

 MACMAHON

SUSTAINABILITY REPORT

2023



ANNIVERSARY

1963-2023

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On 5 August 2023, Macmahon celebrated 60 years in business and 40 years on the Australian Stock Exchange.

Macmahon began with a civil engineer name Brian Macmahon from Adelaide who dared to Be More.

The company has reached many milestones to become a leading contracting company through perseverance, dedication, and unwavering commitment.

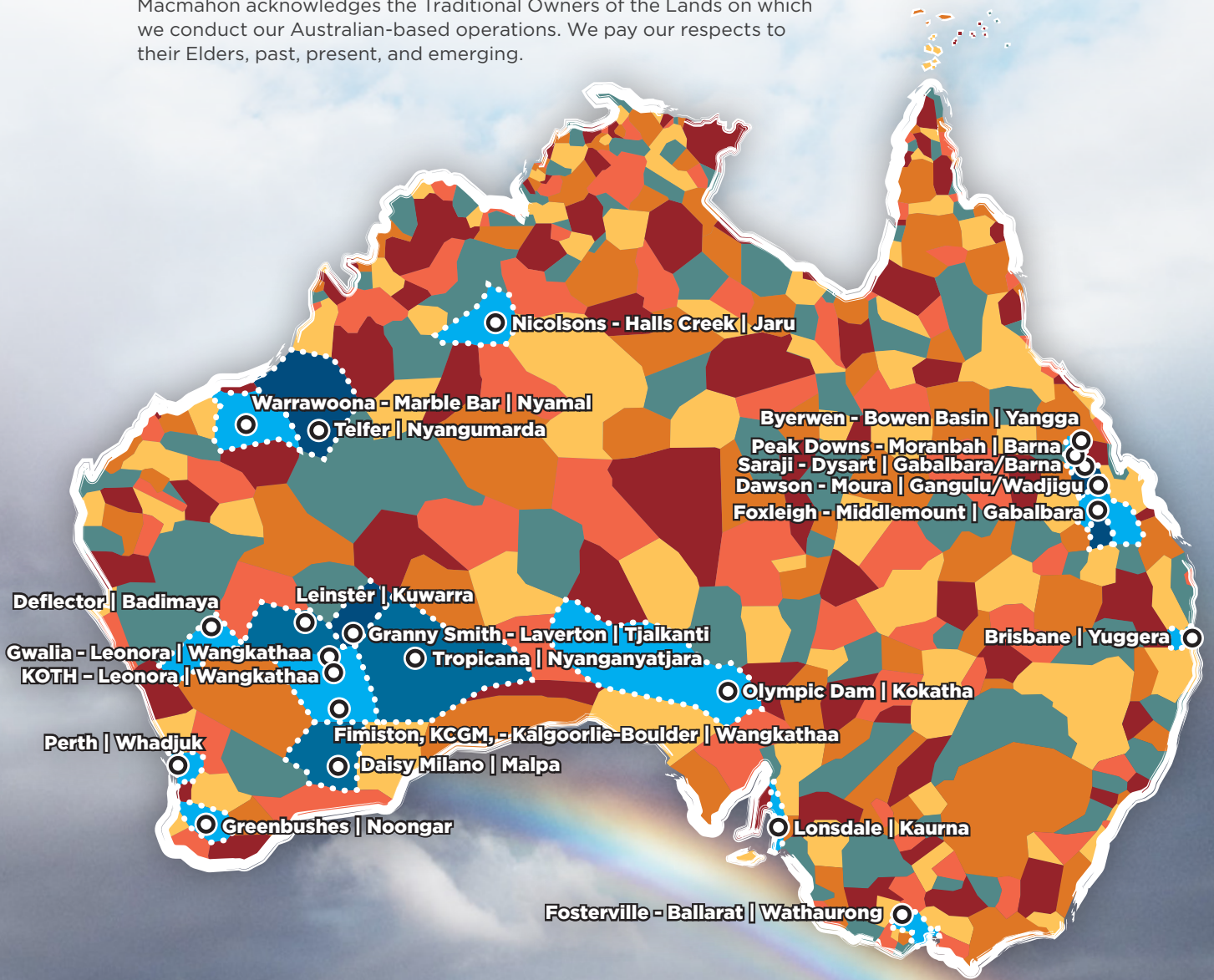
We are immensely proud to have played a pivotal role in the mining industry's growth, fostering communities and contributing to a sustainable future.

We also extend our heartfelt gratitude to our valued employees and supporters who have been integral to our journey. Here's to the next 60 years of continued success, collaboration, and positive impact!



Acknowledgement of Country

Macmahon acknowledges the Traditional Owners of the Lands on which we conduct our Australian-based operations. We pay our respects to their Elders, past, present, and emerging.



Letter from the Chair



EVA SKIRA AM
INDEPENDENT,
NON-EXECUTIVE CHAIR

At Macmahon we are committed to embedding sustainability within our businesses strategy planning, operations, and culture so we can continue to grow responsibly and in a way that delivers positive outcomes to our team members, customers, investors, and the communities in which we operate.

We continue our focus on the important areas to our business and to our key stakeholders as drivers of our Sustainability Framework. We are committed to meeting our goals in workforce diversity and gender equity, mental health and wellness, as well as supporting our partners with native rehabilitation activities and working with clients to reduce greenhouse gas emissions through potential decarbonisation actions with commercial and technological solutions. At Macmahon we continue to develop our sustainability roadmap and align with our focus areas and business strategy.

The FY23 Sustainability Report outlines our efforts to improve our sustainability performance in these areas and address the risks and opportunities material to our business. We will continue to build on this foundation and move forward by challenging our team to drive further improvements in all areas of our business.

We are committed to providing stakeholders with relevant disclosures and information specific to our area of operations and to do this we acknowledge that the new standards and guidelines released by the International Sustainability Standards Board set a global baseline for sustainability and climate reporting. Macmahon's Sustainability Framework will help us prepare for the introduction of mandatory sustainability reporting being proposed by the Australian Government. Macmahon is monitoring these developments and preparing to implement changes to our reporting as these requirements evolve.

A handwritten signature in black ink, appearing to read 'E. Skira'.

Eva Skira AM
Chair

About this Report

This Sustainability Report provides an overview of Macmahon's approach to sustainability and performance for the 12-month period from 1 July 2022 to 30 June 2023, which is in alignment with Macmahon's Financial Reporting. This is the fourth Sustainability Report the Company has produced and provides further insight into how Macmahon manages its material sustainability risks and opportunities, to create social, economic, and environmental value. Macmahon will continue to produce a Sustainability Report annually.

This report has been prepared for stakeholders including our people, shareholders, investment analysts and investors, clients, government and non-government organisations, suppliers, financial organisations, and the broader community.

The Board of Macmahon were involved in the development of this report and have approved the publishing of its content.

Frameworks and Standards



This report has been prepared in accordance with the Global Reporting Initiative's (GRI) draft sector standards for mining (*GRI 14: Mining 2023*), as well as the *GRI Universal Standards 2021*.

IMPORTANT INFORMATION

Macmahon Holdings Limited (ACN 007 634 406) is the parent company of the Macmahon group of companies. In this Report, unless otherwise stated, references to 'Macmahon', the 'Company' refer to Macmahon Holdings Limited and its controlled entities.

The information in this Report covers all offices, sites, and facilities wholly owned and operated by Macmahon, including the operational footprint that covers Macmahon Holdings Limited and its subsidiaries.

This Sustainability Report should be read in conjunction with Macmahon's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (ASX), including the FY23 Annual Report and FY23 Corporate Governance Statement, all of which are available at www.macmahon.com.au

FEEDBACK

Please forward any comments or requests for additional information to:

Email

investors@macmahon.com.au

Post

Investor Relations
PO Box 198
Cannington WA 6987

VISIT

www.macmahon.com.au
www.facebook.com/macmahonmining
www.linkedin.com/company/macmahon

Reporting Scope and Boundaries

Macmahon is committed to transparency in its disclosures and aims to achieve best practice throughout reporting. Macmahon reports on company-owned and controlled resources. However, due to the nature of certain operations access to data can be limited and improvements are ongoing.

INDUSTRY AND OTHER ORGANISATIONS

Macmahon is a member of the following industry and other organisations:



The Chamber of Minerals and Energy



Queensland Resources Council



WA School of Mines Alumni



CIVIL CONTRACTORS FEDERATION

Civil Contractors Federation

About Us

Who We Are

Macmahon is a diversified contractor with leading capabilities in surface and underground mining, civil construction, and resources engineering.

Founded in 1963, Macmahon services major resource companies across various commodity sectors. Our end-to-end mining services encompass mine development and materials delivery through to engineering, civil construction, on-site mining services, rehabilitation, and site remediation.

An ASX-listed company with headquarters in Perth, we provide services to many of the largest resource projects in Australia and Southeast

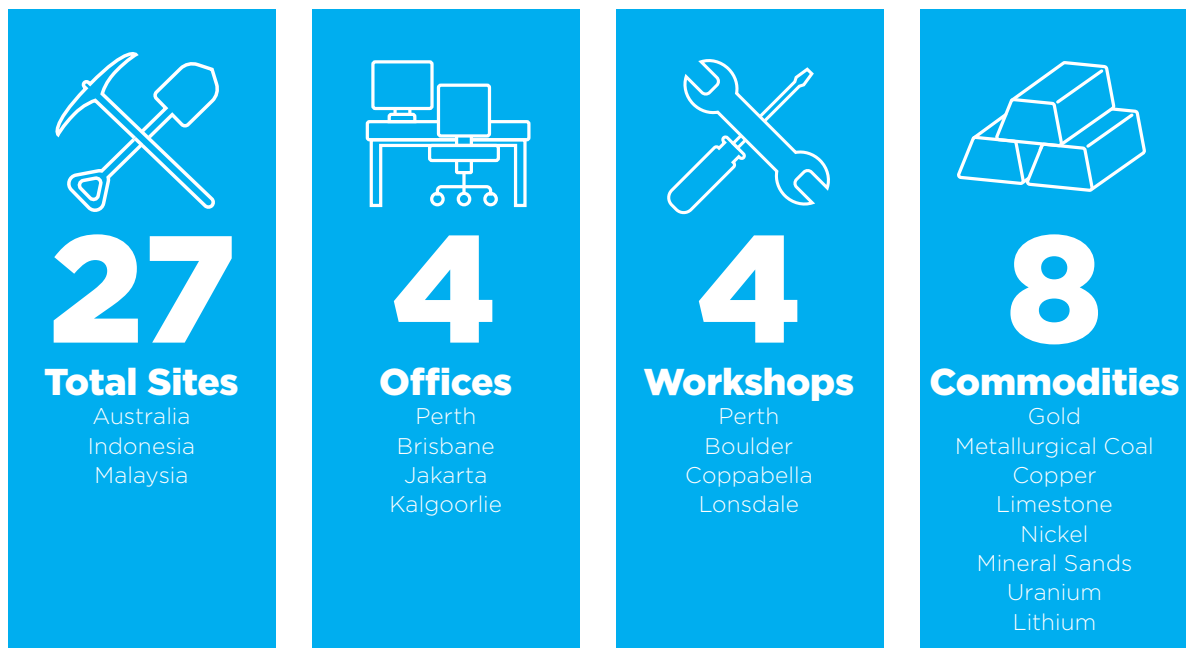
Asia. As a service provider, Macmahon is not a proprietor, lessee or occupier of any mine and does not have any operational control, this is the primary responsibility of our clients, the mine owners, Macmahon does not produce or transport any products. Any environmental and social impacts from operations that we control, or influence are discussed in this Report. Macmahon has operational control over its workshops and offices listed below.

