



SUSTAINABILITY REPORT 2022

OUR ENVIRONMENTAL, SOCIAL & GOVERNANCE
(ESG) PERFORMANCE



Providing key stakeholders with a **clear and comprehensive understanding of Civmec's sustainability approach, actions, performance and key material issues** for the financial year ended 30 June 2022 (FY22).



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About this Report

Scope

The purpose of this report is to provide stakeholders with a clear and comprehensive understanding of Civmec Limited's sustainability approach, actions, performance and key material issues for the financial year ended 30 June 2022 (FY22).

This report was approved by the Civmec Board of Directors (the 'Board') on 30 November 2022.

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 2022 was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. These standards were chosen because the range of material topics they encompass are currently the most relevant to our business. Consistently utilising these standards allows us to compare our sustainability progress and results over time, as well as with other organisations. We support these standards in promoting greater transparency and accountability in sustainability amongst organisations across the globe.

To ensure a broad cross-section of data and insights is collected on our material risks and opportunities, we have surveyed members of the Civmec Board, management, and a randomised selection of employees and suppliers. We undertake a detailed review and internal audit of our report and reporting process, and will continue to report on sustainability, annually.

For ease of reference, a GRI Standard Content Index is located on page 52 of this report.

ACKNOWLEDGEMENT OF COUNTRY

Civmec acknowledges the Traditional Custodians and their Ancestors of the lands across Australia where we conduct our business. We recognise and respect their continuing connection to land, waters and community. We pay respect to all Aboriginal and Torres Strait Islander peoples throughout Australia, and to their Elders past, present and emerging.



Board Message

As the Board of Civmec Limited, we are pleased to present the Civmec Sustainability Report 2022.

This year marks ten years since Civmec's initial listing on the Singapore Exchange (SGX), and four years on the Australian Securities Exchange (ASX). As the Company delivers our fifth Sustainability Report, we are pleased that the strong financial and operational results of FY22 have corresponded with ongoing advancements in sustainability.

We recognise that the sustainability of Civmec depends on the optimal management of our environmental, social and governance (ESG) risks, obligations and opportunities. It is imperative to proactively identify and understand these factors, to facilitate more sustainable practices, ensure obligations are met, and opportunities are seized to generate better long-term outcomes for all stakeholders.

The Board is committed to ensuring the Company meets the obligations of the SGX and ASX, overseeing corporate governance and considering material ESG factors a critical component of the Company's overall business model and corporate strategy.

We receive reports on material ESG performance from Civmec management, which are reviewed and analysed, enabling us to provide strategic direction, monitoring and management in line with our sustainability agenda. Our sustainability agenda remains 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 HSE, people, community, governance, and financial targets.

We know that sustainable business practices are the key to continued profitability and success, ultimately benefiting us all: people, communities, the economy and environment. We are satisfied that this report is a true and honest representation of Civmec's ESG performance, actions and future goals.

Yours sincerely

**The Board
Civmec Limited**





About Civmec

A **multidisciplinary heavy engineering and construction** services provider for the **Energy, Resources, Infrastructure, Marine and Defence** sectors.

SABR Project Berth Replacement

With a diverse and all-encompassing range of capabilities, we offer clients innovative and efficient solutions, including a complete turnkey service. Established and commencing operations in 2009, Civmec listed on the Singapore Exchange (SGX) in 2012 and, in 2018, achieved dual listing status, listing on the Australian Securities Exchange (ASX).

Since our establishment, we have built world-class facilities in strategic locations across Australia, invested in quality equipment and technology, and developed leading-edge systems and methodologies that always incorporate the safety and wellbeing of our people. We have put together a skilled team who, through the delivery of some of Australia's largest and most iconic projects, has helped us to cement our reputation as one of the nation's leading top tier contractors in construction, manufacturing and maintenance.

Our Facilities

Civmec has four major facilities, strategically located in prime activity hubs in Western Australia (Perth and Port Hedland), New South Wales (Newcastle) and Queensland (Gladstone).

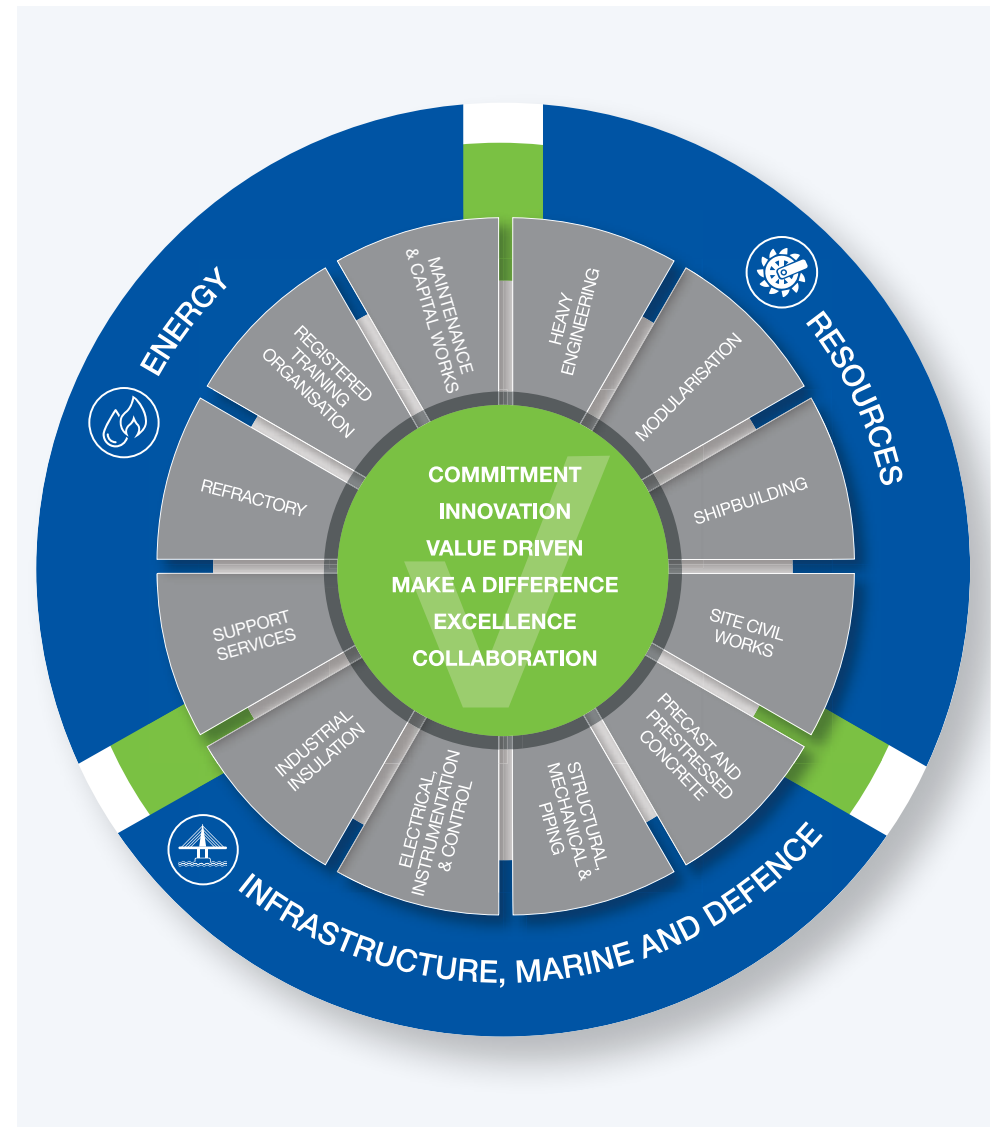
Our main headquarters is located in Henderson, 30 kilometres south of Perth, on 200,000 square metres (m²) of oceanfront land with direct access to port and road. It contains our 53,000m² (usable floor area) assembly hall, 29,300m² manufacturing hall, blast and paint workshops, exotic metals and site support workshops, and four-storey head office with over 12,000m² of office space. Located within the Australian Marine Complex (AMC), our Henderson facility has access to the AMC's ports, heavy lift facilities

and transportation equipment, as well as use of 440,000m² of Common User Facility land, on an 'as required' basis.

In Newcastle, our major east coast base, we have developed a cutting-edge facility featuring 30,000m² of undercover space, including a 22,500m² manufacturing hall. With the capacity to cater for steel and concrete production requirements, it effectively services our east coast clients, in addition to supporting our west coast operations. By working collaboratively, the two facilities have the capacity and capability to deliver to clients' schedules, often fulfilling acceleration requirements.

Our two regional facilities at Gladstone and Port Hedland are located in Queensland and Western Australia's Pilbara region, respectively. The close proximity of these facilities to the assets and ports of our Energy and Resources clients ensures we are poised for fast and efficient mobilisation to maintenance requests, and we also have a solid workforce and equipment base for construction and capital works requirements.

Development of our new five-hectare Port Hedland site will shortly commence, with completion of the 4,800m² operational workshop and supporting office projected for CY23.



VISION AND 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

PROJECTS AND LOCATIONS

Our key projects in delivery or completed in FY22 include the following (map overleaf).

