can be paired with an experienced mentor who provides guidance throughout the program. This combination of hands-on experience, cross-functional exposure and professional mentoring helps participants understand the breadth of roles involved in delivering modern data centres.

The Pathways Program was established to increase awareness of the diverse careers available across the data centre sector and provide a clear, practical route into the workforce. For CDC, it represents an investment in future capability and in cultivating the talent that will contribute to the continued growth of digital infrastructure across Australia and New Zealand.

CDC Pathways Program

Ignite: Work experience for high school and university students to discover what a career in a data centre involves.

Spark: Cadetships for university students to build real, hands-on experience alongside their studies.

Launch: A structured graduate program launching early-career professionals into impactful careers in critical digital infrastructure.

Purpose in practice

Hearing from Pathways Program participants

Andrea and Matt reflect on gaining experience across different parts of CDC and contributing to projects early in their careers.

CDC's Pathways Program gives early-career professionals the opportunity to work across different parts of the business, building practical experience while developing an understanding of how teams work together to deliver major projects.

Since joining CDC as a Cadet, Andrea has rotated through Legal, Energy and Land. The experience has provided exposure to work spanning governance, contracts, customer engagement and early-stage development.

Alongside her rotations, Andrea has contributed to significant projects including the refresh of CDC Academy training, a major equity raise, land acquisitions and policy reviews. The scale and variety of the work has enabled her to build practical experience and contribute to major business initiatives while completing her studies. These opportunities have allowed Andrea to work alongside senior leaders and gain insights into decisions that shape CDC's growth and operations.

For Andrea, the rotations have provided a unique opportunity to see how different parts of the business connect and work together to drive CDC's success.

> **"Rotating across Legal, Energy and Land has given me a view of the whole business most graduates don't get. The level of exposure I've had on some of these projects is something I'd expect to gain five to seven years into my career elsewhere."**

Andrea
Pathways Program Participant

Matt's connection with CDC began through a work placement undertaken as part of his Mechanical Engineering degree. Joining as a Cadet through the Spark pathway gave him hands-on industry experience while completing his studies before progressing into a graduate role through the Launch pathway.

Working alongside experienced engineers, Matt applied classroom learning to real projects while developing an understanding of CDC's operations. Early exposure enabled him to contribute from the outset and build confidence in a professional environment.

One of Matt's proudest achievements has been developing engineering calculation tools that are now used across multiple CDC projects. The tools support design and engineering decisions, including pipe sizing, pressure drop calculations and buffer tank analysis, helping teams work more efficiently and consistently across projects.

Their continued use across the business highlights the impact early career professionals can have when trusted to apply their skills to real projects.

> **"The tools I built during work experience are still used on projects across the business today. Getting real industry exposure while I was still at university meant I could actively contribute from day one because the foundational contextual knowledge was already in place."**

Matt
Pathways Program Participant



Strengthening technical capability

The CDC Academy plays a central role in building the technical capability required to design, manage and maintain critical digital infrastructure. In an industry where there is no single qualification pathway into data centres, the Academy provides structured, role-specific learning that equips employees with the specialised knowledge, skills and competencies needed to work within CDC's operating environment.

A key focus of the Academy is building technical excellence across CDC's engineering, critical facilities and campus teams. Learning pathways are mandatory for all Operations team members and provide structured progression from foundational knowledge through to advanced problem-solving and specialist expertise. Tier 1 training introduces the fundamentals of data centre operations, critical systems, equipment and facility management, while Tier 2 builds deeper technical knowledge through troubleshooting, analysis and a more advanced understanding of the infrastructure underpinning CDC's facilities.

Training is co-designed with input from teams across CDC and aligned to the systems, technologies and business requirements found across CDC's campuses. Several modules are developed and delivered in partnership with leading technology vendors. This ensures learning is practical, relevant and immediately applicable, enabling employees to build confidence and specialist skills through real-world experience.

Learning is complemented by mentoring, knowledge sharing and cross-functional collaboration, creating opportunities for employees to learn from experienced colleagues and deepen their understanding of how different disciplines work together to support resilient, secure and high-performing facilities.

By building technical capability from within, the CDC Academy creates a pipeline of specialist data centre talent while contributing to the operational excellence and reliability expected of Australia and New Zealand's critical digital infrastructure.

> **"The CDC Academy technical pathway has become an important enabler of workforce capability, accelerating the development of Operations team members and reducing reliance on external hiring for foundational technical skills. Planned enhancements will further strengthen our ability to develop talent at scale as Tech Ops continues to grow across all regions."**

Joel
Head of Operations NZ/VIC



Purpose in practice

Learning beyond the build

How Tier 1 and Tier 2 training helped Nick build confidence and deepen his technical knowledge.

When Nick joined CDC's Silverdale campus during construction, he brought experience maintaining and supporting complex infrastructure in technically demanding environments. While many of the systems and principles were familiar, the data centre environment was new.

Much of Nick's early learning came through practical experience as the campus was being built and commissioned. As CDC's technical training pathways were rolled out, he completed both Tier 1 and Tier 2 training, gaining a deeper understanding of the systems and equipment he worked with every day.

> **"Going through the training after being part of the build helped everything click into place. I started to understand not just what we were doing, but why we were doing it."**

That understanding changed the way he approached day-to-day operations. Activities such as heat testing and fan wall testing, which had previously been learned through experience, were now supported by a clearer understanding of their purpose and importance in maintaining performance and reliability.

For Nick, the progression from Tier 1 to Tier 2 was particularly valuable. While Tier 1 provided a broad foundation across electrical, mechanical, building and fire systems, Tier 2 explored the equipment and infrastructure in greater depth.

> **"Tier 1 gives you a solid foundation. You learn what the equipment is, what it does and how it operates. Tier 2 goes much deeper, helping you understand the full lifecycle, how the systems work and why they're designed the way they are. That's where you move beyond operating equipment to really understanding it."**

The opportunity to learn directly from equipment manufacturers and technical specialists also provided access to expertise that could be applied on site. These relationships have helped strengthen technical capability, improve troubleshooting and give teams access to specialist knowledge when needed.

Today, Nick sees the benefits in his day-to-day work and his future career.

> **"Being involved in the construction and then completing the training gave me a completely different level of confidence. I understand the buildings and systems in a way I wouldn't have otherwise."**

Charting a clear path forward

Career development is easier when people understand what opportunities are available and how to progress towards them. CDC supports this through training, goal setting, regular performance conversations and career discussions with managers.

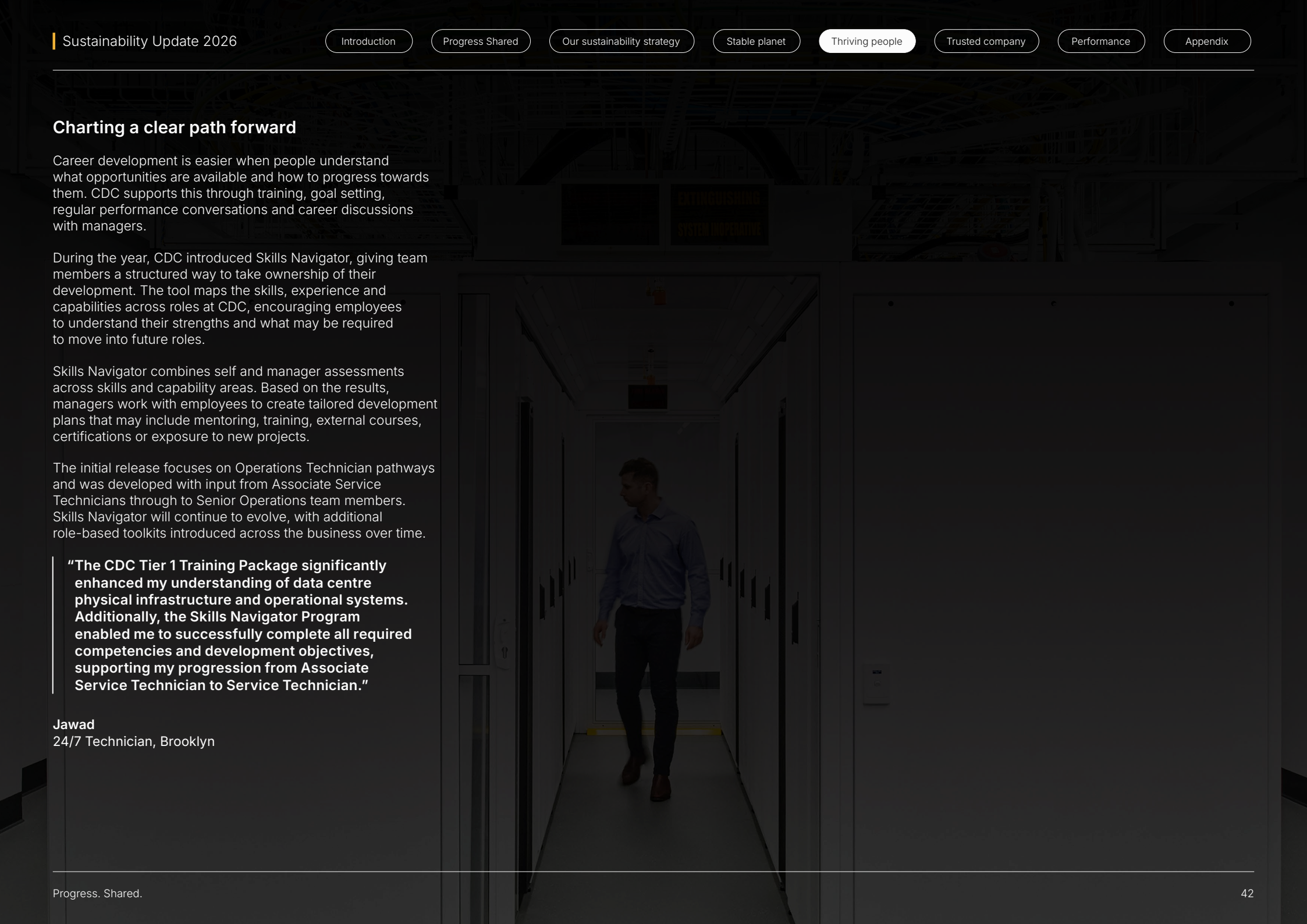
During the year, CDC introduced Skills Navigator, giving team members a structured way to take ownership of their development. The tool maps the skills, experience and capabilities across roles at CDC, encouraging employees to understand their strengths and what may be required to move into future roles.

Skills Navigator combines self and manager assessments across skills and capability areas. Based on the results, managers work with employees to create tailored development plans that may include mentoring, training, external courses, certifications or exposure to new projects.

The initial release focuses on Operations Technician pathways and was developed with input from Associate Service Technicians through to Senior Operations team members. Skills Navigator will continue to evolve, with additional role-based toolkits introduced across the business over time.

> **"The CDC Tier 1 Training Package significantly enhanced my understanding of data centre physical infrastructure and operational systems. Additionally, the Skills Navigator Program enabled me to successfully complete all required competencies and development objectives, supporting my progression from Associate Service Technician to Service Technician."**

Jawad
24/7 Technician, Brooklyn



Growing our next generation of leaders

Strong leaders are shaped over time through experience, feedback and exposure to different perspectives.

Launched in FY25 and now in its second year, CDC's Peak Performance Program prepares employees with the potential to take on broader leadership responsibilities across the business. The program is comprehensive and individually tailored, combining personalised professional development plans, one-on-one coaching, peer-to-peer learning and dedicated face-to-face experiences, culminating in a capstone session that brings participants together to explore leadership at the individual, team and community level.

During FY26, 14 participants from New South Wales, the Australian Capital Territory, Victoria and New Zealand took part in the program.