Our Vision, Values and Strategy

Macmahon is focused on expanding and improving its end-to-end mining service capabilities to achieve sustainable growth and optimised financial returns.

Our people are focussed on improving efficiencies, investing in future relevance, and diversifying and expanding our service offering.

Assets and Operations



Vision

To be the preferred contracting and services company:



Values

In everything we do, we think and behave according to our values.



UNITED

BE INCLUSIVE • WORK TOGETHER • SUPPORT EACH OTHER

We value diversity, inclusion and working together to achieve exceptional outcomes.



COURAGE

BE BRAVE • SPEAK UP • CHALLENGE YOURSELF

We persevere and push through boundaries to strengthen our team.



INTEGRITY

BE HONEST • RESPECT PEOPLE • BE ACCOUNTABLE

We are transparent, we live our values and take accountability for our actions.



PRIDE

BE HUMBLE • WORK HARD • CELEBRATE WINS

We set high standards, pursue excellence, show humility and celebrate success.



Winning at Macmahon Values

In Q4 of 2022, in collaboration with 40 senior leaders from a broad cross-section of the Company, Macmahon evolved its company values.

In 2023, we embarked on a structured program to embed the evolved values across our business. The values are supported by a winning statement and equation to help Macmahon win more often.

We conducted a series of collaborative workshops at each of our sites to establish acceptable behaviours associated with the values that our people could commit to.

Given the size and scale of our operations, it was essential to continue to conduct regular pulse checks to ensure the program was well understood and met our key milestones to ensure a successful rollout.

We developed supporting visual aids and examples with various printed materials and video content to engage our people and increase interactions focused on the values.

Our workforce continued to grow during the period, so importantly, we updated our onboarding induction materials to ensure all new team members also understand the importance of the Macmahon values-based culture.

To measure the effectiveness of the 12-month program, we surveyed our team and learned 85% of our people agree that our evolved values lay the foundation for how we behave. Over 81% of our people agree that Macmahon's Winning Equation provides focus and purpose for our team's success, and over 85% agree that our Winning Statement sets the tone for who we are as a Company.



UNITED



COURAGE



INTEGRITY



PRIDE

FY23 Breakdown

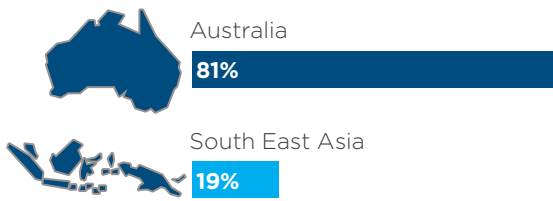
A breakdown of the services, projects and clients is provided in our FY23 Annual Report



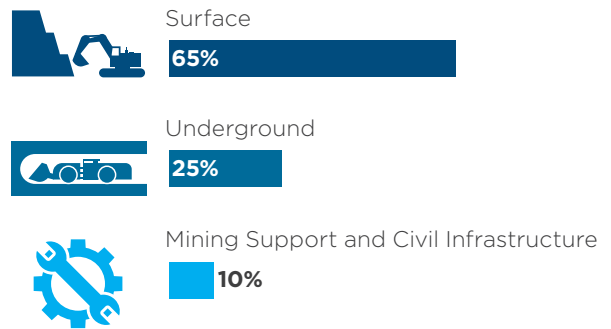
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REVENUE DIVERSIFICATION

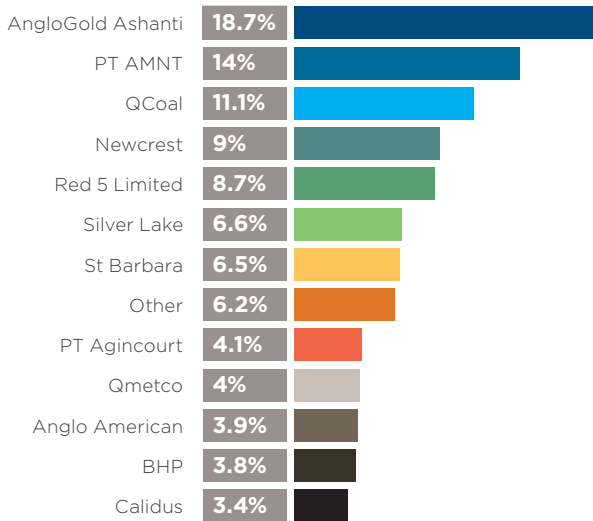
COUNTRY/REGION



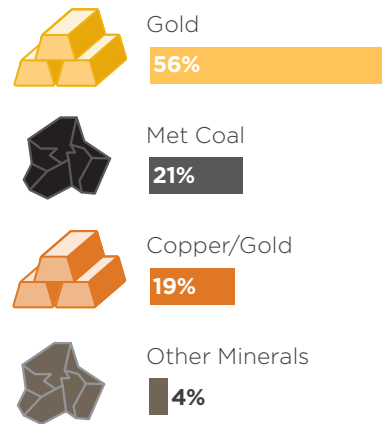
ACTIVITY



CLIENT (%)



COMMODITY



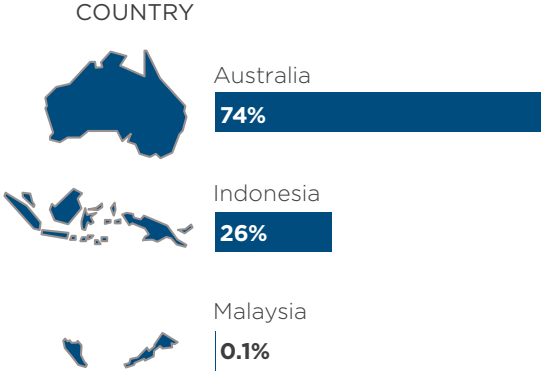
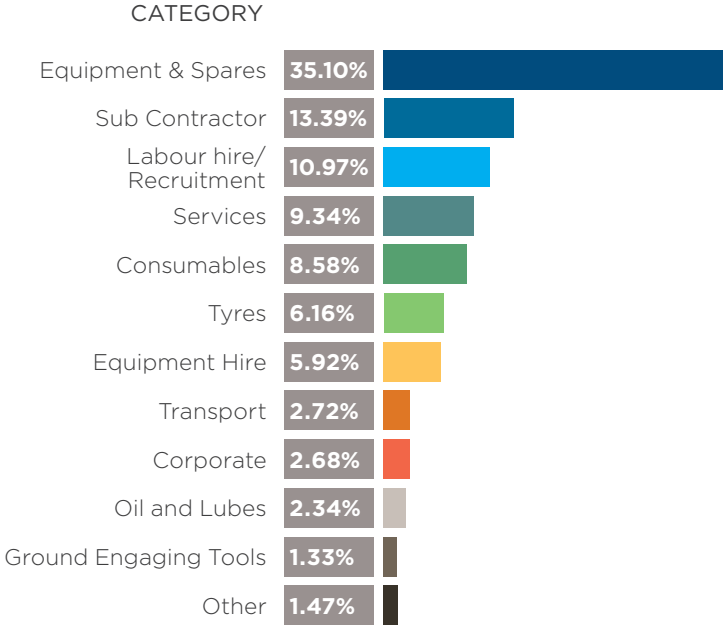
Supply Chain

In FY23, our supply chains were predominantly within Australia and Indonesia, reflecting our operations. The majority of our spend relates to equipment and spares, services and labour-hire.

Macmahon expects suppliers to conduct procurement activities that identify potential environmental opportunities, risks and impacts of goods or services in the Company’s business processes.

Our supply chains include the following services and products:

- Accommodation
- Equipment and Spares
- Consumables
- Corporate Services
- Energy
- Explosives
- Freight
- Fuel
- Hire and Rental Goods
- Human Resources (HR)
- Labour Hire
- Oil and Lubricants
- Services
- Tyres



Macmahon is committed to working with suppliers to achieve sustainable procurement practices across our operations.



Sustainability at Macmahon

Macmahon aspires to be a successful and enduring mining, civil infrastructure and mining support contractor that delivers value for our people, stakeholders, and the environment. We are committed to enhancing the health, well-being, and diversity of our people; protecting the environment; and taking action on climate change.

2023 ESG Highlights

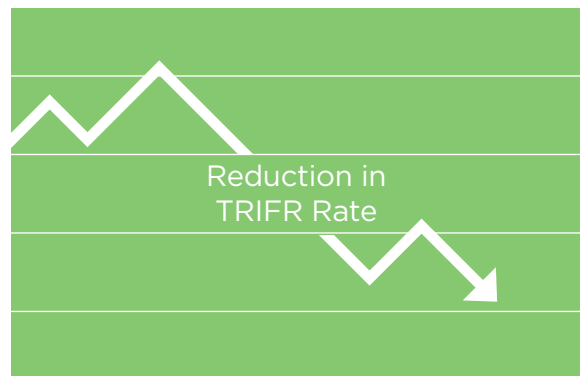
Completion of environmental baseline data project to standardise and strengthen environmental data reporting.



STRONG MINDS
STRONG MINES

Strong Minds, Strong Mines & Strong Minds, Strong Schools project continue to support community and employees.

Dedicated 12-month rollout to target the elimination of sexual harassment



Reviewed and completed risk assessment on all qualifications in RTO Scope, mapped improvement plans and implemented with stakeholders a range of changes to ensure compliance.



Employee Engagement Survey

- Underpinning the Winning at Macmahon Rollout



Structured Approach for Determining Materiality

In FY23, the method for determining materiality utilised the outcomes from the comprehensive and robust assessment process undertaken in FY22.

During the current financial year, Macmahon completed a material mapping exercise to review and determine its most material ESG topics, as outlined in the GRI reporting requirements. Macmahon is committed to ensuring the

perspective of both internal and external stakeholders is captured during the materiality assessment, as outlined below.

