

Sustainability Report

OUR ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) PERFORMANCE

2021



Contents

■ ABOUT THIS REPORT	3
MESSAGE FROM THE BOARD	4
ABOUT CIVMEC	5
■ PERFORMANCE HIGHLIGHTS	14
STAKEHOLDER INFORMATION & MATERIALITY	15
■ OUR PEOPLE	17
COMMUNITY ENGAGEMENT	28
■ HEALTH & SAFETY	31
ENVIRONMENT	36
ETHICAL APPROACH	42
■ GOVERNANCE	44
GRI STANDARD CONTENT INDEX	51

About this Report



For ease of reference, a GRI Standard Content Index is located on page 51 of this report.

SCOPE

Civmec's Sustainability Report 2021 was prepared to provide key stakeholders with all relevant information relating to Civmec's sustainability approach, actions, performance and key material issues for the financial year ended 30 June 2021 (FY2021).

This report was approved by the Civmec Board of Directors (the 'Board') on 29 November 2021.

Civmec Limited (Company Registration Number 201011837H) is the ultimate holding company of the Civmec group of companies. In this report, unless otherwise stated, references to 'Civmec', the 'Company' and the 'Group' refer to Civmec Limited and its controlled entities. The information in this report covers all operational activities undertaken by Civmec. Our share of operations from joint venture projects is reported on a proportionately consolidated basis, unless otherwise stated.

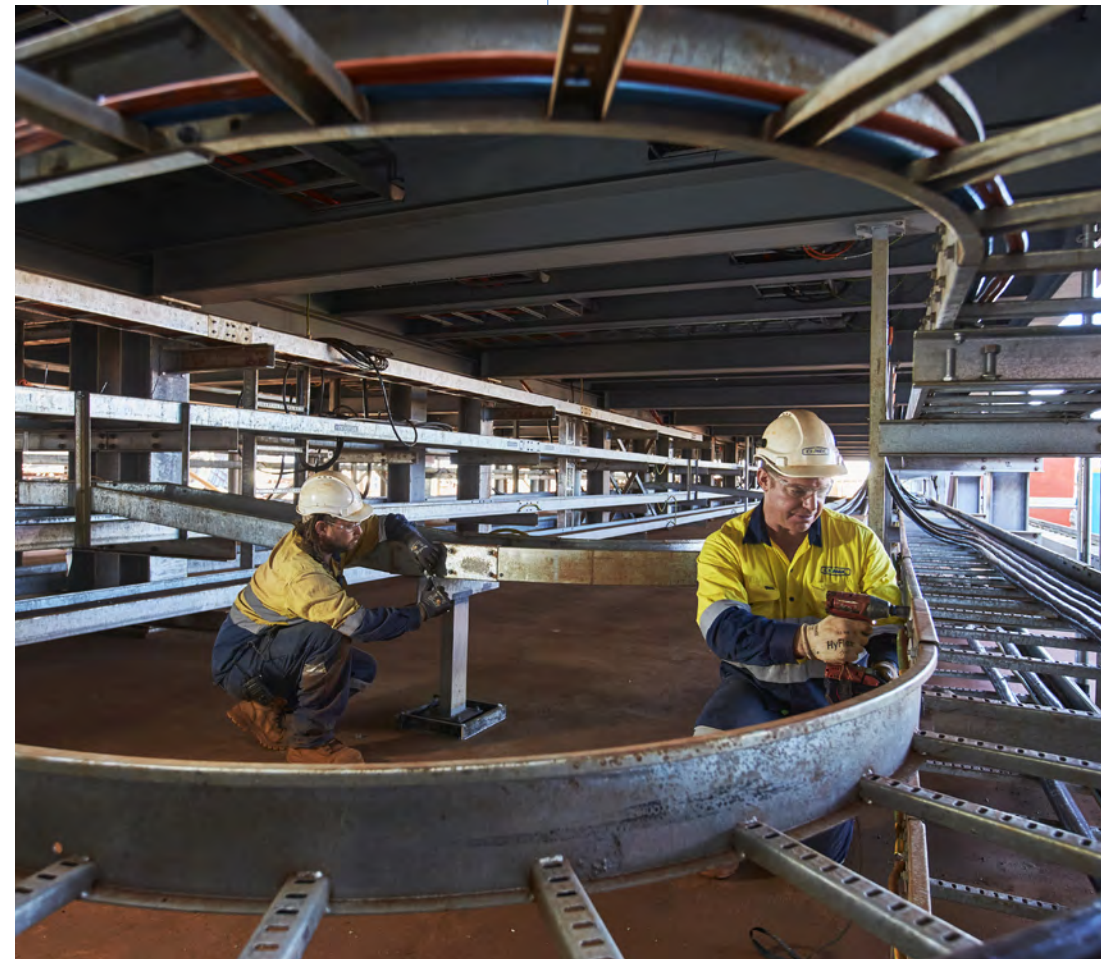
REPORTING APPROACH

The Civmec Sustainability Report 2021 outlines our sustainability performance in relation to environmental, social and governance (ESG) factors for the 12-month period to 30 June 2021, along with our future goals, targets and strategies for improvement.

It has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 core-level reporting.

Civmec utilises the widely-used, international GRI Standards reporting framework for its ability to facilitate comparability over time, and in relation to other organisations, promoting greater transparency and accountability of our sustainability performance. The GRI Standards also enable us to identify and report on topics that are most material to our business and key stakeholders.

To ensure quality data and insights are collected, we have continued to refine how we collect this information, surveying all members of the Civmec Board, management, and a randomised selection of employees and clients. We undertake internal auditing of the report and reporting process and will continue to report on sustainability, annually.



Message from the Board

On behalf of the Board, we are pleased to present the Civmec Sustainability Report 2021. We acknowledge the critical importance of sustainability in our future, as well as our responsibilities as a business to people and the planet.



We are committed to managing the Company in accordance with best international corporate governance practices, meeting all obligations of the Singapore Exchange (SGX) and the Australian Securities Exchange (ASX), and delivering mutually beneficial outcomes for all stakeholders.

As a Board, we recognise that it is our responsibility to integrate sustainability holistically into our corporate strategy, striving for optimal management of all of our environmental, social and governance (ESG) risks, obligations and opportunities.

Our sustainability principles are linked to our mission, vision and values, in addition to being interlaced with our *Never Assume* philosophy, which underpins our culture and drives the behaviours, attitudes, decisions and actions of the business.

The ESG factors that represent the greatest risks and opportunities for our business are reviewed and evaluated, then incorporated into our overall future strategic direction. The Board also oversees the management and monitoring of these factors.

Civmec's sustainability agenda is focused on:

- continuing to operate with integrity;
- actively contributing to the success and welfare of our people and the communities in which we operate;
- ensuring our operations have minimal environmental impact; and
- achieving our safety, health, environmental, social and financial targets.

We recognise that sustainable business practices are the only way forward and will drive our viability, evolution and long-term growth and development. By doing the right thing, we will ensure sustainability enhances our future performance while delivering positive impacts to the economy, environment, people and communities around us.

Yours sincerely

**The Board
Civmec Limited**

About Civmec

Civmec is a leading Australian construction and engineering services provider, delivering a wide range of integrated services to the Energy, Resources, Infrastructure, Marine & Defence sectors.

Our advanced capabilities, innovative approach and modern facilities enable us to work smarter and more efficiently, providing our clients with high-quality, value-driven solutions to meet their manufacturing, construction and maintenance requirements.

With a focus on establishing long-term partnerships and working collaboratively, we have played a significant role in the delivery of some of Australia's most complex projects, both onshore and offshore, since our establishment in 2009.

Our state-of-the-art manufacturing and maintenance facilities are positioned in strategic locations in Western Australia, New South Wales and Queensland, providing our clients with logistical advantages and enabling us to respond agilely to their needs. These world-class facilities, backed by our extensive equipment base and strong, multi-disciplined team, enable us to effectively service projects of all sizes and complexities, anywhere in Australia.

OUR FACILITIES

Our main west coast facility, located just 30 kilometres south of Perth, is the largest heavy engineering facility of its kind in Australia. Positioned on 200,000m² of waterfront land in the Australian Marine Complex (AMC) precinct, it has access to the AMC's prime facilities, ports and equipment, in addition to 440,000m² of Common User Facility (CUF) land. Within the Civmec facility is our cutting-edge 53,000m² (usable floor area) Assembly Hall, 29,300m² Fabrication Hall, blast and paint workshops, exotic metals and site support workshops, and multi-storey office building.

Our Newcastle facility is our principal manufacturing facility on the east coast, situated on 227,000m² of riverfront land, 14 kilometres from the port of Newcastle. With more than 22,500m² of manufacturing workshops (with capacity to cater for steel and concrete production requirements), as part of a combined 30,000m² of undercover space (including storage areas), the facility efficiently services the east coast market, in addition to providing support for our west coast operations.



Sustaining our maintenance and capital works operations are our Gladstone and Port Hedland facilities, each positioned purposely in major activity hubs for the Resources and Energy sectors. Our Gladstone facility, in regional Queensland, provides light fabrication capacity and serves as a base for essential equipment and the workforce required for maintenance, refractory and shutdown works in the area. Our new Port Hedland facility allows us to ably service onshore and offshore maintenance and capital works projects in the north-west of Western Australia as they arise.

Our Values

Our vision is to grow sustainably, delivering mutually beneficial outcomes to all stakeholders.

Our culture, the way we think and operate, is underpinned by our values.



COMMITMENT

Our individual commitment facilitates our success



INNOVATION

Our innovative approach drives continuous improvement



VALUE DRIVEN

Our performance driven culture delivers value



MAKE A DIFFERENCE

Our ability to influence and challenge drives sustainability



EXCELLENCE

Our pursuit of excellence makes us a world-class service provider



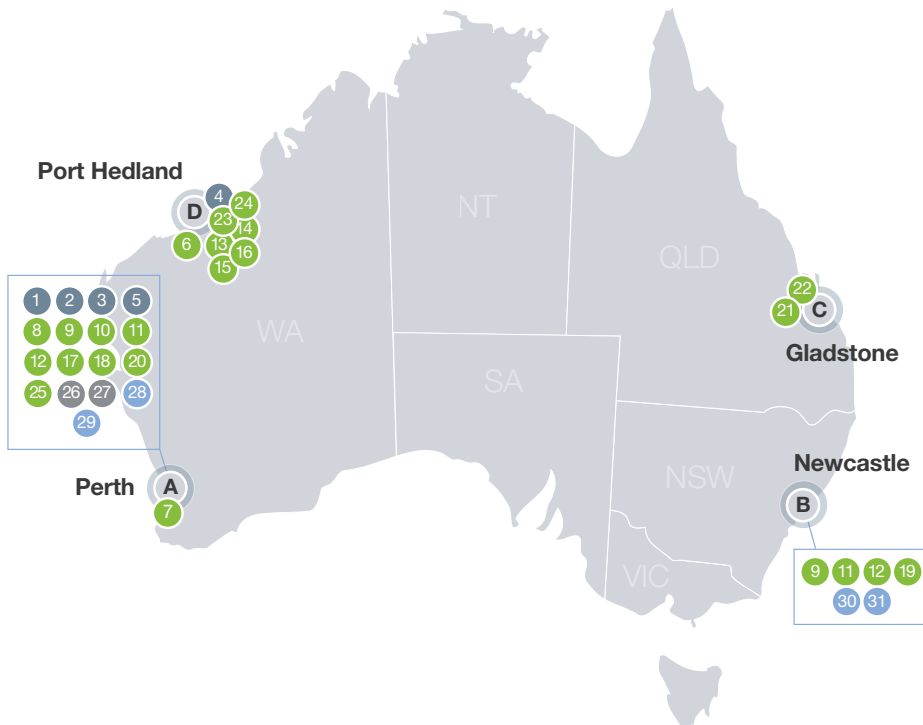
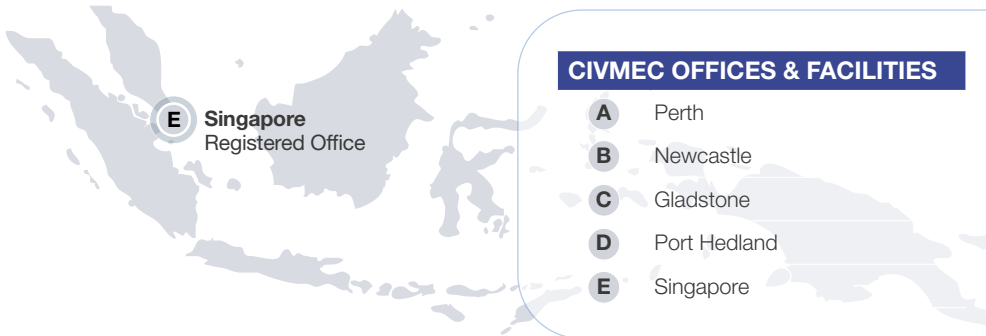
COLLABORATION