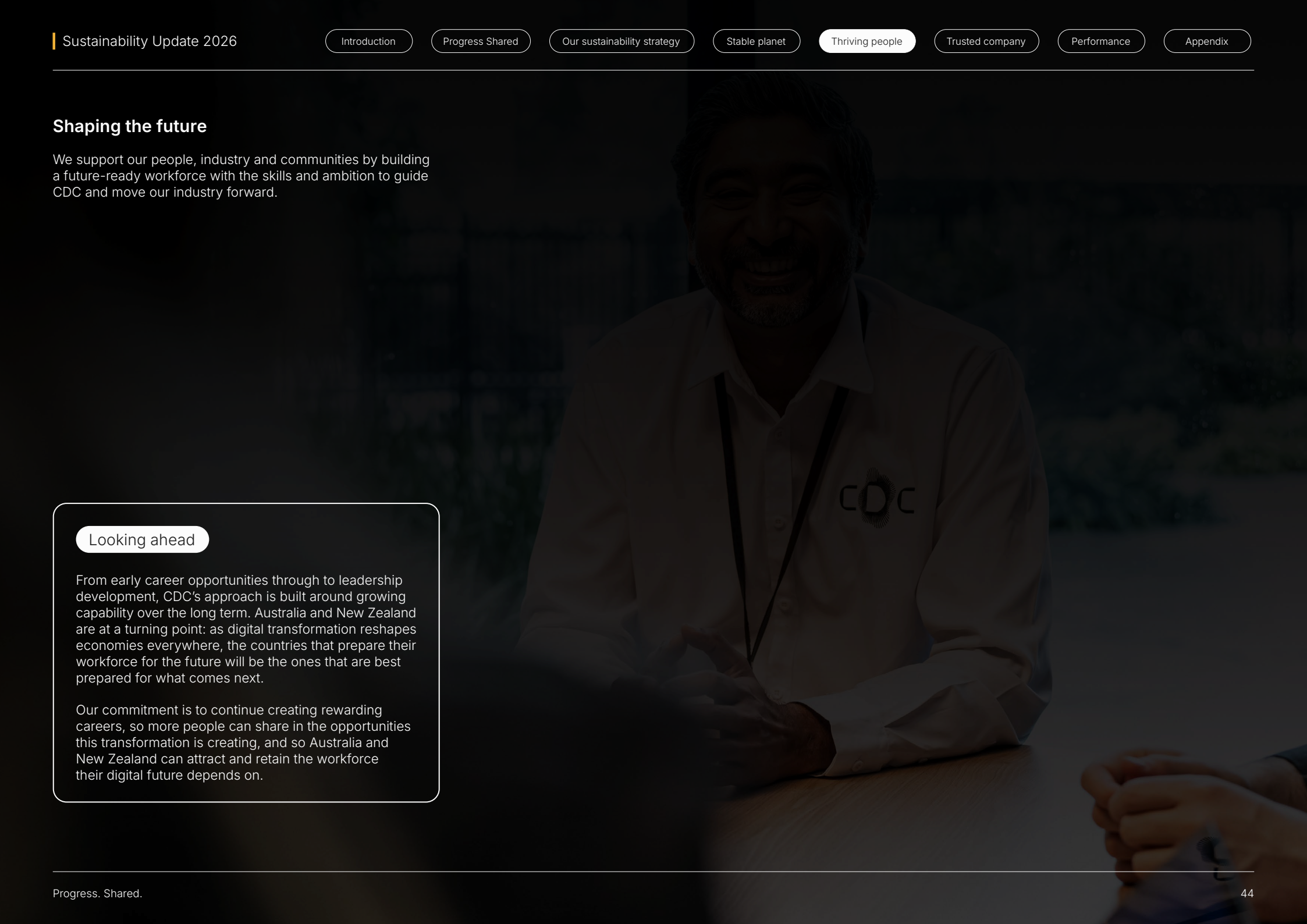
> **"The program has given me the space to step back from the day-to-day operational focus and think more deliberately about how I lead. Learning from different perspectives across CDC, alongside coaching and honest feedback, has strengthened how I collaborate, develop others and prepare our teams for the opportunities ahead."**

Danielle
Head of External Affairs

Through coaching, mentoring and direct engagement with senior leaders, participants are challenged to think beyond their immediate roles, learn from colleagues across the organisation and build future-ready skills. Bringing together employees from across CDC also deepens relationships between teams, creating a more connected organisation and encouraging greater collaboration across the business.

Shaping the future

We support our people, industry and communities by building a future-ready workforce with the skills and ambition to guide CDC and move our industry forward.



Looking ahead

From early career opportunities through to leadership development, CDC's approach is built around growing capability over the long term. Australia and New Zealand are at a turning point: as digital transformation reshapes economies everywhere, the countries that prepare their workforce for the future will be the ones that are best prepared for what comes next.

Our commitment is to continue creating rewarding careers, so more people can share in the opportunities this transformation is creating, and so Australia and New Zealand can attract and retain the workforce their digital future depends on.

Diversity and inclusion

The people who work at CDC bring different experiences, backgrounds and perspectives that shape how we collaborate, solve problems and make decisions.

The data centre sector draws on expertise from a growing range of disciplines, creating avenues for people with different skills and professional backgrounds to contribute to the industry.

With our growth into new regions across Australia and New Zealand, we're bringing together talent from an increasingly broad range of places and skill sets. Different perspectives spot different things, ask different questions and find different paths to a solution. That diversity of thought strengthens decision-making, encourages innovation and is an increasingly valuable part of how we work.

Attracting and developing talent remains a priority. Creating entry points into the industry, fostering professional learning and maintaining strong local relationships ensures we have the workforce needed to meet future requirements. A workforce that reflects the people and communities around us enriches our culture, enables us to better serve our customers and contributes to the ongoing success of our business.

Improving representation requires both measurable progress and sustained commitment. During FY26, women and gender-diverse people represented 26% of CDC's workforce, up from 24% in FY25. Throughout the year, we continued investing in initiatives that expand access to careers in the data centre sector and broaden participation across the industry. This included partnering with Empowered Women in Trades to increase awareness of technical and trade careers and encourage greater participation in these fields. We also commenced the Pathways Program, providing additional exposure across different parts of the business. Both initiatives contribute to broader efforts to showcase the range of career opportunities available across the data centre sector.

During the year we progressed work on our Indigenous implementation strategy, including listening and engagement activities with First Nations stakeholders. These conversations are informing how we embed the principles and purpose of First Nations Reconciliation and Māori partnership across our operations and relationships. The engagement undertaken during the year also provided valuable insights into community expectations, priorities and areas for collaboration, informing the next stage of this work.



Our goal

An industry leader in diversity and inclusion

Our FY26 progress highlights:

26%

representation of women and gender-diverse people across the business

Partnered

with Empowered Women in Trades to **support pathways into technical and trade careers**

Launched

our Pathways Program, **helping women build skills and experience** for careers in the data centre industry

Progressed

work on **Indigenous implementation strategy**, including listening and engagement with Indigenous stakeholders

Broadening participation

CDC recognises that achieving gender diversity is both a business priority and an industry challenge. As a company operating across the data centre, engineering, construction and technology sectors, we compete for talent in industries with low female participation.

Building a more balanced workforce requires sustained effort, particularly in technical and operational roles where skills shortages persist. Over the past year, female participation increased from 85 to 117 FTE, as total FTE employee headcount grew from 356 to 453 and our female hiring ratio increased to 29% in FY26, up 3% from FY25. Female representation in technical service roles has increased fourfold since the launch of the CDC Academy in 2022, including more female Electricians, Service Technicians and Associate Service Technicians. We report our gender pay gap through the Australian Workplace Gender Equality Agency (**WGEA**) each year. Progress isn't always linear, and this metric can move as our leadership composition evolves. We remain committed to increasing opportunities for women to enter the business and move into leadership, and closing this gap over time.

Our goal is to make it easier for women to enter the industry and succeed at CDC. This includes gender-neutral recruitment, partnerships with women's networks, unconscious bias training for hiring managers, gender-neutral parental leave, annual gender pay gap analysis and development opportunities through the CDC Academy. During 2026, we built on this through campaigns targeted at women and gender-diverse talent, encouraging people from underrepresented groups to consider a career at CDC. As part of this initiative, we hosted a CDC Career Day for women at our data centre in Melbourne, providing insight into a day in the life at CDC and career pathways across our business. Some attendees are currently progressing through our recruitment pipeline.

While there is more work to do, programs such as Women Rising and Girls in ICT support our ongoing efforts to broaden participation and strengthen the diversity of talent across our business.

Purpose in practice

Empowered Women in Trades

Supporting greater representation of women in trades through industry engagement and career pathways.

This year, CDC commenced a partnership with **Empowered Women in Trades (EWIT)**, a not-for-profit organisation dedicated to increasing female participation in trades.

EWIT has built a strong and supportive community and shares CDC's vision for a more diverse and inclusive industry, with a goal of achieving 30 per cent women in trades by 2030.

By joining the EWIT Alliance, CDC is raising awareness of careers in the data centre industry and broadening access to technical, operational and trade pathways. Through site visits, career immersion experiences and networking opportunities, women gain first-hand insight into the work involved in designing, building and operating critical digital infrastructure, as well as the diverse career options available across the sector.

> **"CDC is proud to partner with Empowered Women in Trades (EWIT), inspired by the strong community they've built in such a short time and their ambitious vision of 30% women in trades by 2030. This partnership reflects our shared commitment to creating opportunities for women and opening pathways into the rapidly growing data centre industry. Together, we champion diversity, inclusion, and skills development, ensuring women have the support and resources to thrive in technical careers and help shape the future of our sector."**

Natasha Warwick
CDC Chief People Officer



Advancing Indigenous participation

As CDC grows across Australia and New Zealand, we are establishing relationships with new communities and deepening existing ones. This includes ongoing engagement with Aboriginal and Torres Strait Islander peoples and Māori communities that host our facilities.

As a long-term owner and operator of critical infrastructure, we have a responsibility to ensure our presence delivers lasting value for Indigenous communities. This begins with listening and gaining a clearer understanding of where CDC can contribute positively. Indigenous peoples hold deep cultural, environmental and local knowledge. These perspectives bring valuable insight to decision-making, improve how we work with others and encourage actions that reflect their priorities and aspirations. Throughout FY26, employees across Australia and New Zealand participated in cultural learning experiences delivered by Indigenous presenters, designed to build understanding and encourage more informed engagement.

We continue to build relationships with Indigenous-owned businesses, like BY Group, recognising the role these partnerships can play in supporting jobs, strengthening enterprises and enabling more of the economic value created by our projects to remain within communities.

In Australia, a program delivered in partnership with Yarn Up and facilitated by William Trewlynn explored the diversity and sophistication of Aboriginal and Torres Strait Islander cultures while building understanding of reconciliation, engagement, participation and respectful relationships. In New Zealand, employees marked Matariki through a session led by Sterling Ruwhiu exploring traditional Māori knowledge systems, their connection to the environment and the continued revitalisation of Indigenous knowledge and culture.

During FY26, we also partnered with Cox Inall Ridgeway, a Supply Nation-certified Indigenous-owned social change agency, to inform the next phase of our Indigenous strategy. Conversations with team members, industry partners and Indigenous stakeholders reinforced the value of relationships built over time, greater cultural understanding and practical action across employment and procurement. The insights gathered will guide the next phase of CDC's work.

This is long-term work that will evolve through ongoing listening, learning and strengthening our relationships. Our aim is to ensure Indigenous voices remain central to the decisions we make and to create outcomes that endure across generations.





Purpose in practice

BY Group

The partnership with BY Group has supported business growth, workforce development and Indigenous employment opportunities.

Since 2018, CDC has partnered with Indigenous-owned and led construction company BY Group to deliver civil and enabling works across CDC's portfolio in Australia and New Zealand. BY Group was founded in 2014 by three Bundjalung men with a vision to create economic independence for Indigenous Australians.

The relationship reflects CDC's belief that meaningful participation is created through long-term partnerships that provide certainty, build capability and create opportunities for growth.

Over the partnership, BY Group has contributed more than 691,000 labour hours to CDC's developments, supporting delivery at sites including Hume, Beard, Eastern Creek, Marsden Park, Maddington, Brooklyn, Laverton and Auckland. During this period, the business has expanded from a Sydney-based business into a national operation with six offices and 95 employees.

A key factor in that growth has been CDC's commitment to providing visibility of future opportunities. By sharing long-term project pipeline information, CDC has enabled BY Group to recruit, train and invest ahead of demand, supporting sustainable business growth and workforce development.

When the partnership began, CDC projects accounted for approximately 15 per cent of BY Group's revenue. Today, they represent around 70 per cent, providing the confidence to expand into new regions, invest in new capability and strengthen the company's position as a trusted delivery partner for major infrastructure projects. The pipeline of work has enabled BY Group to enter Victoria, Western Australia and New Zealand, scale its plant and equipment fleet and build capability for Tier 1 project delivery.

The partnership has also supported ongoing investment in skills and workforce development, with around 20 per cent of BY Group employees participating in traineeships or apprenticeships. The capability developed through CDC projects has enabled BY Group to expand into additional sectors, including Defence, creating broader opportunities for Indigenous employment and participation.