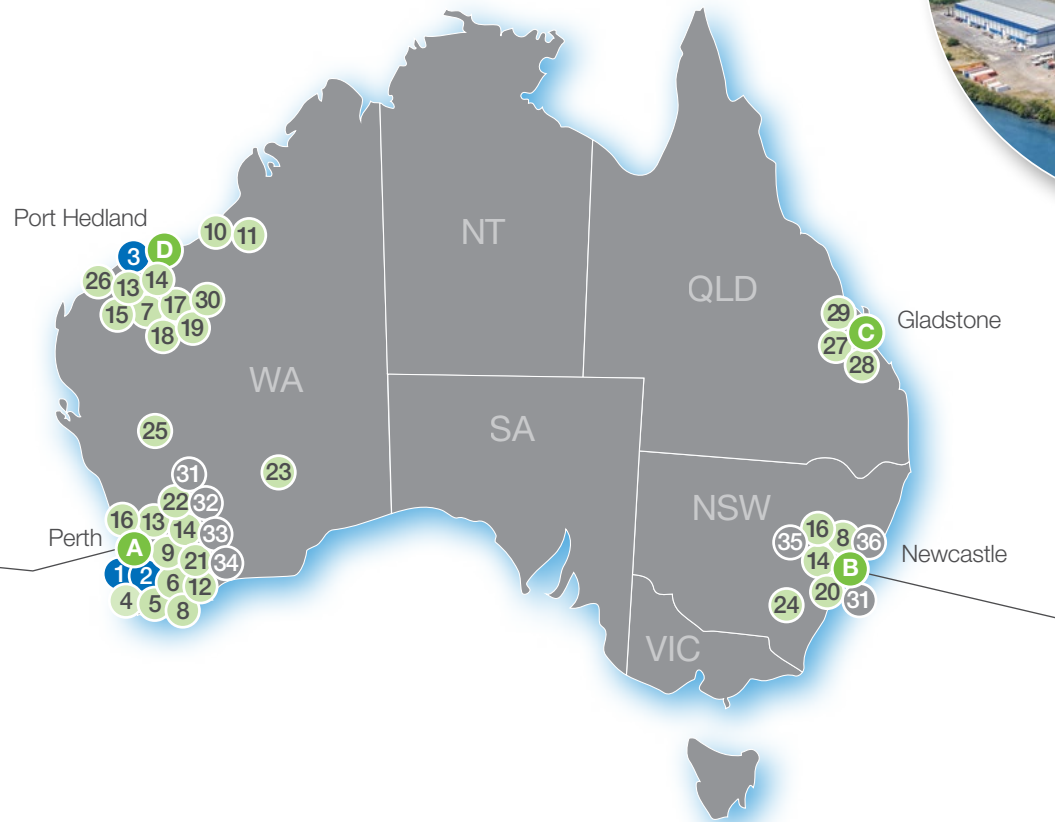
Energy Resources Infrastructure, Marine and Defence

	PROJECT	CLIENT/OWNER	LOCATION
1	Scarborough Project – subsea structures	Subsea7 executed by Subsea Integration Alliance	Henderson, WA
2	Gorgon Stage Two (GS2) Subsea Installation Project – tie-in, jumper spools and spreader beams	TechnipFMC (for Chevron)	Henderson, WA
3	Five-year term agreement, with two one-year extension options	Woodside Energy	Henderson, WA
4	Kemerton Lithium Project – hydromet and utilities SMP	Albemarle Lithium	Kemerton, WA
5	Kemerton Lithium Project – refractory installation	Albemarle Lithium	Kemerton, WA
6	Nelson Point Car Dumper 3 (CD3) Replacement Project	BHP	Henderson, WA
7	Port Debottlenecking Project Stage One (PDP1) – civil and bulk earthworks	BHP	Pilbara, WA
8	Shiploader and Berth Replacement (SABR) Project – shiploader replacement	BHP Mitsubishi Alliance (BMA)	Henderson, WA and Newcastle, NSW
9	Lithium Refinery Project	Covalent Lithium Pty Ltd	Kwinana, WA
10	Iron Bridge Magnetite Project – dry plant detailed earthworks and concrete package	Iron Bridge JV (IBJV)	Marble Bar, WA
11	Iron Bridge Magnetite Project – SMPEI	Iron Bridge JV (IBJV)	Marble Bar, WA
12	Iron Bridge Magnetite Project – module fabrication – CV truss and trestles	Iron Bridge JV (IBJV)	Henderson, WA
13	Mesa A – SMPEI	Rio Tinto	Henderson, WA and Robe Valley, WA
14	Mesa A – wet plant and fixed plant workshop	Rio Tinto	Henderson, WA and Newcastle, NSW, and Robe Valley, WA
15	Mesa A – heavy vehicle refuelling facility (HVRF)	Rio Tinto	Robe Valley, WA
16	Gudai-Darri (Koodaideri) Project – trusses, platework and stick steel	Rio Tinto	Henderson, WA and Newcastle, NSW
17	Roy Hill De-Bottlenecking Project – civil package	Roy Hill	Pilbara, WA

	PROJECT	CLIENT/OWNER	LOCATION
18	Roy Hill Ultrafine Project 1.5 – SMPEI	Roy Hill	Pilbara, WA
19	Roy Hill ROM4 Crushing Station 5 – SMPEI	Roy Hill	Pilbara, WA
20	Dumper tray bodies	DT Hiloal, Duratray International Pty Ltd, and Austin Engineering	Newcastle, NSW
21	Calciner maintenance, major overhaul and repair services	Alcoa Australia	Pinjarra, Wagerup and Kwinana, WA
22	Mechanical maintenance works to support major shutdowns	Cockburn Cement	Cockburn, WA
23	Maintenance agreement for mechanical maintenance services across the Murrin Murrin mine site	Glencore	North Eastern Goldfields, WA
24	Refractory de-scale and installation works – lime kiln repairs	Graymont (Australia) Pty Ltd	Galong, NSW
25	Maintenance agreement for Karara mine site	Karara Mining Ltd	Mid West, WA
26	Onslow Salt – workshop upgrade	Onslow Salt	Onslow, WA
27	Mechanical maintenance works to support major shutdowns	Queensland Alumina Limited	Gladstone, QLD
28	Maintenance and refractory term contract for Boyne Island Smelters (BIS)	Rio Tinto	Gladstone, QLD
29	Mechanical maintenance works to support major shutdowns	Rio Tinto	Yarwun, QLD
30	Maintenance agreement for shutdown and maintenance support services for fixed plant assets across the Roy Hill Port (Facility) and PSA (Mine)	Roy Hill	Pilbara, WA
31	Shiploader and Berth Replacement (SABR) Project – berth replacement	BHP Mitsubishi Alliance (BMA)	Henderson, WA and Newcastle, NSW
32	SEA 1180 Offshore Patrol Vessel Program	Luerssen Australia	Henderson, WA
33	Perth Kids' Bridge ('Koolangka' Bridge)	Main Roads WA	Perth, WA
34	Causeway Pedestrian and Cyclist Bridges	Main Roads WA	Perth, WA
35	Sydney Gateway Project SB31 Bridge and Viaduct	Transport for NSW	Newcastle, NSW
36	Various Transport for NSW Projects	Transport for NSW	NSW

LOCATIONS

A	Perth
B	Newcastle
C	Gladstone
D	Port Hedland
E	Singapore



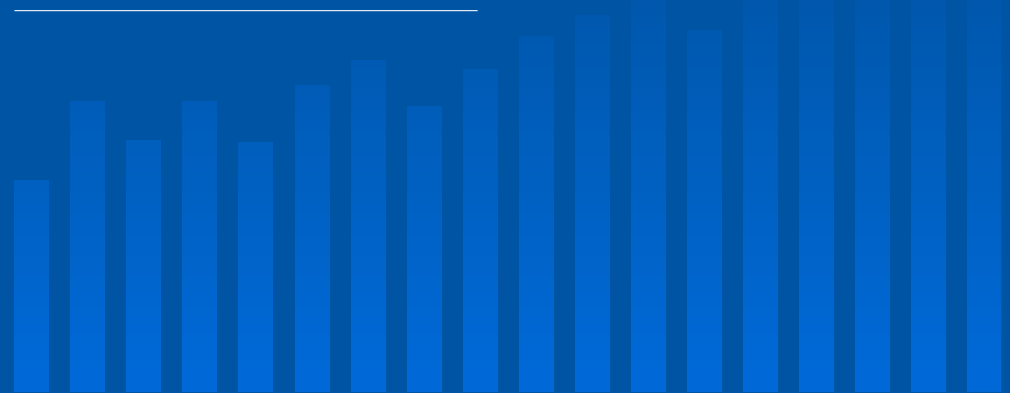


Operating Sectors

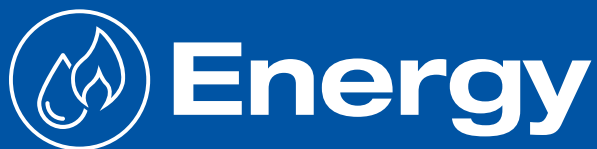
ENERGY

RESOURCES

INFRASTRUCTURE,
MARINE AND DEFENCE



OPERATING SECTORS



As one of Australia's leading providers of tailored upstream and downstream project solutions, Civmec offers Energy clients high-quality, innovative solutions to enable the fundamental project metrics of time and cost to be achieved.

With our multidisciplinary capabilities, we fabricate and modularise specialist subsea equipment and support onshore processing plant requirements. We have the capacity to deliver works in remote, highly challenging environments as well as on site from our highly equipped facilities. This includes our Henderson facility, which includes a dedicated subsea workshop, enabling us to produce high quality products without the threat of material cross-contamination. Our robust systems ensure we deliver quality products and services to the exacting standards required by the Energy industry.

Our significant capabilities in this 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; and propane and LNG spheres.

Through our involvement in some of the largest Energy projects undertaken in Australia, our expertise also extends to the provision of in-house construction services, including structural, mechanical and piping; electrical, instrumentation and

control; precast concrete solutions; thermal, acoustic and cryogenic insulation installation; refractory; and site civil works.

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

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

We also have the capability and expertise to offer Energy clients specialist maintenance services, providing a diversified and integrated turnaround and maintenance solution to service the Australian onshore and offshore LNG sector. We offer a full range of industrial services, including predictive analytics, monitoring, engineering, procurement, construction, fabrication, maintenance and turnarounds, through to commissioning and startup.



*Pluto LNG Plant
Image credit: Woodside Energy*

OPERATING SECTORS



Resources



Iron Bridge Project

Civmec provides tailored solutions for Resources clients, with a vertically integrated delivery model to support small or large brownfield or greenfield projects across Australia.

We offer a full turnkey service, with innovative processes and equipment, in addition to wide-ranging capabilities, which can unlock previously unrealised cost and schedule efficiencies.

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

Our vast capabilities to service this sector include fabrication and assembly; surface treatment; testing of structural steel; modularisation; piping; and platework.

With extensive construction experience on Resources projects across Australia, we deliver numerous services, including structural, mechanical and piping; electrical instrumentation and control; insulation installation; refractory; bulk and detailed earthworks; precast concrete works; site and in-situ concrete; trenching works; and dewatering.

We specialise in various projects, 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.

We also provide maintenance and shutdown support as a single, multidisciplinary solution across the spectrum of services, ensuring the longevity of our clients' assets. Working with our clients to optimise operations, whilst minimising the impact of maintenance works on ongoing operations, our capability extends to major and modular shutdowns; sustaining capital works; optimisation and equipment upgrade projects; minor works; emergency repair and replacement; and routine maintenance.

OPERATING SECTORS



Infrastructure, Marine and Defence

With one of the largest undercover workshop facilities in Australia, comprising 53,000 square metres of usable floor area and cutting-edge technology, Civmec offers the Infrastructure, Marine and Defence sector a valuable and highly unique service offering.