Our focus on working together drives sustainable partnerships



Our Locations & Projects

Key projects in delivery or completed during FY2021 include:



	Project	Client or Owner	Location
1	Gorgon Stage Two (GS2) Subsea Installation Project – Tie-In, Jumper Spools and Spreader Beams	TechnipFMC (for Chevron)	Henderson, WA
2	Gorgon Stage Two (GS2) Subsea Installation Project – Buckle Initiators	Allseas (for Chevron)	Henderson, WA
3	Pluto LNG Project	Woodside (via EPCM Worley)	Henderson, WA
4	Five Year Term Non-Exclusive, Non-Binding Outline Agreement, with Two One-Year Extension Options	Woodside	Karratha, WA
5	Julimar Phase 2 Manifold and Mudmat	Woodside	Henderson, WA
6	Eliwana Mine – Primary Crushing and Ore Processing Facility	Fortescue Metals Group	Pilbara, WA
7	Kemerton Lithium Project	Albemarle	Kemerton, WA
8	Kemerton Lithium Project – Manufacturing of Kilns	Metso	Henderson, WA
9	Mesa A – Wet Plant and Fixed Plant Workshop	Rio Tinto	Henderson, WA and Newcastle, NSW
10	Mesa J – Secondary Sizer/TLO Bin	Rio Tinto	Henderson, WA
11	Gudai-Darri (Koodaideri) Project – Trusses, Platework and Stick Steel	Rio Tinto	Henderson, WA and Newcastle, NSW
12	Hay Point SABR Project – Ship Loader Replacement	For BHP Mitsubishi Alliance (BMA)	Henderson, WA and Newcastle, NSW
13	Iron Bridge Magnetite Project – Dry Plant Detailed Earthworks and Concrete Package	Iron Bridge JV (IBJV)	Marble Bar, WA
14	Iron Bridge Magnetite Project – SMPE&I, Supply of Modules	Iron Bridge JV (IBJV)	Marble Bar, WA
15	Roy Hill De-Bottlenecking Project – Civil Package	Roy Hill	Pilbara, WA

	Project	Client or Owner	Location
16	Roy Hill – ROM Packages	Roy Hill	Pilbara, WA
17	Jimblebar – TLO Replacement Bin	For BHP	Henderson, WA
18	South Flank – Rail Mounted Machines and Smart Modules	BHP and thyssenkrupp	Henderson, WA
19	Dumper Tray Bodies	DT Hiload	Newcastle, NSW
20	Alcoa Willowdale Mine – Larego Overland Conveyor Package	Alcoa Australia	Willowdale, WA
21	Multi-Disciplined Mechanical Maintenance Works to Support Major Shutdowns	Queensland Alumina Limited	Gladstone, QLD
22	Multi-Disciplined Mechanical Maintenance Works to Support Major Shutdowns	Rio Tinto	Yarwun, QLD
23	Variety of Multi-Disciplined Mechanical, Structural and Conveyor Maintenance Works	Fortescue Metals Group	Pilbara, WA
24	Variety of Multi-Disciplined Mechanical, Structural and Conveyor Maintenance Works	Roy Hill	Port Hedland, WA
25	Calciner Maintenance, Major Overhaul and Repair Services	Alcoa Australia	Pinjarra, Wagerup and Kwinana, WA
26	SEA 1180 Offshore Patrol Vessel Program	Luerssen Australia	Henderson, WA
27	Submarine Rescue Facility	Phoenix International	Henderson, WA
28	Perth Kids' Bridge	Main Roads WA	Perth, WA
29	Hay Point SABR Project – Berth Replacement	For BHP Mitsubishi Alliance (BMA)	Henderson, WA
30	Princes Highway Upgrade – Berry to Bomaderry	For TfNSW	Newcastle, NSW
31	Transport for NSW Bridge Projects	TfNSW	Newcastle, NSW

Energy Resources Marine & Defence Infrastructure



Our Operating Sectors

ENERGY
RESOURCES
INFRASTRUCTURE
MARINE & DEFENCE



Energy

At Civec, we have extensive experience in the Energy sector, providing our clients with tailored solutions for upstream and downstream projects, and delivering in remote, highly challenging environments across Australia.



Our broad-ranging, integrated capabilities enable us to offer innovative solutions, creating time and schedule efficiencies across various project stages. We can fabricate and modularise specialist subsea equipment, as well as support onshore processing plant requirements.

In Henderson, our state-of-the-art facility includes a dedicated subsea workshop, enabling us to produce high quality products without the threat of material cross-contamination.

In addition to providing construction and upgrade works, we have recently launched a Capital Works division, complementing our successful Maintenance division and allowing us to provide an even more comprehensive turnaround and maintenance service offering to our Energy clients. Our capabilities include structural, mechanical & piping; electrical, instrumentation & control; precast concrete solutions; thermal, acoustic and cryogenic insulation installation; refractory; and site civil works, including earthworks and in-situ concrete. Additional capabilities relevant to the Energy sector include the fabrication and assembly, surface treatment and testing of high integrity structural steel, carbon and exotic stainless/

duplex/inconel steel for piping; subsea spools, manifolds, PLET and PLEM structures; offshore jackets and topsides; suction piles; process modules; vessels; propane and LNG spheres; and various other subsea components.

Since our inception, Civec has worked on some of largest Energy projects undertaken in Australia. We can deliver:

- energy plants (LNG);
- process and non-process infrastructure;
- fuel stations;
- compressor stations;
- power stations;
- materials handling systems;
- wharfs and caissons; and
- tank farms.

An integral part of our operations in this sector is our commitment to the health, safety and wellbeing of our workforce, as well as the assurance that our methodologies, processes and systems result in a premium-quality product and meet the exacting standards required by the Energy industry.

Resources

With a vertically integrated delivery model, we provide a full turnkey solution for our Resources clients, leveraging our multi-disciplined capabilities to deliver cost and schedule efficiencies.



We deliver innovative, customised solutions for small or large greenfield or brownfield Resources projects, with the expertise and flexibility to improve on methodologies and bring additional value to all stages of a project's life cycle.

Our facilities across Australia are complemented by our skilled, experienced workforce and extensive construction equipment base, enabling us to provide manufacturing, technical, administrative and logistical support to service projects of all sizes and complexities.

This includes our new facility in the north-west of Western Australia, at Port Hedland, which puts us in closer proximity to major onshore and offshore Pilbara operations and provides a base of additional support for our newly established Capital Works division.

Our vast capabilities to service this sector include fabrication and assembly; surface treatment; testing of structural steel; modularisation; piping; platework; structural, mechanical & piping; electrical instrumentation & control; insulation installation; refractory; bulk and detailed

earthworks; precast concrete works; site and in-situ concrete; trenching works; and dewatering.

We specialise in delivering projects across the sector, including, but not limited to:

- process plants;
- materials handling and conveyor systems;
- non-process infrastructure;
- power stations;
- tailings facilities;
- wharfs;
- tanks; and
- fuel storage and refuelling stations.

Our maintenance and shutdown services support the longevity of our clients' assets. We work closely with our Resources clients to minimise disruptions and optimise ongoing operations during major and modular shutdowns; sustaining capital works; optimisation and equipment upgrade projects; minor works; emergency repair and replacement; and routine maintenance.

Infrastructure

As a Tier 1 contractor with expansive in-house capabilities and a strong resource pool, our Infrastructure division provides a fully integrated service offering and the ability to deliver complex builds, both onsite and offsite.



Civmec has already been involved in the successful delivery of significant Australian infrastructure projects, including the Perth Stadium (Optus Stadium), Matagarup Bridge, TfNSW bridges, Elizabeth Quay and, more recently, the Perth Kids' Bridge.

Our modern, well-equipped facilities in Western Australia and New South Wales enable us to reduce project risk, by precasting and modularising scope elements in a controlled environment, providing significant advantages that include reduced site working hours, optimum quality control, and weather-proofing critical schedule elements.

Our significant capabilities in the delivery of process and non-process infrastructure extend to fabrication and assembly; surface treatment; and the manufacture and installation of precast concrete structures and in-situ concrete. We also provide construction services, including planning; project management; earthworks; civil; electrical; structural, mechanical & piping; and commissioning.

We have the capability to deliver projects, including, but not limited to:

- roads and bridges;
- stadiums;
- airports;
- ports and harbours;
- water and wastewater infrastructure;
- renewable energy; and
- conventional power stations.

Marine & Defence

With prime waterfront facilities and a vast range of disciplines under one roof, Civmec provides the Marine & Defence sector with fully integrated services for the repair, maintenance and construction of naval and commercial vessels, as well as the provision of Defence Estate works.



Our 53,000m² (usable floor area) Assembly Hall at Henderson, with more than 1.2 million cubic metres of internal space, has facilitated the success to date of our works on the Royal Australian Navy's Offshore Patrol Vessel (OPV) Program. The ten-year project, which commenced in 2018, includes the supply and processing of steel for 12 vessels.

With the build of the first two vessels in South Australia, using steel plates and pipework processed and manufactured at Henderson, we are undertaking the fabrication and consolidation of the follow-on ten vessels in Western Australia.

Our Henderson facility is located within the Australian Marine Complex (AMC), Western Australia's premier integrated marine industrial precinct, featuring protected deep-water harbours and extensive multi-user loadout facilities.

Our west coast facility – together with our shipyard on the east coast, which is situated on the Hunter River near the Port of Newcastle and incorporates 535 metres of river frontage and two ship basins – enables us to provide a significant Marine & Defence service offering. It is our goal to continue to support the Federal Government's long-term Naval Shipbuilding Plan, focused on building a sustainable Australian naval shipbuilding industry.

Our Sustainability Approach

Our long-term commitment to best practice in sustainability ensures steady growth in the business and the delivery of mutually beneficial outcomes for all stakeholders.

We are dedicated to:

- managing the health and safety of our people;
- working collaboratively with our customers and partners to deliver a product or service that meets their needs across the spectrum of safety, quality, environment, value and time;
- achieving a diverse workforce and inclusive workplace;
- positively contributing to the communities in which we operate; and
- delivering financial growth and value for our shareholders.

Our *Never Assume* program, which trains and encourages our employees to look out for their coworkers as well as themselves, is the foundation of our culture, thinking, and operating style. We are constantly looking for methods to innovate and learn from our past experiences as part of our commitment to continuous improvement.

We recognise that promoting sustainable business practises is critical to our long-term success, and our operational procedures reflect this commitment.

NEVER ASSUME



[Click to view Policies](#)



Performance Highlights

Financial

A\$ million	FY2021	FY2020	Change %
Sales Revenue	674.2	391.9	72
EBITDA	73.8	38.5	92
NPAT	34.6	17.5	98
Work In Hand*	1,006*	900^	12

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation | NPAT: Net Profit After Tax

*As at 30 June 2021 | ^As at 30 June 2020

People

Metric	FY2021 Target	FY2021 Average	Result	FY2022 Target
Women employed (as total % of head office based employees)	Sustain FY2020 result ² (49.65%)	48.14%	✘	Sustain FY2021 result ²
Women employed (as total % of all employees)	Sustain FY2020 result ² (8.3%)	7.1%	✘	Sustain FY2021 result ²
Women in management roles (as total % of head office based management employees)	Sustain FY2020 result ² (22.2%)	12.81%	✘	Sustain FY2021 result ²
ATSI representation (as total % of blue collar employees)	Sustain FY2020 result ² (1.0%)	1.46%	✓	Sustain FY2021 result ²
ATSI representation (as total 4% of all employees)	Sustain FY2020 result ² (1.2%)	1.24%	✓	Sustain FY2021 result ²
Apprentices and trainees employed (as % of total blue collar employees)	10% increase on number apprentices from FY2020 result (ave. 47)	60.58	✓	10% increase on number apprentices from FY2021 result

ATSI: Aboriginal and Torres Strait Islander

¹ Based on average employee number | ² Strategy is to maintain current levels as a minimum

Health and Safety

Metric	FY2021 Target	FY2021	Result	FY2022 Target
LTIFR per million hours worked	<0.25	0.21	✓	<0.25
AIFR per million hours worked	<30.00	31.96	✘	<30.00
Fatalities	0	0	✓	0
Fines and prosecutions	0	0	✓	0

LTIFR: Lost Time Injury Frequency Rate

AIFR: All Injury Frequency Rate

Environment

Metric	FY2021 Target	FY2021	Result	FY2022 Target
Significant environmental incidents (\geq Level 4)	0	0	✓	0
Prosecutions	0	0	✓	0
Infringement Notices (number of fines)	0	0	✓	0
Infringement Notices (A\$)	0	0	✓	0
Energy Intensity (TJ/\$m AUD)	\leq 0.17	\leq 0.17	✓	\leq 0.17
Emissions Intensity (tCO ₂ -e/\$m AUD)	\leq 17.59	26.61	✘	\leq 26.61
Recycling Participation Rate ¹	\geq 22%	18%	✘	\geq 18%

¹Rate derived from amount of co-mingled recycling compared to general waste stream (measuring efficiency of day-to-day waste recycling, excluding bulk recycled materials, such as concrete, steel and timber, etc.)