> **"CDC's commitment to long-term partnership and willingness to share its future pipeline gave us confidence to invest in our people and grow ahead of demand. That visibility has helped us create new employment opportunities, develop Indigenous talent and build a stronger business for the future."**

Malcolm Devin
General Manager of BY Group

> **"The best projects are delivered by great teams working together over the long term. Since 2018, CDC and BY Group have built a strong partnership based on trust, collaboration and a shared commitment to quality. That foundation gives us great confidence that we'll continue to grow together for many years to come."**

Max Bristow
CDC Chief Development Officer



Fostering an inclusive culture

Building an inclusive culture starts with recognising that people bring different experiences, perspectives and ways of working to the team.

During FY26, well over half the team completed the Gallup CliftonStrengths® assessment, a tool that identifies each person's natural talents and how they show up in the way they think, work and connect with others. Beyond providing individuals with greater insight into their own strengths, the program encourages teams to recognise and value different working styles, communication approaches and points of view.

That same thinking extends beyond individual strengths to the make-up of our teams more broadly. With more generations working side by side than ever before, CDC introduced a Generational Diversity workshop as part of our Mental Health and Wellbeing program, exploring how different generational perspectives show up in everyday work, and how that range of experience can contribute to stronger collaboration. The session reflects a simple idea that runs through all of CDC's inclusion work: diverse teams, whether that diversity is generational, cultural or in how people think and work, make better decisions, solve problems more effectively and deliver stronger outcomes for our customers.

Additional initiatives such as the Women Rising Program and Male Allies Program continue to contribute to a more inclusive workplace. Since its introduction at CDC, 28 employees have completed the Women Rising Program. The program gives participants the chance to enhance leadership skills, expand professional networks and build confidence, while Male Allies encourages employees to better understand the role they can play in creating positive change and actively champion greater inclusion and gender equity across the organisation.

An important lesson reinforced through our 2026 International Women's Day panel discussion was that success is rarely achieved alone.

Joined by athletes in the CDC network, Claudia Marcks, Holly Ferling, Simaima Taufa and Sheridan Gallagher, the panel reflected on the role that teammates, mentors, coaches, sponsors and community support played throughout their careers. Many spoke about the opportunities created when others invested in them early, and how they now use their own experience and leadership to encourage the next generation of women. Role models, mentors, coaches and sponsors can all play an important part in broadening horizons, building confidence and encouraging people to pursue paths they may not otherwise have considered. These same principles are reflected in CDC's efforts to broaden participation across our own workforce and the industry.

These initiatives broaden understanding of different perspectives and contribute to a workplace where people feel respected, included and inspired to do their best work.

Looking ahead

We will continue creating pathways into technical and operational careers, deepening engagement with Indigenous communities and businesses, and embedding our Indigenous Strategy across the organisation. Through these efforts, we will help more people build careers in the industry while continuing to foster a workplace where people feel valued, included and able to contribute.



Safety and wellbeing

The people who design, build, operate and maintain CDC's digital infrastructure work in environments where careful planning, sound judgement and attention to detail matter every day.

Looking after their health, safety and wellbeing is therefore an essential part of how we deliver for our customers. Maintaining a commitment to safety and wellbeing ensures everyone working across our business can work confidently and effectively in a complex and highly regulated environment.

Safety influences the decisions we make, the way we prepare for work and how we respond when challenges arise. It depends on every person taking responsibility for identifying risks, following established controls and speaking up when something does not seem right. Through ongoing learning, open conversations and shared accountability, we aim to create an environment where safety remains front of mind in everything we do.

During FY26, CDC strengthened the systems and resources that enable safe ways of working across the business. We maintained ISO45001 certification across 100 per cent of our data centres, reinforcing a consistent approach to managing health and safety risks.

Building on our work in FY26, in July 2026 we also launched a dedicated Safety Alerts and Information Hub, providing a central source of information, resources and insights to promote safety awareness and information sharing across the business.

A strong focus on wellbeing complements our approach to safety, giving our people the resilience and resources needed to perform at their best and thrive both professionally and personally. We recognise that wellbeing extends beyond physical health and includes mental, social, cultural and financial factors that shape an individual's experience at work. During FY26, we expanded our mental wellness program in response to employee feedback and our commitment to continuous improvement.

New initiatives included Healthy Shift, Cultural Capability and Financial Management programs, complementing existing wellbeing resources and employee services. By listening to our people and adapting our programs over time, we continue to build a more responsive wellbeing program to meet a range of needs and experiences.

This ongoing investment reflects our belief that a safe, healthy and connected workforce is fundamental to the wellbeing of our people and the long-term success of our business.

Our goal

A safe and supportive place to work

Our FY26 progress highlights:

100%

of CDC's operational data centres **maintained ISO45001 certification**

Expanded

wellbeing support including the introduction of Healthy Shift, Cultural Capability and Financial Management initiatives in response to employee feedback and evolving workforce needs

Creating safer workplaces

Creating safer workplaces depends on a safety culture where people feel confident to speak up, identify hazards and share lessons learned. CDC encourages this through timely information, clear processes and practical tools that allow teams to recognise risks early and take action before incidents occur. During FY26, improvements in reporting across construction sites increased visibility of potential risks and improved the way teams respond when issues were identified.

To build on this work, CDC launched a dedicated Safety Alerts and Information Hub, giving team members a central place to access safety alerts, practical tools and trusted guidance from regulators including WorkSafe ACT, WorkSafe VIC, WorkSafe WA, SafeWork NSW and NZ WorkSafe.

This approach is reinforced through ongoing investment in critical risk training and competency development. During the year, Service Technicians participated in a suite of CDC Academy training sessions covering spill response, environmental incident management and high-voltage awareness, providing the knowledge and skills needed to work safely in complex environments.

CDC also maintained ISO45001 certification across 100 per cent of its data centres, providing a consistent framework for managing health and safety risks across the business.

Our safety performance remained strong during FY26, with a serious claims frequency rate of 0.75 incidents per million hours worked, compared with the 2026 Safe Work Australia all-industries average of 6.7. Our Total Recordable Injury Frequency Rate and Lost Time Injury Frequency Rate both increased in FY26, to 2.02 and 1.35 incidents per million hours worked respectively. We attribute this largely to a stronger reporting culture and an enhanced focus on capturing incidents, hazards and near misses. Our new Safety Alerts Hub has provided greater insight into potential risks across our sites and is informing preventative action and continuous improvement.

Health and wellbeing in practice

Supporting wellbeing means recognising that people experience work differently. CDC's workforce includes office-based employees, campus-based technicians and shift workers, each facing different challenges and demands, which is why our health and wellbeing program is designed to have something for everyone.

Through the program, employees have access to practical tools, education and resources that promote physical health, mental wellbeing, resilience and work-life balance. During FY26, employees participated in workshops covering topics such as positive psychology, growth mindset, resilience, energy management and stress reduction. Regular feedback from employees provides ongoing insight into the effectiveness of these initiatives, allowing programs and services to reflect the changing needs of our diverse workforce.

These initiatives encouraged employees to explore practical skills that contribute to long-term wellbeing while fostering an environment where people feel comfortable discussing mental health and accessing assistance when needed, including through our Employee Assistance Program, available to all employees.

Recognising the unique challenges associated with 24/7 operations, CDC also continued to provide tailored wellbeing services for shift workers through Healthy Shift training. The program delivered evidence-based education tailored to the realities of shift work, including practical guidance on sleep, nutrition, fatigue management, stress awareness and mental health.

> **"I watched the Healthy Shift training when I first started and found it very interesting and really good information. I'm using this shift pattern as my own and it's working really well."**

Kym
Critical Environment Technician

Employees also had access to financial wellbeing sessions delivered face-to-face in partnership with CommBank, covering topics such as budgeting, financial literacy and personal fraud prevention. Following these sessions, 30 team members took up the offer of ongoing, one-on-one financial coaching to help manage their finances with greater confidence, a clear sign that these sessions are translating into real, individual action. Throughout the year, these initiatives were complemented by ongoing access to resources, education and confidential assistance through our Employee Assistance Program.

Looking ahead

We will maintain a focus on safety culture through proactive reporting, critical risk management and ongoing learning, alongside wellbeing initiatives that recognise the different needs of our workforce. We will also continue to enhance the tools, training and information available to our people, supporting safe ways of working, positive wellbeing and long-term careers at CDC.

Community impact

CDC's founder and CEO, Greg Boorer, understood something from the very beginning. Transformative infrastructure only achieves long-term success if it strengthens, rather than strains, the communities it's built alongside.

It's a lesson every major infrastructure era, from railroads to power grids to telecommunications networks, has had to learn. Greg built that understanding into CDC from day one, long before social licence became a formal part of planning and policy discussions.

That thinking shaped some of CDC's earliest and most fundamental decisions. It influenced the decision to design out ongoing water consumption for primary cooling, so growth would not place ongoing demand on the communities and industries around it. It informed a commitment to local suppliers and local jobs, recognising that investment in new infrastructure should contribute to the long-term prosperity of the regions around it. It also underpinned long-standing relationships with local communities, well before this was expected of infrastructure companies.

CDC's first data centre opened in Canberra in 2007, and its earliest community partnerships followed not long after. Almost two decades on, this instinct to show up as a good neighbour in the places where CDC operates.

CDC's community contribution takes many forms. It includes the jobs and local economic value we create, the partnerships we build with people and businesses and the initiatives that enable us to give back to causes those communities care about, such as volunteering, mentoring, and education programs.

During FY26, CDC continued to work with a broad range of organisations and partnerships across Australia while progressing the targets established under our ESG strategy. This included strengthening existing relationships, backing employee-led initiatives and investing in programs that connect people with opportunities in sport, education, technology and workforce development. By partnering with organisations that share our values, we aim to foster opportunity, encourage participation and help shape the next generation of leaders, innovators and athletes.

CDC has formalised this next phase through the creation of our **Community and Social Impact Strategy, Progress Shared**. Progress Shared provides a framework to ensure community investment is guided by local priorities, applied consistently and measured more effectively as CDC expands across Australia and New Zealand. The strategy builds on work carried out during FY26 and formalised after the end of the financial year, taking account of evolving community feedback and expectations.

> **"We believe the communities that host our infrastructure should share in the opportunities it creates."**

Greg Boorer
Founder and CEO

Our goal

Make a measurable difference in our communities

Our FY26 progress highlights:

19

community organisations supported, continuing our investment in long-term partnerships spanning sport, education, wellbeing, community resilience and digital inclusion

414

hours of volunteer, community service, voluntary emergency management services and Reservist leave

Developed

CDC's **new Community and Social Impact Strategy**, Progress Shared

Community and social impact strategy

CDC secures progress for all

Building thriving, inclusive and empowered communities that share in the benefits of the infrastructure built among them.

Create opportunities

Building the skills and jobs local communities need to thrive.

Strengthen communities

Supporting the people and organisations that hold communities together.

Share economic opportunity

Ensuring every community we build in shares directly in our growth.

How we deliver it

Jobs and local economy

Direct and indirect employment, local suppliers and workforce pathways.

Community partnerships and giving

National and local partnerships, sponsorships and donations.

Community benefit sharing

A locally-designed benefit plan for every campus, delivered through trusted partners.

Impact Areas

Skills, Jobs and Digital Pathways

STEM, TAFE, school, scholarship and adjacent workforce initiatives that build local capability connected to digital infrastructure.

Water, Nature and Environmental Stewardship

Protecting and restoring the water, land and ecosystems our communities and industries depend on.

First Nations and Māori Partnership

Partnering with First Nations and Māori communities to support culture, employment and economic participation.

Community Wellbeing and Connection

Backing the causes, sport and organisations that keep communities strong and connected.

Local Infrastructure and Shared Spaces

Delivering visible community assets, sporting facilities and shared spaces alongside councils and trusted partners.

Good neighbour principles

CDC recognises that being a good neighbour means more than meeting planning requirements. As the sector grows and digital infrastructure becomes a bigger part of everyday life, expectations are evolving. Communities want to understand what infrastructure is being built, to what standard, and how benefits will be shared locally. Government policy and planning frameworks are placing greater emphasis on engagement, social licence and local benefit creation.

CDC welcomes this shift. We believe the communities that host our facilities should share in the opportunities they create. This represents a progression of an approach embedded for many years. What has changed is not our commitment to community, but the need to apply that approach more consistently as the business enters new regions.

The way we engage with local residents and stakeholders continues to evolve. We believe in being open, transparent and connected with the communities in which we operate. We are providing more opportunities for dialogue, making it easier for people to share feedback and increasing access to information on issues that matter most to local communities.

Long-standing partnerships will continue to play an important role. The focus now is on better aligning investments with local priorities, improving how outcomes are understood, and enabling employees to participate in initiatives that benefit communities connected to our projects.