Infrastructure

Our state-of-the-art facilities in Western Australia and New South Wales enable us to reduce schedule risk on Infrastructure projects by precasting and modularising various scope elements in a controlled environment. The advantages this provides 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.

Delivering vertical works packages, we provide construction services, including planning; project management; earthworks; civil; mechanical; electrical; structural, mechanical and piping; and commissioning.

We can deliver projects across the sector, including, but not limited to:

- roads and bridges;
- stadiums;
- airports;
- ports and harbours;
- water and wastewater infrastructure;
- renewable energy – wind, solar and wave; and
- conventional power stations

Marine and Defence

The location of our facility in Henderson within the Australian Marine Complex (AMC) – the Southern Hemisphere's premier marine industrial precinct – is a significant advantage to our Marine and Defence clients, with protected deep-water harbours and extensive multi-user loadout facilities.

Our purpose-built facility contains 20 overhead travelling cranes, with the central hall offering 400-tonne lifting capacity. The 60-metre ocean-facing sliding doors

are amongst the largest in the world, able to accommodate the transfer of vessels and large modularised structures, including complete Air Warfare Destroyers and Frigates directly to the port facilities.

Our shipyard in New South Wales is situated on the Hunter River, incorporating 535 metres of river frontage and two ship basins. Together, the facilities enable us to provide a significant Marine and Defence service offering, both nationally and internationally.



Pedestrian and Causeway Bridges Project

SUSTAINABILITY APPROACH

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

This means:

- 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 and inclusive workplace;
- positively contributing to the communities in which we operate; and
- delivering financial growth and value for our shareholders.

Our culture is built on our *Never Assume* program, whereby with a rigorous selection process, meaningful training, solid processes and procedures, and ensuring suitable equipment is available, we are encouraging our people to look out for themselves, as well as the people, communities and environment around them.

We aim to continually learn, innovate and improve, and are committed to raising the bar when it comes to our sustainability approach. In 2022, we bolstered our sustainability resources, employing a full-time Sustainability and Environmental Advisor, who leads our Sustainability Taskforce and will play a key role in assessing sustainability initiatives in order to set independently verified, science-based targets for our emissions reduction plans.

See 'Sustainability Policy'



Performance Highlights

FINANCIAL

A\$m	FY22	FY21	Change %
Sales Revenue	809.3	674.2	20.0
EBITDA	94.5	73.8	28.1
NPAT	50.7	34.6	46.5
Work In Hand	1.039*	1.005^	3

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation

NPAT: Net Profit After Tax

* As at 30 June 2022

^ As at 30 June 2021

HEALTH AND SAFETY

Metric	FY22 Target	FY22	Result	FY23 Target
LTIFR per million hours worked	<0.25	0.74	✘	<0.5
AIFR per million hours worked	<30.00	51.25	✘	<45.00
Fatalities	0	0	✓	0
Fines and prosecutions	0	0	✓	0

LTIFR: Lost Time Injury Frequency Rate

AIFR: All Injury Frequency Rate

ENVIRONMENT

Metric	FY22 Target	FY22	Result	FY23 Target
Significant environmental incidents (> 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/A\$m)	≤ 0.17	0.17	✓	≤ 0.17
Emissions Intensity (tCO ₂ e/A\$m)	≤ 26.61	27.32*	✘	≤ 25.00
Recycling Participation Rate ¹	≥ 18%	10%	✘	≤ 10%

* Emissions intensity in line with turnover and annual steel outputs. There was a 3% change in emissions per millions turnover with the increased operational activity at our Henderson assembly hall

¹ Rate 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.)

Note: The recycling participation rate is measured data from the manufacturing division only. Due to the variability of onsite projects, a target across all operating sectors is not measurable at this point.

FINANCIAL



A\$809.3m
FY22 SALES REVENUE
20.0% increase on FY21

FINANCIAL



A\$50.7m
FY22 NPAT
46.5% increase on FY21

HEALTH AND SAFETY



Zero
Fines and Prosecutions
FY22

ENVIRONMENT



Zero
Significant environmental incidents (>Level 4) FY22

ENVIRONMENT



Zero
Prosecutions
FY22

ENVIRONMENT



Zero
Infringement Notices
FY22

PEOPLE

Metric	FY22 Target	FY22	Result	FY23 Target
Women employed (as total % of head office based employees)	Sustain FY21 result ¹ (48.14%)	49.01%*	✓	Sustain FY22 result ¹
Women employed (as total % of all employees)	Sustain FY21 result ¹ (7.1%)	8.88%*	✓	Sustain FY22 result ¹
Women in management roles (as total % of head office based management employees)	Sustain FY21 result ¹ (12.81%)	10.49%*	✗	Sustain FY22 result ¹
Aboriginal and Torres Strait Islander representation (as total % of blue collar employees)	Sustain FY21 result ¹ (1.46%)	0.89% ^{**}	✗	Sustain FY22 result ¹
Aboriginal and Torres Strait Islander representation (as total % of all employees)	Sustain FY21 result ¹ (1.24%)	0.82% ^{**}	✗	Sustain FY22 result ¹
Apprentices and trainees employed	10% increase on number of apprentices from FY21 result (ave. 60.58)	77.83*	✓	10% increase on number apprentices from FY22 result

* Highest percentage month

[^] Estimated figure – identifying as Aboriginal and/or Torres Strait Islander is not a mandatory question during the employment onboarding process

¹ Strategy is to maintain current levels as a minimum



Stakeholder Information and Materiality

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

Following completion of FY22, a materiality assessment was undertaken that was consistent with Global Reporting Initiative (GRI) Standards requirements. A portion of Board members and Civmec management, as well as a randomised selection of white-collar employees, blue collar employees and suppliers, took part 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, we considered their relevance to our business model, strategy and key stakeholders.

The results of the Civmec FY22 Materiality Assessment Survey ranked the following topics in order of importance:

Anti-corruption, Taxation, Non-discrimination, and Occupational Health and Safety.

The results of the survey are comparable to last year, with an increased interest in ensuring ethical corporate governance and addressing social issues.

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 all. They address the global challenges we face, including those related to poverty, inequality, climate change, prosperity, environmental degradation, peace and justice. As a supporter of the SDGs, we understand we can positively contribute towards these goals through our own sustainable business practices.

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
S	People <ul style="list-style-type: none"> • Employment • Training and Education • Diversity and Equal Opportunity • Non Discrimination 	1. No Poverty 4. Quality Education 5. Gender Equality 10. Reduced Inequalities
	Community <ul style="list-style-type: none"> • Local Communities • Socioeconomic Compliance 	1. No Poverty 11. Sustainable Cities and Communities 12. Responsible Consumption and Production
	Health and Safety <ul style="list-style-type: none"> • Occupational Health and Safety 	3. Good Health and Well-Being
G	Financial <ul style="list-style-type: none"> • Economic Performance • Tax 	1. No Poverty 8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 11. Sustainable Cities and Communities 17. Partnerships for the Goals
	Governance <ul style="list-style-type: none"> • Anti-Corruption • Anti-Competitive Behaviour • Procurement Practices 	16. Peace, Justice and Strong Institutions 17. Partnerships for the Goals

Civmec believes it currently has the most influence and can make the most impact by reducing inequalities, ensuring responsible consumption and production, focusing on industry innovation, inclusion,

resilient infrastructure, climate action and partnerships for the goals.

The above table highlights the correlations between our ESG focus areas and the United Nations SDGs.

United Nations Sustainable Development Goals



STAKEHOLDER ENGAGEMENT

We recognise the importance of maintaining 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 adjacent table 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.



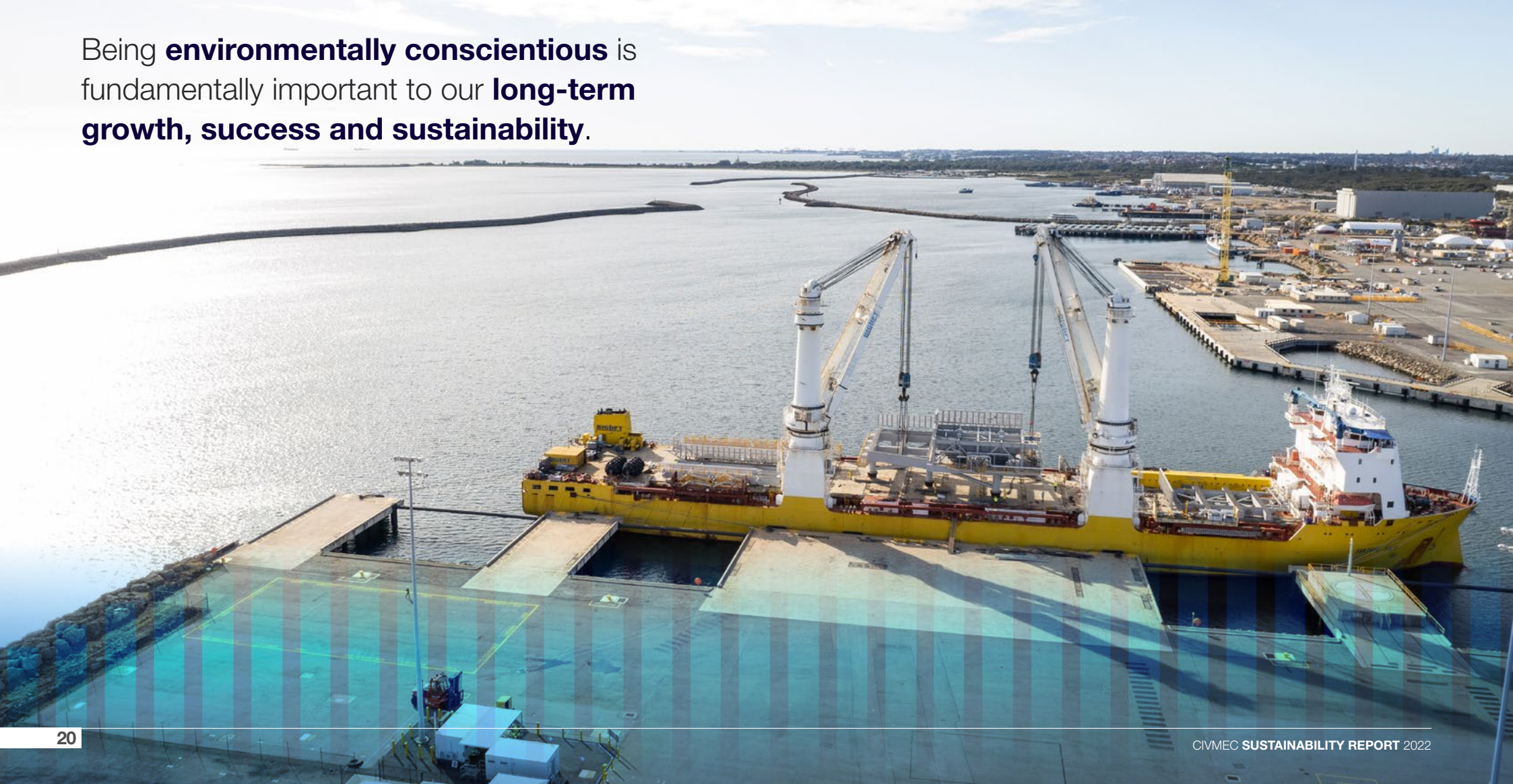
Directly Impacted	
Employees	Day-to-day operational interaction; internal communications; company updates; intranet; meetings; town hall forums (for local engagement); surveys; social media; community and social events
Partners	Day-to-day operational interaction; joint venture boards and operating committees; 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; website; 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



Environment

Being **environmentally conscientious** is fundamentally important to our **long-term growth, success and sustainability.**



Environment

Operating in a range of biodiverse locations, it is always our aim to minimise our impact on the environment, promote an environmentally aware culture through training and communication, and strive to continually improve our environmental performance.

