



ANNUAL SUSTAINABILITY REPORT

2025 /2026

361°

Strategic Engagement
& Communications

Exploring New Boundaries | 361degrees.com.au

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FOREWORD

Five Years of Purpose-Driven Progress

Our fifth B Corp recertification reflects 361 Degrees' ongoing commitment to sustainability, ethical governance, climate action, and creating meaningful social impact across Western Australia.

A YEAR OF MOMENTUM

Embedding sustainability into every aspect of business

This year marks a significant milestone in 361 Degrees' sustainability journey through our fifth B Corp recertification and continued alignment with the United Nations Sustainable Development Goals.

Through a materiality-led approach, we continue focussing on the areas where we can create the greatest positive environmental, social, and governance impact.

Across climate action, community resilience, equity, and responsible governance, our work reflects a long-term commitment to creating a more sustainable and inclusive future.

OUR COMMITMENT

Sustainability is embedded into how we lead, collaborate, and create long-term value.

From climate transition planning to inclusive workplace practices and resilient community partnerships, our work continues to support a more equitable and sustainable future.

Priority Areas:



**Climate
resilience**



**Social
equity**



**Ethical
governance**



**Community
impact**

Supporting resilient
communities and
sustainable systems
across WA

SUSTAINABILITY HIGHLIGHTS

Climate Action



Progress against our climate transition plan, renewable energy generation, hybrid vehicle adoption, and investment in carbon offsets through Greenfleet.

People and Inclusion



Flexible working, wellbeing initiatives, and inclusive work practices continue to support equity, diversity and autonomy.

Sustainable Communities



Partnerships across renewable energy, social housing, cultural infrastructure, and resilience projects continue to create long-term positive impact.

Governance and Advocacy



Industry leadership, policy advocacy, board participation, and pro-bono support remain central to our governance approach.

LOOKING AHEAD

Strengthening impact through climate action, inclusion, and responsible governance

This report reflects both progress and purpose – highlighting what we have achieved while reaffirming our commitment to building a more sustainable, resilient, and equitable future.

B Corporation Certification

B Corp certification provides an independent evaluation of a company's environmental, social, and governance performance.

In 2026, 361 Degrees proudly achieved its recertification for the fifth time – reinforcing our long-standing commitment to responsible business, measurable impact, and sustainable leadership.

Certified

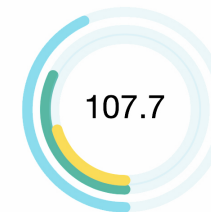


Corporation

This company is part of the global movement for an inclusive, equitable, and regenerative economic system.

Overall B Impact Score

Based on the B Impact assessment, 361 Degrees Strategic Engagement & Communications earned an overall score of 107.7. The median score for ordinary businesses who complete the assessment is currently 50.9.



- 107.7 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses

Demonstrating ongoing excellence across governance, workers, community, environment, and customers.



24.3

CUSTOMERS

Delivering products and services that create value while meeting high ethical standards.



19.5

GOVERNANCE

Operating with transparency, accountability and purpose-driven decision-making.



34.9

WORKERS

Supporting employee wellbeing, development and fair workplace practices.



18.2

COMMUNITY

Creating positive social and economic outcomes for communities and stakeholders.



10.6

ENVIRONMENT

Minimising environmental impacts and contributing to a more sustainable future.

Aligning with the United Nations Sustainable Development Goals

This is 361 Degrees' third sustainability report aligning our efforts with the United Nations Sustainable Development Goals (SDGs)

Following a comprehensive materiality assessment, we identified eight focus goals where our business can create the greatest positive environmental, social, and economic impact.



Good Health and Wellbeing

3 GOOD HEALTH AND WELL-BEING



At 361 Degrees, wellbeing is embedded into the way we work, collaborate, and support our people.

We recognise that a healthy work-life balance means empowering consultants to effectively manage professional responsibilities while prioritising personal wellbeing, flexibility, and self-care.

WELLBEING & SUSTAINABILITY INCENTIVE

\$300 ANNUAL REIMBURSEMENT

Supporting consultants to invest in wellbeing, sustainability, fitness, and environmentally conscious lifestyle initiatives.