Our emerging benefit-sharing approach is designed to deepen these impacts by working with communities to identify opportunities that create long-term local value. This includes investment in areas that align with community priorities including workforce pathways, digital inclusion, environmental stewardship, water stewardship and community wellbeing.

While we may not always be able to address every issue raised, we are committed to listening, being transparent and working with local communities to achieve the best possible outcomes.

We are committed to:

Early, transparent and ongoing engagement.



Listening to community feedback and concerns.



Providing clear and accessible information about our projects.



Working constructively with local stakeholders throughout the life of the facility.



Supporting the communities where we operate through long-term partnerships and community investment.



Leveraging nearly 20 years of place-based community impact in Canberra

Ask people who have worked closely with Greg and CDC, and Canberra tends to come up early in the conversation. It is where CDC began, where its culture took shape. It is also where its founder has spent close to two decades building relationships and contributing to local causes, much of which has had little to do with data centres. Since 2019, Greg has sat on the Board of Hands Across Canberra, an organisation he now chairs. He describes it as something close to a compass for the region's giving, helping channel contributions, his own and CDC's, to the parts of Canberra doing it hardest. An organisation like Hands Across Canberra supports impactful giving through its robust processes, based in local knowledge of community needs, evidence and the experience of those who work and live in the community.

> **"Canberra is where CDC started, and it's where I learned that a business is only as strong as the community around it. As we've grown into new states and into New Zealand, we've taken that belief with us: show up, listen and give back in ways that matter to the people who live there."**

Over the years the belief that local giving leads to local impact has shown up in the way CDC has invested in people and organisations focused on community wellbeing, grassroots sport, workforce participation, digital inclusion and local initiatives in the Australian Capital Territory (ACT). We are proud to be heading into our eighth season of sponsorship with the Canberra Raiders, proud of our year-on-year backing for individual athletes like cyclist and Commonwealth Games medallist Claudia Marcks, and excited to continue partnering with grassroots organisations across the region.

As CDC grows into new states and into New Zealand, we're taking this same instinct with us: show up, listen, and give back in ways that matter to the people who live there.



Purpose in practice

Hands Across Canberra

Showing up for our community and building on a long-standing partnership with Hands Across Canberra.

For more than a decade, Hands Across Canberra has connected funding, volunteers and services to charities working with people experiencing hardship across the ACT. CDC has been part of that story for many years, providing year-on-year financial contributions over the last decade.

Genevieve Jacobs, Chief Executive Officer of Hands Across Canberra, says the relationship has always been built on a shared commitment to the Canberra community.

> **"Greg and the CDC team have been part of our story for a long time, not as a sponsor looking for a logo placement, but as genuine partners who understand that impact comes from showing up consistently, year after year. That's exactly the kind of long-term thinking Canberra needs more of."**

CDC provides annual contributions for HAC's Canberra Day Appeal, an annual collaborative fundraiser for local charities to encourage community giving.

In March 2026, CDC strengthened this partnership through the launch of the Progress with Purpose Fund, established with an initial contribution and administered in partnership with Hands Across Canberra.

The fund enables CDC employees to contribute directly to local causes, with donations benefiting a network of more than 365 eligible charities working with vulnerable and disadvantaged communities across the ACT.

In the last financial year alone, Hands Across Canberra distributed more than $1.13 million to local organisations working in disability inclusion, youth mentoring, food relief, refugee and migrant settlement, community broadcasting, employment pathways and family wellbeing — the kind of practical, local help communities rely on every day.





Purpose in practice

Day of AI

Opening doors to the digital future by helping young people see the possibilities emerging in a rapidly changing world.

Through CDC's volunteer leave program, employees have opportunities to share their time and experience with the communities in which we operate. One example is our partnership with Day of AI Australia, a program helping young people better understand the technologies shaping society and build the confidence to navigate an increasingly digital world.

While Day of AI Australia introduces students to emerging technologies, CDC's contribution focuses on something broader: helping young people understand the infrastructure, industries and careers that underpin the digital transformation, and showing that those careers are within reach.

During FY26, CDC welcomed Year 9 and 10 students from Calwell High School to one of our Canberra data centres for a full-day learning experience. CDC employees volunteered their time to share career experiences, answer questions and provide a behind-the-scenes look at how a data centre operates. Students also had the opportunity to connect with CSIRO researchers and learn about Virga, Australia's most powerful supercomputer.

For many students, the experience provided a first-hand introduction to an industry they may never have previously encountered.

It also demonstrated how digital infrastructure supports research, innovation and essential digital services, while showcasing the role sustainable data centres play in meeting Australia's growing digital needs.

CDC's involvement also enabled Day of AI Australia to deliver learning experiences across four local primary schools and contribute to a program that reached more than 250,000 students and 1000 teachers nationally in 2025.

By opening its doors and sharing the experiences of its people, CDC is helping young people see a future for themselves in the industries and careers emerging around them.

You can learn more about Day of AI Australia in the **2025 Impact Report**.

Carrying our community commitment into new regions

Forming meaningful local partnerships is the first step as CDC establishes itself in a new region. In Western Australia, that has meant partnering with Mission Australia's Wattle House service in Maddington, ensuring vital emergency relief and community support continues for families doing it tough.

Our emerging benefit-sharing approach builds on these early partnerships, working directly with local councils and communities to identify opportunities that reflect both local priorities and CDC's expertise, spanning workforce pathways, digital inclusion, environmental stewardship and community wellbeing.

Our focus, in every region, is the same: aligning investment with what matters locally, understanding the outcomes it creates, and encouraging employee participation in initiatives connected to our projects.



Purpose in practice

Helping keep Christmas

Supporting Mission Australia's Wattle House Christmas appeal in Maddington.

Mission Australia's Wattle House service provides emergency relief to individuals and families experiencing hardship in Maddington, Western Australia. In late 2025, funding challenges placed the service's annual Christmas appeal at risk.

The initiative provides food hampers, gifts and a community Christmas lunch for local families during the festive season, so CDC stepped in to ensure the appeal could proceed.

CDC's contribution provided 120 hampers for emergency relief clients, 80 hampers for Mission Australia housing clients and a Christmas lunch for more than 100 attendees, including several families who joined the celebration. This demonstrates the strong community participation and impact of the event in 2025.

The Christmas appeal built on the essential work already carried out by Wattle House throughout the year. During the previous year, the service provided 4,668 food hampers and more than 5,200 instances of assistance, including help with food, bills, medication, toiletries, clothing, nappies and other household essentials.

Reflecting on the partnership, CDC Founder and CEO Greg Boorer said:

> **"Contributing to this Christmas campaign is not just about a donation. It's about ensuring local families can access assistance at a time of year that can be especially challenging. We're proud to play a small part in helping Wattle House continue its important work in the community."**

Following this initial investment, CDC committed to a further two-year partnership (through to late 2028) to deliver measurable social impact for vulnerable individuals and families experiencing hardship in the Perth community. CDC's contribution will not only sustain Emergency Relief services but will also enable Mission Australia to increase service capacity and reach more individuals and families.

Looking ahead

We will continue building on almost 20 years of place-based community impact, backed by a strategy that gives it clearer shape as CDC grows. That means creating more local jobs and skills, and backing more of the causes that matter in the communities where we operate. It also means ensuring every new campus comes with a genuine, locally designed benefit-sharing plan, not a standard formula applied from a distance.

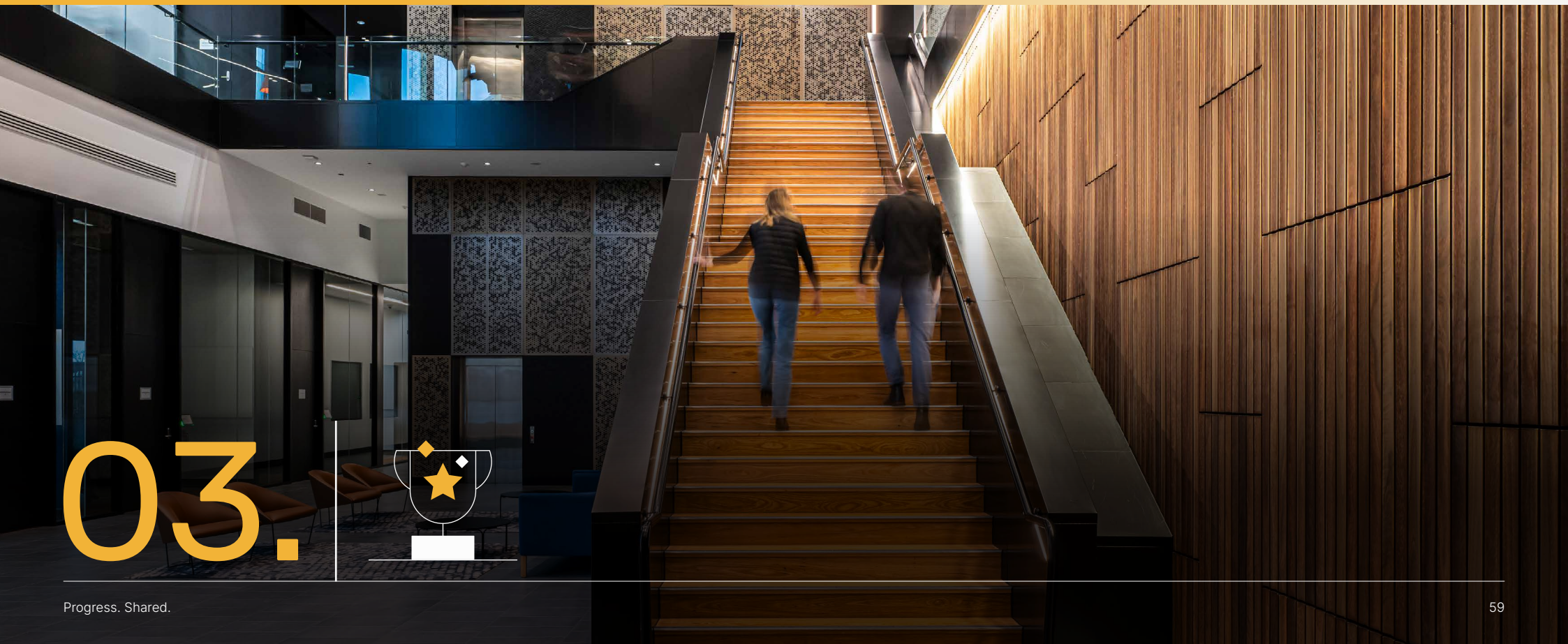
Trusted company

Trust in critical infrastructure is earned through the decisions made every day and the standards maintained over time. From transparency and security to responsible business practices and long-term resilience, CDC works to provide customers, communities and stakeholders with confidence that our infrastructure is designed, operated and governed responsibly.

Trust and transparency

Data security

Resilience and innovation



03.

Trust and transparency

Our ambition is to be Australia and New Zealand's most trusted data centre provider.

Trust is built over time through the decisions we make, the standards we uphold and the way we work with our customers, partners and communities.

That trust continues to be reflected in the confidence our customers place in us, with our customer Net Promoter Score (NPS)of 90. It is also supported by the systems and practices that underpin accountability across our business. This includes a refreshed CDC Academy compliance program completed by 100 per cent of team members and our ongoing approach to modern slavery and labour rights, promoting ethical business practices, responsible procurement and effective supplier oversight.

Trust has always been fundamental to how we have operated over almost two decades. Working with some of Australia's most security-conscious organisations has required strong governance, accountability and a clear focus on doing what we say we will do. Those foundations remain critical as our business and sector continue to grow.

Strong customer relationships remain essential. In addition, communities are calling for a stronger role in decisions that affect their local areas. Governments and regulators are setting clearer expectations for responsible growth, while investors, employees and partners expect greater transparency, accountability and evidence of performance.

Across Australia and New Zealand, these expectations are increasingly reflected in new frameworks and policy initiatives for data centres and digital infrastructure. While the detail varies between jurisdictions, they share a common focus on responsible growth, transparency, stewardship of shared resources and stronger stakeholder and community engagement.

We welcome these evolving expectations, many of which reflect principles that have long guided our approach, while also highlighting where we need to do more. This includes listening and responding to communities and being clearer about how we share the benefits of our growth. More detail on our progress and plans is provided in the Community Impact section of this Update.