Stakeholder Information & Materiality

We have addressed the material issues that reflect the key priorities and topics identified by a diverse range of stakeholders.

At the end of this financial year, a materiality assessment was undertaken that was consistent with Global Reporting Initiative (GRI) Standards requirements. All Board members and Cimec management – as well as a randomised selection of white collar employees, blue collar employees, and clients – were invited to participate in the survey. This broad variety of stakeholders enabled us to capture a range of opinions and ideas.

In determining the material environmental, social and governance (ESG) factors selected, their relevance to the business, including our strategy, business model and key stakeholders, was considered.

The results of the Cimec FY2021 Materiality Assessment Survey ranked Occupational Health & Safety as highest in importance, consistent with results in previous years. This was followed by Non Discrimination, Socioeconomic Compliance, Environmental Compliance and Anti-Corruption. The results of the survey reinforce our decision to report on the topics from previous years, allowing us to demonstrate progress and comparisons over time.

In 2015, the United Nations agreed on 17 Sustainable Development Goals (SDGs) as part of its 2030 Agenda for Sustainable Development. The interrelated SDGs are a blueprint to achieve a better and more sustainable future for everyone across the planet. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, peace and justice. As a supporter of the SDGs, we understand we can positively contribute towards these goals through our own sustainable business practices.

The adjacent table highlights the correlation between our ESG focus areas and the SDGs.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



Material ESG Factors

		Topic	Related United Nations Sustainable Development Goal (SDG)
E	Environment	<ul style="list-style-type: none"> • Energy • Effluents and Waste • Emissions • Environmental Compliance 	6. Clean Water and Sanitation 7. Affordable and Clean Energy 13. Climate Action 14. Life Below Water 15. Life on Land
		People	1. No Poverty 4. Quality Education 5. Gender Equality 10. Reduced Inequalities
S	Community	<ul style="list-style-type: none"> • Employment • Training and Education • Diversity and Equal Opportunity • Non Discrimination 	1. No Poverty 11. Sustainable Cities and Communities 12. Responsible Consumption and Production
		Health & Safety	3. Good Health and Well-Being
	G	Financial	<ul style="list-style-type: none"> • Economic Performance • Tax
Governance			16. Peace, Justice and Strong Institutions 17. Partnerships for the Goals

Stakeholder Engagement

It is always our priority to maintain open lines of communication with our key stakeholders, both internal and external. This extends well beyond the formal consultation process undertaken to determine our business' material issues.

The table to the right illustrates the ways in which we engage with those stakeholders that are directly impacted and actively interested in our business. We understand that this ongoing engagement is important for our long-term sustainability and ultimate transparency.

Stakeholder	How we engage
Directly impacted	
Employees	Day-to-day operational interaction; internal communications; company updates; intranet; meetings; town hall forums (for local engagement); surveys; social media; community and social events
Partners	Day-to-day operational interaction; joint venture boards and operating committees; meetings; workshops; social media; community and social events; industry associations and events; facility tours
Subcontractors and suppliers	Day-to-day operational interaction; meetings; inductions and training; compliance audits (safety, quality, environment); social media; industry associations and events
Clients	Day-to-day operational interaction; meetings; surveys; social media; community and social events; industry associations and events; facility tours
Board	Reporting; meetings
Communities	Project-specific community engagement plans; local media; social media; local industry associations and events; community events; employment opportunities; local supply arrangements
Shareholders and investor community	Annual General Meeting; Annual Report; Sustainability Report; ASX/SGX releases; quarterly, half-year and full-year results presentations; media; website; social media; facility tours
Actively interested	
Government and regulators	Reporting; meetings
Media	Media releases; briefings and interviews; website; social media; facility tours
Industry associations	Memberships; representation on boards and committees; meetings; industry events
Unions	Meetings
Non-government organisations	Participation in forums; meetings; industry associations and events

Our People



We recognise the critical role that people play in the success of our business, and therefore strive to support and develop our people wherever possible. This includes people from the wide range of trades and disciplines we operate in, from tradespeople and apprentices, through to industry professionals and graduates.

During FY2021, we not only delivered on key areas in our 'Future Focus' section of our 2020 Sustainability Report, we also implemented a range of new initiatives.

These new initiatives were identified as areas of further opportunity to expand our commitment to best-practice in the way we support and manage our people at Civmec.

It is always our priority to provide fair, non-discriminatory employment, whereby all of our people have equal opportunities to develop and grow.

Our initiatives during FY2021 included:

- introduction of a Paid Parental Leave Scheme;
- implementation of an Undergraduate Vacation Program;
- award of the Robert Cunico Scholarship;
- establishment of a key industry partnership with MATES in Construction, an alignment that supports suicide prevention with education, peer-to-peer support, case management and access to a 24/7 helpline;
- introduction of an Employee Referral Program;
- implementation of a Defence Industry Pathway Program for trainees;
- community engagement initiatives, such as support of St Patrick's Community and Support Centre, and Vinnies CEO Sleepout;
- ongoing commitment to leadership training, including identification of high potential individuals and succession planning;
- continuation of a succession planning strategy focused on three key areas – executive management, key operational roles, and diversity targets;
- continuing to build on our position as an 'employer of choice' and adopting industry practices aligned with, and often improved on, those of our competitors;
- further development and expansion of our formalised Graduate Program;
- further expansion of the reward and recognition strategy to target the direct workforce, implementing recognition mechanisms through management and peer-to-peer; and
- review of business management systems, such as Civtrac and our payroll software platforms, to drive continuous improvement and efficiency capitalisation.



Employment

In another year faced with the challenges of COVID-19, we continued to maintain our position as a significant employer in our industry, directly employing approximately 2,800 people at peak in FY2021. This included 150 apprentices, trainees, undergraduates and graduates on long-term structured training programs across a wide age demographic. This represents a 40 per cent increase on the previous financial year. Pleasingly, ten per cent of our new starting apprentices were female, as we continue to aim to increase female participation in the more traditionally male-dominated professions.

We maintained a focus in FY2021 on initiatives that are designed to drive female participation, including focused recruitment campaigns; reviewing occupations that can provide more flexible rosters; strengthening partnership programs that provide foundation skills or pathways to higher level qualifications; and increasing opportunities through our RTO, with personalised training programs that provide flexibility and accessibility for females to gain the skills and knowledge required to enter our industry sectors.

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Given the cyclical nature of the industry in which we operate, combined with limitations on available resources due to the pandemic and restrictions, attraction and retention of skilled employees is a prime focus and potential risk for our business. The tables below illustrate new employee hires and employee turnover during FY2021, by age group and gender. The statistical pattern illustrated is typical of our industry, where cyclical/short-term project contracts are awarded, and therefore these numbers represent the on-hire/off-hire process. The statistics also highlight the challenge of attracting females into operational roles, given the nature of the work we do across traditionally male-dominated trades and disciplines.

Metric	Under 30 years	30 to 50 years	Over 50 years
Total number and percentage of new employee hires during the reporting period by age group	188 19%	495 51%	298 30%
Total number and percentage of employee turnover during the reporting period by age group	306 17%	975 55%	503 28%

Metric	Male	Female
Total number and percentage of new employee hires during the reporting period by gender	905 92%	76 8%
Total number and percentage of employee turnover during the reporting period by gender	640 93%	51 7%



Training and Education

Collaboration, as one of our core values, ensures we are continually working with our people to discover their specific training and development needs. Throughout the year, we have continued to invest in our people, and as a progressive company, we strive to utilise innovative programs to upskill our teams from within.

REGISTERED TRAINING ORGANISATION

Civmec's Registered Training Organisation, which is a recognised RTO (RTO code 52645), registered nationally with the Australian Skills Quality Authority (ASQA), delivers skills and competency-based training in every state across Australia. Our RTO has delivered more than 1,777 enrolments for nationally accredited units of competence and verifications of competency

throughout the year. The role of the RTO is to create a workforce that is both competent and diversified by offering a mixed approach of classroom and on-the-job training to focus on excelled learning and growth. We can provide leadership and management certifications, workplace health and safety certifications, and business management certifications, as well as a variety of units of competency, such as high-risk work licences, mobile and fixed plant operations, working at heights, working in confined spaces, first fire attack, and first aid.

During FY2021, there was a 30 per cent increase in enrolments in comparison to FY2020. To accommodate the increase in enrolments, the RTO developed new training initiatives to maximise operational efficiency, whilst ensuring the integrity and quality of the training was not compromised. These initiatives included moving some of the training

modules to a Learning Management System (LMS), where e-learning can be delivered to our remote worksites via live video training sessions.

We have continued to focus on ensuring that the workforce is varied in terms of skills, values, backgrounds, and experience. We strive to offer more to our employees and continually demonstrate our commitment to their development at Civmec. This year, we included a number of nationally recognised units of competency taught in Mandarin, which is the first language of a portion of our workforce. We believe that allowing students to study in their first language will improve comprehension of new material and promote workplace inclusiveness. We are proud to be one of the few training organisations in Australia providing this service to our students and employees.



Click to view
[Access and Equity Policy](#)



Apprentices and Trainees

During this reporting period, we have increased our commitment to investing in the future of our industry, while growing local capability and capacity. Of the 150 apprentices, trainees, undergraduates and graduates across our operations during FY2021, our apprentices included those in the metal trades (boilermakers and welders), bricklayers, mechanical, serviceperson mechanics, surface treatment (paint) and electrical trades; while our trainees have provided functional support in business administration, human resources, payroll, quality and logistics.

With our diverse range of capabilities and sectors, our apprentices have the opportunity to gain experience and skills in a broad range of industries and markets, including heavy engineering, fabrication and construction in the Energy, Resources, Infrastructure and Marine & Defence sectors.

Apprenticeship trades offered include:

- **Boilermaker** - Certificate III in Engineering - Fabrication Trade (Heavy/Welding);
- **Carpenter** - Certificate III in Carpentry and Joinery;
- **Electrician** - Certificate III in Electrotechnology Electrician or Certificate III in Engineering - Electrical/ Electronic Trade;
- **Welder** - Certificate III in Engineering - Fabrication Trade First Class Welder; and
- **Mechanical Fitter** – Certificate III in Engineering – Mechanical Trade (Mechanical Fitter);
- **Painter Blaster** - Certificate III in Engineering - Surface Treatment Trade; and
- **Serviceperson Mechanic** – Certificate III in Engineering – Mechanical Trade (Plant Mechanic);

Civmec also offers quality traineeships, with insight provided across all operational aspects of our business, and guidance and mentorship by our experienced team.

Traineeship qualifications offered include:

- Human Resources;
- Payroll;
- Business Administration;
- Logistics/Warehousing;
- Non-certified construction skills such as concreting, steel-fixing and machine operator; and
- Engineering.

Rory's Story

"I have been a Painter Blaster at Civmec for four years now, originally coming from an automotive background. It has been rewarding to grow my skills as a Painter and work on large iconic Perth projects.

The crew I work with certainly make every day enjoyable and I hope to continue to grow within the company and see many more iconic projects come to life."

Rory Anderson

Painter Blaster



"I hope to continue to grow within the company and see many more iconic projects come to life."

Kristelle's Story

"I joined Civmec as a Quality Officer in 2014. Within a few years, I was given the opportunity to change the direction of my career and move into the business systems space. I was first appointed as a Business Systems Analyst and have since become the Project Manager of the department, where I am responsible for the development, implementation, training, and improvement of business systems that support operations.

The relationships and learning that have come from my time at Civmec have kept me engaged, challenged and proud of the work we do. Every day at Civmec provides an opportunity to learn something new."

Kristelle Conti

Project Manager Business Systems



"The relationships and learning that have come from my time at Civmec have kept me engaged, challenged and proud of the work we do."

Apprentices and Trainees (continued)

Recognised nationally and highly regarded in the industry, Civmec apprenticeships and traineeships have continued to offer meaningful career pathways in FY2021. Five of our apprentices were finalists this year at the 2020 Skill Hire Awards, with one of our female apprentices named the winner of the 'Apprentice Safety Awareness' award.

Since 2018, our HSE Graduate Program has been successfully upskilling and developing HSE professionals, with four graduates now successfully completing the two-year program and progressing to HSE Advisor roles across our business. With the success of this program, we have continued to expand, recently employing an additional six HSE graduates.