WELLBEING SUPPORT



Consultants accessed the incentive programme for gym memberships, fitness classes, and wellbeing initiatives.

ENVIRONMENTAL CONTRIBUTIONS



Team members supported environmental organisations and sustainability-focussed purchases.

HEALTHY WORKSPACES



Consultants invested in ergonomic and sustainable equipment including sit/stand desks.

FLEXIBLE WORKING MODEL

Connected Teams, Reduced Impact

Our consultants leverage Microsoft 365 and cloud-based collaboration tools to work effectively from home, client offices, and flexible remote locations.

This approach reduces the need for travel to a central office, lowering emissions and supporting more sustainable patterns of work.

Most importantly, it empowers our people to choose when and where they work – helping them better balance professional and personal commitments.



Gender Equity



Building an Inclusive and Equitable Workplace

Through flexible work practises, inclusive leadership, and strong equity frameworks, 361 Degrees continues to create meaningful and accessible employment opportunities for diverse communities.

Creating a workplace where everyone can participate and thrive.

Gender equality means ensuring individuals of all genders have equal access to opportunities, participation, representation, and respect.

At 361 Degrees, inclusion is embedded into workplace culture through flexible work practices, shared values, and systems designed to support diverse personal and professional circumstances.

Our commitment extends beyond policy – creating meaningful employment, accessible leadership pathways, and a culture grounded in equity, inclusion, and belonging.



361 Degrees' consultancy team

Inclusion Focus

- Flexible work
- Gender equity
- Inclusive leadership
- Accessible participation

Supporting diverse teams through equitable systems and inclusive workplace practices

OUR COMMITMENT

Equity, diversity, and inclusion are fundamental to sustainable leadership.

We remain committed to creating a workplace where people from diverse backgrounds can contribute, lead, and thrive through inclusive systems, equitable opportunities, and respectful collaboration.

HUMAN RIGHTS & INCLUSION



Our Human Rights Policy reinforces a commitment to opposing discrimination across gender identity, race, religion, nationality, disability, age, and sexual orientation

FLEXIBLE WORK PRACTICES



Remote work, flexible scheduling, and digital collaboration systems support wellbeing, caregiving responsibilities, and equitable workforce participation.

GENDER EQUALITY



361 degrees voluntarily applies the Workplace Gender Equality Act methodology to assess gender pay equity and strengthen transparency and accountability.

DIVERSITY & REPRESENTATION



Women, single parents, LGBTQI+ team members, and people with disability continue to shape leadership, governance, and workplace culture.

GENDER PAY EQUITY

Promoting fairness.
Valuing equality.

We are committed to transparency and equity.
On average, female employees at 361 Degrees earn 170% more than their male counterparts.

UNDERSTANDING OUR GENDER PAY GAP

$$\text{GPG} = 100\% \times (\text{Average male total remuneration} - \text{Average female total remuneration}) / \text{Average male total remuneration}$$

**Female employees earn
170% more on average**

INCLUSIVE CULTURE

Representation, flexibility, and belonging continue to shape how we work.

From gender-neutral workplace initiatives to inclusive social practises, 361 Degrees continues to embed equity and accessibility into everyday business operations and workplace culture.

Elevating diverse voices through collaboration

We are committed to promoting gender equality and cultural representation through meaningful collaborations with our clients and creative communities.

By supporting diverse storytellers and artists, we help create richer public narratives that celebrate identity, culture, and community connection.

Creating Meaningful Cultural Narratives

Through NAIDOC Week activations and Reconciliation Week programming, artworks with Yagan Square became part of a broader cultural conversation.

Original artworks, artist interviews, and biographies provided deeper insight into the stories, perspectives, and experiences of Whadjuk women.

These collaborations reflect our ongoing commitment to equity, representation, and creating spaces where diverse voices can be seen, heard, and celebrated.

FEATURED COLLABORATIONS



- 4 female Whadjuk Noongar artists commissioned
- NAIDOC week activations and public art storytelling



Whadjuk Women Stories

Four talented female Whadjuk Noongar artists were commissioned to create original artworks celebrating the significance and stories of Whadjuk women.