By demonstrating leadership and commitment in this area and delivering high-quality environmental management across our operations, we will benefit the environment and communities in which we operate.

In addition to the commitments detailed within our Environmental Policy, we researched and implemented a range of new initiatives in FY22 to drive environmental performance and enhance the long-term sustainability of the business, including:

- employing a full-time Sustainability and Environmental Advisor;
- introducing a fleet of electric forklifts, which offer a clean energy solution to the usual gas-powered versions;
- drafting emissions reduction targets and researching the feasibility of powering our current and future facilities with solar energy;
- focusing on five key SDGs within our Sustainability Taskforce – *Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduced Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action and Goal 17 Partnerships for the Goals;*

- conducting monthly internal Sustainability Taskforce meetings with an employee taskforce that are both passionate and knowledgeable about sustainability resolutions, with an aim to develop initiatives that 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;
- submitting a letter of support to the Department of Jobs, Tourism, Science & Innovation (for the Investment Attraction Fund) for an offshore wind renewable energy project to supply Western Australia's south west region;
- continuing the process towards elimination of single use plastics across our sites;
- investigating ways to reduce paper and cardboard consumption within our business and supply chains;
- encouraging our people to donate used bottles and cans to our Henderson 'Containers for Change' recycling program, with all money raised donated to the St Patrick's Community Support Centre; and
- participating in Clean Up Australia's annual 'Step Up to Clean Up' event, with Civmec volunteers collecting litter from around our facilities.



Clean Up Australia Day at Henderson

See 'Environmental Policy'

ENVIRONMENTAL COMPLIANCE

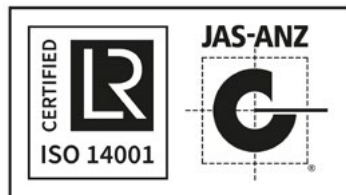
Adhering to a wide variety of local, state and federal rules and regulations, in addition to Australian and international standards, is an essential component of conducting operations in our industry. These are in place to ensure the environment and communities we operate in are protected and respected.

Civmec has a robust Health, Safety and Environmental Management System (HSEMS) in place, which is certified by Lloyds Register in accordance with ISO 14001:2015 Environmental Management System. Our HSEMS provides a strong platform for ensuring conformity in the way we identify, understand and manage environmental issues across our various jurisdictions and operational environments.

We also hold platinum status with the Australian Steel Institute Environmental Sustainability Charter.

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

During FY22, we received no environmental fines/ breaches and/or notices in relation to state or federal laws and regulations.



ENERGY, EMISSIONS AND CLIMATE CHANGE

Civmec recognises it has a role to play in reducing Greenhouse Gas (GHG) emissions in order to limit climate change and global warming, in line with Australia's commitment to the Paris Agreement and its goal to reach a climate neutral world by mid-century.

We are exploring alternative methodologies and the feasibility of renewable energy investments as we assess the implementation of science-based emission targets. We look forward to future investment in hydrogen, lithium and battery minerals, and see opportunities in the manufacturing of critical components for wind generation, battery housing and other Australian renewables. Our support of lithium producers has continued with the award of a major construction project for Covalent Lithium, following completion of our extensive scope on the Albemarle Lithium Project.

OUR ENERGY

Heavy engineering, construction and manufacturing activities require high energy inputs, and it is essential that we have stable, economical and efficient energy sources. 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, drilling, welding, blasting, painting and assembly of 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 facilitate comparability of our energy intensity at our fabrication facilities over time, we measure our total energy input in Terajoules (TJ) per million dollars of turnover (A\$m). During FY22, Civmec facilities consumed a total of 53.68 TJ, which is an increase of 25 per cent when compared to FY21 levels. This can be attributed to an increase in operational activity at our Henderson assembly hall throughout the year, as opposed to FY21 when operations were still ramping up. This is also reflected in the significant increase in hours worked for the facilities (including fabrication, assembly and corporate), as we recorded 5,432,868 hours in FY22 (up from 4,662,433 in FY21), an increase of 770,435 hours.

We have intensified our investigations and research into the feasibility and benefits of renewable energy solutions at our facilities, particularly solar panels, which will reduce our energy emissions, reduce energy drawn from the SWIS grid and capture energy from the sun to power our facility.



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 (A\$m). In FY22, our emissions intensity increased by 3 per cent when compared to FY21 levels.

We are committed to improving our emissions intensity results, and continue to collect energy data from our facilities, which allows us 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.

Our ongoing strategy with respect to reducing our GHG emissions intensity shall be delivered through our investment in, and implementation of, our efficiency programs. One such area has been our increased efforts to transition from fossil fuelled vehicles to electric vehicles, particularly in our material handling equipment, including the introduction of electric forklifts at our Henderson Facility. We are also incorporating renewable energy sources, such as solar panels, into the design of new developments, such as our Port Hedland maintenance facility which commences construction this year.

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

- energy data, which includes diesel, petrol, electricity, LPG and acetylene 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	FY22	FY21	Change %
Total Energy	53.68 TJ	42.95 TJ	25%
Energy Intensity	0.17 TJ/A\$m	0.17 TJ/A\$m	0%
Scope 1	1,036 tCO ₂ e	836 tCO ₂ e	24%
Scope 2	7,424 tCO ₂ e	5,844 tCO ₂ e	27%
Emissions Intensity (normalised)	27.32 tCO ₂ e/A\$m	26.61 tCO ₂ e/A\$m	3%

EFFLUENTS AND WASTE

Construction waste is a significant global environmental issue that we acknowledge our addition to. 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 investigating ways to reduce waste within the supply chain, including packaging; and
- recycling materials where possible 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.

With increased operational activity in the Henderson assembly hall during FY22 and the remaining construction waste being removed from site, as well as an increase in working hours at our Newcastle facility, we did note a change in waste generated. We are working to improve our recycling ratio and waste management for both facilities over the coming years.

Non-Hazardous Waste (t)	FY22	FY21	Change %
Recycled – co-mingled recycling, wood, green waste, steel and concrete	3,912	4,732	-17%
Landfill – general waste and construction and demolition waste	830	535	55%

Hazardous Waste (t)	FY22	FY21	Change %
Treated – sewage and oily water	1,193	878	36%
Landfill – spent garnet	426	376	13%
Energy Recovery – waste paint and thinners and waste oil	12	16	-25%
Incineration – mixed chemicals and oily materials	3.8	8	-53%

TRADE WASTE LICENSE

Civmec utilises a trade waste license to discharge quantities of wastewater into the sewerage network from Henderson, following the high pressure cleaning of equipment. The wastewater created, which may contain oils or grease, is first passed through an oily water separator, prior to it being discharged into 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 cleanup is managed effectively, the exposure to personnel and environmental damage is minimised.

There was one reportable spill in FY22.

In November 2021, a spill occurred at the Henderson facility that was reported to the regulator. 10kL of hydrocarbon was spilt on a bitumen area. The spill was contained, recovered, and disposed of safely with no material lost, minimising damage to the environment. A specialist contractor was engaged to thoroughly remove the spilt hydrocarbon from site.



A calculation was included in the National Pollutant Inventory annual report to estimate material evaporation during spill clean-up. The incident was investigated, and corrective actions were taken to prevent reoccurrence.

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 our personnel, to ensure all company and regulatory processes and requirements are adhered to.

FUTURE FOCUS

Going forward, we will continue to be sustainability focused and champion the best interests of the environment, communities and world around us.

Our key areas of focus include:

- continuing to strive for minimal environmental impact at all Civmec sites and facilities;
- continuing to build awareness across all levels of the business through education and communication;
- continually improving the Civmec Environmental Management Systems and achieving ongoing compliance with legal and other commitments across all Civmec facilities and projects sites, to be verified through our scheduled corporate auditing program;
- continuing to focus on improving efficiency through innovation and investments into alternative energy sources; and
- further developing and implementing our waste management strategy, with an aim to improve the proportion of recyclable waste streams compared to general waste.

We believe that by delivering on the above key focus areas, Civmec will achieve its long-term sustainability goals, delivering valuable outcomes for the environment and our stakeholders.



People



We are committed to maintaining a **fair, inclusive, diverse and non-discriminatory** workplace where **all people have equal opportunities** to grow and achieve.



Every single person in our company plays a role in our success. It is therefore critical that we support our people to grow and develop, providing training and other opportunities 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.

We recognise that we have a responsibility to people beyond our employees, clients and subcontractors; to the communities in which we operate across our nation. We are proud to be a significant Australian employer, providing high-quality career and training opportunities to local communities, with a focus on diversity, sustainability and development.

During FY22, we delivered on our future commitments from our 2021 Sustainability Report, including:

- continuing our strong commitment to leadership training, including identification of high potential individuals and succession planning;
- implementing 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’ and adopting industry practices aligned with that of our competitors;
- continuing in the development of apprenticeship, traineeship and graduate programs; and
- further strengthening our mental health systems and initiatives to ensure mental health and wellbeing is a continued focus.

Having identified female participation, particularly in blue collar roles, as an area for growth and development in FY22, we implemented a range of initiatives specifically focused on increasing gender balance, including:

- 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 Registered Training Organisation (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.