Our goal

Australia and New Zealand's most trusted data centres

Our FY26 progress highlights:

90

customer Net Promoter Score achieved

100%

team members completed **refreshed CDC Academy compliance package**

Progressed

our **modern slavery and labour rights program** of work including the roll out of new policies and training

Engaging our stakeholders

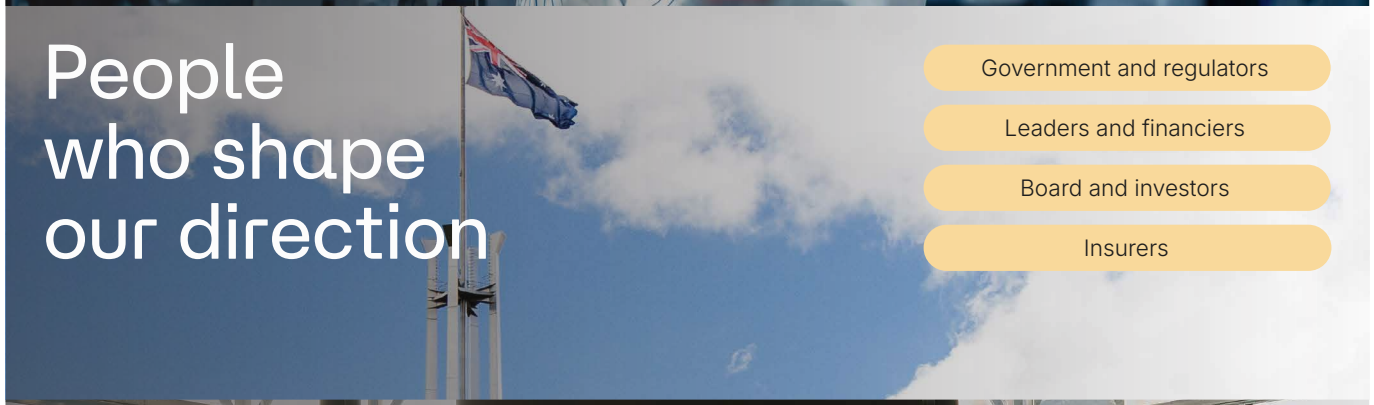
Stakeholder engagement helps inform how we make decisions and set priorities. Insights from customers, employees, investors, suppliers, governments, regulators and communities contribute to our understanding of changing expectations, risks and opportunities.

We engage with a broad range of groups across our business and value chain, through a range of formal and informal channels to listen, share information and understand different perspectives. These conversations play an important role in shaping our strategy, governance, risk management and sustainability priorities.

We identify stakeholder groups by considering who may affect, or be affected by, our activities, decisions and broader value chain, and tailor our engagement to the nature of that relationship and the matters relevant to them.

As our sector and footprint grow, so too does the importance of listening and responding effectively. We are strengthening our approach through clearer accountability and more structured engagement, particularly with the communities connected to our existing and future developments.







How we engage and what matters to them

Two-way engagement is continuous — we listen, engage, collaborate, report and respond across every group.



People we serve

Customers

How we engage: Account management, feedback forums, innovation workshops, NPS survey, site visits and briefings, energy and sustainability engagement

What matters to them: Reliability and resilience, secure and scalable infrastructure, supporting digital transformation, energy availability and cost, renewable electricity options, water-efficient cooling, transparent environmental performance

Community

How we engage: Local research and consultation, site tours, enquiries and FAQs, sponsorships, donations and community initiatives

What matters to them: Trust and transparency, infrastructure and local amenity impacts, environmental and water stewardship, local jobs and participation, social value, First Nations and Māori participation

How we engage and what matters to them

Two-way engagement is continuous — we listen, engage, collaborate, report and respond across every group.



Government and regulators

How we engage: Direct briefings and queries, site visits and campus tours, planning and infrastructure forums, submissions, reporting and data sharing

What matters to them: Critical and sovereign infrastructure, climate resilience, energy and water security, regulatory compliance, regional development and jobs, community outcomes and social value

Lenders and financiers

How we engage: Lender relations and credit risk briefings, capital raising engagement, performance briefings, climate and sustainability reporting

What matters to them: Business and asset resilience, climate-risk management, emissions and decarbonisation progress, WUE and PUE performance, transparent disclosures, long-term credit strength

Board and investors

How we engage: Board and investor meetings, strategic and risk briefings, performance updates, climate and sustainability reporting

What matters to them: Long-term value and capital allocation, business and asset resilience, climate-risk management, transparent performance and disclosures, sustainability progress

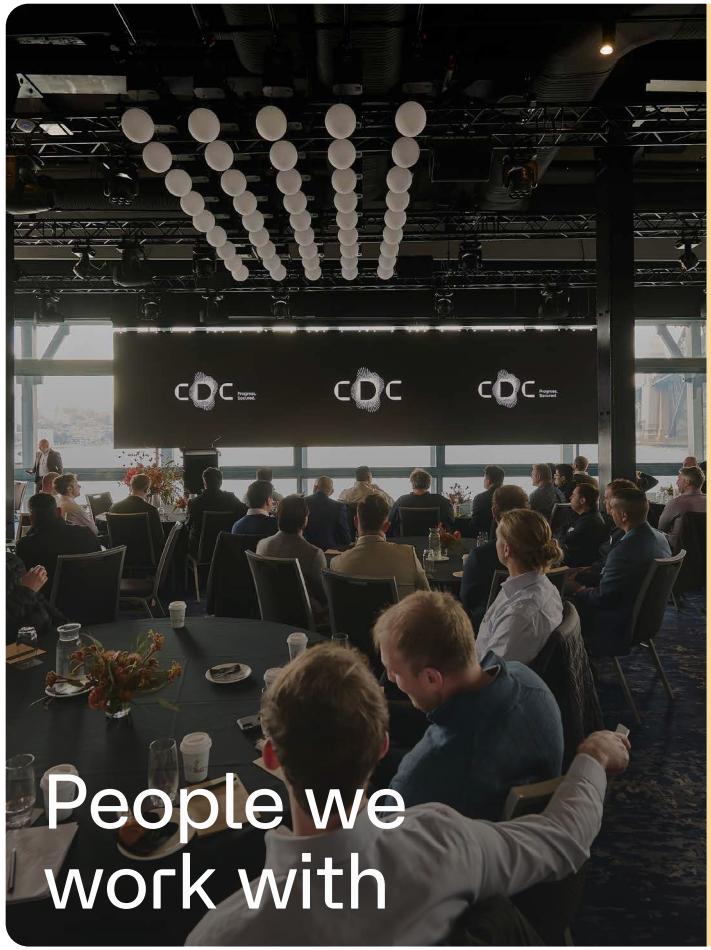
Insurers

How we engage: Annual asset and insurance reviews, resilience briefings, physical-risk and scenario assessments

What matters to them: Asset-level climate resilience, extreme-weather exposure, engineering controls and redundancies, insurability and risk management

How we engage and what matters to them

Two-way engagement is continuous — we listen, engage, collaborate, report and respond across every group.



Employees

How we engage: Training and CDC Academy, employee surveys, safety and wellbeing programs, diversity initiatives, volunteer leave, performance reporting

What matters to them: Salary and wellbeing, inclusion, technical and leadership development, climate-resilience capability, clear career pathways

Utility providers

How we engage: Direct infrastructure planning, site-specific engagement, briefings and site visits, submissions and forums, operational data and insights

What matters to them: Grid connections and investment, energy and water demand, systems reliability, infrastructure planning, renewable energy, accurate demand and performance data

Universities, TAFEs and vocational bodies

How we engage: Research and innovation partnerships, curriculum collaboration, STEM outreach, internships, pathways and training programs

What matters to them: Workforce and skills development, technical and digital capability, industry pathways, applied research and innovation

Industry, suppliers and delivery partners

How we engage: Industry bodies and advisory forums, site visits, research partnerships, supplier engagement, design and operational reviews

What matters to them: Evolving standards and regulation, resilient design, energy and water efficiency, technology change, supply-chain capability, good practice and innovation

Understanding what matters to our stakeholders

In FY26, we completed a double materiality assessment to refresh our understanding of the sustainability topics most relevant to CDC and our stakeholders. The assessment considered two perspectives: how CDC's activities affect people and the environment, and how sustainability-related issues may create financial risks or opportunities for CDC. It extended across our operations and broader value chain.

This assessment considered two dimensions together:

Impact materiality

How CDC's activities affect people and the environment, across our own operations and broader value chain.

Financial materiality

How sustainability-related issues create risks or opportunities for CDC's own financial performance and long-term value.

Together, these two lenses help ensure our strategy and reporting focus on the topics that matter most to our business and most important stakeholders.



CDC FY26 Double Materiality Assessment



Topic Key

(numbers for reference only, not in priority order)

Environment

1. Climate change
2. Water and marine resources
3. Biodiversity and ecosystems
4. Circular economy

Social

5. Consumers and end users
6. Communities
7. Equal treatment and opportunities
8. Working conditions
9. Work-related rights

Governance

10. Protection of whistleblowers
11. Corruption and bribery

The assessment confirmed that environmental topics, particularly climate change, water and biodiversity, remain highly material to CDC, consistent with the long-standing focus of our Stable Planet pillar. Social topics also remain important, with a sharper focus emerging on working conditions, equal treatment and the communities connected to our operations, while governance topics have sharpened around anti-corruption and whistleblower protection.

Noting the importance of a changing climate in the assessment, further details of CDC's climate-related risks and opportunities and our strategic response can be found in our FY26 AASB S2 Sustainability Report[14].

While our material topics remain largely unchanged, some have shifted in importance in light of our evolving operating environment. As a result, we are continuing to increase our focus on the areas that matter most to our stakeholders and to our business. This includes strengthening how we manage and disclose our approach to water, climate and community-related topics.

We are currently using these findings to inform a broader review of our sustainability strategy, including our material topics, goals and targets. We look forward to sharing the outcomes, including any refreshed goals and targets, in future voluntary Sustainability Updates.

[14] Pages 29-35 of the AASB S2 Sustainability Report: Risks: Access to capital; Energy availability fluctuations; Increased regulatory change; Industry risk: water scarcity; Physical climate risk. Opportunities: industry-leading water efficiency; In-house expertise and skills. The Sustainability Report includes details on our response and the existing capabilities that allow us to respond. For more information on our approach to climate risk and resilience, see our **FY26 AASB S2 Sustainability Report** on our website.

Our corporate and sustainability governance

Maintaining trust starts with strong governance. Our governance framework supports responsible decision-making, effective risk management and accountability as CDC grows. It enables us to meet our legal and regulatory obligations and maintain the confidence of our customers, partners, communities and other stakeholders by embedding ethics and accountability in how we lead.

Our corporate governance framework brings together Board and committee oversight, enterprise risk management, policies and controls, our Code of Conduct, training and reporting mechanisms. This provides a common foundation for how CDC sets strategy, manages risk and promotes ethical and accountable conduct across the business.

Specific sustainability matters are governed within this broader framework. This includes setting and monitoring performance against our sustainability strategy, our approach to managing human rights and modern slavery risks across our operations and supply chains. It also includes climate-related risks and opportunities, which are integrated into our governance and risk management processes.

The Board of Directors has overall oversight of our sustainability strategy, including approval of our ESG Statement of Commitment, ESG Strategy and sustainability reporting. The Board is supported by the Audit and Risk Committee in relation to risk, assurance and transparency across disclosures.

Day-to-day implementation is led by the CEO and Senior Leadership Team, supported by the Chief Strategy Officer and Head of Sustainability. A cross-disciplinary Sustainability SteerCo supports implementation and performance monitoring across the business, while operational managers are responsible for delivery within their relevant areas.

For example, delivery of our water and energy efficiency commitments cuts across the business. Operational teams monitor and manage performance; development embeds efficiency and resilience into design and delivery; and customer teams work with customers on the commitments and arrangements that support efficient operations.

This structure integrates sustainability considerations into business processes and decisions.

FY26 provided an important example of this governance framework in action. CDC further integrated climate-related risks and opportunities into its broader Enterprise Risk Management Framework, strengthening the connection between climate considerations and strategic planning, investment and business decision-making. Climate considerations are embedded across site selection, design, planning and approvals, development and operations. For full details refer to our FY26 AASB S2 Sustainability Report.

CDC also continued to strengthen sustainability capability across its governance and management structures. During FY26, climate-related risks and opportunities and AASB S2 requirements formed part of targeted training for the Board of Directors, CEO, Senior Leadership Team and Sustainability SteerCo. This included updates on regulatory requirements and the potential implications of a changing climate on the operating environment.

As CDC grows and the regulatory environment continues to evolve, strong governance provides the foundation for accountable decision-making, effective risk management and transparent disclosure.

ESG Governance:



For more information on our governance approach to climate risk and resilience, see our **FY26 AASB S2 Sustainability Report** on our website.