The purpose of this process is to determine topics that most likely reflect Macmahon's significant impacts and have the potential to significantly affect sustainability performance and influence the decisions of stakeholders.

1. Identifying

The FY22 ESG materiality assessment process involved a review of the GRI reporting standards and topics and involved broad consultation with internal and external stakeholders and investor interests and priorities. During the current year, the draft GRI 14 Mining Sector Standard was released. We have used this to more suitably represent Macmahon's business areas in FY23.

Material topics for consideration were identified through a desktop review of peer company sustainability reporting, investor interests and ESG risks topic areas. Each topic's opportunities and risks relevant to Macmahon and its stakeholders, along with the associated disclosures and reporting requirements were outlined for consideration.

2. Prioritising

A quantitative process was undertaken which scored all identified topics against external and internal factors. External scores are identified through external feedback, ESG industry trends, and peer reporting assessment. Internal scores were assessed based on interviews with internal executive and management personnel around risk frameworks, policies, business strategies and emerging trends.

3. Validating material topics

A materiality map was produced based on the scoring of each topic, with axes mapping internal scorings against external. Those topics of highest materiality to Macmahon and its stakeholders are then visible and mapped based on priority considering importance to stakeholders and to Macmahon's business.

4. Review

The scoring and mapping of topics is to be reviewed by senior stakeholders. The outcome of this process is outlined in Table 2.

Macmahon's FY23 ESG Performance Overview

Macmahon's performance against goals during the reporting period are summarised in Table 1. More detailed disclosures are made in subsequent sections.

Table 1: 2023 ESG Performance Overview

FY23 Material Topics	FY23 Goals	2023 Performance	Status
ENVIRONMENT			
Climate Change	Continue to support our clients in improving in energy efficient practices	Portfolio diversification work ongoing	●
	Committed to measuring our carbon footprint, including Scopes 1, 2 whilst also working at reducing energy usage and thereby reduction of greenhouse gas emissions	Roadmap in development in alignment with FY24 strategy	●
Rehabilitation and Biodiversity	Assist with progressive rehabilitation of disturbed areas, ensuring that the land is restored to a state that is suitable for the final land use agreed in the mining permit	Methodology developed to trial different rehabilitation methods in QLD	●
SOCIAL			
Safety	Exceed safety standards and improve safety performance	Compliance achieved - see page 29 for more details.	●
Health and well-being	Development of psychological safety and wellness programs	Strong Minds, Strong Mines program rolled out as per schedule	●
Diversity and inclusion	Establish Diversity, Equity and Inclusion Roadmap and targets	Roadmap completed	●
Workforce management	Enable employees with necessary skills and knowledge to maximise their potential and perform work safely	Compliance achieved - see page 35 for more details.	●
GOVERNANCE			
Corporate Governance	Compliance with ASX Corporate Governance Council's principles, and all relevant legislative requirements	Compliance achieved	●
	Review mechanisms for advice and concern about ethics	In progress	●
	Initiate Conflict of Interest reporting process	Compliance achieved	●

● Achieved ● In progress ● Not achieved



Material Topics Identified

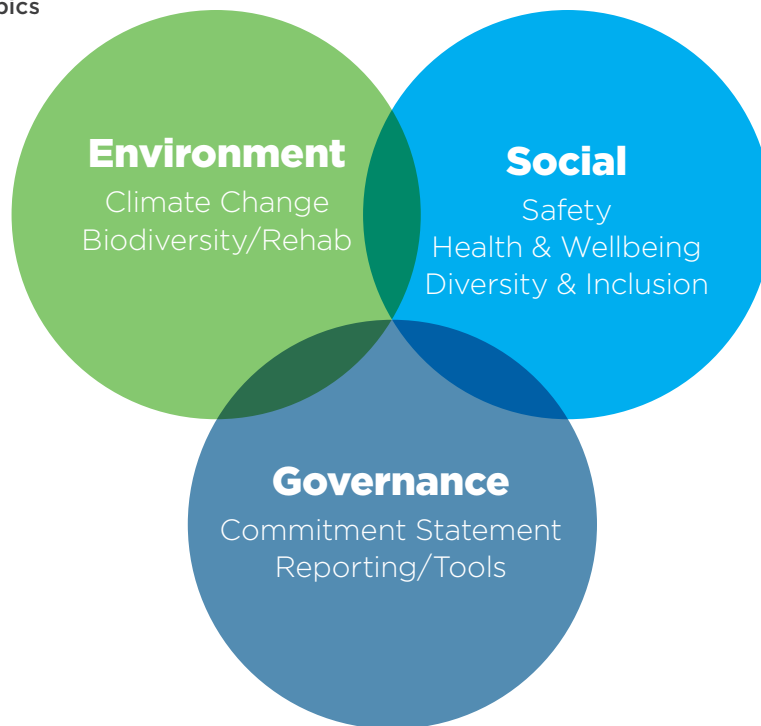
The materiality assessment process undertaken in FY23 identified four priority topics based on the draft GRI 14 Mining Sector Standard guidance notes. From this, for the FY24 reporting period, we identified the relevant focus areas and goals as set out in Table 2.

Following on from the FY23 reporting period, three material topics were updated to improve alignment with GRI. As a result, the disclosures made under GRI 2 for Corporate Governance, Business Ethics and Transparency, and Financial and Operating Performance remain. Although Rehabilitation and

Biodiversity was not identified as a material topic it is still an important focus area for Macmahon with annual performance being monitored closely (see Peak Downs Rehabilitation Case Study).

Considering the financial and business risks emerging from climate change events and the imminent introduction of mandatory government disclosure requirements, Climate Adaption, Resilience and Transition remains a significant topic in FY23. This continues on our commitment to Climate Change as a key focus area in FY22 and builds on continual improvement in energy efficiencies.

FY23 Material Topics



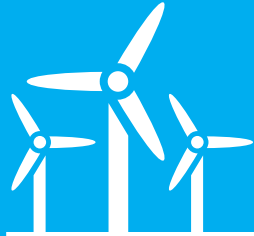
Macmahon's FY24 Sustainability Framework

Macmahon's Sustainability Framework was developed in a consultative manner with reference to the GRI draft sector standards for Mining, as shown in Table 2.

Table 2: Macmahon Sustainability

Macmahon Focus Areas	Our FY24 Goals
Climate Change	Sustainable Procurement and Supply Chain
Rehabilitation and Biodiversity <i>(GRI14: Climate Adaptation, Resilience and Transition)</i>	Embed the Operational Strategy and Roadmap Seek continual improvements in energy efficiency across our business to minimise the impact on the environment
Safety Health and Well-being <i>(GRI 14: Occupational Health and Safety)</i>	Expand our HSEQ risk management and opportunities identification process and continue improving our performance Strong Minds, Strong Mines program roll out including Strong Minds, Strong Schools Deliver psychosocial harm risk management (Governance and Assurance to ensure legislation compliance) and update corporate risk register
Workforce Management <i>(GRI 14: Employment Practices)</i>	Development and delivery of the Respect@Macmahon Roadmap to drive an inclusive and respectful workplace culture. Continued efforts to eliminate sexual harassment and promote psychosocial safety
Diversity and Inclusion Rights of and Engagement with First Nations Peoples <i>(GRI 14: Non-discrimination and Equal Opportunity)</i>	Develop and deliver the Diversity, Equity and Inclusion Roadmap to ensure Macmahon provides an inclusive work environment that is reflective of the diverse communities in which we conduct our operations Invest in our people through appropriate training and coaching, equipping them with skills, knowledge and experience to realise their potential Ensure consideration to supply chain and employment opportunities for local First Nations People and communities whenever practical





Environment

We are committed to environmental and sustainability best practise at all our sites and operations. Macmahon is aware that while most environmental compliance areas are our client's responsibility, at Macmahon we chose to lead by example and help our clients meet their environmental reporting and compliance obligations.

Environment

FY23 PERFORMANCE

- 1,091co2-e Scope 1 Emissions
 - Completion of Baseline Environmental Footprint project
 - 111 ha rehabilitated
 - Zero environmental incidents occurred.
-

Macmahon continues to improve our understanding of the sources, scope and extent of resource use, environmental emissions, and impacts. We are committed to minimising waste and identifying energy-efficient solutions and recognise the importance of integrating environmental management into how we do business.

The key objective of our Environmental Policy is it to minimise the adverse impact on the environment as a result of our business activities. Macmahon has a flora and fauna management procedure to minimise impacts from work areas and ensure operations are executed in accordance with legislation. During 2023 there were no environmental prosecutions or infringements made against Macmahon.

In FY23 Macmahon completed its Baseline Environmental Footprint Project across the Australian and offshore operations. This has provided measured information and insight into the impact of Macmahon's activities and has highlighted where improvements can be made and provided information for the Corporate Sustainability Framework.

Climate Change

Macmahon acknowledges Climate Change is real and threatens our environment. We seek continual improvement in energy efficiency across our business to reduce the carbon intensity of our operations and minimise the impact on the environment.

Macmahon is working to further diversify into commodities that drive the new energy future, including those critical for the world's transition to low carbon energy, such as copper and lithium.

purchases and electricity, however, Macmahon does not currently exceed the legal threshold for the National Greenhouse and Energy Reporting Scheme (NGERS 2007).

GHG EMISSIONS

Macmahon measures its GHG emissions across its operations and covers Company purchased fuels, explosives, waste, and electricity. This boundary means that client supplied fuels are not included in these calculations, as are they are accounted for by the client. Bi-annual Environmental Impact Reports are compiled to demonstrate NGERS compliance using data confined to fuel

Scope 1 and 2 Emissions

Scope 1 emissions are direct emissions from company-owned and controlled resources. The main source of these emissions is diesel fuel, purchased to run equipment on site. Scope 2 emissions are indirect emissions from the generation of purchased energy from a utility provider. Scope 2 data is currently calculated for Australian locations only.

Table 3: Current and historical GHG emissions for Australian operations

	FY23	FY22	FY21	FY20
Total energy (Gj)	22,148	222,285	37,200	96,140
Scope 1 (tCO ₂ e)	1,091	15,125*	2,051	6,119
Scope 2 (tCO ₂ e)	913	1,246	1,481	1,803

* FY22 included diesel fuel purchased by Macmahon (rather than client supplied) for the Julius Gold Project and Coburn Mineral Sands project.

FY24 GOALS:

- Support our clients to decarbonise through the increasing provision of sustainable technology through the execution of our operational technology roadmap
- Measure, monitor and report our carbon footprint, including Scopes 1, 2 and develop a carbon reduction strategy

Rehabilitation and Biodiversity

Macmahon acknowledges the importance of the environments in which we operate, the need to minimise impacts to biodiversity during facility lifetimes and the importance of restoring biodiversity post-closure.