We also implemented and further developed a range of initiatives over the course of FY22. These included:

- introducing a Leadership Development Program, aimed at identifying and training those who seek to reach the highest levels;
 - ongoing commitment to our internal LEAD program for those operating in Supervisory and Leading Hand positions;
 - introducing mental health first aid training for team members, including the HR and HSE teams;
 - continuing our 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;
 - delivering MATES in Construction mental health awareness and education training;
 - introducing a social enterprise, which provides opportunities for ex-prisoners to re-join the workforce in a reintegration employment program;
 - community engagement initiatives, such as support of St Patrick's Community and Support Centre, and the Vinnies CEO Sleepout;
 - 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;
 - continuing our Defence Industry Pathway Program for trainees;
 - further expansion of the reward and recognition strategy to target the direct workforce, implementing recognition mechanisms through management and peer-to-peer;
 - review of business management systems, such as Civtrac and our payroll software platforms, to drive continuous improvement and efficiency capitalisation; and increasing participation in Vocational Education in Schools (VETiS).



EMPLOYMENT

Throughout FY22, we maintained our position as a significant employer in our industry, consistently employing in the region of 2,800 across our facilities and sites, including 130 apprentices, trainees, graduates and undergraduates. Pleasingly, approximately 7.7 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.

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Limitations on available resources and state border closures, due to the COVID-19 pandemic, proved a challenge in FY22. This, combined with the sometimes cyclical nature of our business, meant the attraction and retention of skilled employees required an ongoing concerted effort. The following tables illustrate new employee hires and employee turnover during FY22, 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	456 21%	1,153 53%	559 26%
Total number and percentage of employee turnover during the reporting period by age group	268 19%	712 50%	431 31%

Metric	Male	Female
Total number and percentage of new employee hires during the reporting period by gender	1,980 91%	188 9%
Total number and percentage of employee turnover during the reporting period by gender	1,284 91%	127 9%





TRAINING AND EDUCATION

We consistently seek to attract and retain exceptional talent, whilst promoting development and growth from within. Throughout FY22, we encouraged our people to identify and pursue their individual training needs, recognising that providing meaningful career pathways is a fundamental aspect of retention.

REGISTERED TRAINING ORGANISATION

Civmec's Registered Training Organisation (RTO) is a nationally registered RTO (RTO code 52645), with the Australian Skills Quality Authority (ASQA). For several years, it has delivered nationally accredited qualifications and courses, building a reputation as a quality training provider in the engineering, construction, resources and defence industries.

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 expert learning and growth. Our scope of registration includes qualifications in leadership and management, workplace health and safety, business, engineering and quality, 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.

Over the financial year, the RTO delivered 240 courses and had 2,145 new enrolments, with 2,598 units completed in total. We employed an additional full-time Trainer and Assessor to cater for growing demand in training and acquired a dedicated Learning Management System for first aid and CPR training.

Two units of competency were added to our scope of registration, including:

- CPCCOM1016 – Identify requirements for safe precast and tilt-up work; in response to works carried out on the Iron Bridge Magnetite Project; and
- RIIRIS402E – Carry out the risk management process; in response to new WHS mining regulations and statutory training requirements for supervisors working on mine sites.

Our internal LEAD program continues to drive our leadership development within operations. The program, which includes four nationally accredited units delivered through our RTO, identifies and upskills emerging leaders within the blue collar side of the business, providing opportunities for personal development and career growth in a real-world setting. In FY22, 55 Supervisors and 33 Leading Hands were upskilled through the course.

In March 2022, Civmec launched its inaugural Leadership Development Program, which aims to shape and develop the next generation of leaders within the company. The initial six-month phase (Phase 1) is intensive and deals with evidence-based and action-oriented tasks. The following six-month (Phase 2) period is based around follow-on training and external courses that are targeted towards the individual development areas identified during Phase 1. The course is designed for ambitious leaders who are already having a positive impact and who seek to reach the highest levels. Fifteen candidates were selected to take part in the program, with the first cohort of five commencing in early FY23.

Vocational Education in Schools (VETiS) - First Aid Training for Teachers

We have continued to increase our participation in VETiS initiatives. In FY22, Cecil Andrews College became the first public school to deliver first aid to year 11 and 12 students and selected teaching staff under the Civmec RTO. The Sports and Recreation teaching staff received instructor training at our Henderson training facility in August, with student courses commencing in December.

Career Advisors

Civmec hosted 25 Department of Education Career Advisors, in partnership with the Naval Ship Building College, to highlight the education requirements and minimum entry levels for students to enter various occupations. Our relationships with the schools have since evolved, with Civmec now providing presentations to parents and students in schools to assist with subject selection for Year 10, in addition to being listed on the Jobs and Skills WA Year 9 Career Taster Program (CTP). The CTP enables Western Australia's Year 9 students to explore the stages of early career discovery and study pathways, helping them to make informed decisions about their subject selections in Years 10, 11 and 12. The program will launch in Q2 FY23, with many schools already booked to tour our facilities during this period.

See 'Access and Equity Policy'

APPRENTICES, TRAINEES AND GRADUATES

We continue to invest in the development of people in our industry, offering world-class training and career development opportunities that incorporate technical capability, modern facilities, mentorship and access to diverse subject matter. We provide our apprentices with unparalleled opportunities to work across a diverse range of specialist capabilities and sectors.

This year, we employed 130 apprentices, trainees, undergraduates and graduates, including apprentices in the metal trades (boilermakers and welders), bricklayers, carpentry, mechanical, serviceperson mechanics, surface treatment (paint) and electrical trades; and trainees that have provided functional support in business administration, human resources, payroll, quality and logistics.

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);

During FY22, four of our apprentices year were announced as finalists at the Skill Hire Awards 2021, with two of those going on to win 'Best Second Year Apprentice 2021' and 'Best Fourth Year Apprentice 2021'. The results are a pleasing validation of the excellent efforts and commitment to learning demonstrated by our apprentices.

Civmec's Australian traineeships provide trainees with invaluable insights across all operational aspects of our business, along with guidance and mentorship by our experienced team. This year, we increased the number of Australian traineeships and broadened the qualifications on offer, which led to greater opportunities and saw our number of trainees increase from 8 to 15.

Our current trainees are completing a range of courses to achieve Certificate IV qualifications in:

- Business Administration;
- Leadership and Management; and
- Logistics.



TOM'S STORY

"I joined Civmec as a Painter/Blaster Trades Assistant in 2014. Over several years, I've had the opportunity to be involved in many iconic projects from multiple sectors of the industry. This has allowed me to develop my career from Trades Assistant to qualified Painter/Blaster and now Nace II Certified Coatings Inspector. The challenges, learnings and comradery from the Civmec team have kept me engaged and proud of the work we do. I look forward to growing my skills and knowledge from the shared 50+ years combined experience the coatings quality team has to offer."

Tom
QC Coatings Inspector



VIDHI'S STORY

"Back in 2020 I was an ECU Student working towards my Master of Engineering. Being an International student, I was restricted to working hours and therefore, I joined Civmec as an Undergraduate Fabrication Engineer, because the company provided me with flexible working hours that worked best for me. From day one, my management and the team were very supportive, and they encouraged me to ask as many questions as I could and trust me, I did. I was exposed to a wide range of work whether it was mining, subsea or infrastructure projects, the variety of industries that you don't get elsewhere. Soon after my graduation my manager offered me a permanent Project Engineer role. It has been an incredible journey so far; I have grown a lot as an engineer and I am excited about my future with Civmec."

Vidhi
Project Engineer

GRADUATES

Since 2018, our HSE Graduate Program has been successfully upskilling and developing HSE professionals, with eight graduates now successfully completing the two-year program and progressing to various HSE roles across our business.

With the success of this program, we have continued to expand, recently employing an additional two graduates.

Our Graduate Engineer intake of 20 graduates in FY21 increased to 29 in FY22 and provides a formal, structured training plan, which includes five rotations through the various disciplines of our company.

PERFORMANCE AND CAREER DEVELOPMENT

Civmec conducts employee performance and career appraisals annually, at the commencement of the calendar year. This entails an employee self-review, direct manager review and face-to-face meeting to discuss the assessment, progress and future targets. This process identifies learning, development, and career opportunities, which are then tracked and progressed throughout the year. Our performance and career appraisals has led to the enrolment and development of employees pursuing qualifications in leadership and management, as well as workplace health and safety. Additionally, open communication is always encouraged between employees and managers throughout the year to ensure that expectations are being met from both sides.

Civmec is proud and appreciative of the large number of employees we have who have been with us long term, growing and developing their careers over the years and, undoubtedly, each helping to shape the company into what it is today. To date, we have 152 people who have celebrated their five-year tenure with the company and 84 who have been with us for ten years.

Staff performing functions within administration, support services, operational support, project management and management receive regular performance and career development reviews. During FY22, 92 per cent of eligible employees participated in the formal performance and career appraisal process.



BRENDAN'S STORY

"I joined Civmec in 2016 as a Graduate Engineer in the estimating department. Here I assisted in the estimation of various tenders, including the successful tender for the SEA 1180 Offshore Patrol Vessel (OPV) project, a project that I later joined as a Junior Project Engineer. The training and mentoring I received here was exemplary and allowed me to learn new skills and grow professionally.

Working at Civmec I was able to achieve my goals of working and contributing to a wide and diverse portfolio of projects across multiple industries and sectors. I look forward to contributing to many future projects and to grow and gain knowledge from these experiences."

Brendan
Project Engineer



ASHLEIGH'S STORY

"My career began with Civmec in 2016 when I first joined as a HR intern to gain practical knowledge and skills as part of my university degree. Shortly after my graduation I was offered a full time role as a Recruitment Administrator. In 2020, I was given the opportunity to become a Learning and Development Officer. This saw me working with apprentices, trainees and graduates across the business whilst also looking after training bookings and compliance.

In late 2021, I was given a further opportunity to be part of the direct HR/IR team so I am currently a HR/IR Advisor and continuously learning every day while being mentored by some of the best. No two days are the same and I have been given numerous growth opportunities over the years to reach my goals and I cannot wait to see what the future brings."

Ashleigh
HR/IR Advisor

DIVERSITY AND EQUAL OPPORTUNITY

DIVERSITY

A workplace founded on respect that embraces diversity, inclusion and equal opportunity creates a healthy work culture where all people can develop and thrive. At Civmec, we aim to employ a wide range of people with diverse backgrounds, ethnicities, ages and experience. We know that this is the key to unlocking greater innovation, creativity and productivity.

