MACMAHON

Sustainability Report 2024

CONTENTS

FY24 ESG Highlights

Roll out of **The Macmahon Winning Way** front line leadership training

Implementation of **supplier environmental impact self-assessment questionnaire** (SAQ)

Development of three-year **ESG roadmap**

440
Suppliers were screened for sustainable procurement practices and assessment for social impact risks

Expansion of **critical risk standards**

Delivering **Respect@Macmahon** Roadmap

Gross environmental footprint established and tracked monthly

3.64 3.94 in FY23
Total Recordable Injury Frequency Rate (TRIFR)

50%
of our Executive team are female

ACKNOWLEDGEMENT OF COUNTRY

Macmahon acknowledges the Traditional Owners of the land on which we work including across our international operations. We pay respect to elders past, present and emerging.

LETTER FROM THE CHAIR

Macmahon has continued to progress in embedding sustainability into our business strategy, planning, operations, and culture so we can grow our business responsibly and deliver positive outcomes for our clients, communities and key stakeholders.

This year, we remained focused on addressing our material sustainability topics identified in the FY23 materiality assessment. We set ambitions and challenged our team to find solutions to get us there. A three-year Sustainability roadmap was formalised to guide our efforts to build on our work to date.
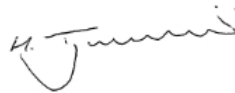
We will continue to develop our approach for managing and addressing the effects of climate change on our business, and minimising our carbon footprint. We will continue to monitor modern slavery risk in our supply chain and target efforts in employee mental health and wellbeing, where we can make a positive social impact. Finally, our Respect@Macmahon roadmap, will help us continue to build a safe, respectful and inclusive culture.

Our FY24 Sustainability Report reflects our journey towards being a sustainable mining services business and I'm proud of the work completed by our team this year. We identified ways to mitigate risks and capitalise on opportunities related to climate change, ensuring resilience and sustainability in our operations. We baselined our emissions to identify solutions that can help support our clients on their decarbonisation journey. Equally important, we continued to prioritise the safety and wellbeing of our people.

This includes the ongoing review and improvement of our Critical Risk Management program, as well as the launch of the Macmahon Winning Way — a new leadership program aimed at fostering effective leadership and promoting psychosocially safe work environments, both of which are crucial to our Company's success.

Looking ahead, we are focused on expanding our sustainability disclosures to provide stakeholders with relevant information about our Company and operations and enhance our transparency and accountability. We will complete a double materiality assessment in FY25 to develop financially material disclosures in line with the proposed Australian Sustainability Reporting Standards.

I look forward to keeping you updated on our progress towards our sustainability framework and aspirations, which will evolve in line with stakeholder requirements and regulatory developments.

HAMISH TYRWHITT
Independent,
Non-Executive Chair

ABOUT THIS REPORT

This Sustainability Report provides an overview of Macmahon's sustainability practices and performance over the 12-month period from 1 July 2023 to 30 June 2024 and provides insight into how Macmahon is managing its sustainability impacts, and aim to improve environmental, social, and economic value.

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

The Board of Macmahon has approved the publishing of its content.

Frameworks and Standards

GRI This report has been prepared in reference to the Global Reporting Initiative's (GRI) Sector Standards for mining (GRI 14: Mining 2023), as well as the GRI Universal Standards (2021).

Additionally, the report includes sections from the (Draft) ASRS 1 General Requirements for Disclosure of Climate-related Financial Information and (Draft) ASRS 2 Climate-related Financial Disclosures.

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,' or 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 FY24 Annual Report, FY24 Corporate Governance Statement and latest Modern Slavery 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 follows leading practices throughout reporting.

Macmahon has set boundaries on our Scope 1 and 2 greenhouse gas reporting, due to the contractual obligations of Macmahon as a service provider.

This position has been implemented acknowledging our client's responsibility for their own regulatory environmental reporting. Macmahon reports on company owned and controlled facilities.

Scope 1 boundaries are fuels, explosives and hydrocarbons purchased and used.

Scope 2 boundaries are electricity purchased and used.

Macmahon currently does not report on Scope 3 emissions. A project will be undertaken in FY25 to define our Scope 3 boundaries and set baseline.

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

ABOUT US

Who We Are

Macmahon is a diversified contractor with leading capabilities in surface and underground mining, and mining support and civil infrastructure.

As an ASX-listed company, we provide services to many of the largest resources projects in Australia and Southeast Asia.

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, onsite mining services, rehabilitation, site remediation, training and equipment maintenance and refurbishment services.

As a service provider, Macmahon is not a proprietor, lessee or occupier of any mine. Macmahon works in collaboration with our clients, the mine owners, who are responsible for reporting the environmental impacts of the operations. 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, which are listed further down in the report under Assets and Operations on page 8.

SUSTAINABILITY AT MACMAHON

Macmahon is committed to sustainability. We believe that being sensitive to the impacts we have on the environment and communities should be the utmost priority. We prioritise the health and wellbeing of our people, as well as our environmental and social footprint. Our approach to sustainability creates long-term value for our shareholders.

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 focused on improving efficiencies, investing in future relevance, and diversifying and expanding our service offering.

Vision

To be the preferred contracting and services company

For employees to work for

For customers to use

For shareholders to invest in

Values

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

UNITED
Be Inclusive
Work Together
Support Each Other

COURAGE
Be Brave
Speak Up
Challenge Yourself

INTEGRITY
Be Honest
Respect People
Be Accountable

PRIDE
Be Humble
Work Hard
Celebrate Wins

Strategy

IMPROVE
Improve margins and execution

Consistently deliver our target margins by improving how we operate, how we manage contracts, and how we use systems.

INVEST
Invest in our competitive advantage and future relevance

Reinforce our positioning through investment in our people, our operating technology and our sustainability propositions.

EXPAND
Focused expansion in current markets

Expand our presence in core markets through focused, selective work winning.

DIVERSIFY
Position for the next wave of growth

Diversify our business to improve returns; enable growth through operating model evolution.

FY24 Breakdown

MAP OF OPERATIONS

MALAYSIA
| Selangor

INDONESIA
| Jakarta
| Batu Hijau
| Martabe
| Tujuh Bukit

WESTERN AUSTRALIA
| Perth (Head Office)
| Perth
| Greenbushes
| King of the Hills
| Telfer
| Tropicana
| Boston Shaker
| Daisy Milano
| Deflector
| Granny Smith
| Gwalia
| King of the Hills
| Telfer

QUEENSLAND
| Brisbane
| Coppabella
| Byerwen
| Dawson South
| Peak Downs
| Foxleigh

VICTORIA
| Fosterville

SOUTH AUSTRALIA
| Lonsdale
| Olympic Dam

SOUTHEAST ASIA

AUSTRALIA

20 Total Sites **4** Offices **3** Workshops **7** Commodities

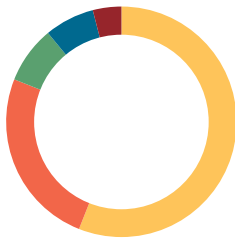■ Offices ■ Workshops ■ Surface ■ Underground ■ Mining Support and Civil Infrastructure

Due to formatting, map positioning is for illustration purposes only.