As contract miners, we assist our clients in meeting their Closure Plan requirements and progressively rehabilitating disturbed areas. Our goal is to restore the land to a state suitable for the final land use agreed upon in the mining permit. We excavate and reserve topsoil and clay from new sites for use in rehabilitating nearby areas or stockpiling for future use. We also help our clients engage with local communities to identify appropriate post-mining land uses.

Macmahon's Flora and Fauna Management Procedure outlines minimum requirements for managing flora and fauna to minimize the impact of our operations. This ensures that our operations comply with relevant legislation.

FY23 Performance

Progressive rehabilitation of disturbed areas continued in FY23, as shown below.

Table 4: Total hectares of land rehabilitated, FY20–FY23.

	FY23	FY22	FY21	FY20
Australia (hectares)	56	169	142	60
	CY22	CY21	CY20	CY19
Southeast Asia (hectares)	55	48	45	37



Peak Downs Rehabilitation Project

Macmahon has completed the first 10 ha of rehabilitation trials at the Peak Downs Mine in Queensland.

To test their effectiveness, three separate areas have been treated with different capping applications. Our methods include trimming and area preparation, overburden amelioration, rock mulching, tree trash capping, seeding, cross ripping, hydro mulching, rock mulching, compost and deep ripping. We forecast to complete 30 ha by Q4 2023 before the wet season providing progress reports to our client to evaluate the trialled cappings.



Moon scaping

Moon scaping stabilises steeper slopes to improve conditions for vegetation with each run of craters interlocks to avoid channelling runoff.



Hydromulching

The seeding process of hydro mulching is recognised as one of the efficient rehabilitation solutions for remote areas. We sprayed a slurry of water, seed, fertiliser, organic mulch fibres and a binder onto the seedbed. This application protects the surface from erosion and promotes faster seed germination.



Tyre Repairs

At Macmahon, we're proud to be helping to reduce waste and improve the lifespan of our mining fleet in Australia through our tyre repair initiative.



SINCE SEPTEMBER 2019 WE HAVE:

REPAIRED
354
TYRES

MADE
377
PATCHES

TRAVELLED
347,013
HOURS ON
REPAIRED TYRES

SAVED
432
TONNES OF RUBBER
FROM BEING
SCRAPPED
(Equivalent to
94 new tyres!)





Social

Macmahon is committed to the health, safety, and wellness of our people. We recognise the importance of our workforce being reflective of the communities in which we conduct our operations. To this end, we have developed and implemented a series of activities to promote a diverse workforce and ensure we provide an inclusive workplace for our employees.

Social

We remain committed to supporting a positive work environment for our workforce and offer access to health and well-being programs, including an employee access program and access to our internal communication platform Team MAC that includes a Well-being Centre and other useful advice.

Macmahon's Strong Minds, Strong Mines initiative is a legacy wellness program that provides mental, physical, and social health support to our people and the broader mining industry by raising awareness of the physical and mental health conditions that can affect people working in remote environments.

The initiative was recognised at the LIFE Awards for excellence in suicide prevention in the WA Workplace category and for Outstanding Contribution awarded to the Wellness Ambassador.

In FY23 the Strong Minds, Strong Mines program was delivered across Australian sites. The program currently has 48 Wellness Champions assisting with the continual site support. As a testament to this program, in FY22 Macmahon launched the Strong Minds, Strong Schools mental health program with a resounding success.

CASE STUDY



Strong Minds, Strong Schools

In 2022, Macmahon launched its introduction to Strong Minds, Strong Schools at the Harrisdale Senior High School to 384 Year 7 students.

In 2023, we delivered three more presentations focusing on Bullying & Social Media, Healthy Body, Healthy Mind and Building Resilience. The students welcomed the learning opportunity and provided positive feedback for the program's future.

Macmahon is in final discussions with the WA State Government to roll the program out to Year 10 students at 20 schools in the metropolitan area in FY23 and beyond.



Safety Health and Well-being

The safety of our people is our number one priority. Macmahon is committed to reducing and eliminating hazards and risks within our business to protect the health and safety of our workforce.

FY23 HIGHLIGHTS:

- External review and strengthening of the Critical Risk Management Program aligned to industry practice.
- Transition to the *Work Health and Safety Act 2020 (WA)* and supporting Regulations.
- Education and training risk assessments and psychosocial hazards.
- Strengthened approach to senior management peer review of Project Manager Quarterly Risk Reviews and Significant Incidents.
- Significant Reduction of TRIFR 4.80 to 3.94
- Training of 48 Wellness Champions
- Successful roll out of sexual Harassment Roadmap.

Macmahon strive to provide a safe and healthy work environment and work conditions for our employees, subcontractors and the wider community who may be impacted by our activities. We recognise the success of this depends on the support of our people and we endeavour to attract and retain the best people, including both contractors and employees, and create a culture of continuous improvement of safety and well-being.

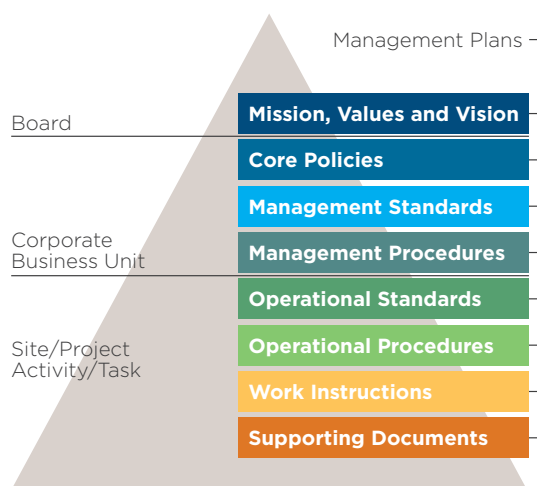
OH&S MANAGEMENT SYSTEM

Our priority is maintaining a safe, injury free workplace for our people and the community in which we operate. Macmahon has established an Integrated Management System (IMS) company-wide system that describes the mandatory requirements for effective health, safety, environmental and quality practices across all of Macmahon's activities and operations. The IMS is certified by key ISO accreditations and underpinned by our 12 Integrated Management Standards that provide the framework for the key elements, and Core Policies and Procedures, listed on page 48.

Information systems in the IMS supporting OH&S include the production management and reporting system which standardises data capture and reporting and 'InControl' software used to management of Health, Safety and Environmental and Quality (HSEQ) events and activities including incident reporting; hazard register and management, risk assessment and risk management.

Certification surveillance audits of Macmahon's ISO accreditation systems were carried out by a third party in August 2022 and internally audited 27 sites and 8 internal departments.

Integrated Management System Framework



OH&S TRAINING AND CONTRACTOR MANAGEMENT

It is requirement of Macmahon that all personnel are required to undergo training and inductions before commencing work, in accordance with Macmahon's Training and Development Policy. This training also ensures that site-specific health, safety, environment and community risks with their controls, and emergency procedures, are understood and implemented proficiently.

The aim of all training and development activity within Macmahon is to provide employees with the necessary skills and knowledge to maximise their potential and to perform work safely in accordance with specified industry and Company standards. Familiarisation of Macmahon’s Code of Conduct is also a high priority and for workers and contractors.

HAZARD IDENTIFICATION

Macmahon has put in place several measures to guide risk assessment and eliminate hazards from our operations. These include Macmahon’s Risk Management Policy and Risk and Opportunity Management Standard. While serving distinct

functions, these documents emphasise accountability, processes for risk reporting and set out control measures to ensure that our people sufficiently identify, assess, and manage risk.

FY23 OH&S PERFORMANCE

Our safety performance has improved in line with our projected targets compared to industry averages. Macmahon’s Total Reportable Injury Frequency Rate (TRIFR) for FY23 decreased from 4.80 in FY22 to 3.94 in FY23. The Lost Time Injury Frequency Rate (LTIFR) decreased from 0.21 in FY22 to 0.13 in FY23.

Table 5: Work-related injuries during the reporting period

Work-related injury	Actual	Employees	Contractors
Lost Time Injuries (LTIs)	3	1	2
Recordable Injuries (MTIs, RWI)*	85	67	18
Hours Worked (million hours worked)	22.3	14.4	7.8

*MTI: Medical Treatment Injury, RWI: Restricted Work Injury

SEXUAL HARASSMENT

Macmahon is committed to eliminating sexual harassment in its workplaces, and takes a zero-tolerance approach to instances of sexual harassment. To ensure a united and purposeful approach, we have developed a roadmap of activities, including regular pulse check surveys. These pulse check surveys ensure we focus our efforts in a meaningful way that has impact. Whilst our roadmaps set a plan for our way forward, they are agile and responsive to feedback to ensure the ongoing relevance of the activities we deliver.

Pulse Check Carried out in FY23

- Leadership commitment
- Confidence to report
- Bystander effectiveness
- Winning at Macmahon (Assessment of culture and values)

Some of the activities completed in FY23 include:

- Sexual assault and sexual harassment training to all leaders
- Culture deep dives into select sites
- Internal reviews of our people processes to ensure adequate procedural controls are in place to mitigate imbalance of power being exploited for personal gain
- Review of Employee Assistance Provider (EAP) services
- Implementation of Wellness Champions

In FY23 we executed key actions from our sexual harassment roadmap including up-skilling our onsite wellness champions to ensure progress continues. Next year the roadmap will be expanded to Respect@Macmahon encompassing psychosocial, sexual harassment, culture and Winning at Macmahon focus areas. The multi-layered, cross functional approach will drive a culture that is respectful, safe and inclusive.

HEALTH MANAGEMENT

Macmahon provides our people with health and well-being programs, including an employee assistance program that provides a free professional counselling service addressing personal and work-related issues, career advice and coaching, and legal support and guidance. Our dedicated internal communication platform, Team MAC, includes a Well-being Centre that provides comprehensive nutrition and fitness information, financial advice to assist with budgeting and spending and practical advice and tools to support mental health.

Our Perth office has access to our onsite well-equipped gym together with dedicated fitness classes and private training sessions.

Macmahon's Strong Minds, Strong Mines initiative continues to deliver mental, physical and social health support to our people and the broader mining industry. The program aims to remove the stigma around mental health.

FY24 GOALS:

- Deliver Psychological safety and wellness programs.
 - Drive psychosocial hazard awareness across the business.
-

Non-discrimination and Equal Opportunity

We respect, value and leverage diverse cultures and experiences, ideas and thoughts to foster innovation and collaboration across our business.

FY23 HIGHLIGHTS:

- Increase Australian-based female representation to 18%
 - Reduced attrition of First Nations People
 - Breaking Bias Training
 - Women at Macmahon Focus Groups
-

MANAGING DIVERSITY

Macmahon values the benefits of a diverse workforce and strives to create an inclusive workplace where employees' diverse experiences, perspectives, and backgrounds are appreciated and utilised. Our key priorities include increasing the employment rates of females and First Nations People.