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.

Efforts to increase gender diversity within the company has seen the proportion of females to males at its highest ever levels. In FY22, at peak, 52 per cent of our corporate head office and 31.3 per cent of those undertaking a Graduate program at Civmec were female. We welcomed three new female apprentices this year across our facilities, including two that are training to become Boilermakers and one who is training to become a Painter. This took our percentage of female apprentices to 7.7 per cent, an increase of approximately 4 per cent on the previous year.

At peak, women held 12.5 per cent of the positions at Key Management Personnel/General Managers/Group Managers level, and 9.42 per cent of all positions in the company. These statistics are typical of our industry where it is more challenging to attract females into operational and project-based roles. Although we would prefer more balance in these areas, the figures are an improvement on our FY21 figures and reflect the increased investment we have made to improve gender balance over the past twelve months.

Going forward, we aim to further improve the gender diversity of our company, encouraging females at the grass-roots level and in blue collar roles across our manufacturing facilities and project sites.

The tables on this 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			
Gender	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			
Male	0%	82%	9%
Female	0%	9%	0%
Managers			
Male	2%	61%	30%
Female	0%	5%	2%
Professionals			
Male	18%	39%	18%
Female	4%	14%	6%
Technicians and Trade			
Male	5%	62%	30%
Female	1%	2%	0%
Clerical and Administrative			
Male	8%	13%	2%
Female	31%	34%	13%

Blue Collar

Technicians and Trade			
Gender	Under 30 years	30 to 50 years	Over 50 years
Male	12%	43%	41%
Female	0%	4%	3%
Machinery Operators and Drivers			
Male	8%	43%	41%
Female	2%	4%	3%
Labourers			
Male	22%	49%	20%
Female	3%	3%	3%

Note: Apprentices are not included in the above statistics.

EQUAL OPPORTUNITY

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.

ABORIGINAL AND TORRES STRAIT ISLANDER ENGAGEMENT

Our ongoing commitment to building sustainable relationships with Aboriginal and Torres Strait Islander people and their communities remains a priority. We continue to provide employment and training

opportunities for First Nations people across our business, again focused at the grassroots level, with 5.2% of participants in our apprenticeship program during FY22 of Aboriginal or Torres Strait Islander descent.

First Nations People are represented nation-wide across our operations, in blue collar and leadership roles, such as Shutdown Superintendents, HSE Advisors, Boilermakers, Mobile Plant Operators, Scaffolders and Site Administrators.

We are equally committed to seeking meaningful and sustainable partnerships with First Nations businesses for supply and subcontract opportunities, as well as community groups in our areas of operation. We believe that through fostering respectful and mutually beneficial relationships, we will contribute to a more fair and sustainable society.

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 concerns.

- ▶ See 'Diversity Policy'
- ▶ See 'Equal Opportunity Policy'
- ▶ See 'Aboriginal Peoples Policy'
- ▶ See 'Workplace Behaviour Policy'



CHERRY'S STORY

"When I first began at Civmec in 2011, we were working from a demountable office while the new office was being built. I used to have a little fan to cool up the room. It was a very different work environment to the one we have now! The company has been very supportive of me when I returned to work from my parental leave, by offering flexibility so I can juggle the working parent balance. It's been an exciting journey over the last 11 years, seeing the company grow exponentially. I really look forward to seeing where we go next."

Cherry
Group Accountant - Finance



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’ and adopting industry practices aligned with that of our competitors;
- continued development of 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.



Ethical Approach

Civmec is committed to upholding the **highest standards of ethical conduct** in the best interests of stakeholders, the wider community and the environment.





CODE OF CONDUCT

The Civmec Code of Conduct sets a standard of behaviour and workplace culture and acts as a guide to our people as they perform work, make decisions and represent the company. It also extends to any person who is a representative of the Civmec Group, whether it be during or outside of work hours, at any location, and including suppliers and their employees, subcontractors and agents.

Our Code of Conduct is based around integrity, openness and accountability, and is underpinned by the six Civmec values of commitment, value driven, excellence, innovation, make a difference and collaboration. Available to view publicly on our website, the Code of Conduct has been approved by the Civmec Board of Directors and is reviewed regularly to ensure continuous improvement.

MODERN SLAVERY

Respecting and promoting human rights is critically important and we are committed to taking action to prevent modern slavery activities occurring within our operations. Likewise, we will not support or conduct business with any organisation we know to be involved in such activities.

We have identified the residual risk of modern slavery within our operations as low; nonetheless, we recognise there are potential risks within third-party labour arrangements or further along the supply chain where the Group has less visibility. These may include forced labour, migrant labour exploitation, excessive working hours, underpayment or non-payment. To address this, all subcontractors and major suppliers are required to undertake a thorough pre-qualification assessment and submit a declaration addressing modern slavery.

Civmec has a Modern Slavery Policy and Modern Slavery Statement, which are regularly reviewed and updated. We also conduct audits to assess the effectiveness of our modern slavery actions and identify areas for improvement. We recognise that modern slavery risk management requires continuous commitment and ongoing collaboration with all stakeholders. We will continue in our commitment to eradicating all forms of modern slavery across our operations and supply chains and work to improve strategies and actions to identify and mitigate modern slavery risks.

See 'Code of Conduct'

See 'Modern Slavery Statement'

See 'Modern Slavery Policy'

SOCIOECONOMIC COMPLIANCE

Socioeconomic compliance is a critical factor in ensuring our successful operations. We are committed to complying with all known legal requirements and legislations. As Civmec operates in a number of geographical regions and market sectors, it is integral to our business that we capture and report on our influences at the macro socioeconomic level and monitor and report on the direct impacts of our business activities in the communities in which we operate.

We continuously review and analyse the ways in which we respond to issues of concern raised through engagement with our stakeholders and which influence their assessment of the company. These include initiatives, both within and outside the company, including the continuous review of our Code of Conduct, policies and procedures in relation to human rights issues, ethical supply chain relations, our contribution to local economies and capacity development at community level.

We impact a wide range of stakeholders in the regions in which we operate, both within local communities and broader national economies. We always try 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 that we can better respond to concerns, reduce negative impacts and optimise benefits for local communities and the broader economy.

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 acknowledge that ethical conduct goes beyond compliance with laws and policies, to always acting fairly, honestly and with integrity.

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 FY22.



FUTURE FOCUS

Civmec remains committed to making a difference and having a positive influence at the macro socioeconomic level. We are proud to have built many meaningful relationships with community groups and support a range of organisations in the various regions of our operations, and beyond.

Our future focus includes:

- seeking new and meaningful relationships with community groups, whereby we can offer support and further develop our value to make a difference;
- continuing to grow employee participation in community engagement initiatives, by providing them with the vehicles and opportunities to contribute; and
- continuing to maximise relevant opportunities for community engagement.



Community



Civmec is committed to building **meaningful partnerships** with community groups and supporting a range of worthy causes with the aim of making a positive difference.

HOMELESSNESS

Civmec is proud to regularly support the St Vincent de Paul Society in their quest to end homelessness in Australia, taking part in the Vinnies CEO Sleepout event annually. This year, Civmec CEO Pat Tallon attended his fourth event – joined by two Civmec colleagues – as we set our most ambitious fundraising target yet: A\$100,000. Our campaign was generously supported by many, including our own employees, suppliers, stakeholders and the general public, with our final tally exceeding A\$109,000.

We ended the campaign as the highest fundraising team in Western Australia, and the fifth highest nationwide; but, more importantly, we made a difference to some of those who need it most, as the money raised will help the charity provide food, emergency accommodation and essential services to those experiencing or vulnerable to homelessness in Australia.

Throughout the year, our business also supported the St Patrick’s Community Support Centre, a charity local to our Henderson facility that provides accommodation, meals and other

support services to vulnerable and homeless members of the community. Groups of Civmec employees volunteered their time to pack hampers and help out in the lead up to Christmas, as well as embraced our ‘Containers for Change’ program throughout the year. The program pays ten cents for every eligible container collected at Civmec sites, with the money raised going to St Patrick’s.

HUNGER

Foodbank is a worthy charity that is fighting hunger by sourcing food for people in need, and which is regularly supported by Civmec and our people. In FY22, Civmec undertook a donation drive at Henderson before Christmas, with our employees generously donating a large amount of food and other non-perishables to Foodbank, which went on to become care hampers.

Civmec team at CEO Sleepout 2022



Foodbank donations at Christmas





MENTAL HEALTH

The mental health and wellbeing of our people, their families and those in our local community is incredibly important to Civmec. We support the Blue Tree initiative, with blue trees located at all Civmec sites, and in December 2021, we made a financial contribution to Uniting WA; a charity that supports people in the community experiencing complex challenges, such as mental health, family issues and homelessness.

We took part in R U OK? Day in September, encouraging our employees to reach out to one another and ask, “Are you okay?”.

In addition to this and our Mental Health Strategy, we partner with MATES in Construction, who provide suicide prevention, training and support services to construction workers. By promoting continued discussion and awareness around mental health and wellbeing, we hope to reduce any stigma and motivate people to seek support when they need it.

YOUNG PEOPLE

Young people are our future, so as well as providing training and employment opportunities, we were pleased to support Youth Focus this year.

The organisation offers a range of services for young people with mental health issues, including youth counselling, education, individual placement support, mentoring programs, and group-based therapy.

CHILDREN’S MEDICAL RESEARCH

We take part annually in Jeans for Genes Day at Civmec, with our people donning jeans and donating money to the Children’s Medical Research Institute (CMRI), which is dedicated to advancing the treatment and prevention of childhood diseases.

COMMUNITY SPORTS

Civmec is proud to sponsor the Kwinana Knights women’s Australian Rules football team, the team of two of our Henderson employees, and the Bunbury Barbarians Rugby Club in Western Australia’s south west. We were especially happy to hear that our sponsorship donation this year enabled the Barbarians to buy one-off pink jerseys for a charity match, which were later sold at a silent auction and raised more than A\$3,000 for charity.

CONTRIBUTING TO INDUSTRY

Civmec is an active member of a variety of industry bodies and associations, including:

1. Australian Steel Institute;
2. Chamber of Commerce and Industry WA (CCIWA);
3. Energy Club WA;
4. Hunter Connect
5. Industry Capability Network;
6. Industrial Rope Access Trade Association (IRATA)
7. Mining & Energy Services Council of Australia (MESCA);
8. Rockingham Kwinana Chamber of Commerce;
9. Subsea Energy Australia; and
10. WA Mining Club.