Our Graduate Engineer intake of five graduates in FY2020 increased to twenty in FY2021 and provides a formal, structured training plan, which includes five rotations through the various disciplines of our company.

In November 2020, we launched our first ever Engineering Undergraduate Vacation Work Program, which involved seven bright engineers on a ten-week paid program, each selected to be placed within an area of our business to gain a comprehensive understanding of Civmec and the industry. We continue to work in collaboration with local universities to ensure we attract quality candidates into these programs.

Civmec has continued working with the South Metropolitan TAFE and local high schools for our school-based traineeship program, which was introduced in 2019. This program provides an opportunity for local students completing Years 10, 11 or 12 to undertake work experience throughout the year at our Henderson facility, whilst continuing with their school education.

During FY2021, we also held tours of our facility for students of local colleges to gain an understanding of some of our projects and how they are delivered, as well as a "World of Work" day; a day during which the students were given the opportunity to interact with some of the remote-controlled plant we utilise on our projects and link their studies in Science, Technology, Engineering and Maths (STEM) with real-world equipment and applications.

Performance and Career Development

We have a Performance and Career Appraisal process that we go through every year at the start of the year. This is in addition to encouraging regular, informal, performance discussions between employees and managers to ensure that everyone is on the same page, and expectations are met. Employees must review their previous year’s performance, meet with their manager to discuss this assessment, and set goals and targets for the coming 12 months. This process identifies learning, development, and career opportunities, which are then tracked and progressed throughout the year. The process performed during this period has led to the enrolment and development of employees pursuing qualifications in leadership and management.

Civmec is fortunate to have a large number of long-term workers, including some who have been with the company almost since its inception. This demonstrates Civmec’s ability to provide workers with viable career paths that will allow them to develop and grow within the company.

Staff performing functions within administration, support services, operational support, project management and management receive regular performance and career development reviews. During FY2021, 100 per cent of eligible employees participated in the formal Performance and Career Appraisal process.

Owen’s Story

“Since starting with Civmec I have had the opportunity to work on some iconic construction projects throughout WA. I have worked alongside skilled professionals from diverse backgrounds, who possess a wealth of knowledge within the construction and engineering industry.

Civmec has enabled me to advance my career and encouraged me to progress and further develop my knowledge and skills. I look forward to the new and exciting challenges ahead that Civmec has to offer.”

Owen Wakefield
Rigging Supervisor



“Civmec has enabled me to advance my career and encouraged me to progress and further develop my knowledge and skills.”

Jorinda's Story

"My Civmec journey started when I was an employee at GE Oil and Gas. At the time, I worked as a Document Controller on a subsea project and Civmec was subcontracted as the main EPC. I remember driving to Civmec as we had to pick up hard copy MDRs. Arriving at reception, I was greeted by a fellow South African accent. I remember thinking how incredible it would be to work here one day.

I started working at Civmec as a casual employee back in 2016. I've since worked across different functions and departments within the company (Purchasing, Reception and Proposals). I've always had the opportunity to work on exciting and ambitious projects. Most recently, I joined the Offshore Patrol Vessel program as Document Controller/ Quality Administrator.

With each unique role, my career confidence matures. I am continuously reminded of how we all fit together and play a part in building the bigger picture. I am enthusiastic about what my future holds here at Civmec and who knows where the journey might take me next. I might even trade my high heels for some safety boots!"

Jorinda Liebenberg
Document Controller

"With each unique role, my career confidence matures. I am continuously reminded of how we all fit together and play a part in building the bigger picture."





Diversity and Equal Opportunity

DIVERSITY

At Civmec, we value diversity and equal opportunity and recognise that by focusing on a positive and inclusive workplace culture, we will create a healthier workplace for our people to develop and thrive. We aim to drive diversity in the workplace, founded on the belief that balance across age, gender and ethnicity contributes to a better culture and makes Civmec a more attractive place to work for all employees.

As we continue to strive for a supportive and inclusive workplace for all people, we are focused on actively capitalising on the diversity of skills, talents and perspectives of our people to harness an organisation where everyone works better together and feels valued and able to contribute.

In FY2021, 7.1 per cent of our employees across our entire operations were female. Whilst this is not the balance we strive for, it is typical of our industry where the ability to achieve a diverse workforce in operations and project delivery is more difficult than in the corporate environment. As has been the case in previous years, attracting females into operational and project-based roles has remained a challenge, and one which we continue to invest in with focused recruitment drives.

In our corporate head office, female participation is more balanced at 48 per cent.

We continue to focus on the grass-roots level, encouraging female apprentices to grow their career with Civmec, and currently employ three female apprentices. Of our seven trainees, five are also female. Going forward, we remain committed to seeking out and supporting suitable female candidates to join us in trade and operational roles, both onsite and in our manufacturing facilities.

There remains an opportunity to improve the composition of our Board, with the future appointment of a female member. Notwithstanding this, there is regular participation at Board meetings of other senior managers from across the business, including a number of women. At the Key Management Personnel/General Managers/Group Managers level, women hold nine per cent of positions.

The tables on the following page demonstrate the breakdown of our employee categories by gender and age, reflecting the Australian Government's Workplace Gender Equality Agency (WGEA) reporting categories.

WHITE COLLAR

Chief Executive Officer and Board			
	Under 30 years	30 to 50 years	Over 50 years
Male	0%	0%	100%
Female	0%	0%	0%
Key Management Personnel/General Managers/Group Managers			
	Under 30 years	30 to 50 years	Over 50 years
Male	0%	73%	18%
Female	0%	9%	0%
Managers			
	Under 30 years	30 to 50 years	Over 50 years
Male	1%	57%	37%
Female	0%	4%	1%
Professionals			
	Under 30 years	30 to 50 years	Over 50 years
Male	18%	42%	21%
Female	5%	11%	3%
Technicians and Trade			
	Under 30 years	30 to 50 years	Over 50 years
Male	3%	59%	37%
Female	0%	1%	0%
Clerical and Administrative			
	Under 30 years	30 to 50 years	Over 50 years
Male	13%	9%	5%
Female	27%	34%	12%

BLUE COLLAR

Technicians and Trade			
	Under 30 years	30 to 50 years	Over 50 years
Male	13%	58%	28%
Female	0%	1%	0%
Machinery Operators and Drivers			
	Under 30 years	30 to 50 years	Over 50 years
Male	8%	55%	27%
Female	4%	4%	2%
Labourers			
	Under 30 years	30 to 50 years	Over 50 years
Male	22%	52%	21%
Female	1%	2%	2%

Note: Apprentices are not included in the above statistics.

The Company is committed to ensuring women and men receive equal pay for equal work and this is reinforced within our remuneration principles. We will continue to undertake an annual remuneration review. If there are any apparent gaps, they will be analysed to ensure that such gaps can be explained with reference to market forces which may include, for example, different rates of pay in different industries; location and the relative supply and demand for different qualifications; individual performance; experience; and capacity of hours able to work. The Company lodges its compliance reports with the Workplace Gender Equality Agency (WGEA) annually. A copy of these reports may be obtained via the WGEA website.



[Click to view Diversity Policy](#)

[Click to view Equal Opportunity Policy](#)

ABORIGINAL ENGAGEMENT

Civmec respects the land, culture and heritage of Aboriginal and Torres Strait Islander (ATSI) people and their communities. We continue to provide employment and training opportunities for ATSI people across our business, again focused at the grassroots level, with six per cent of participants in our apprenticeship program of ATSI descent.

We are also proud to work in partnership with ATSI businesses in the community, including the East West Pilbara Group Pty Ltd (EWPG) and EWP Yalagan Pty Ltd (EWP Yalagan).

“We wholly endorse your organisation as one that ‘walks the walk’ when it comes to Indigenous engagement. This type of support not only helps our organisation prosper but creates benefits to our Indigenous employees, their families and the wider community.”
- Nathan Martin, Director EWP Yalagan

NON-DISCRIMINATION

We monitor the number of filed, addressed and resolved grievances regarding labour practices. Civmec’s confidential whistleblowing line is available to all employees and external stakeholders for raising any concerns they may have.

During the year, nil incidents of discrimination were reported through the confidential whistleblowing line.



Click to view
Aboriginal Peoples Policy

Click to view
Equal Opportunity Policy

Click to view
Workplace Behaviour Policy



Our Future Focus

We will continue to drive best-practice in the way we manage our people going forward, with future focus on:

- continued commitment to leadership training, including identification of high potential individuals and succession planning;
- implementation of a succession planning strategy focused on three key areas – executive management, key operational roles, and diversity targets;
- strengthening our position as an ‘employer of choice’ with industry leading practices aligned and improved on that of our competitors;
- continued development of our apprenticeship, traineeship and graduate programs; and
- further strengthening our current mental health systems and initiatives to ensure mental health and wellbeing is a continued focus.

Initiatives specifically focused on increasing female participation include:

- focused recruitment campaigns;
- reviewing occupations (including non-traditional female roles) which can provide a more flexible roster, including part-time and job sharing;
- strengthening partnership programs with key stakeholders, including clients, community groups and job networks, providing the foundation skills required for employment in the resource industry or pathways to higher level qualifications; and
- increasing opportunities through our RTO, with personalised training programs that provide flexibility and ease of access, which remove the barriers that discourage women from gaining the skills and knowledge required to enter our industry sectors.



Community Engagement

CONTRIBUTING TO LOCAL COMMUNITIES

Civmec remains committed to our corporate social responsibilities and supporting the communities in which we operate, through partnerships, sponsorships, and fundraising. In line with our *Make a Difference* value, we empower our employees to join us in assisting the various communities and charities that we support.



CEO Sleepout

The CEO Sleepout is a worthy annual event that aims to break the cycle of homelessness and poverty in the community, and one which we have supported several times over the years. This year, our CEO Pat Tallon was joined by Group Manager HR & IR Stephanie Baptist, together raising almost \$60,000 for the cause with the generous support of so many.

Australia's Biggest Morning Tea

We held a fundraiser in our offices for the Cancer Council Australia's Biggest Morning Tea, which raised funds that will be put towards cancer research, support services, prevention programs, and advocacy.



Ruah Christmas Gift Donation

The spirit of giving was felt at our Henderson facility last Christmas, with our employees donating a range of children's toys and women's gifts to Ruah Community Services. Ruah is a local charity providing resources to those dealing with homelessness, domestic violence and chronic mental illness.



St Patrick's Volunteering

St Patrick's Community Support Centre assists people that are homeless or at risk of homelessness in the local community, so we were happy to spend some time volunteering with them last Christmas, sorting and packing Christmas hampers for those in need in our own community. We were also fortunate to be given a tour of their facility, learning about their range of services and facilities.



Containers for Change

In further support of St Patrick’s Community Support Centre, we implemented the ‘Containers for Change’ initiative across our Henderson facility over the course of the year. Our people are encouraged to bring in their eligible containers and donate, with ten cents from every container going directly to the centre.

Foodbank Donation Drive-Thru

We supported Australia’s largest food relief organisation during the Foodbank WA “Donation Drive-Thru” in 2021, collecting and donating food and other non-perishable items at Easter time. The donations made were a continuation of our efforts to *Make a Difference* to our local community and those in need, with the items going on to create care hampers for Western Australians experiencing homelessness.



Clean Up Australia Day

In 2021, Civmec once again took part in a ‘Business Clean Up’ in support of Clean Up Australia Day. Many of our people volunteered to take time out of their day, picking up rubbish in and around the local vicinity to help protect the environment and, equally importantly, prevent the rubbish from ending up in our oceans.



R U OK? Day

With mental health and wellbeing a major focus this year, we continued to support R U OK? Day, a national day of action where Australians are reminded to check in on one another. Civmec employees were randomly paired up with a buddy from their office and encouraged to start up a conversation, ask how they’re going, or just have a coffee and a chat together.



Indigenous Partnerships

We aim to foster positive partnerships with various Aboriginal and Torres Strait Islander (ATSI) businesses in the communities in which we operate. This has included recently the East West Pilbara Group Pty Ltd (EWPG) and EWP Yalagan Pty Ltd (EWP Yalagan).