Our Diversity and Inclusion Policy, available on the Macmahon website, requires the Board to set and report against measurable diversity targets. Macmahon actively encourages female applicants and targets 20% total female representation across our Australian-based workforce. Key

to achieving this target is ensuring that our recruitment and advertising practices are inclusive and welcoming. Our new-to-industry intakes provide the opportunity for females to embark upon a traditionally male-dominated career, and throughout FY23 we have seen consistently strong female representation in these intakes.

In April 2023, Macmahon provided its annual submission to the Workplace Gender Equality Agency (WGEA) for the 2022-23 reporting period. During this reporting period, Macmahon recorded:

- An increase in overall female representation in the Australian-based workforce to 18%. This increased representation was spread across all occupational categories
- A decline in female promotions to management positions, however significant increase of female promotions into non-management positions

The full 2022-23 public report is available to view on our website.

FIRST NATIONS PEOPLE DIVERSITY

In FY23, Macmahon's target for First Nations representation is 8% of its total Australian-based workforce. As at 30 June 2023, Macmahon's Australian-based workforce comprised of 168 First Nations People, representing 4.7% of the Australian-based workforce. Creating enduring and meaningful employment for our First Nations team members remains an ongoing priority, and to this end, Macmahon tracks its attrition of First Nations people monthly. Over the course of FY23, the rolling twelve month average attrition of our First Nations team members declined steadily from 42% to 27%.

The table below outlines our measurable objectives for diversity and our progress towards achieving these objectives as of 30 June 2023.

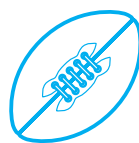
Macmahon has a First Nations People Statement and actively encourages the employment of First Nations People. We work with our clients to provide opportunities for First Nations participation across all our projects and comply with all government and client requirements for First Nations workforce participation.

Looking forward, Macmahon has set its target for First Nations representation at 6% for FY24. This target is better aligned to the representation of First Nations People employed in the Industry and within the Australian society more broadly.

Table 6: Diversity objectives and progress for FY23

	FY23 Target	FY23 Actual	FY22 Actual	FY24 Target
First Nations People	8%	4.7%	4.7%	6%
Percentage of female Non-Executive Directors	33.3%	33.3%	33.3%	33.3%
Percentage of female employees across Australia	20%	18%	16.4%	20%
Percentage of female employees across the whole organisation	15%	14.2%	15.1%	15%

CASE STUDY



Perth Football Club

WOMENS' FOOTBALL CLUB

Macmahon is proud to help nurture aspiring AFLW players to grow their skills and take their football to the next level.

We began sponsoring the Perth Football Club's schools program in 2020. In 2022, we took the opportunity to extend our sponsorship as PFC's Foundation Partner of their Women's team.

GENDER DIVERSITY - SOUTHEAST ASIA

In FY23 Macmahon experienced a slight decline in its representation of female employees in Martabe. The representation of females in our Jakarta Office increased to 47.3%.

Table 7: Diversity objectives and progress for FY23 in Southeast Asia

	FY23 Target	FY23 Actual	FY22 Actual	FY24 Target
Percentage of female employees - Jakarta Office	N/A	47.3%	44%	N/A
Percentage of female employees - Martabe workforce	30%	31.9%	32%	30%

CASE STUDY



Training - Martabe

Our Martabe operation in Indonesia employs ~600 people, of which 31.9% are female.

Our people travel from across Indonesia (including various regional farming communities) to join the Macmahon team. We support our Indonesia-based new-to-industry recruits by providing classroom- and practical, hands-on training. This approach supports females in entering the mining industry. Many of the women at Martabe are machinists, welders, electricians and trades assistants, and they work in safety-focused roles and administration.



TRAINING AND DEVELOPMENT

Macmahon continues to commit to the development of our people from our new to industry traineeships, apprenticeships, and graduates through to career development in roles and leadership competency.

Graduates: 30 graduates were actively engaged with Macmahon, with 6 new starters commencing in February 2023. They joined their peers in Perth for their Induction and welcome program before starting their Structured Graduate Development Program, which includes partnerships with

CASE STUDY



Apprentice Awards 2023

With a range of disciplines to study, these Heavy Diesel Mechanics, Auto Electricians and Boilermakers know that we have high expectations for them to be the best tradespeople in the business.

We have been impressed by the dedication and commitment shown by this group of enthusiastic maintenance apprentices and the unwavering support their families provide to help them achieve their goals.



Engineering Education Australia (EEA) to support our graduates in acquiring industry-specific skills and building on existing capabilities.

Apprentices: The trades development programs have expanded with a range of not only traditional apprentices in their four-year training program, but also the inclusion of the Accelerated Trade Upgrade program to allow qualified tradespeople to join Macmahon and transfer their existing skills and experiences into the industry. With 126 apprentices all currently in training we have successfully integrated 26 new tradespeople into the Macmahon workforce.

With plans of expansion in these programs to include more opportunity to upskill tradespeople who are new to industry and apply transferable skills including ex-defence force members to support the Macmahon workforce resourcing needs, the team are exploring opportunities to include more trades related training inhouse in FY24.

Traineeships: Macmahon have trained 736 registered trainees over the FY23 period with 482 still registered in traineeships. Macmahon offer multiple traineeship opportunities across a range of roles including Dump Truck operators through to Drill & Blast operators. Most of the trainees commence their traineeship in the Training Academies with considerable attention provided on the required underpinning knowledge of the qualification specific to the role that the trainee is engaged in.

Leadership development program: 67 of our Leaders participated in a structured leadership development program designed to support our leaders in creating high performing teams.

Registered Training Organisation (RTO): The RTO team systematically reviewed our strategy against guidelines from Australian Skills Quality Authority (ASQA).

From this evidence-based analysis, a dashboard was created to monitor the status of key actions for their continuing improvement.

In FY24 to improve this process Macmahon will use a risk-management based approach to validate our products using feedback obtained from key stakeholders.

Macmahon have continued to provide training from our two dedicated Training Academies in Perth WA and Central Queensland, with the specific agenda of training New-to-Industry personnel to meet the needs of our growing business and directly address the national skills shortage. This has not only supported Macmahon with the onboarding of new employees, but also industry partners seeking new to industry cohorts to be trained for their workforce needs. The Academies combined trained 416 people.

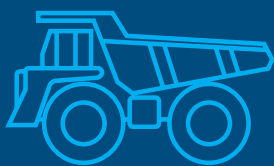
In summary, for FY23 the training programs achieved the following, including female representation:

- Apprentices total - 126 - 26 completed (female representation - 6.34%)
- Graduates total 30 - 2 graduated (female representation 20%)
- Macmahon Trainees total - 453 (female representation - 42%)
- External Trainees total - 149 (female representation - 31%)

FY24 GOAL:

- Expansion of the graduate and apprentice programs to include more opportunity to upskill tradespeople who are new to industry and include more trades related training inhouse.
 - Establish ex-Defence force personnel fast track process for upskilling to skilled trade.
-





Get into Resources

Macmahon proudly sponsored and attended the 2023 Get Into Resources (GIR) event in Perth in June 2023.

GIR inspire a resources industry talent pipeline for the future and has hosted annual events since its inception in 2011. Over 500 students from 21 schools, including Carnarvon, Katanning, Merredin, Halls Head, and local Perth metro schools, gathered to explore opportunities in the resources industry.



Pictured: Steve Hulme, Macmahon's General Manager, Business Development & Technical Services, was honoured to receive a Certificate of Appreciation as a Diamond Sponsor from Hon Bill Johnston (Minister for Mines, Petroleum, Energy, Hydrogen Industry & Industrial Relationship).

Macmahon is continuing its efforts to support women in exploring traditionally male-dominated careers. Macmahon hosted BUSY At Work's 'She's Got Skills' event as part of these ongoing efforts. The event included informational workshops designed for female apprentices, trainees, and job seekers interested in gaining key insights into working in the Resources Sector.

During the workshops, practical tools were provided to apprentices and trainees to help them navigate difficult conversations in the workplace. Additionally, career and resume advice was offered to job seekers. Our guests also had the opportunity to take a tour of Macmahon's state-of-the-art workshop facilities, which service our mobile plant fleet and provide repairs to Tier 1 mining clients.



Workforce Management

Macmahon strives to create a workplace where life long careers can be found and new skills gained in a culture centred around teamwork.

FY23 HIGHLIGHTS:

- Employee engagement survey aligned to the Winning at Macmahon program rollout
- 6.62% increase in total workforce

WORKFORCE

Our workforce at 30 June 2023 was 8368 people, a change from 7,848 reported in FY22, these figures include employees and contractors. A summary of the workforce is presented in table 8.

Macmahon's workforce increased by 6.62% from FY22 to FY23.

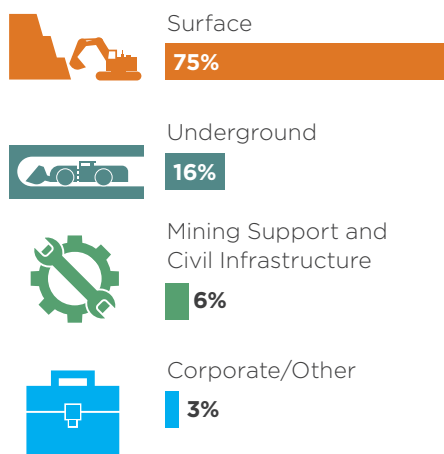
Table 8: Macmahon workforce

Workforce over last 4 years	FY23	FY22	FY21	FY20
Employees	7017	6,762	6,086	5,229
Contractors	1351	1,086	978	1,830
Total	8,368	7,848	7,069	7,059

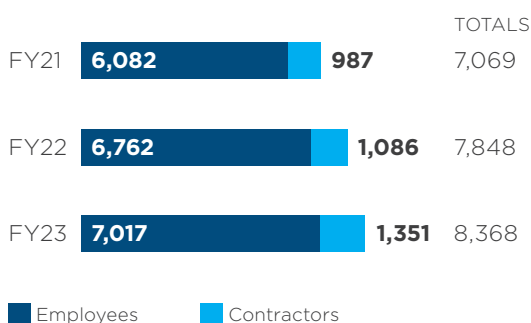
Table 9: Macmahon workforce by Business Unit

	FY23%	FY22%	FY21%
Surface	75%	79%	79%
Underground	16%	16%	15%
Mining Support and Civil Infrastructure	6%	3%	3%
Corporate / Other	3%	2%	3%
Total	8,368	7,848	7,069

WORKFORCE BY BUSINESS UNIT



WORKFORCE OVER THE LAST THREE YEARS



EMPLOYEE BENEFITS

At Macmahon all employees are entitled to the same benefits, whether full-time, temporary or part-time,

Enterprise Agreements

Macmahon has 11 single enterprise agreements in Australia which determine employment terms and conditions. Macmahon's enterprise agreements have a maximum term of four years and are renegotiated upon the nominal expiry date. The negotiation process for these agreement in Australia is provided for in the *Fair Work Act 2009 (Cth) (Act)* and Macmahon complies with these obligations.