NAIDOC Week Installation

The Yagan Square Public Art Programme featured these works through an engaging mobile installation including interviews and artist biographies.



Community Engagement

Guided public art tours during Reconciliation Week created opportunities for deeper cultural engagement and shared learning experiences.

Public artwork installation in Yagan Square by emerging female Whadjuk Noongar artists

Afordable and Clean Energy

7 AFFORDABLE AND CLEAN ENERGY



Investing in Renewable Energy & Transition

Solar energy plays a central role in supporting 361 Degrees' transition toward cleaner, lower-emission operations. Through continued investment in renewable energy infrastructure and battery storage, we are actively reducing reliance on fossil fuels while supporting the broader energy transition.

Renewable Energy Snapshot



19.6
MWh

Renewable energy generated annually



10
kW

Battery installed to support EV transition

SOLAR GENERATION CAPACITY



In 2022, 361 Degrees increased its solar generation capacity to 12kW, strengthening renewable energy capability across operations.

BATTERY STORAGE INVESTMENT



A 10-kW battery system was installed to support renewable energy storage and future electric vehicle integration.

REDUCING FOSSIL FUEL DEPENDENCE



Our renewable energy investments contribute to lowering demand for coal, gas, and petroleum while supporting cleaner energy systems.

RENEWABLE ENERGY ADVOCACY

Supporting the Energy Transition

In our advocacy role, 361 Degrees contributed to the Western Australian Government's Draft Guidelines on Community Benefits for Renewable Energy Projects.

Submitted in August 2025, our response focussed on ensuring renewable energy projects deliver meaningful long-term outcomes for communities and stakeholders.

- Serving the Common Good
- Using impact studies to inform mitigation initiatives
- Setting expectations for equitable project outcomes



Climate Action

13 CLIMATE ACTION



Transitioning Toward Net Zero & Climate Resilience

In early 2025, 361 degrees implemented its Climate Transition Plan, outlining a clear pathway toward emissions reduction and long-term climate resilience.

Our strategy aligns with global efforts to limit warming to +1.5C and achieve net zero emissions by 2050.

Climate Transition Progress

11

Climate transition goals achieved by March 2026

27

Actions identified across the transition plan

SCIENCE-BASED EMISSIONS PLANNING



Work is underway to establish Scope 1, 2, and 3 emissions baselines using the GHG Protocol Corporate Standard.

CARBON OFFSET CONTRIBUTIONS



Carbon offset investments through Greenfleet and Qantas continued supporting climate mitigation initiatives.

LOW EMISSION FLEET TRANSITION



The introduction of plug-in hybrid electric vehicles significantly reduced fossil fuel consumption and operational emissions.

CARBON OFFSETS & RESTORATION

Supporting Native Reforestation Projects

In alignment with our commitment to proactive climate action, 361 Degrees continued purchasing carbon offsets through Greenfleet and Qantas.

WHEATBELT WA



Led by Greenfleet in partnership with the Noongar Boodja Rangers, the Talbot restoration project in the Wheatbelt region on Ballardong Noongar Country aims to revegetate 8.5 hectares with locally native species to improve biodiversity, restore perennial ground cover, and enhance water quality along a nearby creek system. Planted across 2024 and 2025, the project includes more than 6,000 seedlings designed to create habitat for threatened species such as Black Cockatoos while supporting long-term landscape resilience and ecological recovery.



16 Tonnes Offset

7 Flights Offset

\$439 Offset Investment

A project supported by 361 Degrees' Carbon Offset with Greenfleet

LOW EMISSIONS TRANSPORT

Accelerating the EV Transition

The acquisition of two plug-in hybrid electric vehicles delivered immediate operational benefits, reducing fossil fuel vehicle consumption by approximately 59.3% over the year.

This equates to approximately 1,010 litres of fuel saved while supporting lower-emission transport across our operations.

Combined with solar generation and battery storage, these vehicles support greater energy independence and reduced operational emissions.



