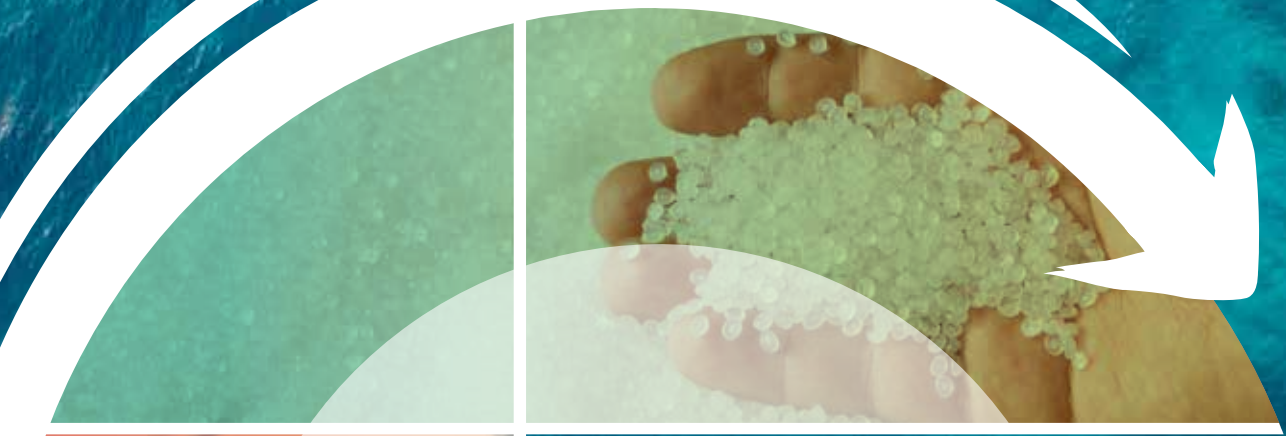
FY26 Impact Report





At a Glance

Delivering Measurable Impact.



PACT GROUP

Leading the Circular Economy.

Pact Group
At a Glance

OUR NORTH STAR

Our vision
Lead the circular economy.

Our mission
We use scale and technology to turn waste into high-performance packaging that is reliable for customers, competitive on cost and scalable across markets.

NON-NEGOTIABLES

We never compromise on safety
If it's not safe, we don't do it.

We act with integrity
We don't compromise on process, standards or conduct.

OUR VALUES

We care
We look after each other. Safety, respect. One Pact.

We win with customers
Customer at the centre. Better outcomes, together

We own the outcome
We deliver results.

We act with pace
Move fast. Learn fast. Better every day.

Pact in Summary

- **>62,200 tonnes** Recycled material manufactured
- **4,772** Employees
- **117** Locations
- **13*** Countries
- **$1.729 Billion** Revenue
- **Melbourne** Head office

* Entities incorporated in: Australia, New Zealand, Bangladesh, China, India, Indonesia, Korea, Nepal, Philippines, Singapore, Thailand, UK, USA.

Our Capabilities

Packaging
Whole-of-lifecycle sustainable packaging

Reuse
Eliminating single use through reuse solutions

Recycling
Reducing waste through recycling solutions

Contract Manufacturing
Co-creating consumer goods

Resetting Our Targets

On 20 October 2026, the Board reset Pact's environment, sustainability and governance (**ESG**) targets, revoking our Climate, Waste & Water, Transparency and Supply Chain goals and revising our Circularity goals to 2031. The targets below are in areas where we believe we will have the greatest influence. See pages 17 to 20 of the FY26 Impact Report for the revoked targets and our FY26 performance against them.

Our *Impact Targets*

MATERIAL TOPIC	TARGET	FY26 PERFORMANCE	PROGRESS
PLANET			
Circularity	+ Greater than 30% average recycled content across our portfolio by 2031	16% average recycled content in FY26 (FY25: 16%; FY24: 12%)	
	+ 100% of our portfolio to be recyclable or reusable by 2031	Reduced PS packaging production by 17% (>260 tonnes) and eliminated PVC from all packaging except medical blister packs.	
PEOPLE			
Health & Safety	+ 100% of sites to have completed a critical health and safety risk self-assessment annually	72% (FY25: 89%)	
	+ 100% of identified high risk exposures assigned actions annually	90% (FY25: 96%)	
	+ 100% serious injury and fatality and potential serious injury and fatality investigated and closed annually	100% (FY25: 93%)	
Diversity & Inclusion	+ Pay equity by gender at each level of the organisation by 2030	3.64% pay disparity (FY25: 4.0%)	
	+ 30% direct reports to the ELT (excluding administration) to be female by 2030	30% (FY25: 31%)	
Engagement & Development	+ Employee engagement score above manufacturing industry benchmark (assessed biennially)	Not measured in FY26. 76% (FY25 survey) The FY25 survey result was 3% above the Asia Pacific region manufacturing sector average.	
PRINCIPLES			
Community	+ 100% of our Community Giving Budget allocated to support high-impact charities that align with our Vision, reflect our Values, and benefit the communities in which we operate	100%	

How we track progress

Progressing
Actions are underway and progress towards the target is being measured.