The minimum number of weeks' notice typically provided to employees prior to the implementation of significant operational changes that could substantially affect them" is typically 28 days as per the consultation provisions of most Modern Awards and Macmahon enterprise agreements, or as specially provided for in any industrial instrument.

All employees are entitled to the same benefits. Macmahon has employed various strategies to reward our people, such as providing:

- Opportunities for growth and development through our Grow Our Own initiatives.
- Reward and recognition initiatives:
 - Retention bonus schemes in agreement with clients.
 - Competitive remuneration with increased benchmarking bi-annually.
 - Monetary leader awards to recognise performance and access to discount benefits.

- Flexible working arrangements, including offering our FIFO workforce the flexibility to choose between lifestyle and higher earnings rosters.
- Access to Perth head-office gym facilities and classes.
- Access to an award-winning physical and mental health program, Strong Minds, Strong Mines.

FY24 GOAL:

- Drive a respectful and inclusive culture across the business, develop and implement Respect@Macmahon Roadmap
 - Complete annual engagement survey
 - Develop and implement Diversity, Equity and Inclusion Roadmap
-

Rights of and Engagement with First Nations People

Macmahon actively encourages the employment of First Nations People, and we continue to work with our clients and suppliers in other areas to provide opportunities to provide opportunities for the communities in which we conduct our operations.

FIRST NATIONS PEOPLE STAKEHOLDER MANAGEMENT

Macmahon has a First Nations People Policy and actively encourages the employment of First Nations People. We work with our clients to provide opportunities for First Nations participation across all our projects. We comply with all government and client requirements on First Nations participation within the workforce and set representational targets to drive the representation of First Nations People across Macmahon.

Macmahon works in partnership with First Nations People and Traditional Owners to make sustainable improvements according to our First Nations People Statement and Diversity and Inclusion Policy.

We have a broad range of local interests and concerns, including discussion on local content, employment and business opportunities and work with our clients to engage with local communities. The process of seeking agreement of free, prior and informed consent (FPIC) is generally undertaken as part of the client's regulatory approval process.

ENGAGEMENT WITH FIRST NATIONS PEOPLE DURING THE YEAR

Macmahon has continued to provide a number of traineeship initiatives and entry-level employment opportunities to First Nations People to support skills and training. This is generally done in collaboration with our clients to optimise outcomes for First Nations People and local communities.

Many potential environmental and social impacts associated with our operation are located in remote locations. Macmahon's Cultural Heritage Management Procedure is in place to manage impacts from operations and activities on cultural heritage in an organised and systematic process.

The activities and aspects of our operations and activities that have potential to lead to impact are identified in the Environmental Management Plan and associated Risk Register. Requirements identifying First Nations People who could be affected by activities and the approach to engagement is outlined in Macmahon's Project Planning Phase Procedure.

FY24 GOAL:

- Ensure consideration of First Nations People to supply chain
 - Employment opportunities for First Nations People and communities whenever practical
-



Reconciliation & NAIDOC Week

Macmahon proudly walked alongside the Chamber of Minerals and Energy WA at the National Reconciliation Week (NRW) 2023 Walk for Reconciliation in Kaarta Koomba Kings Park.

Marking the end of NRW, seven thousand people came together for the walk in solidarity to connect with Boodja and celebrate the living Noongar culture in WA.

NAIDOC

We join all Australians in honouring and embracing the rich history, culture, and accomplishments of Aboriginal and Torres Strait Islander People during NAIDOC Week. At Macmahon, we support positive change and foster a deeper engagement with the world's oldest living culture.

At Macmahon, we celebrated NAIDOC Week by holding a Smoking Ceremony and Welcome to Country at our Perth office facilitated by Noongar Elder Kevin Fitzgerald. Kevin also shared his insights on this year's theme, *For our Elders*, and the upcoming Voice to Parliament Referendum, providing a unique opportunity for our team to learn from his wisdom and experiences.

We also commissioned a captivating piece of art by the talented young Aboriginal artist Shannon Walding. Shannon collaborated with our Perth office employees during the celebrations, allowing us all to contribute to this inspiring work of art that depicts Macmahon's 60-year history and works in the Pilbara.

We developed customised educational packs for each of our sites across Australia. These packs are specific to the traditional land on which our operations are located and seek to upskill our people on the significance of NAIDOC Week and the importance of Elders in First Nations cultures.







Governance

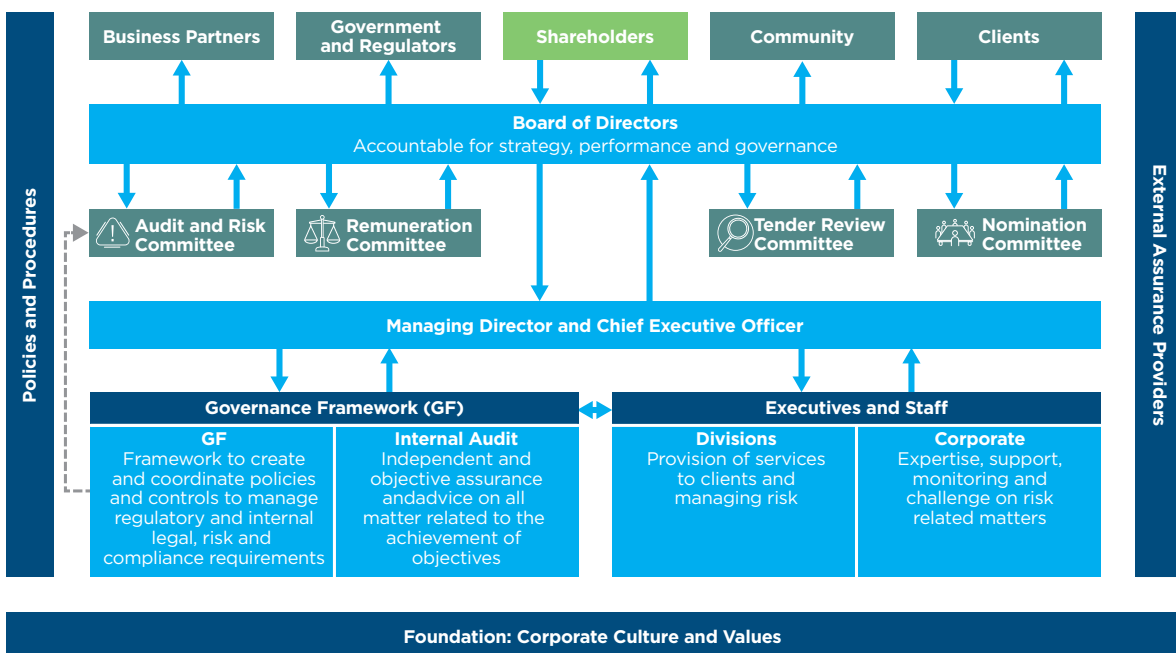
Macmahon believes that good governance is intrinsic to our social licence to operate and essential for the long-term sustainability of our business. Our governance framework and policies reinforce the importance of demonstrating our values in our business conduct and in delivering our responsibilities to stakeholders.



Governance

Oversight of material sustainability risks sits with the highest governance body of Macmahon, the Board of Directors (the Board).

Details on the roles of the Board and those authorities and responsibilities that are delegated to senior management, are available on Macmahon's Corporate Governance webpage, and in the below.



Corporate Governance

Macmahon adheres to the highest standards of corporate governance, including accountability, transparency, fairness, and responsibility. Our 2023 Corporate Governance Statement outlines our key governance principles and practices.

During the reporting period ending on 30 June 2023, our Directors believe that our governance arrangements have been in line with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition). We recognise the long-term benefits of good governance practices.

Macmahon is dedicated to fulfilling its obligations and responsibilities to all stakeholders through its corporate governance practices. These practices aim to enhance our sustainable long-term performance and value creation.

Our corporate governance policies establish a framework for compliance and ethical behaviour in our operations. Our Corporate Governance Statement, key corporate governance charters, and policies are available on our website for transparency and accountability.

THE MACMAHON BOARD

The Board acknowledges its ultimate responsibility to shareholders for the overall strategy and performance of the Company. The Board approves and updates Macmahon's purpose, values, mission statements, strategies, policies, and goals related to economic, environmental, and social topics. Additionally, the Board formally reviews and approves Macmahon's Sustainability Report.

In accordance with Macmahon's Statement of Values and "best practice" governance processes, the Board is committed to fulfilling these duties. Each year, the Board conducts a self-assessment to review its skills and diversity and identify any gaps or opportunities necessary to achieve Macmahon's strategic objectives.

BOARD COMPOSITION

The Board currently comprises six Directors, with the majority being independent, Non-Executive Directors. Currently, 33.3% of the Non-Executive Directors are female.

COMMITTEES OF THE BOARD

The Board has established an Audit and Risk Committee, a Remuneration Committee, a Nomination Committee, and a Tender Review Committee as standing committees to assist with the discharge of its governance responsibilities.

Details of each committee's scope, current membership and composition are set out in the 2023 Corporate Governance Statement on the Company's website.

EXECUTIVE-LEVEL POSITIONS

Other than as specifically reserved to the Board in the Board Charter, responsibility for Macmahon's business activities is delegated to the CEO, who is accountable to the Board. The Board Charter and the delegation of Board authority to the CEO are reviewed regularly.

Our executive remuneration incorporates sustainability performance objectives.

Business Ethics and Transparency

Macmahon is dedicated to increasing stakeholder value within an ethical framework. Our Code of Conduct sets the standards for our business and ensures that everyone at Macmahon acts with integrity, makes ethical decisions, and complies with the law and Company policies.

Our core values, outlined on page 7 of this report, are central to our behaviour. One of these values is integrity, which requires all employees to act lawfully, ethically, and responsibly.

As of the date of this Sustainability Report, there are:

- No matters involving corruption breaches of our Code of Conduct.
- No confirmed incidents of corruption.
- No confirmed incidents in which employees were dismissed or disciplined for corruption.
- No confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.
- No public legal cases regarding corruption brought against Macmahon or its employees during the reporting period.

EXTERNAL CHARTERS, PRINCIPLES OR OTHER INITIATIVES

Macmahon does not directly subscribe to or endorse any externally developed economic, environmental, and social charters, principles, or other initiatives.

Risk Mitigation Management

Macmahon conducts its business and takes informed and appropriate commercial and business risks to achieve its objectives and deliver value to shareholders. Our employees proactively identify and manage risks. Macmahon prioritises hazard and risk assessment, mitigation, and management across all operations.