A breakdown of the services, projects and clients is provided in our FY24 Annual Report.

REVENUE DIVERSIFICATION

By Commodity (%)

Gold	56
Met Coal	25
Copper/Gold	8
Lithium	7
Other	4

By Region (%)
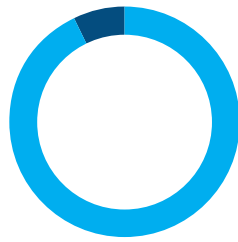
Australia	93
Southeast Asia	7

By Client (%)

AngloGold	19
QCoal	12
Red 5	10
Newmont	9
Anglo America	8
Talison	7
Genesis	6
Other	6
Silver Lake	5
QMetco	4
Calidus	3
PT AMNT	3
PT Agincourt	3
BHP	3
Northern Star	2

Surface (%)

Surface	66

Underground (%)

Underground	25

Mining Support and Civil Infrastructure (%)

Mining Support and Civil Infrastructure	9

Macmahon's Commitment to Community:

Supporting Moura Through Hands-On Training and Education

Macmahon made a significant impact on the local Moura community by bringing its advanced training simulator to the Moura Coal and Country Show.

This initiative was more than just a display of technology; it was a testament to Macmahon's commitment to fostering local talent and supporting the communities near its operations.

Moura, located just 30 minutes from the Dawson South coal mine, is home to many of the mine's workers. Understanding the importance of community engagement, Macmahon seized the opportunity to connect with residents during the show. Approximately 50 individuals of all ages had the chance to experience operating a mining haul truck via the simulator. This hands-on interaction not only captivated the community but also provided a unique glimpse into the world of mining operations.

The initiative didn't stop there. Recognising the value of continuous education, Macmahon extended its support to senior students at Moura High School the week following the show. Fifty students were invited to participate in structured sessions that included:

- **Simulator Training**
  Giving students practical experience in operating mining equipment.

- **Introduction to Mining Life**
  Offering insights into the daily routines and responsibilities of mining professionals.

- **Firefighting with Fire Simulator**
  Teaching essential safety skills in a controlled, simulated environment.

Each participating student received a Statement of Completion, acknowledging their effort and engagement in the program. This initiative not only provided valuable training but also ignited interest in mining careers among the local youth.

Through these efforts, Macmahon demonstrated its dedication to empowering the Moura community. By offering hands-on training and educational opportunities, Macmahon is not only supporting the present workforce but also investing in the future generation of mining professionals. This case study highlights the positive impact that corporate-community partnerships can have, showcasing how Macmahon's initiatives are building stronger, more informed, and engaged communities.

SUSTAINABILITY AT MACMAHON

Macmahon is committed to building a sustainable business by minimising our environmental footprint, making a positive social impact, and applying ethical business and governance practices.

Materiality

Macmahon's Material Topics remained unchanged from FY23.

Macmahon took a strategic approach to the material topics identified in FY23. A three-year ESG roadmap was developed to implement specific actions to address material impacts.

In FY25 Macmahon will move towards double materiality in preparation of the Climate-Related Financial Disclosures by conducting a comprehensive materiality assessment to continue to understand and prioritise our environmental, social, and governance impacts.

Macmahon is committed not only to traditional sustainability considerations but also to broader ESG factors and their impacts on financial performance.

With the integration of climate-related financial reporting, Macmahon can better assess and communicate our exposure to climate risks and strategies for managing them.

Additionally, integration of double materiality ensures consistency and transparency in reporting ESG performance, building trust with our stakeholders and investors.

Macmahon is committed to taking proactive steps to enhance our sustainability practices and disclosures, leading to long-term resilience and value creation, including working in collaboration with our clients to assist them in meeting their decarbonisation targets.

Environment
Climate adaptation, resilience and transition
(Previously reported under GRI 305 as climate change and rehabilitation and biodiversity).

Social
Employment practices

Occupational health and safety

Non-discrimination and equal opportunities

Critical incident management
(Previously reported under GRI 403 safety health and wellbeing GRI 405 diversity and inclusion).

Governance
Economic Impact

Material topics aligned with GRI 14: Mining Sector 2024.

Macmahon's FY24 ESG Performance Overview

CLIMATE ADAPTATION, RESILIENCE AND TRANSITION

ONGOING
Sustainable procurement and supply chain

2024 Performance
Implemented SAQ to understand broader environmental impact. Will monitor and analyse in FY25

ONGOING
Embed the operational strategy and roadmap

2024 Performance
In Progress

OCCUPATIONAL HEALTH AND SAFETY

ACHIEVED
Expand our HSEQ risk management and opportunities identification process and continue improving our performance

2024 Performance
Completes — see page 29 for more detail

ACHIEVED
Strong Minds Strong Mines program rollout including Strong Mines Strong Schools

2024 Performance
Seven sites engaged. Program will continue to run ensuring the psychological safety and education of our people and the broader communities

EMPLOYMENT PRACTICES

ACHIEVED
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

2024 Performance
Completed — see page 30 for more detail

NON-DISCRIMINATION AND EQUAL OPPORTUNITY

ACHIEVED
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

2024 Performance
Completed — see page 30 for more detail

ACHIEVED
Invest in our people though appropriate training and coaching, equipping them with skills, knowledge and experience to realise their potential

2024 Performance
Completed — see page 35 for more detail

FY25 Sustainability Focus

In addition to the ongoing items, Macmahon will also focus on the items listed below to ensure continual progress.

ONGOING

Seek continual improvements in energy efficiency across the business to minimise the impact on the environment

2024 Performance
Macmahon will continue to adapt as technology continues to improve

Manage climate risks and opportunities

———

Develop Climate Transition Plan

———

ACHIEVED

Deliver psychosocial harm risk management (governance and assurance to endure legislation compliance) and update corporate risk register

2024 Performance
Completed — see page 32 for more detail

Enhance critical risk management including periodic evaluation and reporting

———

ONGOING

Ensure consideration to employment opportunities for local First Nations People and communities whenever practical

2024 Performance
In Progress

Implement Emerging Leader Program

———

ONGOING

Ensure consideration to supply chain for local First Nations Suppliers

2024 Performance
In Progress

ECONOMIC IMPACT

Transition to double materiality to understand climate related financial impacts

———

Macmahon's Commitment to Greenbushes:
Engaging the Community Through Education and Opportunity

In 2023, Macmahon demonstrated its dedication to the Greenbushes community by bringing its state-of-the-art training simulator to the Greenbushes Open Day.