Other Initiatives

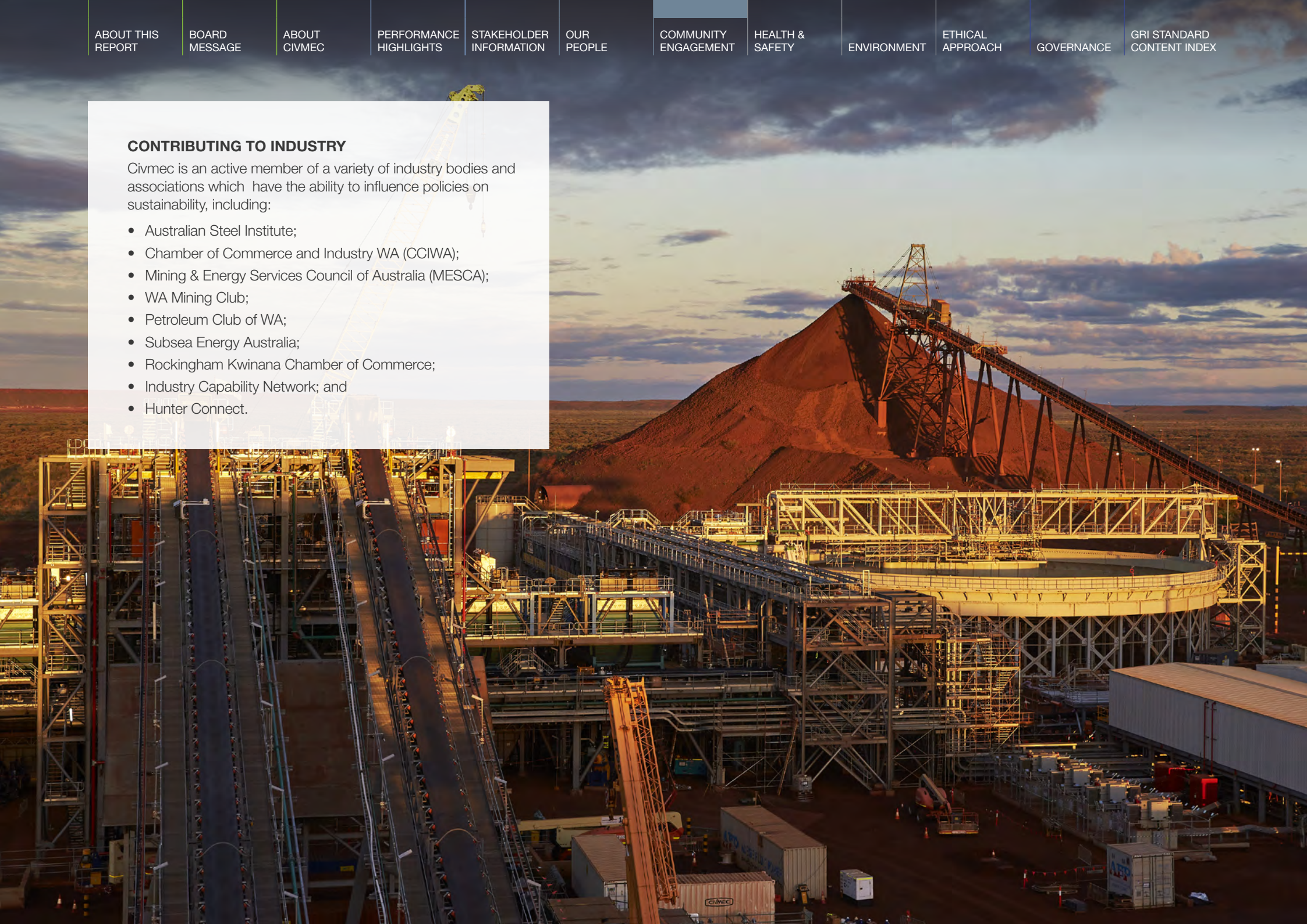
During the financial year, we supported a number of other fundraisers, charity events, educational events and sponsorships, including Pink Ribbon Day, Jeans for Genes Day, college and school educational events, and the Kwinana Knights Women’s Football team.



CONTRIBUTING TO INDUSTRY

Civmec is an active member of a variety of industry bodies and associations which have the ability to influence policies on sustainability, including:

- Australian Steel Institute;
- Chamber of Commerce and Industry WA (CCIWA);
- Mining & Energy Services Council of Australia (MESCA);
- WA Mining Club;
- Petroleum Club of WA;
- Subsea Energy Australia;
- Rockingham Kwinana Chamber of Commerce;
- Industry Capability Network; and
- Hunter Connect.



Health & Safety

At Civmec, we understand that achieving excellence in health and safety performance, and the physical and mental wellbeing of our people, is critical to the long-term success and sustainability of our company.

Ranking as our foremost material issue at Civmec, the health, safety and wellbeing of our people remains our key priority and chief area of focus.

Our workplace culture is built around our *Never Assume* program, which empowers every person in the company to ensure their work practices are focused on achieving zero harm. It describes the principles and values adopted by our employees and underpins the behaviour, attitude, decisions and actions required by all individuals within the business.

Within the program, our set of *Critical Safety Essentials* outlines the mandatory expectations for safe behaviour and delivery. The way we manage safety begins with these critical essentials, and every employee is expected to abide by these underlying rules. Our objective, by setting clear expectations and reinforcing the right and responsibility of every employee to stop work and intervene if they see an unsafe act or condition, is that we will continue to drive improvements in our safety performance and culture.

In support of this, we implemented a range of proactive measures in during FY2021:

- A three-year Mental Health Strategy 2021-2024 was approved by our CEO in April 2021. The Mental Health Strategy includes psychosocial risk assessments, mentally healthy workplace auditing programs, training and awareness programs and support mechanisms in alignment with industry partners, such as MATES in Construction.

Critical Safety Essentials



- A comprehensive manual handling and ergonomics program was implemented on our operational sites, focusing on field assessments to evaluate body positioning, manual task assessment, musculoskeletal risk and both theory-based and practical training. Manual handling training is also now a mandatory part of Civmec's online induction material.
- The 'Finish Strong 2020' campaign was rolled out at the end of 2020 to ensure that our projects and facilities finished off the year without injury or incident. The 'Kick Start 2021' program was rolled out in late December for a re-start in January.
- A 'See It, Own It' campaign was introduced across our operations in April 2021. This campaign set out to drive continuous safety improvement and reinforced the message that: "the standard you walk past is the standard you set". Employees and leaders across the business were empowered to

influence positive safety change, be more aware of their surroundings, look out for each other, and make a difference in their work area by putting safety at the highest priority.

- Several operational crisis exercises were conducted throughout the year. These exercises involved senior corporate and project-based operational staff and were based on potential real-life, site-based scenarios.
- A 'Sustainability Group' was formed, comprising employees from various departments, with the purpose of exploring sustainable options for Civmec's operations, including construction and manufacturing.

NEVER ASSUME

Systematic Approach

We continue to align our health and safety systems and processes with the ISO 45001:2018 standard. Certification to this standard ensures that our health and safety management system remains current, industry-leading, and in line with best practices.

Implementation of our health and safety systems is supported by our onsite fitness-for-work health centre and our internal Registered Training Organisation (RTO code 52645), which provides support and training specific to our safety culture and processes.



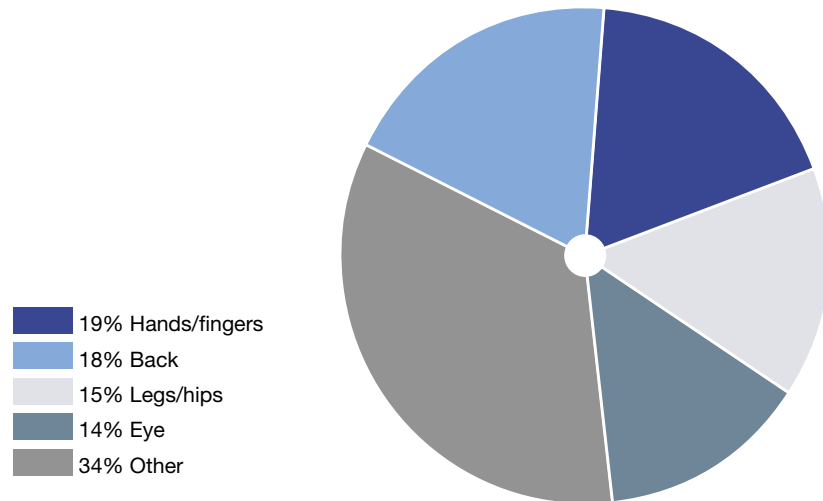
Safety Performance

We experienced another busy year at Civmec, recording 4,662,433 hours (including contractors), with the majority of these hours accumulated in environments of work considered to be of higher risk.

During FY2021, we had a reduction in our Lost Time Injury Frequency Rate (LTIFR) to 0.21 per one million hours worked, decreasing from 0.36 in FY2020. This improvement reflects our continued efforts to drive strong field leadership and proactive leading indicators, including hazard reporting, workplace inspections and behavioural observations, to facilitate a sustained reduction in recordable injuries.

Unfortunately, we noted a slight increase in our All Injury Frequency Rate (AIFR), which records all injuries requiring at least first aid treatment, to 31.96 per million hours worked. We are addressing this in a number of ways, including with the implementation of the aforementioned manual handling and ergonomics program and our 'See It, Own It' campaign.

Over the reporting period for all injuries, the most commonly injured body parts were hands/fingers, which equated to 19 per cent of all injuries, followed by back injuries at 18 per cent, leg/hip injuries at 15 per cent and eye injuries at 14 per cent.



Our safety performance across key metrics is outlined in the tables below:

Safety Performance	FY2021	FY2020
LTIFR per million hours worked	0.21	0.36
AIFR per million hours worked	31.96	30.13
Fatalities	0	0
Fines and prosecutions	0	0

Detailed Safety Performance FY2021	Gender	Total
Percentage of total recordable injuries by gender	Male	100%
	Female	0%
Severity rate (lost days per million hours worked)	Male	0.21
	Female	0.00
Fatalities	Male	0
	Female	0

As is typical in the construction and engineering industry, which undertakes predominantly manual work, the principal nature of recordable injuries was sprains and strains. It should also be noted that 30 per cent of recordable injuries were from contractor employees.

We will continue to review our processes and systems with the aim of reducing the frequency and severity of all injuries. By driving top-of-mind awareness of health and safety on site, maintaining vigilance, and implementing proactive measures, we aim to further improve our safety performance in the coming years.

There were no fines or prosecutions reported during FY2021.

MENTAL HEALTH AND WELLBEING

The mental health and wellbeing of our people is recognised as an increasingly important area of focus for Civmec, particularly as our employees and their families are faced with the ongoing challenges of COVID-19. We therefore implemented a formalised Mental Health Strategy in FY2021 to ensure we are providing a safe place of work, continuing the discussion around mental health, and arming our employees with the services, support and skills they need to assist them with their own mental health and wellbeing, as well as assisting in supporting their colleagues.

This year, we established a key industry partnership with MATES in Construction, a not for profit organisation that provides leadership and support for workers in the construction industry, with the vision to create a mutually safer workplace by delivering suicide prevention education, peer-to-peer support, case management, and access to a 24/7 helpline.

We recognise that a mentally healthy workplace creates a positive working environment that builds individual skills and resilience, improves organisational adaptability, general health and safety, and workforce sustainability, with reduced staff turnover.

Some of our additional strategies and activities to support our employees' health and wellbeing include:

- ensuring our workforce is aware of the Employee Assistance Program (EAP), which is available to all Civmec employees and their families, as well as how to access it;
- responding quickly to the evolving situations of the pandemic, including support provided through both our HR and Health and Safety departments;
- acting on discrimination or bullying, including the use of inappropriate language;
- encouraging people to maintain a balance between physical, mental and social wellbeing;
- providing additional levels of support such as a buddy or mentor to help as needed;

- managing psychosocial risks with the same robust risk management approach as for all other identified workplace risks;
- early intervention programs, such as drug and alcohol testing, and a zero tolerance to the presence of these substances at work;
- prevention programs, including health assessments and pre-employment screening;
- access to education programs specifically developed to support those with supervisory or leadership responsibilities;
- benefits such as discounts on gym membership, health insurance, financial advisory services and travel.

These strategies are supported by our onsite medical facility and injury management services, promoting active lifestyle programs and assisting employees with both work-related and non-work-related injuries and illnesses.

We will continue to educate and train our people to facilitate an open dialogue around health and wellbeing, and provide all necessary support and assistance in order to create a healthy, sustainable workforce.



[Click to view Health and Safety Policy](#)

[Click to view Risk Management Policy](#)

[Click to view Drug and Alcohol Policy](#)

[Click to view Smoke Free Workplace Policy](#)



Our Future Focus

Heading into FY2022, health and safety will remain at the forefront of our priorities as we strive for zero harm, continuous improvement and ongoing development of our health and safety systems.

We will continue to work on new initiatives that improve outcomes and ensure the health, safety and wellbeing of all our employees and stakeholders across all areas of operation.