Ensuring a culture of accountability

Our governance framework is supported by a refreshed Code of Conduct, mandatory training and supporting policies that guide ethical behaviour, accountability and responsible conduct. These policies support the management of climate risk, resource use, site selection and operational resilience, and are regularly reviewed to ensure they remain fit for purpose as we continue to grow.

CDC also expanded compliance capability across the organisation through a refreshed training program delivered via the CDC Academy. Completed by 100 per cent of employees, the program provides practical guidance on organisational policies, legal obligations and industry requirements. It also strengthens individual understanding of responsibilities and how these contribute to a safe, ethical, and compliant workplace.

Responsible supply chain

We also continued to advance our approach to modern slavery and labour rights. Supported by long-standing supplier relationships across Australia and New Zealand, our focus is on ethical business practices, responsible procurement and effective supplier oversight. During FY26, CDC enhanced supplier due diligence processes, expanded supplier engagement activities and improved procurement controls to support more consistent consideration of modern slavery risks throughout supplier onboarding, performance reviews and contract renewals.

We also invested in targeted modern slavery risk and due diligence training, strengthening internal capability to identify and assess risks and support effective supplier oversight. Ongoing engagement with strategic suppliers improved understanding of modern slavery risk management practices and supported improvement across the supply chain.

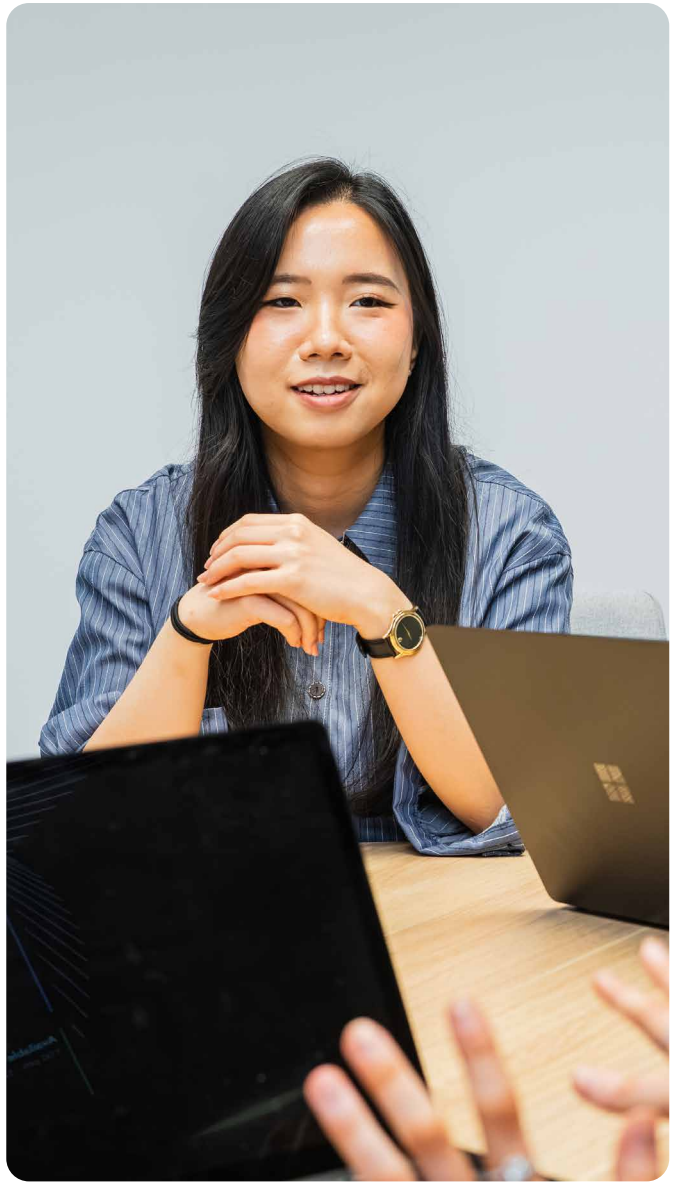
Code of Conduct on our **website**.

For more information on our approach to modern slavery and human rights, see our **FY26 Modern Slavery Statement on our website.**

Transparency and knowledge sharing

Since publishing our first Sustainability Update in 2024, we have continued to voluntarily disclose operational and sustainability performance data, providing greater visibility into our activities and performance. We also published our first mandatory climate-related financial disclosures under AASB S2 reporting on FY26, including disclosures relating to energy, water and emissions. Alongside this, we continue to publish this voluntary Update covering our broader sustainability performance.

Through site tours, briefings and ongoing engagement with governments, regulators, utility providers, customers and communities, we seek to build understanding of how data centres operate and the role they play in Australia's and New Zealand's digital future. We also recognise that trust depends on listening, and we are committed to strengthening how we engage with communities and stakeholders, ensuring their perspectives are considered as projects and plans evolve.



Data security

Our goal

An industry-leading integrated security posture

Customers trust CDC with systems and information that are essential to government services, research and critical infrastructure.

Our customers remain in control of and responsible for the security of their data and systems. However, our data centres form the backbone of secure digital life, keeping services running and information protected so our customers can move quickly, meet their goals and operate with confidence.

Security is embedded throughout the lifecycle of our facilities, from design and construction through to operations and independent assurance, helping ensure our customers' critical systems remain protected.

CDC's security framework brings together physical, personnel, electronic, information and cybersecurity controls to create a layered and integrated approach to risk management.

Our facilities are designed and constructed in accordance with applicable government security requirements in Australia and New Zealand, with security designs subject to formal endorsement and controlled approval processes. Consistent security standards, governance processes and assurance activities maintain the effectiveness of these controls throughout the lifecycle of each facility. Risk-based access arrangements, monitoring activities and regular testing protect the integrity of certified environments and the critical systems entrusted to CDC by its customers.



Our FY26 progress highlights:

A Grade

SecurityScoreCard rating, reflecting the highest level of cybersecurity posture under that methodology

100%

recertification rate for Australian and New Zealand government and industry certifications held during FY26

Testing, assurance and improvement

Independent assurance helps CDC verify that its security measures remain effective and responsive to emerging risks. Across Australia and New Zealand, CDC maintains an integrated assurance program incorporating government certification requirements, industry standards and independent testing. This includes physical penetration exercises, cybersecurity assessments and targeted security reviews conducted under controlled conditions to validate controls, identify vulnerabilities, assess response capability and inform ongoing improvements.

During FY26, CDC achieved a 100 per cent recertification rate across government and industry certifications. These outcomes provide customers with confidence that the environments supporting their critical systems and information remain secure and resilient.

Purpose in practice

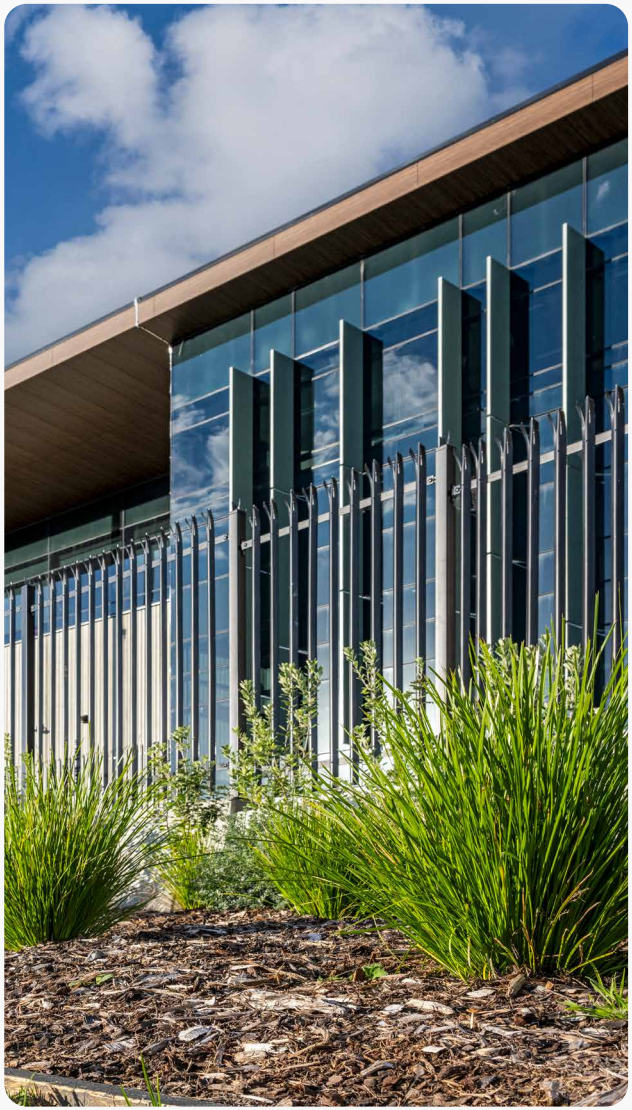
First to achieve PCDC certification

Building confidence in New Zealand's digital infrastructure

In 2025, CDC's Hobsonville 1 (HV1) and Silverdale 1 (SV1) facilities became the first data centres assessed and certified under New Zealand's Public Cloud Data Centre Certification arrangements. The certification provides assurance that facilities can support New Zealand Government services against defined protective security and information assurance requirements.

Achieving certification required CDC to demonstrate performance across security governance, risk management, personnel security, physical security, information security and operational controls. Assessment activities included independent reviews, technical testing, site inspections and verification of compliance outcomes.

Certification of HV1 and SV1[15] demonstrates CDC's commitment to delivering trusted, sovereign and resilient digital infrastructure for New Zealand's public sector. The achievement reflects CDC's integrated assurance framework, which combines ISO/IEC27001:2022 certification, SOC 2 Type II reporting and independent facility-level testing to verify that security controls are operating effectively. Both facilities were successfully recertified in May 2026, with the internal assurance report recording no adverse findings.



[15] Internationally recognised information security certification and independent assurance over the effectiveness of key security controls

Resilience and innovation

CDC develops infrastructure intended to meet long-term customer requirements and maintain high levels of performance and reliability over time.

That means designing not just for today's needs, but for changing technology, customer expectations and future conditions over the life of each facility. CDC combines in-house design and engineering expertise, modular infrastructure and continuous learning from the facilities we operate.

Dedicated design, engineering, operations and innovation teams work across the asset lifecycle, using insights from existing facilities to refine standards, inform equipment choices and improve future developments. This ongoing feedback loop supports continuous improvement in infrastructure efficiency, resilience and adaptability as technology and customer needs change and protects against obsolescence as technology changes.

CDC's closed-loop liquid cooling technology is one example of this long-term engineering approach. Developed in response to the water-stressed conditions in which CDC was founded, closed-loop cooling has been implemented in every facility CDC has designed and built.

Once filled during commissioning, the system recirculates the same liquid mass and avoids ongoing water consumption or evaporation for primary cooling. The architecture also supports increasingly advanced customer equipment and higher-density compute.

Beyond closed-loop liquid cooling, CDC's long-term engineering approach incorporates modular power and cooling infrastructure, flexible space and power configurations, and ongoing investment in technical capability. These features allow ICT environments to be adapted as customer and technology requirements change, while integrated monitoring systems and the CDC Academy support the reliable management of increasingly complex infrastructure.

During FY26, CDC strengthened its innovation capability through a dedicated engineering innovation team, combining specialist design and technical expertise to improve efficiency, security and facility performance.

Our goal

Innovate for longevity in a changing climate and world

Our FY26 progress highlights:

Published

our first **climate-related financial disclosures** in accordance with AASB S2

100%

of CDC sites included in FY26 physical climate-risk assessment

19+

years building in-house design and engineering capability

High efficiency

WUE below 0.02 and PUE of 1.38 while **supporting increasingly high-density compute**

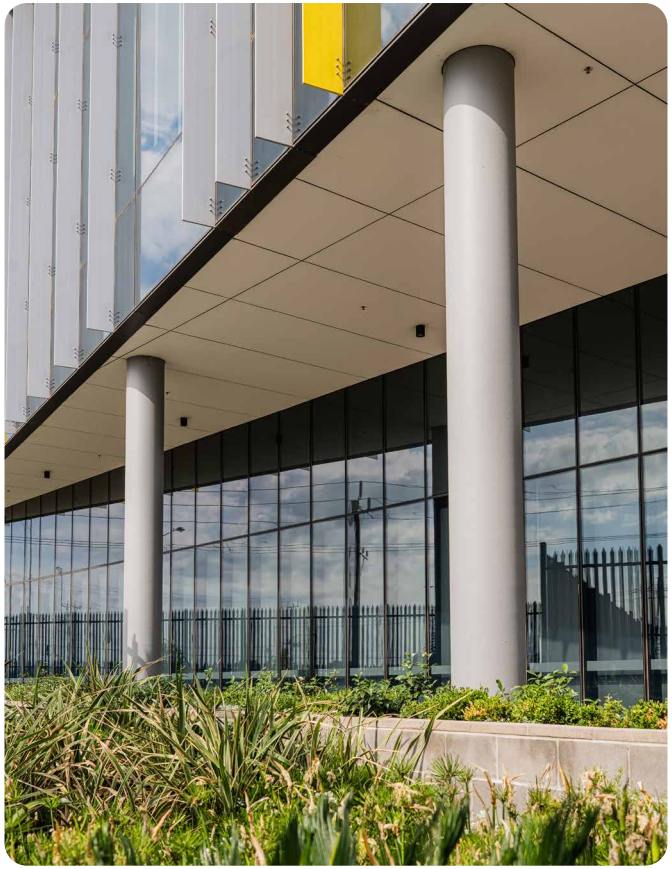
Testing resilience against the future

FY26 marked an important step in testing the resilience of CDC's infrastructure and strategy against a wider range of possible future conditions. As part of preparing for our first AASB S2 climate-related disclosures, CDC assessed physical climate risk across 100 per cent of our sites against eight physical climate perils, including heat, water stress, wildfire, flood, extreme precipitation, hail, wind and cold.