New Plug-in Hybrid Electric Vehicle (image source: cupraofficial.mx)

CUPRA PHEV 2024

Sustainable Cities and Communities

11 SUSTAINABLE CITIES AND COMMUNITIES



Creating resilient, inclusive and climate-responsive communities across Western Australia through infrastructure, housing, engagement and sustainable urban development.

Key Initiatives:

- Supporting the delivery of social housing projects
- Building the foundations for the Collie Renewable Energy Project
- Delivering the Boorloo Pedestrian Bridge
- Working to plan for the future through Regional Housing Plans

URBAN FUTURES & INFRASTRUCTURE

Designing sustainable, connected and people-centred cities.

Perth's population is expected to grow to 3.5 million by 2050, leading to transport challenges similar to larger global cities, including congestion, pollution and increasing car dependency.

The Public Transport Authority reports average commuting distances of 30km, resulting in approximately 2 tonnes of greenhouse gas emissions annually from daily car travel 57% of 361 Degrees consultants reported using public transport while delivering services over the last year, while our Network Enterprise Model continues reducing congestion through flexible and remote work practices.



Court Place, Subiaco, social and affordable housing project
(Image source: CHL)



- 3.5M** Projected Perth population by 2050
- 57%** Consultants using public transport
- 30KM** Average commuting distance
- 2T** Annual commuting emissions

Peace, Justice and Strong Institutions



Supporting Inclusive Participation and Stronger Communities

Through advocacy, governance leadership, and community partnerships, 361 Degrees continues to strengthen public participation, social justice, and equitable decision making across Western Australia and beyond. Our strategy aligns with global efforts to limit warming to +1.5C and achieve net zero emissions by 2050.

ADVOCACY & GOVERNANCE

Advancing transparent, inclusive, and community-led decision making.



Consultants at 361 degrees are actively engaged in advocacy and institutional reform, supporting stronger systems of public participation, social justice, and community representation.

Impact Areas:

- Public Participation
- Social justice
- Community advocacy
- Ethical governance

Supporting stranger institutions through inclusive engagement and collaborative leadership



Inclusive engagement and community-led decision making.

Consultants at 361 Degrees are surveyed monthly to capture how they are advocating for positive change in areas of social justice and public participation.

67 percent advocated for institutional reform locally, while 40 percent contributed nationally or internationally through governance, engagement and advocacy initiatives.

67%	Local advocacy participation
40%	National & international advocacy
199	Volunteer consulting hours
\$6,806	Community sector fee discounts

Policy & Advocacy

contribute to institutional reform, public participation, and policy advocacy at local, national, and international levels.

Place-Based Impact

Board participation, volunteer service, and discounted consulting continue to strengthen community organisations across WA, including Communicare, Alchera Living, and the Dogs' Refuge Home.

Community Participation

Inclusive engagement practices support accessible consultation, stronger representation, and more equitable decision-making outcomes.

B LAB GLOBAL STANDARDS COUNCIL



Founding Director Jamie Robertson completed his tenth year as the Australasian representative on the B Lab Global Standards Advisory Council, supporting the global B Corporation movement and responsible business standards.

PERTH B LOCAL LEADERSHIP



361 Degrees supported Perth's new B Local group event, facilitating discussions on the evolving B Corp certification standards and organisational sustainability responses.

ENGAGEMENT INSTITUTE ADVOCACY



Director, Claire Paddison continued her membership of the Engagement Institute Advocacy Working Group, collaborating with industry peers across Australia to strengthen public participation and engagement practice.

BOORLOO BRIDGE AWARD

Recognised for advancing social justice and inclusive engagement.

The award acknowledges leadership in equitable participation, accessible engagement, and strengthening community trust through transparent and inclusive consultation practices.

OUR COMMITMENT

Strong institutions are built through participation, transparency, and trust.

We continue to support more inclusive governance systems and stronger community outcomes through advocacy, collaboration, and meaningful public engagement.



Decent Work and Economic Growth



EQUITY & SHARED SUCCESS

Building a Fairer and More Inclusive Business Model

Through equitable remuneration, shared decision-making, and strong local procurement practices, 361 Degrees continues to strengthen a network enterprise model built on fairness, transparency, and long-term resilience.