Our key areas of focus include:

- continuing to monitor and review our HSE Management Systems in line with pending Western Australian WHS legislation changes, which are formally expected in early 2022;
- providing awareness training to all employees and leaders within the business, following pending legislation changes;
- continuing to drive sustained improvement in lead indicator KPI reporting, monitoring and review, including improving efficiencies through the use of electronic tools to provide real time and accurate statistics and trend analysis and to reduce inefficient reporting mechanisms; and
- continuing with our proactive approach towards the management of mental health and psychosocial hazards, and increasing education and awareness amongst the workforce and operational leaders.

We remain committed to our strong safety priority, which we recognise as a critical element of our ongoing business improvement and success.



Environment



[Click to view Environmental Policy](#)

At Civmec, we aim to be environmentally conscientious, as we understand the importance of the natural environment in which we conduct our business. We make every effort to maintain strong environmental performance, as it is critical to the Company’s continued success, growth, and sustainability. Throughout the year, there has been an increased focus around training and communication to promote an environmentally conscious culture.



We challenge our employees to be leaders in this space, and to ensure they are applying best practice in environmental management across our operations, continually looking for ways to improve our environmental performance and efficiency.

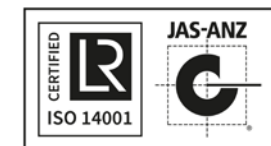
We benefit our clients, the communities in which we operate, and the environment by delivering high environmental performance. Alongside our commitment to our Environmental Policy, during FY2021 we continued to implement measures to drive environmental best practice at our fabrication and assembly facilities in Perth and Newcastle, as well as throughout our project sites.

These included:

- the creation of an internal sustainability group, consisting of employees with knowledge on sustainability, to develop initiatives to enhance our sustainability performance in the immediate and long term;
- promoting an environmentally aware culture through ongoing training and communication across all levels of the business;
- assessing the feasibility of powering our current and future facilities with solar energy;
- supporting the development of Western Australia’s critical battery

mineral industry with constructability input for major lithium producers;

- commencing the elimination of single use plastics across our sites;
- establishing the ‘Containers for Change’ initiative across our Henderson facilities, encouraging our people to donate used containers to raise money for St Patrick’s Community Support Centre; and
- initiating the purchase of electric vehicle equipment across our facilities.



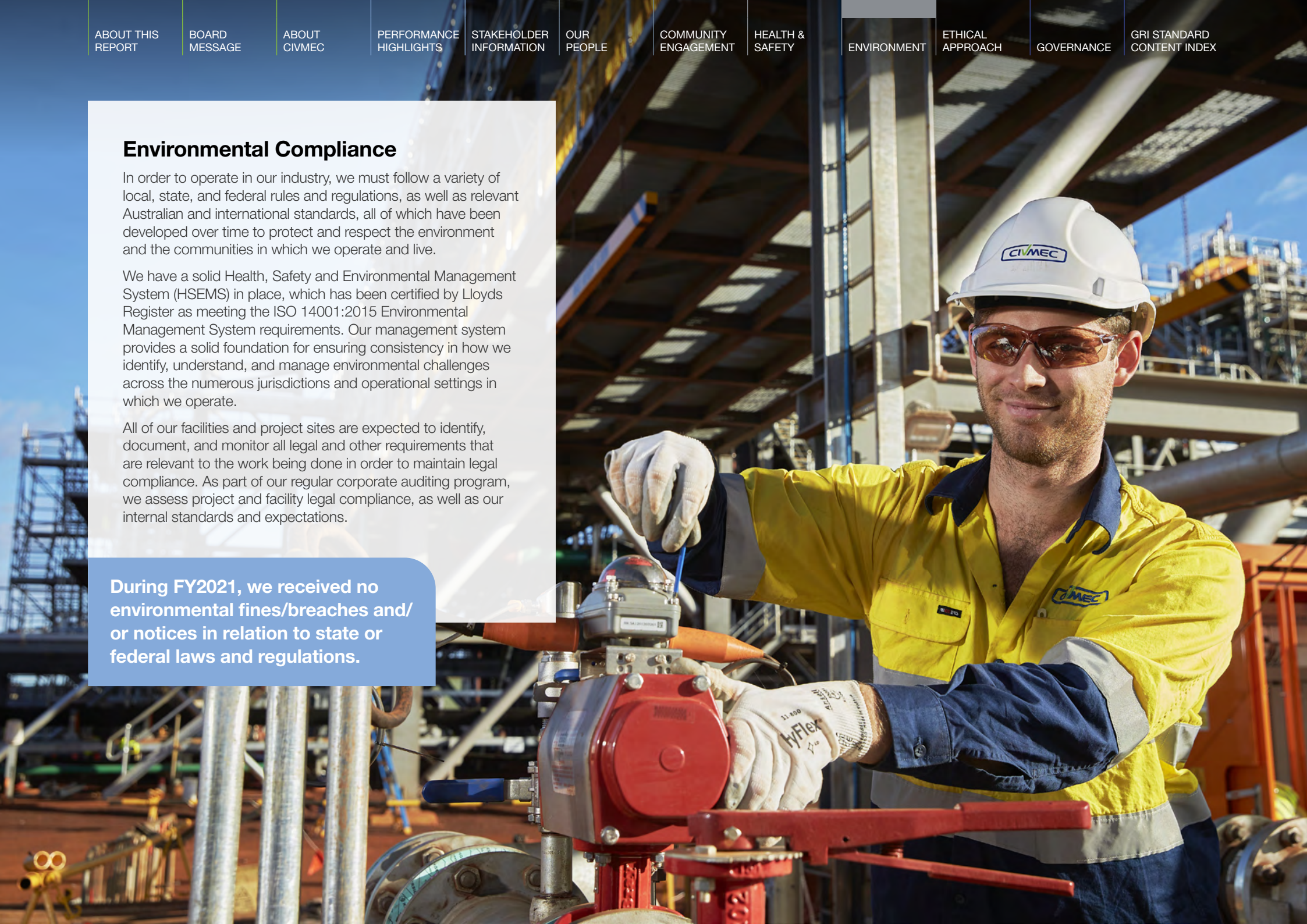
Environmental Compliance

In order to operate in our industry, we must follow a variety of local, state, and federal rules and regulations, as well as relevant Australian and international standards, all of which have been developed over time to protect and respect the environment and the communities in which we operate and live.

We have a solid Health, Safety and Environmental Management System (HSEMS) in place, which has been certified by Lloyds Register as meeting the ISO 14001:2015 Environmental Management System requirements. Our management system provides a solid foundation for ensuring consistency in how we identify, understand, and manage environmental challenges across the numerous jurisdictions and operational settings in which we operate.

All of our facilities and project sites are expected to identify, document, and monitor all legal and other requirements that are relevant to the work being done in order to maintain legal compliance. As part of our regular corporate auditing program, we assess project and facility legal compliance, as well as our internal standards and expectations.

During FY2021, we received no environmental fines/breaches and/or notices in relation to state or federal laws and regulations.



Energy, Emissions and our Changing Climate

Due to the nature of our business, our energy inputs are high; therefore, having a stable, economical, and efficient energy source is essential. We recognise the scientific consensus on climate change and accept that we must do our part to reduce Greenhouse Gas (GHG) emissions in accordance with the Paris Agreement, which Australia is party to along with other signatories.

Climate change poses numerous risks to the global environment, people, and businesses. As we engineer solutions to mitigate climate change, there are many opportunities for our business, such as the expected investment in hydrogen, lithium and critical battery minerals. Currently, we are supporting the development of Western Australia's critical battery mineral industry with constructability input for major lithium producers.

OUR ENERGY

Currently, local electrical networks in Western Australia and New South Wales provide 100 per cent of our electricity at our manufacturing/production sites. Due to the diverse project arrangements in often isolated places, it is difficult to accurately estimate energy usage at our projects, hence it is not included in this report.

The fabrication process, which includes handling, cutting, bending, welding, drilling, assembling and painting our products, accounts for the majority of the energy consumed at our facilities. In addition, energy is used to heat, cool, and light our corporate and manufacturing facilities, as well as to offer general power. Fuels and gases are also used to power machinery and equipment, with certain gases being consumed during the welding and cutting processes.

To allow us to measure and compare the energy intensity of our fabrication facilities over time, we measure our total energy input in Terajoules (TJ) per million dollars of turnover (\$m AUD). During FY2021, Civmec facilities consumed a total of 42.95 TJ, which is an increase of 54 per cent when compared to FY2020 levels. Our recorded number of hours worked for the facilities (including fabrication, assembly and corporate) for the FY2021 period also increased significantly by 501,821 to 1,576,992 in FY2021 (from 1,075,171 in FY2020) and attributes to our energy input increases.

To improve our energy intensity results, we are investigating the implementation of solar, as well as ways in which we can improve in the areas of manual and material handling, materials tracking and traceability, advanced automation, increased in-house modularisation and commissioning, and ongoing training of our local workforce.



OUR EMISSIONS

To allow us to measure and compare the emissions intensity of our facilities over time, we measure the CO₂ emitted in tonnes (tCO₂e) per million dollars of turnover (\$m AUD). In FY2021, our emissions intensity increased by 51 per cent when compared to FY2020 levels. This is associated with an increase in operational activities from our Henderson Assembly Hall, along with the significant increase in hours worked.

We are committed to improving our emissions intensity results, and over the last year we have been collecting our energy data to further understand and build a more detailed energy profile. From this data, it has guided us to make the decision to actively assess the feasibility of powering our current and future facilities with solar energy. As part of the facility design for our new Port Hedland facility, we will be incorporating solar panels to ensure we are continuously looking for ways to reduce our emissions.

Our ongoing strategy with respect to reducing our overall GHG emissions and emissions intensity shall be delivered through our investment in, and implementation of, our efficiency programs.

The table below illustrates our facilities' energy and emissions data (Henderson and Newcastle), including:

- energy data, which includes diesel, petrol, electricity, LPG and welding gas;
- Scope 1 emissions, comprising diesel, petrol, LPG and acetylene;
- Scope 2 emissions, comprising our purchased electricity; and
- emissions intensity, measuring Scope 1 and Scope 2 against turnover.

Metric	FY2021	FY2020	% Change
Total Energy	42.95 TJ	27.82 TJ	54
Energy Intensity	0.17 TJ/\$m AUD	0.12 TJ/\$m AUD	42
Scope 1	836 tCO ₂ -e	689 tCO ₂ -e	21
Scope 2	5,844 tCO ₂ -e	3,498 tCO ₂ -e	67
Emissions Intensity (normalised)	26.61 tCO ₂ -e/\$m AUD	17.59 tCO ₂ -e/\$m AUD	51

Note: These increases in energy occurred with a decrease in quantity of steel processed by weight in FY2020 and FY2021 (-17% reduction in FY2021, compared to FY2020).



New Garnet Recycling System

Throughout the construction phase of our recently completed Assembly Hall and paint and blast shed, we ensured that we continuously sought innovative ways to make the building more sustainable. Civmec's new paint and blast shed has been built with a garnet recycling system to reduce the amount of waste and cost of disposing garnet.

- Once blasting has finished, the spent garnet is blown to the sides of the shed where the garnet particles (roughly 0.6mm in size) fall through perforated metal sheets which line the shed.
- A conveyor system built under the shed floor moves the spent garnet to the recycling system. A bucket elevator system is used to transport the spent garnet from the conveyor system. The blasted garnet is cleaned so it can be used again productively.
- Ensuring the recycled garnet is clean involves removing oversized contaminates (that have not been previously filtered out from the perforates sheets – e.g. paint chips, rust, earplugs) and undersized contaminates (e.g. dust).
- As the garnet breaks down after each time it is blasted, a productive working mix is created by adding in virgin garnet to the cleaned garnet.
- The recycled garnet is then stored in blast pots prior to going back into the main blasting line to be reused.

“Throughout the construction phase, we ensured that we continuously sought innovative ways to make the building more sustainable.”



Effluents and Waste

Construction waste is a significant global environmental issue that we acknowledge our role in. At Civmec, we aim to minimise our impact on the environment as much as possible, measuring and monitoring our effluents and waste, and employing a range of waste minimisation strategies. Our current waste reduction strategy encompasses:

- fervent awareness and cultural acceptance across the business of the importance of waste minimisation, as well as a focus on continuous improvement of our waste management;
- reducing not only our own waste, but also waste that occurs within the supply chain, including packaging; and
- capturing all recyclable materials across the business and reducing the amount of waste that goes to landfill.

The below table details waste data relating to our two manufacturing facilities in Henderson and Newcastle. Obtaining accurate waste management data for projects is difficult, due to some projects having their waste managed by the client or owner.

Civmec facilities do not discharge any waste materials to the environment. All waste materials are contained and removed from site for further processing.

All waste data included in this report has been provided by the relevant waste service providers.