External factors and sustainability-related risks affecting Macmahon are detailed in our FY23 Corporate Governance Statement.

CYBER AND INFORMATION SECURITY

We remain vigilant regarding any cyber risks, and our workforce receives regular communications on what they should do to manage potential threats. In FY23, we have continued to execute our three-year cyber security plan that includes an increase of people, modification of processes, and upgrading our security technology. The execution of this plan is on track and scheduled to be completed by FY26.

Macmahon participated in a facilitated cyber crisis decision making exercise during FY23. This exercise was designed to simulate a real-life ransomware and data theft extortion cyber security incident. The scenario focused on the whole-of-business aspects of responding to such a scenario including communication, stakeholder engagement and technical response. Through simulations like this, Macmahon are able to better prepare for real-world events, ensuring we have the appropriate tools and processes in place to identify, protect, detect, respond, and recover to an incident.

Integrated Management System Overview

The Macmahon Integrated Management System (IMS) is underpinned by our 12 Integrated Management Standards, which provide the framework for key elements such as our risk, health, safety, environmental and quality practices.

Our IMS is certified with:

- ISO 14001 (Environment)
- ISO 9001 (Quality)
- ISO 45001 (Occupational Health and Safety Management Systems)

Our IMS is aligned with ISO 31000 Risk Management.

Note that our ISO accreditation covers Macmahon's Australian operations, offices, and workshops.

Policies

Macmahon's has established core policies that provide guidelines of expectations to achieving the sustainability objectives and targets. Our commitments are covered in the following policies:

- Sustainability Policy
- Environmental Policy
- Climate Change Position Statement
- Diversity and Inclusion Policy
- First Nations People Policy
- Indigenous People Statement (updated to First Nations People Statement effective FY24)
- Procurement Policy
- Anti-Bribery and Corruption Policy
- Human Rights Policy
- Whistle-blower Policy
- Risk Management Policy
- Quality Policy
- Health and Safety Policy
- Sexual Harassment Policy
- Sustainable Procurement Policy
- Training and Development Policy
- Privacy Policy
- Workplace Rehabilitation Policy

AUDITS

Macmahon's has implemented an assurance program and audit framework to measure and monitor compliance with our systems, standards, and procedures. This framework also helps us identify opportunities for continuous improvement in both project-specific operations and corporate activities. Regular audits are conducted in accordance with international standards and Macmahon's Integrated Management Standards.

During FY23, scheduled external and internal audits were completed, and our management systems were independently certified by BSI Group ANZ Pty Limited (a third-party certification body). Certification surveillance audits of Macmahon's AS/NZS ISO 14001:2004 Environmental Management Systems were carried out in August 2022.

The scope of the certification includes our core business areas and project management services across all Australian operations.

STAKEHOLDER ENGAGEMENT

At Macmahon, we define our key stakeholders as those who may be affected by our operations or have an interest in or influence over our activities. We have consistently engaged with these stakeholders in the same manner as in previous financial years. Our key stakeholder groups are listed in the table below.

By engaging with our stakeholders, we aim to understand their concerns and priorities and incorporate their feedback into our decision-making processes. This helps us to build strong relationships with our stakeholders and ensure that our operations are conducted in a responsible and sustainable manner.

NEW SUPPLIERS

Macmahon expects suppliers to conduct procurement activities that identify potential environmental opportunities, risks and impacts of goods or services in the Company's business processes.

Macmahon encourages suppliers to adopt practises that minimise safety, environmental and social impacts by adhering to Macmahon Sustainable Procurement policy and Guiding Principles. We report in FY23 that 350 suppliers were screened using our procurement system and assessed for social impact risks within in our supply chain and operations. Macmahon assess and address these which are reported in Macmahon's Modern Slavery Statement each year.

In FY23, our supply chains were predominantly within Australia and Indonesia, these are presented for current services and product in diagram on page 12.

Stakeholders	Key Interests and Concerns	FY23 Engagement
Communities and First Nations People	Potential environmental and social impacts associated with operations. As most of our operations are located in remote locations, we have a broad range of local interests and concerns, such as local content, employment and business opportunities.	<ul style="list-style-type: none"> • Community consultation and engagement • Social investment • Project community engagement plans • Jangga Operations (First Nations Group Byerwen) • Western Kangoulu (First Nations Partnership in Central Queensland)
Clients	Reliability, quality, cost and delivery.	<ul style="list-style-type: none"> • Regular communications and meetings • Site visits and presentations • Senior management involvement
Employees	Company restructuring, health and safety, working conditions, organisational culture, benefits and career development opportunities	<ul style="list-style-type: none"> • Fortnightly electronic direct mail • Quarterly printed newsletter • Macmahon intranet site • Staff briefings with the CEO • Performance reviews • Personal development plans • Regular communication via a dedicated communications tool - Team MAC • Formal and informal reward and recognition (Managers to employees and peers to peers) • Pre starts and toolbox talks • Return to work meetings • Strong Minds, Strong Mines monthly toolbox presentations • Various training courses • Online surveys and pulse checks
Investors	Delivery of financial returns, mitigation and management of financial and non-financial risks, and ESG reporting	<ul style="list-style-type: none"> • Regular meetings and contact with financiers, institutional shareholders and investor representatives (brokers, analysts) • Australian Securities Exchange (ASX) announcements • Regular printed and electronic communications, including investor presentations
Business Partners	Collaboration to ensure outcomes from the industry, for example, the coordination of safety data for the benefit of the industry.	<ul style="list-style-type: none"> • Active participation in many associations, including The Chamber of Minerals and Energy, Civil Contractors Federation of Western Australia, Queensland Resources Council and the WA School of Mines Alumni
Government and Regulators	Safety and environmental reportable incidents and breaches.	<ul style="list-style-type: none"> • Australian Securities Exchange (ASX) • Safety and Environmental Departments <p>** (These names vary across different states and the direct relationship is often with the client depending on jurisdictions)</p>





Diversity & Inclusion

At Macmahon, we want people of all abilities to feel included while working safely.

When two new Hitachi excavators were delivered to the Peak Downs Mine in Central Queensland, experienced excavator operator Scott Kovacich could no longer perform his job.

Scott has a prosthetic right arm and requires left-handed controls to drive safely, so we worked with Hitachi to fit an OEM left-handed joystick with tilt bucket control and fabricated a harness to suit the controls helping Scott return to work.





Performance Data

	Metric	FY23	FY22	FY21	FY20
GOVERNANCE					
Compliance with Code of Conduct	# serious breaches	0	0	0	0
Compliance with Continuous Disclosure	# breaches	0	0	0	0
Compliance with Modern Slavery Statement	# breaches	0	-	-	-
HEALTH AND SAFETY					
Total fatalities	#	0	0	2	0
Lost Time Injuries	#	3	4	2	2
Lost Time Injury Frequency Rate (LTIFR)	# incidents per million hours worked	0.13	0.21	0.14	0.12
Recordable Injuries (RWI & MTI)	#	85	89	90	59
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hours worked	3.94	4.80	6.39	3.77
Hours Worked (million hours worked)	#	22.30	19.20	13.80	12.40
Fines and prosecutions	#	0	0	0	0
Integrated Management System Audits completed	% to schedule	100%	100%	100%	100%
Inspections	#	5028	4,759	4,266	3,677
Hazards reported	#	17758	22,563	15,730	9,851
ENVIRONMENT					
Greenhouse gas emissions - scope 1	tonnes CO ₂ -e	1,091	15,125	2,051	6,119
Greenhouse gas emissions - scope 2	tonnes CO ₂ -e	913	1,246	1,481	1,803
Total GHG emissions - Scope 1 & 2	tonnes CO ₂ -e	2,004	16,371	3,532	7,922
Energy consumed	gigajoules	22,148	222,285	37,200	96,140
Total major environmental incidents	#	0	0	0	0
Fines and Prosecutions	#	0	0	0	0
Inspections	#	389	371	292	276
General waste	tonnes	6,942	1,810	694	-
Recycling	tonnes	4,218	9,612	28	-
Land rehabilitated - Australia	hectares	56	169	142	60
		CY23	CY22	CY21	CY20
Land rehabilitated - Southeast Asia	hectares	55	48	45	37

Performance Data

	Metric	FY23				FY22	FY21	FY20
		F	M	Not Disclosed/ Non-binary/ Gender Diverse	ALL	ALL	ALL	
WORKFORCE DIVERSITY								
Total workforce	#	1081	7282	5	8368	7,848	7,069	7,059
Total employees	#	994	6019	4	7017	6,762	6,082	5,229
Total contractors	#	87	1263	1	1351	1,082	987	1,830
Total workforce by region								
<i>Employees</i>								
Australia	#	645	2,796	4	3573	3,343	3,035	2,351
Southeast Asia	#	349	3095	0	3444	3,419	3,016	2,878
Other	#	0	0	0	0	0	31	-
<i>Contractors</i>								
Australia	#	79	1158	1	1238	966	940	822
Southeast Asia	#	8	105	0	113	120	47	1,008
Total workforce by division								
Surface	#	749	5506	3	6258	6,264	5,339	6,107
Underground	#	152	1197	2	1353	1,161	1,049	774
Mining Support and Civil Infrastructure	#	55	430	0	485	205	249	0
Corporate/Other	#	121	151	0	272	218	432	178
Total workforce by employment type								
Full-time	#	1059	7274	5	8338	6,705	7,047	7,037
Part-time	#	8	22	0	30	27	22	22
New employee hires								
People	#	325	1301	3	1629	1,947	1,613	848
Percentage	%	20.0%	79.9%	0.2%	100	100	100	-
Employee turnover								
People	#	233	1380	0	1613	1,333	733	629
Percentage	%	14.45	85.55	0	19.28	21	15.9	10.4
Australian First Nations employees								
People	#	42	126	0	168	156	114	114
Percentage	%	6.5%	4.3%	0	4.7%	4.7	4.7	4.8
Expats in Southeast Asia								
People	#	0	8	0	8	11	10	20
Percentage	%	0	100	0	0.1	0.1	0.3	0.5