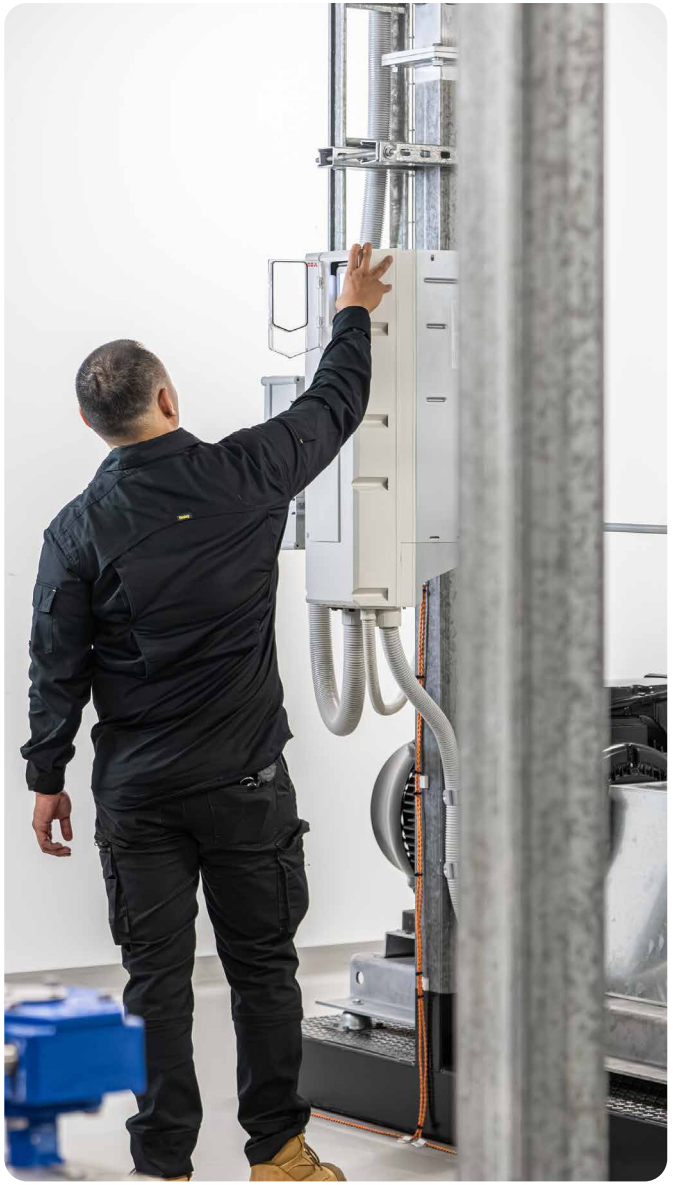
The assessment identified a number of CDC sites as falling within the top two exposure bands for physical climate hazards before mitigation, primarily heat, water stress and wildfire. Taking account of CDC's existing design standards, closed-loop cooling technology, built-in redundancies and operational controls, the assessment found that vulnerability was materially reduced, resulting in low residual physical risk across the portfolio. Drawing on expertise from engineering, operations, risk, finance, legal and sustainability, the process provided a structured evaluation of the climate-related factors most likely to influence CDC's business, assets and long-term planning.[16]

The work confirmed that many of the measures supporting long-term resilience were already embedded in how CDC selects sites, plans infrastructure and manages its facilities. It also provided a more consistent basis for future evaluation of climate-related factors alongside broader strategic, commercial and financial considerations, informing future planning and investment decisions.

This work reinforces a principle that continues to guide CDC: infrastructure designed to last must continue performing long after the conditions around it have changed.



For more information on our approach to climate risk and resilience, see our **FY26 AASB Sustainability Report on our website**.



[16] Full description of the climate-related financial risks and opportunities for FY26 including any specific elements of uncertainty and judgement are detailed in our **FY26 AASB S2 Sustainability Report**

A culture of innovation

For close to two decades, CDC has invested in building and retaining in-house design, engineering and operational expertise. This approach allows lessons from real-world experience to be applied to future projects and helps ensure resilience and efficiency considerations are incorporated from the earliest stages of development. During FY26, CDC continued to invest in dedicated design, engineering and technical capability, while the CDC Academy equipped employees with the specialist knowledge needed to manage reliable infrastructure across increasingly sophisticated environments.

Knowledge gained across the business is continually captured and shared, ensuring valuable experience is retained across the organisation. Insights from engineering, facility management and project delivery inform technical standards, equipment selection and future investments, supporting reliable, efficient and adaptable infrastructure over time.

CDC also contributes to the broader sector by supporting initiatives that help emerging companies develop, connect and gain recognition. In May 2026, CDC sponsored the Startup category of the Australian Information Industry Association iAwards, which recognises technology solutions creating real-world impact across Australia. At the National iAwards, CDC Founder and CEO Greg Boorer presented the Startup Solution of the Year award to Aurova Robotics for its GPS-Free Robotic Mowing and Trimming solution, with RAVEN.AI Pty Ltd and Materia Health receiving merits.

Supporting initiatives such as the iAwards reflects an understanding that innovation is strengthened by a diverse and connected ecosystem. Alongside investing in its own capabilities, CDC supports opportunities for emerging ideas, technologies and businesses to contribute to Australia's digital economy.

Purpose in practice

A culture of ideas in action

Good ideas often come from the people closest to the work. Our Operations team has an internal award, the Isaac Newton Award, to encourage them to bring those ideas forward. It recognises team members whose innovation has helped their team or could improve operational excellence across our data centres.

What matters most is that ideas are put into practice. The ideas recognised range from tools that help new starters get up to speed faster to ways of sharing CDC's story with visitors. Recognising them shows that innovation is part of how we run our facilities every day.



Purpose in practice

Innovation, recognised

Innovation at CDC has always been about practical engineering that solves real problems, and it is encouraging to see that work recognised beyond our own business. CDC was recently awarded silver in its category in the 2026 AFR Most Innovative Companies Awards and at the inaugural Data Centres Australia Excellence Awards, CDC received the Sustainability Excellence Award, and Founder and CEO Greg Boorer was recognised with an Industry Achievement Award.

Much of what these awards recognise reflects decisions made and refined over many years, from our closed-loop cooling design to the engineering teams who keep improving it.

> **"Awards like this are a great acknowledgement of what we've achieved together, but they're also a reminder that we're never finished. We have always challenged ourselves to think bigger, move faster and find better ways to serve our customers. That's only possible because of the incredible people who make up CDC. This recognition belongs to them."**

Greg Boorer
CDC Founder and Chief Executive Officer

Purpose in practice

Built for the future

Preparing for lower-emissions backup power

Standby generators are an important part of CDC's resilience infrastructure, but they are not used as a routine or primary source of power. They operate only during genuine grid outages or system emergencies (none of which occurred in FY26), or for essential testing and maintenance. Testing is conducted on a limited, infrequent schedule and only to the extent necessary to confirm that the generators will be ready if required.

As a result, the emissions associated with standby power are a relatively small part of CDC's overall emissions profile. Scope 1 emissions, primarily from standby generators and refrigerants, represented just 0.6 per cent of location-based emissions within our 2030 Net Zero Target boundary in FY26.



But small does not mean ignored. We are continuing to look for ways to reduce these emissions without compromising the resilience of infrastructure supporting critical services. Our standby generators are already designed to accommodate lower-emissions fuels, and in FY26 we commenced a pilot to assess our operational readiness for their potential future use. The pilot considers performance, reliability and the practical requirements of critical infrastructure.

Our technology is ready, but the wider system also needs to evolve. Broader deployment depends on the development of a mature, resilient and scalable sustainable-fuel supply chain in Australia, and on lower-emissions fuels being able to meet the redundancy, resilience and continuous-service requirements of our customers. Our mitigation planning specifically recognises that the pace of some emissions-reduction options is dependent on external market, supply-chain and technology developments.

In the meantime, we remain focused on reducing the impact of conventional standby power wherever practical. This includes engineering measures such as insulated generator flues designed to manage noise and reduce emissions, as part of CDC's broader commitment to considering sustainability and resilience through infrastructure design rather than treating them as separate objectives.

For emissions that cannot yet be eliminated, small quantities of nature-based carbon credits provide a transitional measure while lower-emissions alternatives mature.

In FY26, CDC purchased and surrendered nature-based ACCUs issued by the Clean Energy Regulator under the ACCU Scheme, sourced from and with the support of Greening Australia. These credits support nature-based solutions in the areas where we operate and formed part of CDC's strategy for addressing the residual emissions within our 2030 Net Zero Target boundary.

This is part of CDC's broader transition approach rather than a standalone solution. CDC is prioritising efficiency and direct mitigation, while using high-integrity nature-based carbon credits for the small share of emissions that cannot yet be eliminated. The Stable planet section of this Update explains CDC's FY26 ACCU program and the underlying nature projects in more detail.



Metrics and performance

Stable planet

Category	Goals and targets	Metric	Unit	FY25	FY26
Waste and Circularity	**Zero waste to landfill by 2030** Zero operational waste to landfill certification at all campuses by 2030.	Number of locations TRUE Zero Waste certified		1	2
		Diversion from landfill - portfolio	%	NA	91.5
Water	**World-class data centre water usage efficiency** Improve CDC's industry-leading WUE from 2023 baseline (0.02)	Reportable Water Usage Effectiveness	WUE	0.01	<0.02

In prior years CDC reported waste diversion for NSW only. This year we have moved to a portfolio-wide reporting of waste diversion and introduced reporting on the number of sites certified.

Metrics and performance

Stable planet

Category	Goals and targets	Metric	Unit	FY25	FY26
Carbon and Energy	**Net Zero by 2030** Targeting net zero carbon by 2030 for Scope 1, 2 and Defined 3 (customer electricity consumption, operational waste, and business travel)	Reportable Power Usage Effectiveness	PUE	1.38	1.38
		Progress toward CDC Net Zero Target including actions taken by Self-managed Renewable Customers[17]			
				Location-based emissions before abatement	
		Total Scope 1 emissions	tCO2-e	2,635	
		Total Scope 2 emissions	tCO2-e	129,607	
		Scope 3 category 5: Waste	tCO2-e	37	
		Scope 3 category 6: Business travel	tCO2-e	581	
		Scope 3 category 13: Downstream Leased Assets	tCO2-e	305,841	
				Impact of abatement	
		LGCs surrendered by CDC on behalf of CDC and its Renewable Customers	tCO2-e	(173,917)	
		Self-managed Renewable Customers' attested renewable electricity[18]	tCO2-e	(261,531)	
		Carbon offsets acquired under NZ Toitū Net Carbon Zero	tCO2-e	(306)	
		Australian Carbon Credit Units (ACCUs) acquired and surrendered	tCO2-e	(2,947)	
		Net emissions in CDC 2030 Net Zero Target categories after abatement	tCO2-e	0	

[17] Refer to 5.5 Basis of preparation and calculation methodology on page 42 of CDC's **FY26 AASB S2 Sustainability Report**

[18] Includes renewable energy certificates surrendered by Self-managed Renewable Customers based on attestations.