NETWORK ENTERPRISE MODEL

Measuring participation, fairness, and long-term organisational resilience.

Consultant engagement surveys provide ongoing insight into how our network enterprise model supports participation in decision-making, collaboration, and workplace culture.

Alongside this, our approach to wage equity and procurement reflects a broader commitment to transparency, economic inclusion, and ethical business practices.

By supporting local suppliers and maintaining equitable remuneration structures, 361 Degrees continues to prioritise shared successes and sustainable economic impact.



Focus Areas:

- Fair remuneration
- Shared leadership
- Local procurement
- Economic resilience

Strengthening sustainable business systems through equitable and community focussed practises

OUR COMMITMENT

Fairness, transparency, and participation are essential to resilient organisations.

We continue to strengthen systems that support equitable remuneration, collaborative decision-making, and sustainable economic contribution across our network.

OUR PRINCIPLES. OUR PRACTICE.

Our shared success

Our network enterprise is built on a shared commitment to values-driven leadership, collaboration, and suitable impact.

Values Driven Leadership:

We are guided by our vision, mission, and a Statement of Principles that is regularly reviewed and agreed to by all team members.

Collaborative Decision Making:

We participate in decision making, and develop policies, procedures, and guidelines together.

Transparency: We have access to information on how and why business decisions are made and are empowered to seek clarity and provide feedback.

Purpose and Sustainability:

We aspire to improve and evolve our business by acting sustainably, ethically and pursuing social and environmental best practice and transparency.

Remote working: We have the tools and flexibility to choose when and where we work, in a completely autonomous, safe, and productive environment that delivers best value for clients.

Flexibility and Autonomy: We are responsible for independent, effective time management and empowered to meet client expectations with reference to the internal controls created to support the network enterprise model.

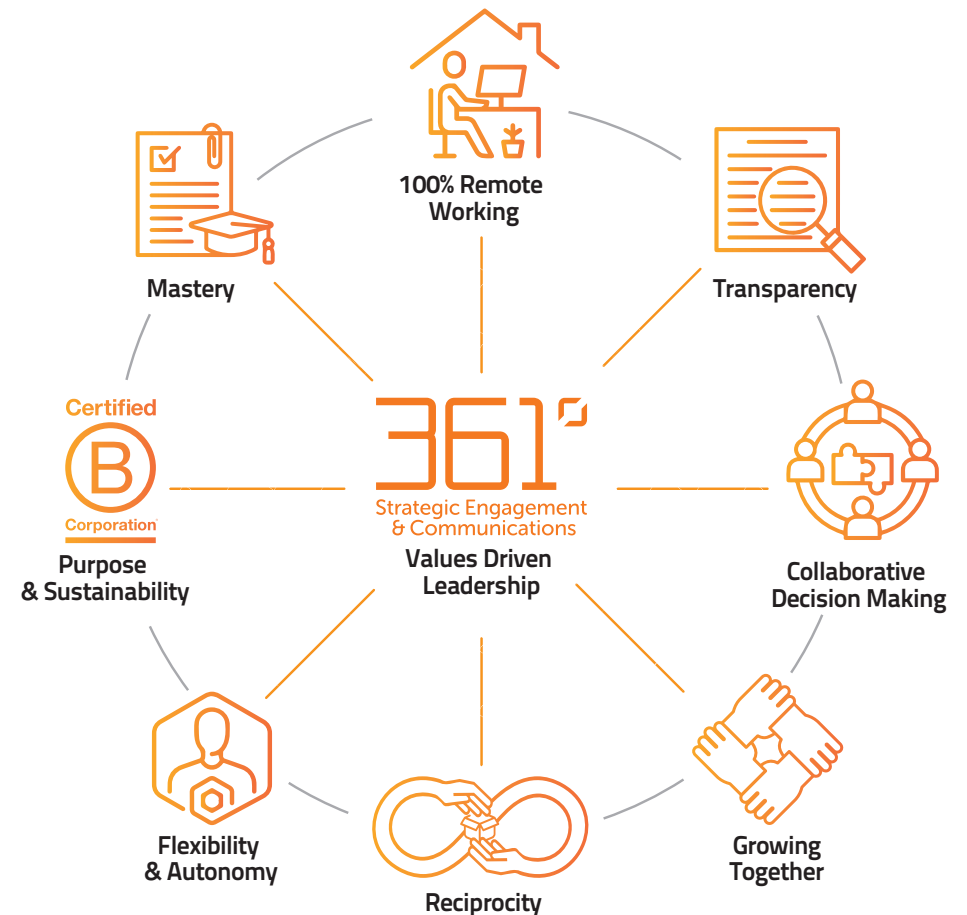
Mastery: We are committed to mastering our areas of knowledge and encourage the continuous building of personal and shared knowledge in our areas of expertise.