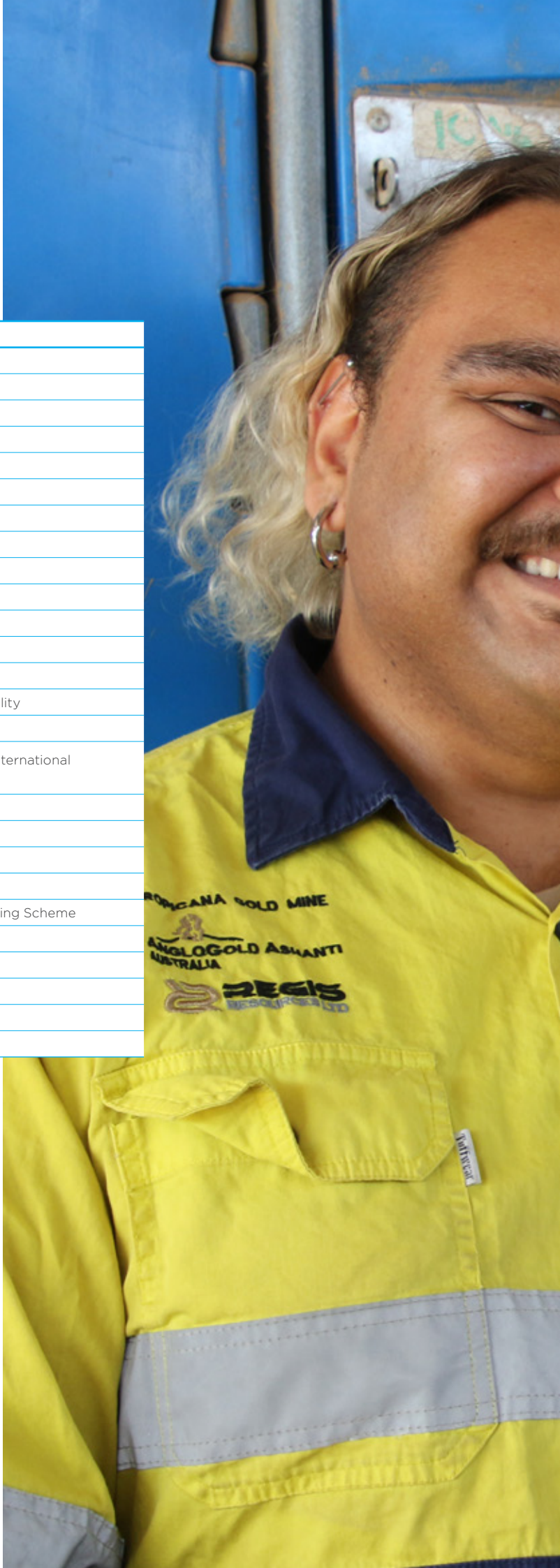
	Metric	FY23				FY22	FY21	FY20
WORKFORCE DIVERSITY		F	M	Not Disclosed/ Non-binary/ Gender Diverse	ALL	ALL	ALL	
Total workforce								
Staff	#	346	1225	1	1572	1,414	100	-
Operations	#	664	3901	2	4567	3,552	100	-
Maintenance	#	71	2156	2	2229	1,796	100	-
Total workforce by age								
<30	#	336	1358	2	1696	1,950	1,485	-
30-50	#	589	4460	2	5251	4,732	4,559	-
>50	#	156	1264	1	1421	1,166	1,025	-

	Metric	FY23			FY22	FY21	FY20
TRAINING AND DEVELOPMENT		% Female representation	% First Nations representation	ALL	ALL	ALL	ALL
Leadership	#	5	0	67	123	95	110
	%	7.46%	0%	67			
Apprentices	#	8	3	126	102	105	56
	%	6.34%	2.38%				
Total new to industry Training Academy	#	163	44	453	431	-	-
	%	35.98%	9.71%	453			
New to industry Training Academy - external	#	46	8	149	101	-	-
	%	30.87%	5.37%				

	Metric	FY23			FY22			FY21			FY20		
		F	M	ALL	F	M	ALL	F	M	ALL	F	M	ALL
Non-executive directors													
People	#	2	4	6	2	5	7	2	6	8	1	6	7
Percentage	%	33.3	66.7	100	28.6	71.4	100	25	75	100	14	86	100
Executive Leadership Team													
People	#	4	3	7	4	5	9	2	6	8	1	8	9
Percentage	%	57	43	100	44.4	55.6	100	25	75	100	11.1	88.9	100

Acronyms

Acronym	Definition
ASQA	Australian Skills Quality Authority
ASX	Australian Securities Exchange
AS/NZS	Australian/New Zealand Standard
CEO	Chief Executive Officer
CY	Calendar Year
EEA	Engineering Education Australia
ESG	Environmental, Social and Governance
FY	Financial Year
FPIC	Free, prior and informed consent
GHG	Greenhouse Gas
Gj	Gigajoule
GRI	Global Reporting Initiative
HSE	Health, Safety and Environment
HSEQ	Health, Safety and Environment and Quality
IMS	Integrated Management System
ISO	International Standards Organisation – International Organization for Standardization
KPI	Key Performance Indicator
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MTI	Medical Treatment Injury
NGERS	National Greenhouse and Energy Reporting Scheme
OH&S	Occupational Health and Safety
RTO	Registered Training Organisation
tCO2e	Tonnes of Carbon Dioxide Equivalent
TRIFR	Total Recordable Injury Frequency Rate
WA	Western Australia





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Statement of Use	Macmahon Holdings has reported with reference to the GRI Standards for the period 1 July 2022 to 30 June 2023
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: DRAFT Mining Sector 2021

Disclosure	Location
GRI 2: GENERAL DISCLOSURES (2021)	
2-1 Organisational details	About this Report;
2-2 Entities included in the organisation's sustainability reporting	About this Report;
2-3 Reporting period, frequency and contact point	About this Report;
2-4 Restatements of information	Governance; Corporate Governance;
2-5 External assurance	Governance; Corporate Governance; Policies; Audits FY23 AR (tbc)
2-6 Activities, value chain and other business relationships	About Us; Assets and Operations; Supply Chain
2-7 Employees	Social; Occupational Health and Safety; Non-discrimination and Equal Opportunity; Employment Practice;
2-8 Workers who are not employees	Social; Employment Practice;
2-9 Governance structure and composition	Governance; Corporate governance framework; Board Composition
2-10 Nomination and selection of the highest governance body	Governance; Corporate Governance; FY23 AR (tbc)
2-11 Chair of the highest governance body	Letter from the Chair; FY23 AR (tbc)
2-12 Role of the highest governance body in overseeing the management of impacts	About this Report; FY23 AR (tbc)
2-13 Delegation of responsibility for managing impacts	Governance; Corporate Governance; Risk Mitigation Management FY23 AR (tbc)
2-14 Role of the highest governance body in sustainability reporting	Sustainability at Macmahon; Structured Approach for Determining Materiality
2-15 Conflicts of interest	FY23 AR (tbc)
2-16 Communication of critical concerns	FY23 AR (tbc)
2-17 Collective knowledge of the highest governance body	FY23 AR (tbc)
2-18 Evaluation of the performance of the highest governance body	Governance; Corporate Governance; Committees of the Board FY23 AR (tbc)
2-19 Remuneration policies	Governance; Corporate Governance; Policies
2-20 Process to determine remuneration	FY23 AR (tbc)
2-21 Annual total compensation ratio	FY23 AR (tbc)
2-22 Statement on sustainable development strategy	Sustainability at Macmahon;
2-23 Policy commitments	Governance; Corporate Governance; Policies
2-24 Embedding policy commitments	Governance; Corporate Governance; Policies
2-25 Processes to remediate negative impacts	Governance; Corporate Governance; External Charters, Principles or Other Initiatives
2-26 Mechanisms for seeking advice and raising concerns	Governance; Corporate Governance; External Charters, Principles or Other Initiatives
2-27 Compliance with laws and regulations	Governance; Corporate Governance; Audits
2-28 Membership associations	About this Report; Reporting Scope and Boundaries
2-29 Approach to stakeholder engagement	Governance; Corporate Governance; Stakeholder Engagement
2-30 Collective bargaining agreements	Employment Practice; Employee Benefits; Enterprise Agreements

Disclosure		Location
GRI: 3 MATERIAL TOPICS (2021)		
3-1	Process to determine material topics	Sustainability at Macmahon; Structured Approach for Determining Materiality
3-2	List of material topics	Sustainability at Macmahon; FY23 Material Topics Identified
3-3		About this Report;
14.2 CLIMATE ADAPTATION, RESILIENCE AND TRANSITION		
3-3	Management of material topic	Climate; Adaption, Resilience and Transition
201-2	Financial implications and other risks and opportunities due to climate change	Governance; Corporate governance, Stakeholder Engagement
305-5	Reduction of GHG emissions	Environment; Climate Change, Resilience and Transition
14.11 RIGHTS OF AND ENGAGEMENT WITH FIRST NATIONS PEOPLE 2016		
3-3	Management of material topic	Rights of and Engagement with First Nations People;
411-1	Incidents of violations involving rights of First Nations People	Rights of and Engagement with First Nations People;
14.16 OCCUPATIONAL HEALTH AND SAFETY 2018		
3-3	Management of material topic	Occupational Health and Safety
403-1	Occupational health and safety management system	Occupational Health and Safety; OH&S Management System
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety; Hazard Identification
403-3	Occupational health services	Occupational Health and Safety; Health Management
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety; OH&S Training and Contractor Management
403-5	Worker training on occupational health and safety	Occupational Health and Safety; OH&S Training and Contractor Management
403-6	Promotion of worker health	Occupational Health and Safety; Health Management
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety;
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety; OH&S Training and Contractor Management
403-9	Work-related injuries	Occupational Health and Safety; FY23 OH&S Performance
403-10	Work-related ill health	Occupational Health and Safety;

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Disclosure		Location
14.17 EMPLOYMENT PRACTICE		
3-3	Management of material topic	Employment Practice
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Non-discrimination and Equal Opportunity;
401-1	New Employment hires and employee turnover	Employment Practice; New employee hires/employee turn-over
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practice; Employee Benefits
401-3	Parental leave	Employment Practice; Parental leave
402-1	Minimum notice periods regarding operational changes	Employment Practice; Employee Benefits
404-1	Average hours of training per year per employee	Non-discrimination and Equal Opportunity; Training and Development
404-2	Programs for upgrading employee skills and transition assistance programs	Non-discrimination and Equal Opportunity; Training and Development
414-1	New suppliers that were screened using social criteria	Employment Practice; New Suppliers
414-2	Negative social impacts in the supply chain and actions taken	Employment Practice; New Suppliers
14.21 NON-DISCRIMINATION AND EQUAL OPPORTUNITY		
3-3	Management of material topic	Non-discrimination and Equal Opportunity
202-2	Proportion of senior management hired from the local community	Non-discrimination and Equal Opportunity; Managing Diversity; Gender Diversity
401-3	Parental leave	Employment Practice; Parental leave
404-1	Average hours of training per year per employee	Non-discrimination and Equal Opportunity; Training and Development
405-1	Diversity of governance bodies and employees	Governance; Board Composition
405-2	Ratio of basic salary and remuneration of women to men	Employment Practice; MORE
406-1	Incidents of discrimination and corrective actions taken	Non-discrimination and Equal Opportunity; MORE



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