Non-Hazardous Waste (t)	FY2021	FY2020	% Change
Recycled – co-mingled recycling, wood, green waste, steel and concrete	4,732	2,637	79
Landfill – general waste and construction and demolition waste	535	478	12

Hazardous Waste (t)	FY2021	FY2020	% Change
Treated – sewage and oily water	878	585	50
Landfill – spent garnet	376	255	47
Energy Recovery – waste paint and thinners and waste oil	16	9	78
Incineration – mixed chemicals and oily materials	8	7	14

Note: These increases in energy occurred with a decrease in quantity of steel processed by weight in FY2020 and FY2021 (-17% reduction in FY2021, compared to FY2020).

TRADE WASTE LICENSE

Following high pressure cleaning of equipment at our Henderson maintenance and logistics workshop, Civmec is left with wastewater that may contain oils or grease. To discharge this to the sewerage network, we utilise a Trade Waste License. It involves first passing the water through an oily water separator, prior to discharging to the network for further treatment.

The license conditions stipulate that our wastewater is tested annually for Total Petroleum Hydrocarbons.

SPILLS

Although continual environmental training is provided on Civmec sites and best efforts are made to avoid spills, due to the nature of our work and the type of equipment we operate, occasionally minor hydrocarbon and chemical spills do occur.

These types of spills may affect the environment in different ways, depending on the type and volume of material spilt and the receiving environment. If a spill clean-up is managed effectively, the exposure to personnel and environmental damage is minimised.

We continue to implement regular spill training sessions and operational controls to minimise our impact on the environment. We believe the best form of spill management is spill prevention and it is therefore our responsibility, along with the responsibility of all of our personnel, to ensure all company and regulatory processes and requirements are adhered to.

There were no significant or reportable spills during FY2021.

Ethical Approach

Civmec is dedicated to conducting business in a fair and honest manner. Everywhere we work, we are committed to doing what is best for our employees and the businesses we collaborate with. Our Modern Slavery Statement and Code of Conduct establishes a standard of culture throughout.

Modern Slavery

We published our first Civmec Group Modern Slavery Statement in FY2021. With the vast proportion of Civmec labour sourced locally, the likelihood of modern slavery risks in Civmec Group's supply chains is low, and mainly lies in supplier or subcontractor non-compliance with the Group's policies and standards, including excessive overtime, migrant labour exploitation and forced labour.

To address these concerns, all subcontractors and major suppliers are required to undergo a thorough pre-qualification assessment that includes questionnaires and a declaration addressing modern slavery. There may be a slightly higher risk of modern slavery among lower-tier suppliers and subcontractors further down the supply chain, where the Group does not have clear visibility; however, the Civmec Group is committed to eradicating all forms of modern slavery across its operations and supply chains and is continuously improving strategies and actions to identify and mitigate modern slavery risks.

We understand that modern slavery risk management is an issue that requires continuous commitment across the Civmec Group and ongoing collaboration with all stakeholders.

CIVMEC LIMITED

Code of Conduct

Our Code of Conduct aims to set a standard of behaviour and culture throughout, which guides our people to perform their work, make decisions, hold themselves accountable for their performance, and protect Civmec's value and reputation.

All employees are expected, at all times, to act consistently with the Code, and this Code applies to Civmec employees whenever they are identified as a representative of Civmec.



[Click to view
Modern Slavery Statement](#)

[Click to view
Code of Conduct](#)



Civmec did not receive any fines or major non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic arena during FY2021.



Socioeconomic Compliance

Civmec acknowledges the impacts of our business activities on society, the economy, and the regions and communities in which we operate. Socioeconomic compliance is a critical factor for the future success of our business.

We commit to compliance with all known legal requirements and legislations, continuously monitoring and measuring our socioeconomic impacts, initiatives and contributions in order to facilitate our business' legitimacy in a sustainable society.

Consideration is paid to socioeconomic factors from both within and outside the company, including assessment and review of our Code of Conduct, policies and procedures in relation to human rights issues, ethical supply chain relations, our contribution to local economies, employment and training, indigenous engagement, and capacity development at a community level.

We try at all times to understand and respond to our stakeholders' interests. Doing so helps us be a good neighbour, an effective partner and a sustainable operator. Our engagement with communities, employees, stakeholders and clients seeks to understand the social, cultural, environmental and economic implications of our activities, so we can respond to concerns, reduce negative impacts and optimise benefits for local communities and the broader economy.

Civmec remains committed to conducting our operations with integrity and in a manner that is consistent with laws and business practices that are aimed at fostering an open, competitive and fair market environment and which will best serve the long-term interests of our customers, our stakeholders and the wider community.

Our Future Focus

One of Civmec's values is to *Make a Difference* and this translates to having a positive impact, both socially and economically, in the communities in which we operate. We acknowledge the important role our people play in supporting this, and are proud to have a team that continues to embrace this value with enthusiasm.

Our future focus includes:

- continuing to encourage and support employee participation in community engagement initiatives, by providing them with vehicles and opportunities to contribute; and
- continuing to maximise relevant opportunities for community engagement.

Governance

Civmec's Board and management are committed to maintaining a high standard of governance and ethics. They recognise the importance of good governance in ensuring transparency and protecting the interests of shareholders, as well as strengthening investors' confidence in the management of all aspects of the Company's operations.

The Board and Executives promote high standards of corporate behaviour and, as a dual-listed Company, endorse both the SGX Principles of the Code of Corporate Governance and the ASX Corporate Governance Principles and Recommendations. Civmec's Report on Corporate Governance for the year ending 30 June 2021 (in which we report against these principles) is included in our 2021 Annual Report, available on our website.

To assist in the execution of its responsibilities, the Board has established several Board Committees, including an Audit Committee, Nominating Committee, Remuneration Committee and Risks and Conflicts Committee. These Committees function within clearly defined terms of reference and operating procedures, which are reviewed on a regular basis.



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FY2021 Annual Report



Anti-Corruption

ASSESSMENT PROCESSES

We assess all Company legal entities in regards to the implementation of anti-corruption practices and incidents of corruption.

It is a requirement that all new major suppliers are required to comply with the Supplier Code of Conduct, committing to respect our zero-tolerance policy concerning bribery and corruption. Suppliers must have systems in place to ensure the proper instruction, training, and auditing of personnel and subcontractors to ensure compliance. We perform supplier audits and evaluations to monitor and assess compliance with the Company's requirements and the Code of Conduct. Suppliers are obliged to immediately inform us of any known violations of the Code of Conduct.

As part of ongoing internal auditing, we investigate any corruption risks and, if corruption is suspected, the HR Business Unit, together with Executive Management and possibly other business units, will carry out an investigation with the help of specialised third parties, if necessary. The findings of the investigation will be reviewed and disciplinary action, if required, will be considered and implemented, which may lead to the termination of employment and/or the termination of contracts with business partners, or to such contracts not being extended or changed for precautionary reasons. The Risks and Conflicts Committee will be notified of any acts of corruption and advised on the actions taken. If a case of significant corruption has occurred, the Risks and Conflicts Committee may be more actively involved in the decision making of the disciplinary action required and management of the process, including public awareness, as required.

To prevent corruption risks, we undertake business reviews of high-risk business in high-risk environments with high-risk customers.

COMMUNICATION & TRAINING

Civmec's approach to anti-corruption is based on our Code of Conduct, which clearly prohibits bribery and corruption. Compliance with the Code of Conduct, as an integral part of the employment contract and the onboarding program, is the personal responsibility of each Civmec employee. In addition, employees receive training at least once a year. Corporate Legal, Internal Audit and Corporate Compliance teams regularly conduct training sessions and audits. Executive General Managers and Business Unit Managers are responsible for the compliance of their departments with applicable laws, internal regulations, including the Code of Conduct, and for the information and training of their staff.

We regularly conduct formal training in proactive avoidance of possible violations against the Code of Conduct, both with e-learning and with classroom-based (face-to-face) courses. Training is group-specific, based on cases, and modern training tools are used (multi-media). Participation is mandatory for all employees in relevant roles.

RECORDED INCIDENTS

Adoption of and compliance with the Code of Conduct by the General Managers and their management teams was reviewed in 2021.

Our employees are the most effective channel to detect violation, underlining transparency as a key value at Civmec which must be supported and preserved.



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[Anti-Bribery and Corruption Policy](#)



In FY2021 there were no formal allegations made against Civmec in relation to bribery, corruption or kickbacks. There were also no legal proceedings against Civmec or its employees for alleged corruption during FY2021.

Anti-Competitive Behaviour

PURPOSE

By operating in many different geographical regions and market sectors, which involves dealing with a range of customers, competitors, suppliers, and various other stakeholders, we recognise the importance of conducting all of our operations in compliance with laws and business practices, including, but not limited to, those related to anti-competitive behaviours.

We are committed to conducting our operations with integrity and in a manner that is consistent with laws and business practices that are aimed at fostering an open, competitive and fair market environment and which will best serve the long-term interests of our customers, our stakeholders and the wider community.

We also commit to dealing fairly and honestly with all of our customers, suppliers, competitors and any other business partners and the community (collectively 'stakeholders'), and observing relevant legislation, regulation, contractual obligations and our corporate policies – in particular the provisions of the Competition and Consumer Act ('CCA'), and the Australian Consumer Law ('ACL').



GUIDELINES

The key guidelines which govern our approach to anti-competitive behaviour are as follows:

1. The CCA governs anti-competitive and unfair behaviours. It is regulated by the Australian Competition & Consumer Commission ('ACCC').
2. Our corporate policies prohibit entry by any person representing Civmec into any arrangements which are illegal under the CCA, have the purpose or (in some cases) the effect of substantially lessening competition, or breach the ACL.
3. We predominantly operate under the provisions of the CCA and ensure compliance with this Act (amongst others). This includes the prohibition of behaviours such as:
 - a. agreements between competitors to fix, maintain or control prices;
 - b. agreements between competitors to split up a market or customer agreements between competitors not to deal with particular suppliers, customers or other competitors;
 - c. conduct that is prohibited if it has the purpose or effect of substantially lessening competition as defined under the CCA, which may include, depending on circumstances, exclusive dealing and other restrictive arrangements;
 - d. the supply of goods or services on condition that the customer purchases goods or services from a third party; and
 - e. inducing resellers to not sell products below a specified price.
4. We also prohibit agreements, arrangements or understandings that have the purpose, effect or likely effect of substantially lessening competition in a market.

Civmec had zero legal actions pending or completed in FY2021 in relation to anti-competitive behaviour and violations of anti-trust and monopoly legislation. Furthermore, to date, Civmec has never received or been the subject of any legal action in relation to anti-competitive behaviour and violations of anti-trust and monopoly legislation.

POLICY COMPLIANCE

Policy compliance is essential, as the risk of failing to comply with the policy in relation to anti-competitive behaviour may result in reputational damage, expose the Company and/or its employees to civil or criminal liability, or result in other financial damage, including substantial fines and penalties being imposed upon Civec. It may also put our business licences at risk. Any employees or employee who breach/es the policy may face disciplinary action, including dismissal.

The Executive General Manager Operational Support is responsible for implementation of Civec's competition law compliance. This is critical to the business for a number of reasons, including:

- the Company may be subject to significant reputational damage that could have a detrimental effect on ongoing operations and take several years to rectify;
- investigations into the Company and findings of infringements attract adverse media comment;
- failure to comply with competition rules can have an extremely high financial cost with regards to fines from the Australian Government;
- any agreement that infringes competition law may be wholly or partially invalid which means that the Company cannot enforce it;
- third parties who suffer loss as a result of anti-competitive behaviour may be able to claim damages from Civec for their loss; and
- investigations and possible legal proceedings resulting from infringements can take years to resolve, incurring high costs and taking up management time that should be devoted to more profitable projects.

We encourage our staff to be vigilant and proactive in circumstances where they have concerns about conduct that may breach the CCA, and encourage employees to escalate any such concerns they might have to their line manager or the Executive General Manager, Operational Support.



Procurement Practices

LOCAL INDUSTRY PARTICIPATION

Civmec acknowledges the impact our procurement practices have on the sustainability and long-term wellbeing of the communities we operate in. Wherever possible, we aim to source and select subcontractors and suppliers that align with our environmental, economic and social objectives.

We provide full, fair and reasonable opportunity for local industry to take part in all activities, maximising local industry participation where subcontractors and suppliers are capable and competitive on the basis of OHS, environment, quality, delivery and value-for-money standards.

We also support economic inclusion where possible through partnerships with small and medium-sized suppliers and Indigenous businesses in the local community. In FY2021, we increased our partnerships with Aboriginal and Torres Strait Island (ATSI) businesses, including the East West Pilbara Group Pty Ltd (EWPG) and EWP Yalagan Pty Ltd (EWP Yalagan).