Growing Together: We understand that success of the network enterprise model requires an investment from each team member to support the achievement of the Statement of Principles.

Reciprocity: We flourish in a supportive team, leveraging each other's skills and experiences to collaborate on projects and achieve professional and personal goals.

A Better Future: Our principles guide how we work together to create positive impact for our clients, communities and the planet.

361 Degrees Networked Enterprise Model



Wage Equity Ratio

4.3 : 1

Using the IRIS+ methodology, 361 Degrees recorded a comparatively low wage equity ratio, reinforcing a culture of fairness and shared success.

Comparative Context

290 : 1

Average CEO-to-worker pay ratio across S&P 500 companies in 2025 (AFL-CIO)



LOCAL PROCUREMENT IMPACT

89% Western Australian suppliers

99% Australian suppliers
(including WA)

1% International suppliers

SHARED DECISION-MAKING

Monthly consultant surveys help evaluate participation, engagement, and collaboration across the network enterprise model.

EQUITABLE REMUNERATION

361 Degrees maintains a comparatively low wage equity ratio that reflects transparency, fairness, and shared organisational success.

LOCAL ECONOMIC SUPPORT

Purchasing preference guidelines continue to strengthen local supply chains and support Western Australian business.

SUSTAINABLE PROCUREMENT

Prioritising local suppliers reduces transport-related emissions while supporting resilient and place-based economic outcomes.

Responsible Consumption and Production



Reducing waste, extending product lifecycles and embedding sustainable operational systems across technology, procurement and everyday workplace practices.

Extending product lifecycles through efficient and ethical technology.

Since 2018, 361 Degrees has focussed investments exclusively on Microsoft Surface Pro devices. Aligning with Microsoft's commitment to ISO14001:2015 and improved environmental performance.

Surface Pro devices feature energy-saving standby settings, efficient Snapdragon processors, OLED and AMOLED displays, and compliance with ENERGY STAR® standards.

Retired devices are repurposed for consultants' personal use, extending the lifecycle of hardware while reducing unnecessary purchasing and electronic waste.



100% Power saving settings enabled

96% LED lighting adoption

79% Avoid printing documents

69% Kerbside recycling participation



Low Impact Systems:

- Remote-first operations
- Reduced office footprint
- Extended device lifecycle
- Ethical purchasing guidance with a subscription to Choice magazine

Looking Ahead

Building the Next Phase of Sustainable Impact

As 361 Degrees continues its sustainability journey, the organisation remains focussed on strengthening environmental performance, deepening social impact, and embedding ethical governance across all areas of operation.

Greenfleet supports the restoration of degraded Australian land through native tree planting projects that contribute to biodiversity and carbon sequestration.

STRATEGIC DIRECTION

Embedding sustainability into long-term business resilience.

Over the coming reporting period, 361 Degrees will continue to strengthen its sustainability systems through measurable climate action, enhanced reporting capability, and expanded social impact initiatives.

Our focus is not only on reducing environmental impact, but also on creating resilient communities, equitable workplaces, and governance systems that support transparency and accountability.

By aligning our work with internationally recognised sustainability frameworks and maintaining accountability to our people, clients, and communities, we aim to continue delivering meaningful and measurable positive impact across Western Australia and beyond.

OUR COMMITMENT

Sustainability is not a parallel initiative – it is embedded into how we create long-term value.