Achieving
The target was met for the reporting period.

FY26 Impact Report Highlights

Planet

rFresh-100
Food-grade rHDPE resin

rFresh-100 achieved SCS Global Recycled Content Certification as 100% post-consumer recycled resin and is now included in Goodman Fielder's Meadow Fresh milk bottles.

Average recycled content held steady at
~16%
across our portfolio in FY25 and FY26, up from 12% in FY24. Our *Impact Target* is greater than 30% average recycled content across our portfolio by 2031.

17% reduction in PS packaging

Pact reduced production of polystyrene (**PS**) packaging by 17% compared with FY25, equating to more than
260 tonnes
removed from our packaging portfolio, and eliminated polyvinyl chloride (**PVC**) from all packaging except medical blister packs.

Reconditioning grew across both key formats:

Intermediate bulk container (**IBC**) reconditioning rose
~17%
(195,300 units in FY25 to more than 227,800 units in FY26).
Steel drum reconditioning rose
~13%
(348,000 units in FY25 to more than 392,700 units in FY26).

Scope 1 emissions down
14.3%*
since FY21.

Scope 3 emissions of
953,965 tCO_2e*
a **7.5%**
reduction on FY25.

People

Pact Perks **launched as one global platform**
for employee benefits and rewards, reaching every employee across the countries we operate in for the first time.

Gender pay disparity narrowed from
4.0% (FY25) to
3.64% (FY26)
for salaried roles in Australia and New Zealand (excluding CEO and ELT).

100%
of serious injury and fatality and potential serious injury and fatality events investigated and closed in FY26.

Learning availability increased
with Learn Upon courses increasing from
360 (FY25) to
433 (FY26),
plus a new AI training program at 97% completion with 539 hours of AI learning logged in June 2026 alone.

Internal promotions and transfers rose from
39 (FY25) to
198 (FY26).

Principles

Our third-party assessed ESG (EcoVadis) score rose from
47/100
(November 2024) to
57/100
(November 2025)*.

The Exiger supplier on-boarding platform moved from selection (FY25) to live deployment (FY26),
now monitoring more than
80%
of the Group's supplier base across Australia and New Zealand.

Allocated 100% of our *Community Giving Budget* to high-impact charities, including The Smith Family, Beyond Blue, Orange Sky and Djirra, supporting health, mental wellbeing, homelessness and inclusion.

Ongoing governance focus:
7 new policies adopted.
28 existing policies refreshed.

Sedex
Sedex membership
expanded to
19 sites

Commenced ESG assessments across key suppliers to strengthen supply chain due diligence and transparency.

*Pact's emissions and ESG rating targets were revoked in FY27. FY26 results are reported for transparency. See page 18 of the FY26 Impact Report for further information.

Scaling Circularity Across Our Divisions and Market Segments

At Pact, circularity is delivered through an integrated system of recycling, manufacturing and reuse.
We transform recovered material into high-quality packaging and products, applying industrial capability and scale to keep materials in use and reduce reliance on virgin inputs.
This is how we turn circular ambition into measurable outcomes.

Here are our FY26 numbers at a glance:

Recycling

Processing recycled material at scale

eight facilities
across Australia and New Zealand

>62,200 tonnes
recycled material manufactured (sold or used internally)

The recycled resin we produced:

- rPET >31,300 tonnes
- rHDPE >19,800 tonnes
- rPP >7,100 tonnes
- rLDPE >4,000 tonnes

Packaging

Manufacturing sustainable packaging

Fresh Food · Dairy & Beverage · Food · Closures · Household & Industrial · Health & Personal Care · Large Format Industrial Packaging

186,000 tonnes
of resin (virgin and recycled) consumed

16%
Average recycled content in our plastic packaging portfolio

The recycled resin we used in our manufacturing operations:

- 1 PET >10,500 tonnes
- 2 HDPE 4 LDPE >16,400 tonnes
- 5 PP >1,900 tonnes
- 6 PS >900 tonnes

210 tonnes
tinplate sourced for own-brand aerosol products

>18,000 tonnes
of steel and >5,500 tonnes of tinplate sourced to produce >6.96 million metal pails, drums and cans.

Contract Manufacturing

Formulate and fill

Home Care · Personal Care · Health & Wellness · Edible oils · Promotional packaging

145
new product launches

$21 million
sales delivered through Innovation

Sedex
six out of six
contract manufacturing production sites are Sedex members and complete Sedex Members Ethical Trade Audit audits

Reuse

Keeping products in circulation at scale

Retail Solutions

>986.45 million
hangers, accessories and size clips redistributed for reuse

>82.21 million
security tags redistributed for reuse

>17,000 tonnes
of waste diverted from landfill

Reconditioning

>392,700
used drums reconditioned

>227,800
IBCs reconditioned

>12,800
plastic drums reconditioned