Note: the detail in this Table corresponds to 'Table 2' in CDC's FY26 AASB S2 Sustainability Report. Refer to that report for full details of emissions disclosures, the basis of preparation and the scope of KPMG's limited assurance. The Table above has not been assured by KPMG. The figures subject to KPMG's limited assurance are those presented in 'Table 1: CDC Scope 1, 2 and Defined Scope 3 GHG emissions excluding actions taken by Self-managed Renewable Customers' in the AASB S2 Sustainability Report, together with the renewable energy certificates and carbon offsets identified in KPMG's report. Other than the Self-managed Renewable Customers' attested renewable electricity and the total net emissions, the figures above also appear in Table 1 of AASB S2 Sustainability Report and were within the scope of KPMG's limited assurance for that report.

Comparative FY25 emissions data has not been presented. This aligns to disclosures in our AASB S2 Sustainability Report. Comparisons are also not appropriate given improvements in calculation methodologies implemented in FY26. For FY25 disclosures, please refer to our FY25 Sustainability Update.

Metrics and performance

Thriving people

Category	Goals and targets	Metric	Unit	FY25	FY26
Safety and wellbeing	**A safe and supportive place to work** Continue to achieve ISO45001 (safety) certification at all data centres annually. Continue to develop and implement a mental wellness program, training CDC employees and incorporating a variety of external mental health resources.	ISO45001 (Safety) maintained at 100% of all data centres	Y/N	Yes	Yes
		Serious claims rate	Incidents per million hours worked	0.8	0.75
		Total Recordable Injury Frequency Rate (TRIFR)	Incidents per million hours worked	1.8	2.02
		Lost Time Injury Frequency Rate (LTIFR)	Incidents per million hours worked	1.3	1.35
		Delivery of mental health and wellbeing program	Y/N	Yes	Yes
Diversity and inclusion	**An industry leader in diversity and inclusion** Increase the number of women and gender-diverse people across the business from 2024 levels. Develop a framework to embed the principles and purpose of First Nations Reconciliation in Australia and Māori partnership in New Zealand.	Employees by gender – Female	FTE	85	117
		Employees by gender – Male	FTE	271	336
		Employee return rate after parental leave – Females	FTE %	100	100
		Employee return rate after parental leave – Males	FTE %	100	100
		Headcount by employment type – Permanent	FTE	356	450
		Headcount by employment type – Fixed term contract	FTE	0	3

Metrics and performance

Thriving people					
Category	**Goals and targets**	**Metric**	**Unit**	**FY25**	**FY26**
Excellence and growth	**Develop a high-performance and purpose-driven team** Achieve 100% of CDC employees utilising the CDC Academy annually from 2025.	New jobs created	#	86	95
		Employees who received professional training or development	%	100	100
Community impact	**Make a measurable difference in our communities** Establish local support causes in new markets within the first year of being operational. Increase volunteering hours and support of causes annually.	Number of causes or organisations supported	#	18	19
		Number of hours taken by employees for volunteer, community service, voluntary emergency management services and Reservist leave	Hrs	150	414

Metrics and performance

Trusted company

Category	Goals and targets	Metric	Unit	FY25	FY26
Trust	**Australia and New Zealand's most trusted data centres** Be recommended as a sustainable leader in data centres as demonstrated by NPS survey results. Maintain completion of governance and ethical framework training by employees.	Customer Net Promoter Score	NPS	>94	90
Data security	**An industry-leading integrated security posture** Maintain our security arrangements throughout our growth, to a level that allows ongoing compliance with our government and industry information security requirements. Meet legislated security requirements for security governance, personnel, physical and information/cybersecurity.	Completion of Security Awareness Training	%	100	100
		Achieved A Grade on SecurityScorecard.io analysis	Y/N	Yes	Yes
		Achieved 'Certified Strategic Facilities' status under the Australian Department of Home Affairs Hosting Certification Framework for all Australian operational data centres	Y/N	Yes[21]	Yes

Metrics and performance

Trusted company

Category	Goals and targets	Metric	Unit	FY25	FY26
Resilience and innovation	**Innovate for longevity in a changing climate and world** Develop a framework for climate-related financial disclosures. Drive industry innovation to embrace new technology.	Toitū Enviromark Diamond	Y/N	Yes	Yes
		Toitū Net Carbon Zero	Y/N	Yes	Yes

Appendix

Performance measurement approach

Sovereign

CDC shareholding as at 31 March 2026:

Infratil 49.72%; Future Fund 29.32% and Medical Research Future Fund 5.20% (total 34.5); Commonwealth Superannuation Corporation 12.04%; CDC management 3.72%.

Stable planet

A **CDC Net Zero Target**
CDC's 2030 Net Zero Target aims to achieve net zero carbon by 2030 for Scope 1, 2 and Defined Scope 3 (customer electricity, waste and business travel). This market-based target accounts for all emissions abatement actions (including renewable energy certificates and offsets), encompassing actions taken by CDC on behalf of its customers, as well as actions taken by CDC's customers, as appropriate under respective emissions categories. Emissions are disclosed in metric tonnes of CO2 equivalent (tCO2-e). FY24 was used as the base year in setting the 2030 Net Zero Target, although progress is assessed in the year it is reported. The 2030 Net Zero Target has not been validated by a third party. For further detail on the process of setting and reporting against the Net Zero Target refer to our FY26 AASB S2 Sustainability Report.

B **Renewable Energy Program**

Renewable energy matching
In Australia, this matching is achieved through the purchase and surrender of Large-scale Generation Certificates (LGCs), certificates issued by the Clean Energy Regulator for electricity generated by accredited renewable sources. In the Australian Capital Territory our customers also benefit from the ACT Government's renewable energy regime. In New Zealand, matching is delivered through contractual arrangements with energy retailers.

Renewable energy matching is volume matched and does not represent real-time consumption of renewable electricity and electricity actually consumed may be from non-renewable resources. It also includes the matching of renewable electricity by our Self-managed Renewable Customers who purchase renewable electricity through their own renewable energy programs and provide attestation to CDC of the impact.

ProgressEnergy®
CDC's renewable energy program through which grid electricity used in its data centres is matched with renewable electricity. In FY26, matching was delivered through Large-scale Generation Certificates for Australian operations and retailer arrangements in New Zealand.

Self-managed Renewable Customers
Customers who procure renewable electricity for their ICT equipment in CDC data centres through their own renewable energy programs, rather than through CDC ProgressEnergy®, and who provide CDC with an annual attestation of the renewable electricity procured. CDC relies on these attestations and has not independently verified them.

C **PUE and WUE**
Power Usage Effectiveness (PUE) and Water Usage Effectiveness (WUE) are calculated in accordance with ISO/IEC30134-2:2016 and ISO/IEC30134-9:2022, respectively. These metrics are reported across all Australian and New Zealand operational sites with ≥50% utilisation.

PUE is defined as the ratio of total data centre facility energy consumption (kWh) to the energy consumed by ICT equipment (kWh). WUE is defined as the ratio of total water consumption for cooling and humidification (litres) to ICT equipment energy consumption (kWh), expressed in L/kWh. Of importance, PUE and WUE should be considered together to assess overall operational efficiency of data centres, alongside location-specific environmental factors and comparable and adequate site utilisation.

CDC deploys closed-loop liquid cooling systems across our data centres, which doesn't evaporate water for the purpose of facility or technology cooling, resulting in a near-zero WUE, whilst maintaining a highly efficient PUE.

D **Greenhouse gas emissions**
Refer to 5.5 Basis of preparation and calculation methodology on page 42 of CDC's **FY26 AASB S2 Sustainability Report**

Appendix

E **Zero waste to landfill**

Zero waste to landfill by 2030 target
CDC's zero waste to landfill by 2030 target applies to operational waste, with achievement measured through TRUE Zero Waste certification across CDC campuses. TRUE certification requires a minimum of 90% diversion of waste from landfill, measured over at least 12 consecutive months, along with processes to encourage a circular economy. Construction waste is managed and reported separately from the operational waste metrics reported in this report which is focused on CDC's waste target. In prior years CDC reported NSW only. This year we have moved to a portfolio wide reporting of waste diversion and introduced reporting on the number of sites certified.

TRUE Zero Waste certification
TRUE (Total Resource Use and Efficiency) Certification is administered by Green Business Certification Inc. (GBCI). It is a three-year certification with annual submission of diversion performance data requirements and acknowledges facilities that implement holistic waste reduction strategies, diverting waste from landfill and driving continuous improvement in environmental performance.

CDC Eastern Creek was awarded TRUE Zero Waste Gold Level certification in 2024, with annual performance reporting continuing through FY26. CDC Silverdale campus was awarded TRUE Zero Waste Gold Level certification in FY26, based on a waste diversion rate of 90.5 per cent over the applicable 12-month certification period.

Diversion from landfill
For Eastern Creek, the diversion performance was confirmed through the TRUE certification process for the 12-month period ending April 2025. For Silverdale, FY26 reportable waste diversion is presented in the accompanying data table while TRUE certification was supported by diversion of more than 90% over the 12-month period 1 Dec 2024 to 30 Nov 2025.

At portfolio level, CDC's FY26 reported diversion rate is 91.5% including e-waste and batteries. Excluding e-waste and batteries, which are not included in CDC's applicable TRUE diversion calculation, the portfolio diversion rate is 89.8%.

Thriving people

F **New jobs created**
The creation of new roles that did not exist before, representing growth of employment opportunities within CDC. This figure specifically excludes recruitment for back-filling of existing roles.

G **CDC Economic Impact Report**
In 2026 CDC commissioned economic modelling to measure the economic impact of CDC operations since 2007. Inputs into the model were sourced from internal CDC records and external sources which were reviewed for reliability. The outputs are modelled estimates based on assumptions, including as to future capacity, that may not eventuate. The following definitions from that report have been used this FY26 Update:
Gross Value Added (GVA) measures the economic value generated by CDC's activities and supply chain. It represents the additional value created through the production of goods and services across the economy.
Jobs Supported refers to the total number of full-time equivalent (FTE) jobs sustained by CDC's activities, including direct jobs within CDC, jobs in supplier businesses, and jobs supported through broader economic spending across the economy.

Where references are made to **direct and indirect impacts** in this FY26 Report, the following applies: Direct Effects are the economic activity and jobs generated by CDC's own operations, construction activities and workforce. Indirect Effects are the economic activity and jobs generated through purchases from suppliers and the flow-on spending those suppliers support throughout the economy.

In respect of the estimates on page 12:

- direct and indirect economic benefits, during the construction phase in Australia: $900M and $1.6B and in New Zealand: NZ$160M and $290M. This has supported approximately 2,300 direct and 3,800 indirect jobs across ANZ.
- Now operational, these facilities are supporting $220M and $230M of GVA directly and indirectly in Australia, and $40M and $40M in New Zealand, respectively. The direct and indirect jobs supported annually are 1,100 and 1,000 respectively.

Trusted Company

H **Net Promoter Score (NPS)**
Net Promoter Score (NPS) is a common metric used in customer experience programs. An NPS score measures customer loyalty by assessing their likelihood of recommending a given business. NPS score is measured with a single question survey and reported with a number ranging from -100 to +100, where a higher score is desirable. The NPS score is automatically calculated by customer responses to the single question ("How likely are you to recommend CDC to a friend or colleague?")

I **Completion of security awareness training**
Employees as of 31 March of the reporting year who have received and acknowledged annual security awareness training within the required deadlines

J **Security certifications**
The Hosting Certification Framework provides guidance to Australian Government customers enabling them to identify and source hosting services that meet enhanced privacy, sovereignty and security requirements. CDC achieved HCF 'Certified Strategic Facility' certification status at all Australian data centres that are eligible for certification. CDC has achieved SOC1 Type 1 and 2, SOC2 Type 1 and 2, PCI DSS and ISO27001:2022 re-certification.

Global standards

CDC's approach to sustainability reporting has been informed by global frameworks and standards, including the United Nations Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI). These frameworks have guided the analysis and measurement of CDC's ESG performance throughout this Update.

United Nations Sustainable Development Goals:
The Sustainable Development Goals (SDGs) are an urgent call to action for all countries to take part in a global partnership aimed at ending poverty and other deprivations while developing strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve the environment. CDC believes that the corporate sector has a meaningful role to play in progressing these topics towards the global SDGs and CDC's ESG strategy, pillars, targets and actions have been aligned to those SDGs where CDC can have a meaningful impact. SDGs have guided CDC's sustainability reporting. Throughout this Update references to relevant SDGs and the pillar and actions to which they align have been noted.

Global Reporting Initiative (GRI): The Global Reporting Initiative has influenced this update and its approach to transparency. It has served as an important framework when assessing organisational accountability with respect to CDC's impact on the economy, environment and people.



Feedback

We value your feedback on our Sustainability Update.

Visit **cdc.com/contact** or email us directly at **sustainability@cdc.com**



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