This event not only showcased Macmahon's innovative approach to training but also provided the local community with a unique opportunity to experience the thrill of operating a haul truck in a simulated mining environment.

Greenbushes, home to Macmahon's newest surface lithium mining contract with Talison Lithium, welcomed the initiative with enthusiasm. Approximately 80 individuals of all ages participated in the simulator experience, gaining firsthand insight into the operations of a mining haul truck. This interactive experience captivated attendees, sparking interest and curiosity about the mining industry.

The Open Day was more than just a showcase of technology. Macmahon's recruitment, marketing, training, and operational leadership teams were present to engage with the community. They provided valuable context about the mining industry, detailed Macmahon's business operations, and highlighted various career opportunities and pathways available within the Company. This holistic approach ensured that attendees left with a comprehensive understanding of the mining sector and potential career prospects.

Adding a special touch to the event, Macmahon team members received vouchers from the Mine Manager of Talison Lithium. This gesture not only reinforced the strong working relationship between Macmahon and Talison Lithium but also highlighted the collaborative spirit that drives success in our partnership.

Through initiatives like the Greenbushes Open Day, Macmahon underscores its commitment to supporting and enriching the communities in which it operates. By offering hands-on training and fostering open dialogue about career opportunities, Macmahon is investing in the future of the Greenbushes community.

Environment

We are committed to seeking continual energy efficiency across our business to reduce carbon emissions.

ENVIRONMENT

<div style="background:green">

FY24 Performance

Accurately established gross carbon footprint including Scopes 1 and 2.

Development of three-year ESG roadmap in line with our business strategy and sustainability framework.

Completed Climate Risk and Opportunity Workshop.

</div>

Climate Adaptation, Resilience and Transition

Macmahon continues to measure, monitor, and report our carbon footprint, allowing better understanding of the extent to which our operations influence our clients and Australian and Global environmental impacts.

We are committed to minimising our impacts on the environment by collaborating with clients to reduce, recycle, and rehabilitate. Promoting environmental and sustainability awareness and identifying energy efficient and carbon reduction opportunities.

In FY24, Macmahon established its first three-year ESG roadmap based on our FY23 strategy and sustainability framework, establishing strong foundations for our ESG strategy.

KEY INITIATIVES INCLUDED

- Accuracy of GHG baseline
- Assess climate risks and opportunities
- Investigate emission reduction opportunities
- Deliver Psychosocial Harm risk management
- Sustainable procurement and supply chain management
- Deliver Respect@Macmahon roadmap

During FY24, there were no environmental prosecutions or infringement made against Macmahon.

Climate Change

Macmahon acknowledges the threat climate change poses to our environment. We are committed to seeking continual energy efficiency across our business and seek to reduce carbon emissions while actively working across a range of commodities required for the transition into a renewable future.

GHG EMISSIONS

Macmahon measures its emissions across all operations, reporting Company purchased fuel, electricity, explosives, and waste. This boundary means client supplied fuels are not included in these calculations. They are reported by the client who has 'operational control'. Macmahon tracks these emissions to understand our overall GHG footprint and identify reduction opportunities.

Our environmental impact is measured monthly and compiled bi-annually to assess NGERS Disclosure threshold. Macmahon does not currently exceed the threshold of the National Greenhouse and Energy Reporting Scheme (NGERS 2007).

SCOPE 1 AND 2 EMISSIONS

Scope 1: 894 Tonnes CO_2-e
*Scope 1 refers to direct emissions from fuels, explosives and hydrocarbons purchased and used at Company owned and controlled facilities.

Scope 2: 977 Tonnes CO_2-e
*Scope 2 refers to indirect emissions from electricity purchased at Company owned and controlled facilities.

Environment	Metric	FY24	FY23
Greenhouse gas emissions - Scope 1	tonnes CO_2-e	894	1,091
Greenhouse gas emissions - Scope 2	tonnes CO_2-e	977	913
Total GHG emissions (Scope 1 and 2)	**tonnes CO_2-e**	**1,871**	**2,004**
Energy consumed	gigajoules	19,726	22,148

Climate Risk and Opportunity

The climate risk and opportunity assessment process set the foundations for maturing the integration of climate considerations into Macmahon's business processes and decision-making.

A qualitative risk assessment was performed in FY24 to identify key risks and opportunities for our business and test the overall resilience of our portfolio by integrating into existing business processes.

The information presented within the assessment will support Macmahon to make informed decisions, adapt business strategies to mitigate risks and invest in future energy opportunities. As Macmahon matures its approach to managing climate risk, we will make this process more quantitative.

CLIMATE-RELATED PHYSICAL RISKS

It is recognised that in a higher temperature scenario, the physical risks are likely to increase over time, however the exposure to each operation varies depending on the location, whether the operation is above or below ground and proposed end of mine life.

Operations in both Australia and Indonesia were considered as part of this assessment.

CLIMATE-RELATED TRANSITIONAL RISKS

A total of 41 transitional risks were identified through this process. These transitional risks will drive activities in FY25 including scenario analysis, setting GHG targets and the development of our Climate Transition Plan.

CLIMATE OPPORTUNITY

As part of the risk assessment process, a number of risks were identified as also having opportunities.

Macmahon will further explore these risks and opportunities in FY25 to understand the effects to the business and strategy and identify climate-related opportunities available.

Climate Strategy

Macmahon has embedded ESG considerations into our strategy to drive key climate initiatives.

In FY24, a three-year roadmap was developed in line with our business strategy and sustainability framework. Key environmental initiatives focused on understanding our GHG footprint and identifying where Macmahon can partner with clients to find emission reduction solutions to deliver value.

FY25 will see ESG further embedded into our strategy, using considerations identified in the Climate Risk and Opportunity Workshop to shape key Initiatives. These initiatives will play a significant role in developing a Climate Transition Plan.

KEY INITIATIVES INCLUDE

Scenario Analysis
Transition risks will be used to conduct a scenario analysis to identify possible impacts to the business from climate events to ensure Macmahon considers possible outcomes.

Internal Carbon Price
Scenarios will be quantified by an internal carbon price. The carbon price can also be incorporated into future business decisions and capital investments.

GHG Target
Macmahon will develop targets in FY25 for implementation in FY26 using information gathered through these key activities to ensure they are practical and achievable.

Climate Risk and Opportunity Procedure
A procedure will be developed to outline and govern the above activities and processes.

Climate Transition Plan
A Climate Transition Plan will be developed in FY25 to demonstrate how Macmahon will transition to a low carbon future, outlining our pathway to achieve interim and long-term carbon targets, decarbonisation goals and drive positive outcomes.

OTHER ACTIVITIES INCLUDE

Identify and establish Scope 3 reporting streams and supply chain analysis to identify the impact of Macmahon's business practices.