Sponsorship of Kwinana Knights women’s AFL team



Health and Safety

Health and safety is **critically important to Civmec** as we continue to **strive for excellence** across all areas of physical and mental health, safety and wellbeing.

Our safety culture is built around our *Never Assume Charter*, which describes the principles and values that guide our behaviours, attitudes, decisions and actions. We encourage our people to lead by example, looking out for those around them and for themselves. It is a holistic philosophy, considering the safety, quality, environment, health and wellbeing of all stakeholders and the critical factors that drive the long-term sustainability of the business.

Civmec also has six *Critical Safety Essentials*; a set of mandatory rules for safe behaviour and delivery, which always form the foundation of how we operate.

As felt by many companies across the globe, COVID-19 continued to have an impact on our business and people, through illness, quarantine requirements and border closures. Limiting this impact required extensive management and a collaborative effort by our HSE, HR and Business Systems teams.

Individual cases of COVID-19 were tracked and monitored, aided by the development of our own in-house contact tracing application, and support was offered to those who were affected. On-site vaccinations were offered at various times throughout the year, for both COVID-19 and Influenza, with nearly 350 doses in total administered to protect our people. It was imperative to us that we adapt and be flexible, not only to keep projects running, but to keep our people as safe and well as possible.

Following an update to the Western Australia WHS legislation in March, we reviewed, updated and communicated all changes effectively and efficiently to both management and operations. We did this through educational sessions, HSE reports, and updated procedures.

We held a leadership forum in October 2021, which incorporated an HSE presentation about driving safety improvement through lead indicators and actively leading safety to help shape a positive safety culture. We also conducted an executive level crisis exercise involving executive leaders and senior management, to better prepare us for high level crisis events.

Safety campaigns form a major component of our health and safety efforts, reinforcing our expectations and helping to keep safety at the forefront of everyone's mind. This year's campaigns included an intensive safety campaign before and after the festive season, as well as 'Stop the Drops', which promoted better utilisation of prevention checklists to avoid having dropped object events occur, revised barricading standards and improved the use of tool lanyards.

SYSTEMATIC APPROACH

Civmec's health and safety systems and processes are aligned with ISO 45001:2018. 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 processes.

[See 'Never Assume Charter'](#)

Critical Safety Essentials



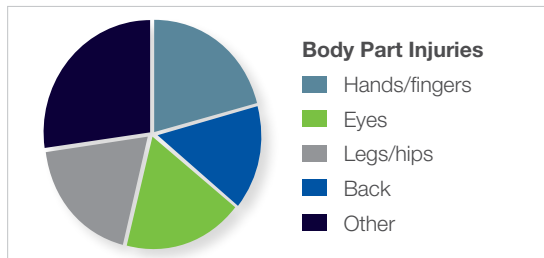
SAFETY PERFORMANCE

Civmec recorded 5,432,868 hours in FY22, which was an increase of nearly 800,000 hours on our previous year.

The majority of these hours were accumulated in working environments considered to be of higher risk. With the increase in work activity across the business, we have also seen an increase in our injury rates. Our All Injury Frequency Rate (AIFR), which records all injuries requiring at least first aid treatment, was 51.25 per million hours worked and our Lost Time Injury Frequency Rate (LTIFR) was 0.74 per one million hours worked. The manual nature of the work being undertaken has seen an increase in musculoskeletal injuries, followed by hand injuries and eye injuries primarily across our facilities. This has led to some additional initiatives and campaigns such as the 'Movement Masters Program' focusing on warm up for work process, correct body movement, better work positioning, and reduction in manual handling through smarter work practices.

To address eye injury risks, we implemented the 'Get Focused, Stay Focused' campaign, which included a minimum mandatory use of mono-goggles for grinding and hot work activities. We also increased education and awareness, including training packages and pre-start and toolbox messaging.

To focus on reduction of hand injuries, we released a revised and updated Hand Injury Prevention Program with a focus on reducing potential line of fire situations, increasing awareness around hand placement, better utilising engineering solutions and tooling, and improving PPE for additional hand protection. The 'Hand Injury Prevention Program' was not only presented throughout our Manufacturing division, but across our whole operations, as hands/fingers were the most commonly injured body part throughout the reporting period, making up 21 per cent of all injuries, followed by eye injuries at 19 per cent, leg/hip injuries at 18 per cent and back injuries at 15 per cent.



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

Safety Performance	FY22	FY21
LTIFR per million hours worked	0.74	0.21
AIFR per million hours worked	51.25	31.17
Fatalities	0	0
Fines and prosecutions	0	0

Detailed Safety Performance FY22	Gender	Total
Percentage of total recordable injuries by gender	Male	100%
	Female	0%
Severity rate (lost days per million hours worked)	Male	7.74
	Female	0.00
Fatalities	Male	0
	Female	0

There were 30 recordable injuries reported in FY22. As is typical in the construction and engineering industry, which undertakes predominantly manual work, the majority of those injuries were sprains and strains.

Going forward, we aim to improve our safety performance by continuing to drive increased health and safety awareness, and encouraging maximum vigilance at all times.

There were no fines or prosecutions for Health and Safety events during FY22.

MENTAL HEALTH AND WELLBEING

As we entered the second year of our Mental Health Strategy 2021-2024, we have continued to drive increased awareness and support around mental health and wellbeing, for both our people and those close to them.

Partnering with MATES in Construction last year, a not-for-profit organisation that provides leadership and support for construction workers, has led to more than 800 of our people receiving 'General Awareness' mental health training. Some of those then furthered their training, completing 'Connector' and 'ASIST' courses. In addition to suicide prevention education, MATES in Construction also provides peer-to-peer support, case management and access to a 24/7 helpline.

Other mental health and wellbeing initiatives that were implemented/continued in FY22 included:

- continued support of R U OK? Day and the Blue Tree initiative, with all Civmec sites featuring a blue tree, encouraging people to reach out for support if they need it;
- implementation of Mental First Aid training to key personnel across our corporate office, manufacturing facility and project sites, providing our people with knowledge and tools to help themselves and those around them and to recognise signs that may be present;
- incorporation of psychosocial risks into our corporate and project risk assessment documents and procedures;
- ensuring the workplace is familiar with our confidential Employee Assistance Program (EAP), which is available to all Civmec employees and their immediate family members;
- continuing to take a zero tolerance stance on bullying, harassment and discriminatory workplace behaviour;
- providing mentors or buddies to new starters through our 'Buddy Program', particularly focused on young and inexperienced workers, but also workers that are new to the business, including fly-in, fly-out workers who may be unfamiliar with remote work sites;
- providing support to employees and families impacted by COVID-19 illness;
- early intervention programs, including drug and alcohol testing, and a zero tolerance approach to the presence of these substances at work;
- prevention programs, including health assessments and pre-employment screening;
- access to education and training programs to support those with supervisory/leadership roles;
- access to the Employee Benefits Program, which offers discounts on gym memberships, health insurance, travel, financial advisory and other services; and
- 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 offer support, education and training in order to promote the optimum health and wellbeing of our people. We recognise that for long-term sustainability, it is up to all of us to continue an open dialogue on mental health, be considerate and empathetic to those around us, and speak to someone if support is needed.

See 'Health and Safety Policy'

See 'Risk Management Policy'

See 'Drug and Alcohol Policy'

See 'Smoke Free Workplace Policy'

FUTURE FOCUS

As we enter FY23, health and safety remains our priority as we strive to keep our people, their families, and all those we work alongside safe and well.

We will continue to develop our systems and processes and will drive new initiatives and continual improvement opportunities that improve our safety outcomes.

Our key areas of focus include:

- continuing our proactive approach towards the management of psychosocial hazards and overall improved mental health and wellbeing in the workplace, along with increasing education, awareness and support to benefit our workplace;
- the rollout of an updated Workplace Behaviour Program, which will provide a commitment and solid foundation to prevent harassment, increase awareness of unacceptable behaviours and reinforce our zero tolerance approach (including a behaviour-based video rollout across the business and in inductions);
- ongoing integration of health, safety, environment and quality systems to maximise efficiency and continual improvement under the direction of one Group Manager with additional systems and operational support staff;
- ongoing promotion and commitment to more sustainable business practices, including reducing our carbon footprint, improving environmental, social and governance frameworks and improving overall efficiencies; and
- continuing to provide ongoing training and professional development opportunities to our employees and leaders within the business.





Governance

The Board of Directors and senior management of Civec understand the importance of **good corporate governance** in **ensuring transparency and protecting the interests of shareholders**, as well as strengthening investors' confidence in all aspects of Company operations.

The importance of good corporate governance was emphasised in the results of our 2022 Materiality Assessment, which ranked Anti-corruption and Taxation as two of the top material issues to our business.

Accordingly, the Board and management are committed to maintaining the highest standards of corporate governance, endorsing 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 2022 (in which we report against these principles) is included within our 2022 Annual Report and 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.

ANTI-CORRUPTION

ASSESSMENT PROCESSES

All of the company's legal entities have been assessed by their management teams regarding the implementation of anti-corruption practices and incidents of corruption.

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.

Corruption risks are investigated as part of the ongoing internal auditing of the company. 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. When deemed to be of a significant level, the Risks and Conflicts Committee assesses the findings of the investigation and advises on the necessary disciplinary or other measures against the culpable employee/s, which may also 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. To avoid corruption risks where possible, we undertake business reviews of risk levels in regards to the types of businesses, environments and customers we could be involved with.



COMMUNICATION AND TRAINING

Our approach to anti-corruption is based on the 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-learnings 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.

See 'Anti-Bribery and Corruption Policy'



RECORDED INCIDENTS

Adoption of and compliance with the Code of Conduct by the General Managers and their management teams was reviewed in 2022.

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

In FY22 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 FY22.

ANTI-COMPETITIVE BEHAVIOUR

PURPOSE

We operate in a number of different geographical regions and in differing market sectors. This involves dealing with customers, competitors, suppliers, and various other stakeholders. It is critical for our ongoing sustainability that the company conducts its 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 are committed to dealing fairly and honestly with 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').

Civmec had zero legal actions pending or completed in FY22 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.

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 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 customers
 - (c) agreements between competitors not to deal with particular suppliers, customers or other competitors;
 - (d) 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.

POLICY COMPLIANCE

Failure to comply with the policy in relation to anti-competitive behaviour may result in substantial fines and penalties being imposed upon Civmec and may expose the company and/or its employees to civil or criminal liability or other financial or reputational damage. It may put our business licences at risk. Employees who breach the policy may face disciplinary action including dismissal.