Through measurable climate action, transparent governance, and community-led impact, 361 Degrees is committed to shaping resilient futures across Western Australia.

Key Priorities 2026-2027

SCOPE 1-3 EMISSIONS BASELINE



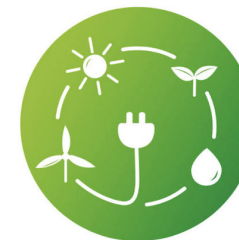
Finalising a comprehensive greenhouse gas emissions baseline aligned with the GHG Protocol Corporate Standard.

REPORTING TRANSPARENCY



Enhancing sustainability reporting systems, governance transparency, and impact measurement capability.

RENEWABLES CLEAN ENERGY INVESTMENT



Continuing investment in renewable energy systems, battery storage, and low-emissions transport solutions.

COMMUNITY SOCIAL IMPACT



Expanding partnerships and initiatives that create measurable social, cultural, and community outcomes.

JEDI EQUITY & INCLUSION



Strengthening diversity, inclusion, accessibility, and equitable workplace practices across the organisation.

NEW GOVERNANCE MODEL



Implementing a business new governance model that builds on the principle of shared ownership and accountability.

Appendix: Our Sustainability Commitment



Advance Consulting and Services Pty Ltd Sustainability Commitment

The objective of this Commitment is to provide the framework to demonstrate Advance Consulting and Services' commitment to the incorporation of sustainability principles and practices in all aspects of its operations. We will align our sustainability activities to the United Nations' Sustainable Development Goals (SDGs)

Sustainability in Practice

1. Open participation: There will be opportunity for broad and transparent client and staff involvement in decision-making processes related to sustainability.
2. Integration: Long-term economic, social and environmental considerations will be integrated into the decision-making processes.
3. Shared responsibility: All staff and partnering organisations share responsibility for Advance Consulting and Services' sustainability performance.
4. Leadership, innovation, creativity and best practice: Creative and innovative approaches will be employed to implement and continuously improve sustainability outcomes.
5. Global perspective: Sustainability activities will reflect awareness that extends beyond the confines of our organisation and the current generation.
6. Wellbeing: Maintaining and promoting the health and wellbeing of staff is critical to achieving individual and organisational goals.
7. Knowledge: The lack of complete information will not be used to justify postponing measures to prevent degradation where there is any risk of irreversible environmental or social damage.

Sustainability Strategies

SDG#3 Good Health and Wellbeing

- Invest in initiatives that promote workforce health and wellbeing.

SDG#5 Gender Equity

- Identify opportunities to strengthen the family-friendly environment by enhancing flexibility and autonomy within the Network Enterprise Model.

SDG#7 Affordable and Clean Energy

- Improve energy efficiency and reduce overall energy consumption by using energy efficient lighting and devices.

- Invest and use renewable energy for business-related activities.

SDG#8 Decent Work and Economic Growth

- Strengthen the Network Enterprise Model to support service delivery from home-based offices.
- Prioritise the procurement of local goods and services to reduce travel miles.

SDG#11 Sustainable Cities and Communities

- Embed, promote, and progress sustainability in consultation with clients using industry frameworks.

Responsible Consumption and Production

- Reduce waste and pollution by maximising the recycling of waste and the purchasing of recycled and biodegradable products.

SDG#13 Climate Action

- Prepare a Climate Transition Plan to contribute to limiting the increase in global warming to 1.5°C and support net zero global greenhouse gas emissions by 2050.

SDG#16 Peace, Justice and Strong Institutions

- Actively participate in and promote the B Corporation movement as a model of positive systemic change.
- Advocate for and participate in initiatives that further the reconciliation journey of Indigenous and non-Indigenous Australians.
- Support the not-for-profit/community sector through gift giving, volunteering and discounts.

Monitoring and Reporting Sustainability Outcomes

1. Consultants will report their sustainability performance monthly.
2. An annual sustainability report will be prepared and made public to demonstrate our progress. Financial records of carbon offsets will be presented in the sustainability report.
3. We will continuously review and improve internal data capture and measurement tools relating to sustainability.

Reviewed October 2024

Exploring New Boundaries

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