Peak Downs Rehabilitation

Rehabilitation and Biodiversity

Macmahon works with our clients to rehabilitate disturbed areas where contracted and aim to restore the land to a state suitable for the final land use as directed.

In FY24, Macmahon completed a trial of various rehabilitation techniques for spoil dump batters at the Peak Downs Mine. The trials consisted of three x 10 hectare areas, each had a unique combination of techniques applied with a view of establishing

cost effective, yet successful methods for rehabilitating spoil dumps where existing topsoil is limited.

In addition to the relocation of approximately 225,000m³ of material to achieve the final profile of the design, Macmahon completed the following three different trial areas.

Trial Area	Trial Area 1	Trial Area 2	Trial Area 3
Size	10 Hectares	10 Hectares	10 Hectares
Texture Additions	Tree trash Applied 90t/Ha	Moonscaping	
Soil Improvements			Compost 650t/Ha
Seeding Method	Ripping and seeding 16kg/Ha	Hydro mulch 16kg/Ha	Ripping and seeding 16kg/Ha

Early stages of the rehabilitation process at Peak Downs

Fuel Usage Trial with Hybrid Excavators at Martabe Gold Mine

At the Martabe Gold Mine in Indonesia, Macmahon partnered with the Indonesian Komatsu dealer United Tractors to conduct a comprehensive fuel usage study evaluating the performance of hybrid excavators. The study aimed to compare the efficiency and environmental impacts of a Komatsu HB365-1 hybrid hydraulic excavator against a Komatsu PC300-8MO excavator. The study involved collecting and analysing three months of machine data, followed by comparing the results through a controlled comparison test.

To ensure accurate and reliable results, the following conditions were maintained throughout the controlled comparison test:

1. **Same Operator:** Both excavators were operated by the same individual to eliminate variations in operator performance.
2. **Good Condition:** Both machines were maintained in optimal condition, ready for testing.
3. **Same Material:** The excavators worked with identical materials to ensure consistency.
4. **Method:** The application and time distribution were kept the same for both excavators.

The study produced the following notable outcomes:

- Machine data showed the Komatsu HB365-1 hybrid hydraulic excavator demonstrated a 9.6% per hour reduction in fuel consumption compared to the Komatsu PC300-8MO
- Actual comparison test confirmed the Komatsu HB365-1 hybrid hydraulic excavator demonstrated a 9.27% per hour reduction in fuel consumption compared to the Komatsu PC300-8MO in high swing time activities in a loading cycle
- Carbon Savings: The potential carbon savings achieved with the HB365-1 hybrid excavator equate to 6 kg per hour.

The fuel usage study highlights the significant advantages of using hybrid excavators in mining and civil infrastructure operations. The Komatsu HB365-1 hybrid hydraulic excavator not only cut fuel consumption but also significantly boosted efficiency, allowing more work to be done with the same fuel while offering potential carbon savings. As a result, Macmahon now operates seven hybrid excavators at the Martabe mine site across various mining and civil works. These findings underscore Macmahon's commitment to working with OEM partners to ensure we are working to sustainable practices and innovation in mining and civil infrastructure operations, paving the way for more environmentally friendly and cost-effective solutions in the industry.

Social

Macmahon is dedicated to the health and safety of our people, providing an inclusive workplace that offers many opportunities, and builds strong relationships with the communities in which we operate.

SOCIAL

Social

In addition to supporting career development, Macmahon has a variety of mechanisms established that support our employee's mental and physical health. These mechanisms include an Employee Assistance Provider (EAP), an award-winning mental, physical, and social health program 'Strong Minds, Strong Mines' and onsite gyms across the majority of our Australian-based workplaces. Additionally, Macmahon has a dedicated program supporting the development and maintenance of a respectful and inclusive culture. Internally, this program is referred to as 'Respect@Macmahon'. FY24 saw the development and rollout of 'The Macmahon Winning Way' leadership development training, which includes a specific component on the development and maintenance of psychosocially safe workplace environments.

Safety, Health and Wellbeing

At Macmahon, the commitment to our workers is driven by our values of United, Courage, Integrity, and Pride. By fostering an environment that is inclusive and supportive, encouraging brave and open conversation and maintaining accountability, we ensure a sustained focus on managing the safety, health and wellbeing of our people.

FY24 HIGHLIGHTS:

- Expansion of Critical Risk Management Program addressing specific risks in our portfolio.
- Incorporation of psychosocial risk awareness into Macmahon winning ways.
- Expansion of our wellness champion program with an additional 56 champions trained.
- Maintained focus on reducing harassment in the workplace through regular review of reports.
- Rolled out targeted programs to enhance the health and safety of our workforce.
- Annual planner activities including review of management plans for fatigue and emergency response, quarterly risk reviews.

OH&S MANAGEMENT SYSTEMS

Macmahon recognises that our success is intricately tied to maintaining a safe and healthy workplace. Providing teams with an ISO accredited, Integrated Management System which incorporates the Occupational Safety and Health management system and demonstrates our commitment to managing risk. Ensuring our people have the systems, processes and tools needed to manage risk. The structure of the IMS aligns with the high-level structure found in the following international standards:

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

Internal Audit

A total of 24 internal audits were completed in FY24. (20 sites and four internal departments.)

- Integrated Management System (IMS) – 12 completed
- Critical Risk Standard (CRS) – eight completed
- Departments/Processes audits – four completed

Any actions or learnings from audits are entered into Macmahon's Safety System for review and tracking.

In FY24, a risk-based strategy was implemented to re-audit sites that score below 70% compliance. This approach enables Macmahon to assess any identified deficiencies.

External Audits

1. ISO Audit

A recertification audit was carried out by Global-Mark in October 2023.

The audit identified no material findings, with five minor non-conformances flagged for improvement. Corrective actions were raised and entered into Macmahon's Safety System for tracking and close out.

An ISO surveillance audit is scheduled for October 2024.

2. Perth Airport Pty Ltd (PAPL) Environmental Audit

In August 2023, Ramboll performed an Environmental Audit on behalf of PAPL of Macmahon Contractors Pty Ltd facilities within the Perth Airport Estate. The scope of the audit was to provide an independent environmental review of Macmahon's compliance with processes defined in Macmahon's Environmental Management Plan. Four minor non-conformances were identified for correction.

3. Registered Training Organisation (RTO)

In FY24, Macmahon's RTO underwent an audit on its external funding by the Department of Training and Workforce Development. No area of concern was identified.

OH&S TRAINING AND CONTRACTOR MANAGEMENT

Macmahon mandates that all personnel must complete inductions and minimum training prior to commencing work. Review of training systems, content and processes is undertaken to ensure key information relating to safety and health is delivered effectively, is specific to positions and is current. The engagement, monitoring and evaluation of subcontractors, service providers and suppliers is managed via specific processes to ensure competency to undertake the proposed activities and compliance with minimum standards required by Macmahon and our stakeholders.