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

- 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 Civmec for their loss;
- investigations into the company and findings of infringements attract adverse media comment; 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
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 FY22, we continued our partnerships with Aboriginal and Torres Strait Islander businesses, such as the East West Pilbara Group Pty Ltd (EWPG) and EWP Yalagan Pty Ltd (EWP Yalagan).

In FY22, 98.2% of Civmec's procurement was sourced from within Australia.

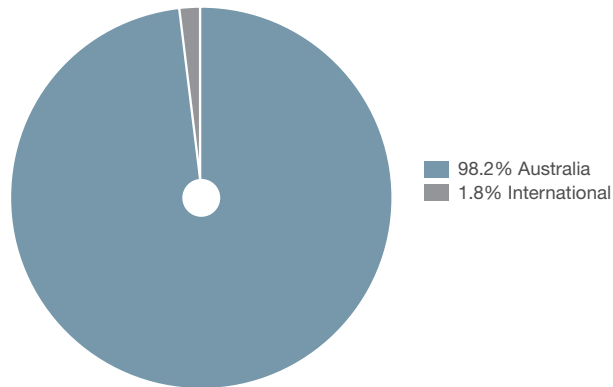
See 'Local Industry Participation Policy'

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

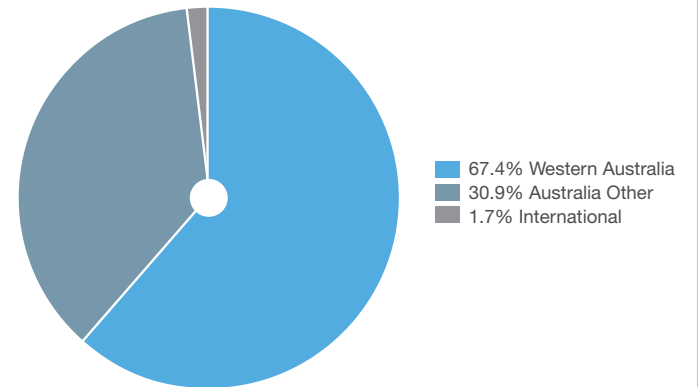
- developing project-specific LIP plans;
- providing early and fair opportunities to all local industries;
- developing a communications strategy for local industry so that they are informed at the earliest opportunity of upcoming subcontractor/supply opportunities;
- ensuring local capabilities are 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.

The adjacent pie charts 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.

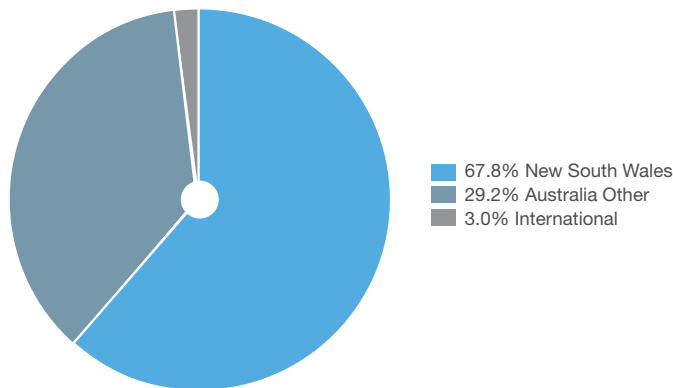
FY22 OVERALL PROCUREMENT



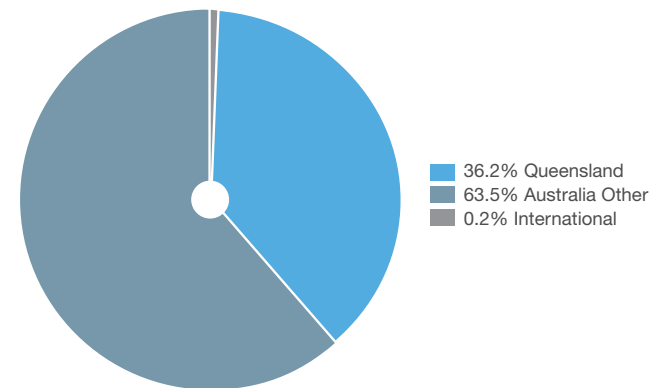
FY22 WESTERN AUSTRALIA



FY22 NEW SOUTH WALES



FY22 QUEENSLAND



TAX

PURPOSE

Civmec understands that taxes are a vital source of government revenue and a key mechanism by which organisations contribute to the countries in which they operate.

The majority of our operations in FY22 were conducted in Australia.

We remain committed to complying with all relevant tax legislations in our operating regions and fulfilling all fiscal obligations with integrity and transparency. Detailed information regarding tax payments is released publicly in our annual reports.

By continuing to make fair and reasonable contributions to the national economy, we will support our local and broader communities and their 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.

FUTURE FOCUS

Civmec will continue to advocate good corporate governance and high standards of integrity and ethics across our operations, driven by the actions and behaviours of our people. This is underpinned by our Code of Conduct, which will continue to be reviewed and developed going forward, to meet the expectations of our business, our stakeholders and the communities in which we operate.

See Annual Report FY22



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 4
102-2	Activities, brands, products, and services	About Civmec Pages 6 to 14
102-3	Location of headquarters	Back Cover
102-4	Location of operations	About Civmec/ Projects and Locations Pages 9 to 10
102-5	Ownership and legal form	Annual Report: Notes to the Financial Statements/17 Page 132
102-6	Markets served	About Civmec/Operating Sectors Pages 11 to 14 Annual Report: Our Operating Sectors Pages 21 to 33 Notes to the Financial Statements/31 Pages 145 to 146
102-7	Scale of the organisation	About Civmec Pages 6 to 14 Annual Report: Our Operating Sectors Pages 21 to 33 Consolidated Statements Pages 94 to 99 Notes to the Financial Statements/31 Pages 145 to 146
102-8	Information on employees and other workers	People Pages 25 to 34

Indicator	Description	Location of Information
102-9	Supply chain	About Civmec Pages 6 to 14 Annual Report: Our Operating Sectors Pages 21 to 33
102-10	Significant changes to the organisation and its supply chain	Annual Report: Notes to the Financial Statements/ 17 to 32 Pages 132 to 147
102-11	Precautionary Principle or approach	About Civmec/Sustainability Approach Page 15 Governance Pages 46 to 51 Annual Report: Report on Corporate Governance/Principle 9 Pages 78 to 80
102-12	External initiatives	Annual Report: Report on Corporate Governance Pages 64 to 86
102-13	Membership of associations	Community/ Contributing to Industry Page 40

Indicator	Description	Location of Information
2. Strategy		
102-14	Statement from senior decision-maker	Board Message Page 5
3. Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	About Civmec/Vision and Values Page 8 Ethical Approach Pages 35 to 37 Governance Pages 46 to 51 Annual Report: Report on Corporate Governance/Principle 9 Pages 78 to 80
4. Governance		
102-18	Governance structure	Annual Report: Report on Corporate Governance Pages 64 to 86
5. Stakeholder Engagement		
102-40	List of stakeholder groups	Stakeholder Information and Materiality/ Stakeholder Engagement Page 19
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 70% of our workforce is covered by collective agreements.
102-42	Identifying and selecting stakeholders	Stakeholder Information and Materiality Pages 18 to 19
102-43	Approach to stakeholder engagement	Stakeholder Information and Materiality Pages 18 to 19

Indicator	Description	Location of Information
102-44	Key topics and concerns raised	Stakeholder Information and Materiality/ Material ESG Factors Page 18
6. Reporting Practice		
102-45	Entities included in the consolidated financial statements	About This Report Page 4 Annual Report: Notes to the Financial Statements/ 17, 18, 19 and 20 Pages 132 to 135
102-46	Defining report content and topic boundaries	About This Report Page 4 About Civmec Pages 6 to 14
102-47	List of material topics	Stakeholder Information and Materiality/ Material ESG Factors Page 18
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes in reporting
102-50	Reporting period	About This Report Page 4
102-51	Date of most recent report	29 November 2021
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 4
102-55	GRI content index	GRI Standard Content Index Pages 52 to 57
102-56	External assurance	Not undertaken – fifth 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 87 to 93
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 16 Annual Report: Financial Highlights Pages 12 to 13 Executive Chairman's Statement Pages 14 to 15 Directors' Statement Pages 58 to 63 Consolidated Statements Pages 94 to 99
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its Boundary	Governance/Procurement Practices Pages 49 to 50
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 Pages 47 to 48
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 48 to 49
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 51
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 51 Annual Report: Consolidated Statements Pages 94 to 99 Notes to the Financial Statements/ 2, 3, 6, 9, 21, 27, 32 Pages 100 to 147

300 Environmental Topics

GRI 302: Energy

103-1	Explanation of the material topic and its boundary	Environment Pages 20 to 24
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 and Climate Change Pages 22 to 23
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 20 to 24
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 and Climate Change Pages 22 to 24
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 20 to 24
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 23 to 24
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 20 to 24
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 22

Indicator	Description	Location of Information
400 Social Topics		
GRI 401: Employment		
103-1	Explanation of the material topic and its boundary	People Pages 25 to 34
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	People/Employment Page 28
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its boundary	Health and Safety Pages 41 to 45
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 Pages 43 to 44
GRI 404: Training and Education		
103-1	Explanation of the material topic and its boundary	People Pages 25 to 34
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	People/ Performance and Career Development Page 31

Indicator	Description	Location of Information
GRI 405: Diversity and Equal Opportunity		
103-1	Explanation of the material topic and its boundary	People Pages 25 to 34
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
405-1	Diversity of governance bodies and employees	People/Diversity and Equal Opportunity Pages 32 to 33
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	People Pages 25 to 34
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
406-1	Incidents of discrimination and corrective actions taken	People/Non-Discrimination Page 33
GRI 409: Forced or Compulsory Labour		
103-1	Explanation of the material topic and its boundary	Ethical Approach Pages 35 to 37
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 36

Indicator	Description	Location of Information
GRI 413: Local Communities		
103-1	Explanation of the material topic and its boundary	Community Pages 38 to 40
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	
GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its boundary	Ethical Approach Pages 35 to 37
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 37



Head Office

16 Nautical Drive
Henderson WA 6166
Australia

T: +61 8 9437 6288

E: civmec@civmec.com.au

Civmec Limited

Company Registration Number 201011837H

civmec.com.au