Our Local Industry Participation (LIP) Policy further details our commitment to the sustainability of local industry, including:

- developing project-specific LIP plans;
- providing early and fair opportunities to all local industries;
- developing a communications strategy for local industry so that they are informed at the earliest opportunity of upcoming subcontractor/supply opportunities;
- ensuring local capabilities are considered when planning work scope to optimise opportunities for local businesses;
- providing training and development opportunities for local providers in order to enhance their sustainability;
- giving preference to tenderers that use the greatest local content in labour and materials; and
- working with government, industry bodies and communities to improve local industry participation, capability and competitiveness.



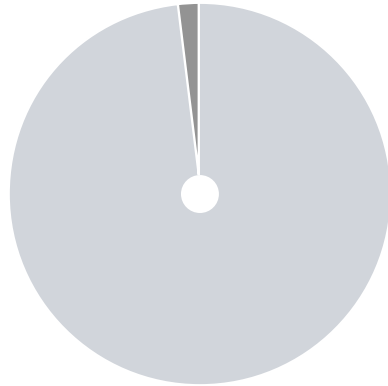
Click to view
[Local Industry Participation Policy](#)



In FY2021, 98.3 per cent of Civmec's procurement spend was in Australia, with only 1.7 per cent spent internationally.

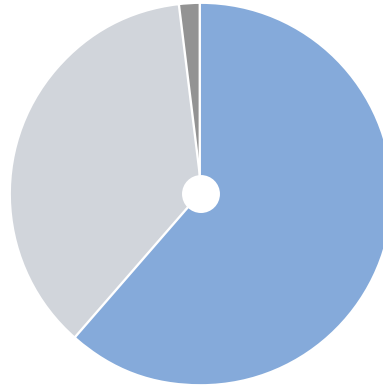
The following graphs illustrate procurement spend per state, based on percentage of spend in the state of project delivery; percentage of spend outside the state of delivery but within Australia; and percentage of spend outside of Australia.

FY2021 OVERALL PROCUREMENT



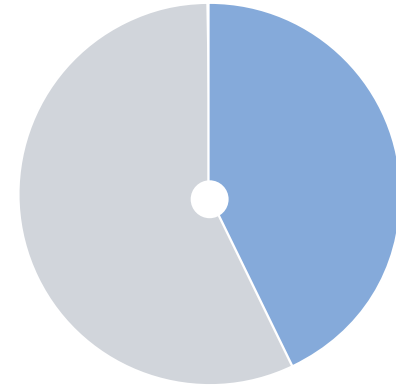
98% Australia 2% International

FY2021 WESTERN AUSTRALIA



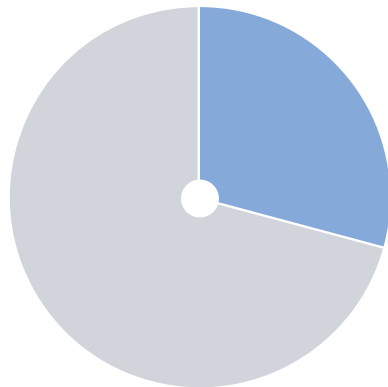
61% Western Australia 37% Other states 2% International

FY2021 NEW SOUTH WALES



43% New South Wales 56.9% Other states 0.1% International

FY2021 QUEENSLAND



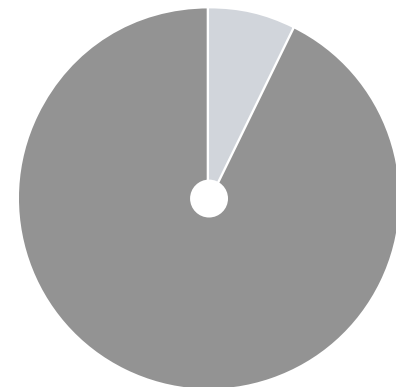
29% Queensland 71% Other states

FY2021 NORTHERN TERRITORY



0.2% Northern Territory 99.8% Other states

FY2021 PAPUA NEW GUINEA



7% Australia 93% Other international

Tax

PURPOSE

Civmec recognises the importance of contributing to government revenue in the form of taxes, in the countries we operate in. We are committed to complying with all relevant tax legislations and fulfilling our fiscal obligations with integrity and transparency. Detailed information regarding our Company finances, including tax contributions, is released publicly in our annual reports.

The vast majority of our operations in FY2021 were conducted in Australia.

By continuing to make fair and reasonable contributions to the national economy, we will support both local and broader communities and their ongoing sustainability, and continue to meet the expectations of our customers, stakeholders and the public.

GUIDELINES

The key guidelines governing our approach to tax are as follows:

- ensuring we remain familiar with all tax reporting and payment obligations within our jurisdiction;
- declaring all assessable income and allowable deductions;
- participating only in legitimate tax planning;
- where necessary, obtaining the advice of professionals and experts; and
- making ourselves available to the tax authorities at all times, and responding to any requests in a timely manner.



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2021 Annual Report](#)



Our Future Focus

It is important that we continue maintaining high standards of ethics, integrity and transparency, along with demonstrating exemplary corporate governance across our business and operations. Going forward, we will continue to focus on these areas as we aim to continue to meet the expectations of our stakeholders and the wider community.

GRI Standard Content Index

Indicator	Description	Location of Information
GRI 102: General Disclosures		
1. Organisational Profile		
102-1	Name of the organisation	About This Report Page 3
102-2	Activities, brands, products, and services	About Civmec Pages 5 to 13
102-3	Location of headquarters	Back Cover
102-4	Location of operations	About Civmec/ Our Locations and Projects Page 7
102-5	Ownership and legal form	Annual Report: Notes to the Financial Statements/16 Pages 137 to 138
102-6	Markets served	About Civmec/Our Operating Sectors Pages 8 to 13 Annual Report: Our Operating Sectors Pages 20 to 35 Notes to the Financial Statements/31 Pages 152 to 154
102-7	Scale of the organisation	About Civmec Pages 5 to 13 Annual Report: Our Operating Sectors Pages 20 to 35 Consolidated Statements Pages 95 to 102 Notes to the Financial Statements/31 Pages 152 to 154

Indicator	Description	Location of Information
102-8	Information on employees and other workers	Our People Pages 17 to 27
102-9	Supply chain	About Civmec Pages 5 to 13 Annual Report: Our Operating Sectors Pages 20 to 35
102-10	Significant changes to the organisation and its supply chain	Annual Report: Notes to the Financial Statements/ 16 to 31 Pages 137 to 154
102-11	Precautionary Principle or approach	About Civmec/Our Sustainability Approach Page 13 Governance Pages 44 to 50 Annual Report: Report on Corporate Governance/ Principle 9 Pages 76 to 77
102-12	External initiatives	Annual Report: Report on Corporate Governance Pages 61 to 85
102-13	Membership of associations	Our Community/ Contributing to Industry Page 30

Indicator	Description	Location of Information
2. Strategy		
102-14	Statement from senior decision-maker	Message from the Board Page 4
3. Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	About Civmec/Our Values Page 6 Governance Pages 44 to 50 Annual Report: Report on Corporate Governance/ Principle 9 Pages 76 to 77
4. Governance		
102-18	Governance structure	Annual Report: Report on Corporate Governance Pages 61 to 85
5. Stakeholder Engagement		
102-40	List of stakeholder groups	Stakeholder Information & Materiality/ Stakeholder Engagement Page 16
102-41	Collective bargaining agreements	We have a wide variety of employment arrangements across the Company, including individual contracts of employment and collective agreements. More than 75% of our workforce is covered by collective agreements.
102-42	Identifying and selecting stakeholders	Stakeholder Information & Materiality Pages 15 to 16
102-43	Approach to stakeholder engagement	Stakeholder Information & Materiality Pages 15 to 16
102-44	Key topics and concerns raised	Stakeholder Information & Materiality/ Material ESG Factors Page 15

Indicator	Description	Location of Information
6. Reporting Practice		
102-45	Entities included in the consolidated financial statements	About This Report Page 3 Annual Report: Notes to the Financial Statements/ 16, 17, 18 and 19 Pages 137 to 142
102-46	Defining report content and topic boundaries	About This Report Page 3 About Civmec Pages 5 to 13
102-47	List of material topics	Stakeholder Information & Materiality/ Material ESG Factors Page 15
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes in reporting
102-50	Reporting period	About This Report Page 3
102-51	Date of most recent report	27 November 2020
102-52	Reporting cycle	Annual (based on financial year)
102-53	Contact point for questions regarding the report	Back Cover
102-54	Claims of reporting in accordance with GRI Standards	About This Report Page 3
102-55	GRI content index	GRI Standard Content Index Pages 51 to 56
102-56	External assurance	Not undertaken – fourth year of reporting (for initial years, only internal assurance will be undertaken)

Indicator	Description	Location of Information
Specific Standard Disclosures		
200 Economic Topics		
GRI 201: Economic Performance		
103-1	Explanation of the material topic and its boundary	Annual Report: Financial Highlights Pages 12 to 13 Executive Chairman's Statement Pages 14 to 15 Independent Auditor's Report Pages 86 to 94
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	Performance Highlights Page 14 Annual Report: Financial Highlights Pages 12 to 13 Executive Chairman's Statement Pages 14 to 15 Directors' Statement Pages 54 to 60 Consolidated Statements Pages 95 to 102
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its Boundary	Governance/Procurement Practices Page 48
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
204-1	Proportion of spending on local suppliers	

Indicator	Description	Location of Information
GRI 205: Anti-Corruption		
103-1	Explanation of the material topic and its Boundary	Governance/Anti-Corruption Page 45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	
GRI 206: Anti-Competitive Behaviour		
103-1	Explanation of the material topic and its Boundary	Governance/ Anti-Competitive Behaviour Pages 46 to 47
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 207: Tax		
103-1	Explanation of the material topic and its Boundary	Tax Page 50
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
207-1	Approach to tax	
207-2	Tax governance, control and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	

Indicator	Description	Location of Information
207-4	Country-by-country reporting	Tax Page 50 Annual Report: Consolidated Statements Pages 95 to 102 Notes to the Financial Statements/ 2, 3, 6, 9, 20, 26, 31 Pages 103 to 154
300 Environmental Topics		
GRI 302: Energy		
103-1	Explanation of the material topic and its boundary	Environment Pages 36 to 41
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
302-1	Energy consumption within the organisation	Environment/Energy, Emissions & Our Changing Climate Pages 38 to 39
302-3	Energy intensity	
302-4	Reduction of energy consumption	
GRI 305: Emissions		
103-1	Explanation of the material topic and its boundary	Environment Pages 36 to 41
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

Indicator	Description	Location of Information
305-1	Direct (Scope 1) GHG emissions	Environment/Energy, Emissions & Our Changing Climate Pages 38 to 39
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	
GRI 306: Effluents and Waste		
103-1	Explanation of the material topic and its boundary	Environment Pages 36 to 41
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
306-1	Water discharge by quality and destination	Environment/Effluents & Waste Pages 41
306-2	Waste by type and disposal method	
306-3	Significant spills	
306-5	Water bodies affected by water discharges and/or runoff	
GRI 307: Environmental Compliance		
103-1	Explanation of the material topic and its boundary	Environment Pages 36 to 41
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	Environment/ Environmental Compliance Page 37

Indicator	Description	Location of Information
400 Social Topics		
GRI 401: Employment		
103-1	Explanation of the material topic and its boundary	Our People Pages 17 to 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	Our People/Employment Page 18
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	Health and Safety Pages 31 to 35
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Health and Safety/ Safety Performance Page 33
GRI 404: Training and Education		
103-1	Explanation of the material topic and its boundary	Our People Pages 17 to 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
404-3	Percentage of employees receiving regular performance and career development reviews	Our People/ Training and Education Pages 19 to 23

Indicator	Description	Location of Information
GRI 405: Diversity and Equal Opportunity		
103-1	Explanation of the material topic and its boundary	Our People Pages 17 to 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
405-1	Diversity of governance bodies and employees	Our People/Diversity and Equal Opportunity Pages 24 to 26
405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-Discrimination		
103-1	Explanation of the material topic and its boundary	Our People Pages 17 to 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
406-1	Incidents of discrimination and corrective actions taken	Our People/Non-Discrimination Pages 26
GRI 409: Forced or Compulsory Labour		
103-1	Explanation of the material topic and its boundary	Ethical Approach Pages 42 to 43
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Ethical Approach/Modern Slavery Page 42

Indicator	Description	Location of Information
GRI 413: Local Communities		
103-1	Explanation of the material topic and its boundary	Our Community Pages 28 to 30
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
413-1	Operations with local community engagement, impact assessments, and development programs	Our Community/Contributing to Local Communities Pages 28 to 29
GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its boundary	Ethical Approach Pages 42 to 43
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
419-1	Non-compliance with laws and regulations in the social and economic area	Ethical Approach/ Socioeconomic Compliance Page 43





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