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Macmahon is committed to continuously enhancing our risk assessment processes and effectively eliminating hazards from our operations. Our policy and supporting documentation for managing risks underscore the importance of accountability, outline processes for ongoing improvement and risk reporting, and provide control measures to ensure that our personnel can consistently identify, assess, and manage risks effectively.

In FY24, we began to see the initial expansion of our Critical Risk Management Program, identifying four additional risks. We developed new critical risk standards, introduced critical control management plans, and implemented supervisor verification tools.

The tools Macmahon use for its risk management process are:

- Risk Registers
- Hazard/Near Miss Reports
- Incident reporting and investigation
- Mac 5/Take 5 (or equivalent)
- Safety Interactions (SIs)
- Planned Task Observations (PTO)
- JSEAs (Job Safety and Environmental Analysis)
- Standard Operating Procedures/Work Instructions
- Project Managers Quarterly Risk Reviews (PMQRR)
- Critical Risk Standards

Where an incident occurs, an investigation is conducted in line with our Incident Reporting and Investigation Procedure. The aim of the investigation is to determine opportunities for system improvements and identify specific and additional corrective measures to prevent reoccurrence. The process is also utilised to gather information and share to the broader business, where applicable.

SEXUAL HARASSMENT

Macmahon is committed to preventing and eliminating sexual harassment from our workplaces. FY24 saw the launch of Respect@ Macmahon. Prior to FY24, Macmahon ran targeted Sexual Harassment roadmaps over three years to eliminate sexual harassment from the workplace. Respect@Macmahon reflects the evolution of these efforts into a cross-functional program. The FY24 program included specific activities aligned to eliminating sexual harassment, driving the Macmahon values, and supporting an inclusive and respectful culture. Respect@Macmahon also included targeted activities aimed at promoting a psychologically safe workplace environment.

The FY24 Respect@Macmahon program featured a corporate-led roadmap outlining key deliverables and individual, site-specific plans. These site-based plans were shaped by the specific results of the FY23 Engagement Survey for each location, ensuring that the efforts are focused on addressing the insights from the site's workforce.

Examples of the activities undertaken as part of the corporate-led roadmap include:

- Internal reviews
- Training and development
- Improvements to our recruitment process
- Updates to our employee assistance program

To ensure the ongoing effectiveness of Respect@ Macmahon, the program included a series of Pulse Checks and an all-Company Engagement Survey. These workforce engagements provide vital insights from all parts of Macmahon to ensure activities are rolled out in a meaningful way that has impact.

FY24 Engagement Surveys and Pulse Checks:

- Pulse Check – Leadership Commitment
- Pulse Check – Respect@Macmahon Effectiveness
- FY24 Engagement Survey

In FY25 Respect@Macmahon will continue to be the foundation for fostering our respectful and inclusive culture, and for eliminating sexual harassment from Macmahon workplaces.

Development and Launch of **Respect@Macmahon**

Enough is Enough Parliamentary Enquiry	Execution of FY22 Sexual Harassment Roadmap	Execution of FY23 Sexual Harassment Roadmap	Execution of FY23 Diversity, Equity and Inclusion Roadmap

COMPLETED ACTIVITIES

Imbalance of Power Audits and Internal Reviews	Delivery of "Women at Macmahon" Focus Group series	Nine Pulse Checks to ensure relevance and impact
Stand-alone Sexual Harassment Policy	Evolution of Company Values and introduction of 'Winning at Macmahon'	Review of Whistleblower Provider and Policy

Empowering Leadership: The Macmahon Winning Way

Macmahon has launched a new leadership program to enhance effective leadership, which is crucial for the Company's success.

This program, designed in close consultation with senior leaders, is tailored specifically to Macmahon's unique operating environments and challenges. Over 250 leaders across Australia have participated, ensuring the training is relevant and impactful.

The courses are held at strategic locations such as the Perth Head Office, Lycullin, Greenbushes, and Byerwen, facilitating accessibility and fostering peer networking and learning among leaders.

The program spans three days, each focusing on different aspects of leadership:

Winning Leader

This module helps leaders inspire and guide their teams, using tools like DISC profiles to encourage introspection.

Winning Relationships

Leaders learn to build strong, collaborative relationships within their teams, with peers, and with key stakeholders.

Winning Culture

Focuses on creating a positive, productive workplace culture, emphasising the importance of a psychosocially safe environment.

The course aims to achieve several key business outcomes:

- **Improved Engagement**
  Upskilled leaders boost overall employee engagement, leading to more productive, innovative, and committed teams.

- **Enhanced Talent Attraction and Retention**
  Strong leadership attracts and retains top talent, showcasing Macmahon's commitment to leadership development.

- **Reduction in Turnover and Misconduct**
  Effective leadership creates a supportive work environment, reducing turnover and instances of misconduct by setting clear standards and expectations.

Macmahon views investing in leadership as investing in the Company's future. The program is a testament to its commitment to excellence, equipping leaders with necessary skills and knowledge to lead effectively and maintain a positive, safe working environment. Macmahon is optimistic about the significant benefits this program will bring to their leaders, teams, and the organisation as a whole.

HEALTH MANAGEMENT

Macmahon is committed to supporting the health and wellbeing of its workers. Utilising reporting data to identify trends, Macmahon provides targeted programs aimed at increasing awareness of risks and educating our workers on tools they can use to keep themselves safe and healthy. The Proactive Musculoskeletal Program was delivered to our operational sites and included information on ergonomics, safe access and egress of machinery and stretching exercises to prevent injury.

Macmahon has a dedicated Corporate Injury Management team, consisting of five Allied Health professionals who assist in the management of workers injuries and illnesses. Workplace injuries are managed in line with best practice principles to ensure all workers receive prompt and appropriate medical treatment, and that a return to work is supported as soon as medically appropriate.

To further promote health and wellness, in FY24 an additional 56 Wellness Champions were trained, bringing the total to 104 across our Australian offices and sites. The presence of Wellness Champions is key to maintaining our ability to support the management of risks associated with all aspects of worker health including psychosocial factors. The training provides team members with

the support to continue the work undertaken by the Strong Minds, Strong Mines program ensuring a continued focus in an area of great importance. The provision of Employee Assistance Programs, online wellbeing advice and resources have contributed to the successful increase in awareness surrounding mental health and wellbeing.

WORKER HEALTH AND PARTICIPATION

Consultation with and involvement from our personnel is critical to supporting our risk management efforts. Macmahon have many consultative processes at multiple levels of the business. These include elected health and safety representatives, site-based health, safety, environment, and quality (HSEQ) professionals, health and safety committee meetings, regular risk reviews and executive HSEQ management review meetings.

FY24 OH&S PERFORMANCE

Macmahon's safety performance
Total Recordable Injury Frequency Rate (TRIFR) decreased from 3.94 FY23 to 3.64 in FY24.

Lost Time Injury Frequency Rate (LTIFR) / increased from 0.13 FY23 to 0.32 in FY24.

Table 1: Work-related injuries during the reporting period

Work-related injury	Actual	Employees	Contractors
Lost Time Injuries (LTIs)	8	7	1
Recordable Injuries (MTIs, RWI)*	82	68	14
Hours Worked (million hours worked)	24.69	17.11	7.58

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

CASE STUDY

Robert Parker

Robert Parker embarked on a transformative journey with Macmahon, joining the inaugural Indigenous Traineeship Program at the Byerwen Mine in Queensland through Jangga Operations. In five years, Robert's achievements show remarkable growth and dedication.

2019
Started RII30115 Certificate III in Surface Extraction Operations.

2020
Deemed competent to operate six types of haul trucks, light vehicles, lighting plants.

Appointed as a Blast Guard.

2021
Completed RII30115 Certificate III in Surface Extraction Operations.

Deemed competent to operate Water Carts.

2023
Deemed competent to operate graders and track dozers.

2024
Completed RII30719 Certificate III in Emergency Response and Rescue.

Non-discrimination and Equal Opportunity

Macmahon aims to create a safe, respectful, and inclusive workplace environment where diverse experiences, perspectives and backgrounds of our people are valued and utilised.

FY24 HIGHLIGHTS:

- Inclusive Language and Unconscious Bias training rolled out to over 250 leaders
- Women in Mining Western Australia (WIMWA) mentorship program
- NAIDOC Week and International Women's Day celebrations

MANAGING DIVERSITY

In FY24, Macmahon's female participation remained unchanged at 18%. Macmahon's female representation increased throughout the year, to 19%; however, this decreased back to 18% prior to end of the reporting period resulting in an unchanged total representation year-on-year.

Macmahon remains committed to supporting females in embarking upon a career in mining. This commitment is demonstrated by the strong female representation that is observed in our high-volume intakes for positions such as Dump Truck Operators. In FY24, 40% of Macmahon's Australian-based new starter Dump Truck Operators were female. This is due largely to the proactive approach that is taken to ensure all candidates are given fair opportunity to demonstrate their suitability during the recruitment process.

Macmahon provided its 2023-24 report to the Workplace Gender Equality Agency (WGEA) in May 2024. The public report is available to view on our website.

FIRST NATIONS PEOPLE DIVERSITY

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

In FY24, Macmahon's target for First Nations representation was 6% of its total Australian-based workforce. At 30 June 2024, Macmahon's Australian-based workforce comprised of 168 First Nations People, representing 4.4% of the Australian-based workforce. Macmahon has set its target for First Nations representation at 6% for FY25.

In celebration of NAIDOC Week in July 2023, Macmahon partnered with Shannon Walding, an emerging artist and proud Nanda Yamatji woman. Shannon collaborated with employees from our Perth Head Office to create a beautiful piece of artwork that is now proudly displayed adjacent to the main entry. The artwork features an aerial view of the Pilbara landscape, with white spirals and circular campfires to symbolise Macmahon's united team and continued growth (see case study on page 41).

Table 2: Diversity objectives and progress for FY24

	FY24 Target (%)	FY24 Actual (%)	FY23 Actual (%)	FY25 Target (%)
First Nations People	6	4.4	4.7	6
Percentage of female Directors	33.3	16.67*	33.3	40*
Percentage of female employees across Australia	20	18	18	20
Percentage of female employees across the whole organisation	15	14	14.2	15

* The Board is committed to promoting diversity and inclusivity in its composition, processes, and decision-making and has an aspiration for Board gender diversity of 40:40:20. FY24 reporting metric changed to ensure alignment with the Macmahon Corporate Governance Statement.

GENDER DIVERSITY - SOUTHEAST ASIA

In FY24, Macmahon had an increase in total female representation in Southeast Asia operations.

Table 3: Diversity progress for FY24 in Southeast Asia

	FY24 Actual (%)	FY23 Actual (%)	FY22 Actual (%)
Percentage of female employees – Jakarta Office	45	47.3	44
Percentage of female employees – Martabe workforce	31.1	31.9	32
Percentage of female employees – CPM Project	36	N/A	N/A
Percentage of female employees – Batu Hijau	3	4.3	3.8

CASE STUDY

Empowering Communities through the Green Training Program at PT Citra Palu Minerals

At PT Citra Palu Minerals (CPM)'s Poboya Gold Project in Palu, Central Indonesia, lies a commitment to community empowerment and sustainable development. With a vast mining concession of 85,180 hectares, CPM, in collaboration with Macmahon, has embarked on a transformative journey to provide local communities with valuable job opportunities through the innovative Green Training Program.

Macmahon initiated the Green Training Program to create pathways for individuals new to the mining industry. Six local operators from Martabe and 20 experienced non-local operators mentored the trainees. Local residents attended events to learn about the mining industry, including a video showcasing the Martabe Project and were encouraged to apply for the training program.

Since October 2023, Macmahon has employed 277 individuals, with 36% being female, reflecting its commitment to gender diversity and inclusive job opportunities. Macmahon's efforts positively impact the local community by supporting families and contributing to regional economic growth. The Green Training Program at Poboya Gold Project showcases collaboration and sustainable development in the mining industry.

TRAINING AND DEVELOPMENT

Macmahon is committed to continuous training and development for our people, providing workers with the necessary skills and knowledge to maximise their potential.

FY24 HIGHLIGHTS

• Enhanced the graduate and apprentice programs to include more opportunity to upskill tradespeople who are new to industry and include more in-house trades-related training.
• Established ex-Defence force personnel fast track process for upskilling to skilled trade.

Graduates: FY24 saw the development of a range of in-house training solutions for graduates including, enhancements to the engineering graduate programs, improving the business rotations, ensuring they receive key industry and personal development setting them up for success in their future pathway.

Ex-Defence program: Macmahon established the ex-Defence program to support veterans who are new to industry, utilise their transferable skills and complete targeted fast track trade upgrades, providing new career pathways into the mining industry. The program provides participants with an induction to mining and eight formal units of trade competencies to upskill them to a national standard for heavy diesel mechanic qualifications.

Apprentices: Macmahon saw 136 apprentices throughout FY24, with 103 still active, 33 graduated and 38 new starters commenced across the programs. Apprentices consisted of traditional apprenticeships, accelerated and ex-Defence trade upgrades.

Traineeships: Macmahon had 685 registered trainees in FY24 with 349 still registered in traineeships, and 236 successfully completing their programs. Macmahon offer multiple traineeship opportunities across a range of roles including Dump Truck Operators through to Drill and 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: 273 leaders participated in The Macmahon Winning Way leadership development program. The Macmahon Winning Way leadership development training provides our frontline leaders with the skills required to lead effective teams, whilst fostering a psychologically safe culture that is respectful, safe and inclusive.

Registered Training Organisation (RTO): The RTO team has continued to apply the National Standards for RTOs, including continued quality checks on key products.

In FY24, the RTO developed products and plans to complement the Strong Minds, Strong Mines program and to support Macmahon's commercial partnerships.

This included a Certificate IV in Mental Health and Certificate III in Resource Processing.

In summary, the training programs in FY24 achieved the following, including female representation:

Graduates
36 currently engaged
Nine new starters since July 2023
Female representation 4%

Apprentices
136 (33 completed)
Female representation 7%

Trainees
685 registered trainees
349 still registered in traineeships
Female representation 38%

Leadership development
273
Female representation 7%

Ex-Defence
17 ex-Defence people upskilled
and mobilised to site

17

Former ex-Defence personnel employed

- ☑ **Extensive training**
- ☑ **Leadership experience**
- ☑ **Strong work ethic**

"

Many veterans under-sell their skills, believing their career has been one-dimensional. But most have been extensively trained, and their experiences and knowledge are a highly transferable fit for many mining and associated industry roles – from management and on-site work to training, leadership, and diplomacy. Typically, veterans breed integrity and hard work and have shown leadership under stressful conditions."

Martine Martin
Training Manager

Continuing Career Pathways for Ex-Defence Personnel at Macmahon

In 2023, Macmahon proudly employed 17 ex-Defence personnel, showcasing our commitment to providing career pathways for highly trained individuals transitioning from military to civilian work.

This initiative highlights the diverse skills and talents that defence force personnel bring to the mining industry and our dedication to creating an inclusive and supportive workplace.

OVERCOMING MISCONCEPTIONS AND EMBRACING SKILLS

Common misconceptions about army, navy, and air force veterans often include assumptions about mental health issues, such as post-traumatic stress disorder, and difficulties in holding down jobs. These stereotypes have contributed to high unemployment rates among veterans. However, the reality is that many veterans possess extensive training, leadership experience, and a strong work ethic that are highly transferable to various roles within the mining industry.

TARGETED STRATEGIES FOR ENGAGEMENT, DEVELOPMENT, AND RETENTION

The transition from military to civilian life can be challenging, and Macmahon recognises the need for consistent government policy and direct pathways to industry roles. In response, we have implemented targeted strategies for the engagement, development, and retention of ex-Defence force personnel.

PARTNERING WITH 'THE WORKING SPIRIT' PROGRAM

To better engage with ex-Defence personnel and meet the rising demand for skilled and unskilled labour, Macmahon has joined forces with several of Australia's largest mining and associated services companies through 'The Working Spirit' program. This initiative links defence and ex-Defence personnel with key industry players, boosting employment levels and providing a direct 'employment opportunities' portal, career summits, networking events, and social sundowners specifically for former military personnel.

Through The Working Spirit group, we have facilitated the creation of a 'Corporate Fellowship Work Experience Program' to mentor transitioning Australian Defence Force members and help them identify areas they wish to pursue after their military careers.

Macmahon has initiated a series of veteran assessment days and has employed 17 ex-Defence personnel through Working Spirit, steadily increasing our profile in WA's mining and business community. The overwhelmingly positive feedback from our veteran employees underscores the success of our initiatives and the importance of continuing to support this valuable talent pool.

As we celebrate our ongoing efforts to provide career pathways for ex-Defence personnel, Macmahon remains committed to fostering an inclusive, supportive, and thriving workplace for all employees.
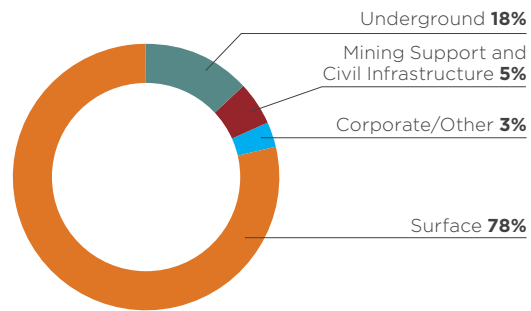
Workforce Management

Our workforce on 30 June 2024 totalled 9,676 people, an increase from 8,368 reported in FY23. These figures include employees and contractors. A breakdown of our workforce can be found in Table 4.

Table 4: Macmahon workforce

Workforce over last 4 years	FY24	FY23	FY22	FY21
Employees	8,269	7,017	6,762	6,086
Contractors	1,407	1,351	1,086	978
Total	**9,676**	**8,368**	**7,848**	**7,069**

Workforce by Business Unit

Underground **18%**

Mining Support and Civil Infrastructure **5%**

Corporate/Other **3%**

Surface **78%**

CASE STUDY

Strong Minds, Strong Mines Wellness Program

In FY24, the Strong Minds, Strong Mines (SMSM) 8-month wellness program was successfully implemented across Macmahon's Australian operations. This initiative, led by the SMSM team and supported by trained Wellness Champions, aims to ensure comprehensive coverage and consistency in program delivery across all mine sites.

PROGRAM OBJECTIVES

Improved Employee Wellbeing: The SMSM program emphasises the social, physical, and mental health of employees, underscoring Macmahon's commitment to the holistic wellbeing of its workforce. By focusing on health, safety, and welfare, the program aims to create a healthier and more supportive work environment.

Training and Awareness: Extensive training sessions for leaders and employees are a cornerstone of the SMSM program. These sessions are designed to help participants recognise and address mental health issues, promote physical health, and foster a supportive workplace culture.

Baseline Surveys and Evaluations: Regular surveys and evaluations are conducted to assess the program's effectiveness. This data-driven approach helps identify areas needing improvement and ensures compliance with health and safety standards.

Promoting Diversity and Inclusion: The SMSM program includes specific presentations on diversity, inclusion, and the prevention of harassment and bullying. These efforts aim to foster an inclusive and supportive workplace where all employees feel valued and respected.

The SMSM wellness program exemplifies Macmahon's dedication to employee wellbeing and a positive workplace culture. Through comprehensive training, regular evaluations, and a strong focus on diversity and inclusion, the SMSM program is paving the way for a healthier, more inclusive, and supportive work environment across Macmahon's Australian operations.

EMPLOYEE BENEFITS

Macmahon has nine single enterprise agreements in Australia which determines employment terms and conditions.

Macmahon's various industrial instruments, including all enterprise agreements, provide for minimum notice periods regarding operational changes. Employees and their representatives are provided with 28 days' notice prior to the implementation of significant operational changes that could substantially affect them.

Macmahon has implemented various strategies to reward our people such as:

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

Access to **gym facilities** and classes

Flexible working arrangements, including offering our FIFO workforce the flexibility to choose between lifestyle and higher earnings rosters

Access to an award-winning physical and mental health program, **Strong Minds, Strong Mines**

Opportunities for growth and development through our **Grow Our Own** initiatives

Right of Engagement with First Nations People

Macmahon continues to provide a number of traineeships and employment opportunities for First Nations People. Macmahon support the training and development of First Nations People within the regions we conduct our operations. Macmahon collaborates with clients wherever possible to optimise outcomes for First Nations People and local communities.

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

FIRST NATIONS PEOPLE STAKEHOLDER MANAGEMENT

Macmahon's Indigenous Peoples Policy and Diversity and Inclusion Policy underpins Macmahon's commitment to fostering a diverse and inclusive workplace. We work with our clients to promote positive outcomes for First Nations People and local communities wherever possible. Macmahon complies with all government and client requirements for First Nations participation and sets representational targets that support the measurement and promotion of employment opportunities for First Nations People.

Macmahon's approach to managing First Nations stakeholders is characterised by respect and partnership. Macmahon seeks to work with Traditional Owners, clients and local communities to make sustainable improvements for First Nations People.

Macmahon has a broad range of local interests and concerns, including discussion on local content, employment and business opportunities. In collaboration with our clients, Macmahon engages with local communities on these matters.

Celebrating 60 Years of Unity and Achievement

Macmahon's Commemorative Artwork

We are proud to unveil the commissioned artwork that commemorates Macmahon's 60th anniversary and NAIDOC Week. Created by Shannon Walding, a talented young Nanda Yamatji woman, this piece beautifully captures our journey and is now prominently displayed in the reception of our Perth office.

SYMBOLISM AND SIGNIFICANCE

Aerial Pilbara Landscape and Growth The artwork features an aerial view of the Pilbara landscape, with a white spiral symbolising Macmahon's continuous growth and expansion. This element reflects our enduring commitment to progress and development in the mining industry.

United Team and Cultural Heritage Circular campfires within the artwork represent the united strength of Macmahon's team. The incorporation of white glitter is a tribute to the diamonds mined by our predominantly Aboriginal and Torres Strait Islander workforce at the Argyle Diamond Mine over the past two decades, highlighting the significant contributions of these communities to our success.

Employee Involvement and Pride In a collaborative effort, Macmahon employees in Perth worked with Shannon Walding to add their handprints in gold, symbolising the valuable mining commodities we extract. The inclusion of our corporate blue inside the handprints reflects the pride we take in being part of the Macmahon team.

A FUSION OF PAST AND PRESENT

This original artwork merges elements of our past and present, portraying the rich culture and steady growth that define Macmahon. It stands as a testament to our history and achievements, celebrating 60 years of unity, dedication, and success.

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 Macmahon's material sustainability risks sits with the highest governing body of Macmahon, the Board of Directors.

Corporate Governance

Macmahon is committed to ensuring that its obligations and responsibilities to its various stakeholders are fulfilled through appropriate corporate governance practices. These practices play an important role in helping the business deliver on its strategy and objectives. They are designed to enhance the Company's sustainable long-term performance and value creation for all stakeholders.
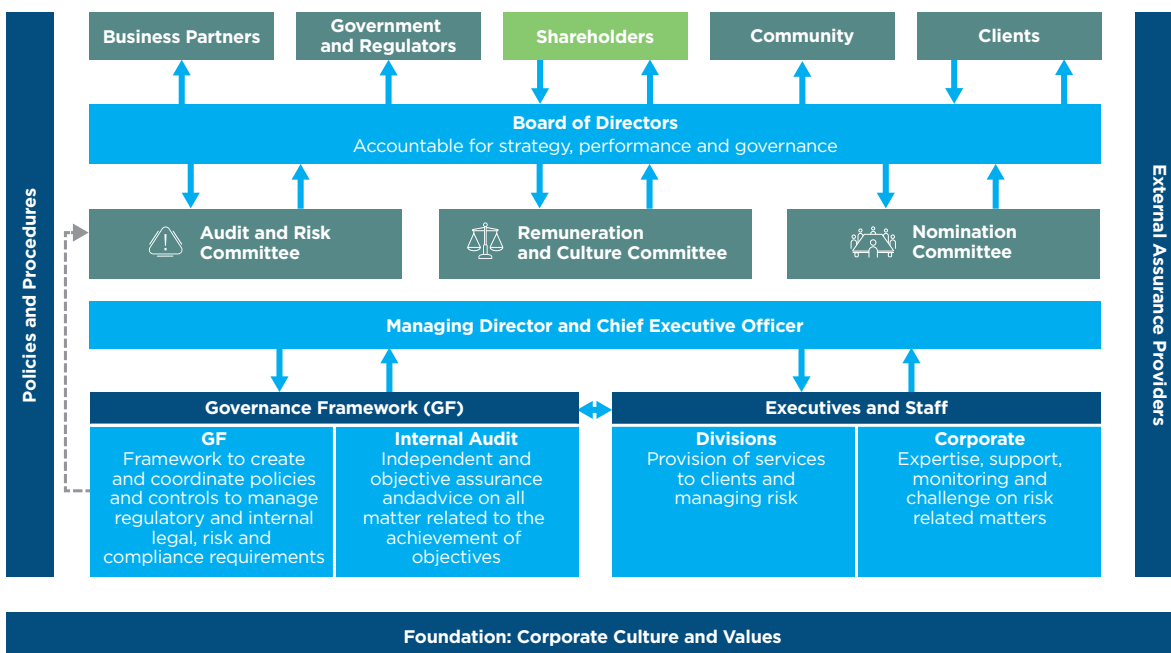
Macmahon has continued to build on its strong foundation of governance and has taken positive steps to improve its approach to governance.

The Board of Macmahon believes that the Company's governance arrangements have been consistent with the fourth edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

The 2024 Corporate Governance Statement outlines the current corporate governance framework and practices of Macmahon and its subsidiaries, which can be found on our website.

THE BOARD

The Board is the highest governing body of Macmahon and is required to make decisions, in the best interest of Macmahon, its shareholders and stakeholders. The Board oversees the approval and updates to Macmahon's purpose, values, policies and strategies ensuring Macmahon's commitment to excellence in corporate governance, transparency and accountability. This is essential for Macmahon's long-term performance and sustainability.

Business Partners	Government and Regulators	Shareholders	Community	Clients

Board of Directors
Accountable for strategy, performance and governance

⚠ Audit and Risk Committee	⚖ Remuneration and Culture Committee	👥 Nomination Committee

Managing Director and Chief Executive Officer

Governance Framework (GF)		Executives and Staff	
GF Framework to create and coordinate policies and controls to manage regulatory and internal legal, risk and compliance requirements	**Internal Audit** Independent and objective assurance andadvice on all matter related to the achievement of objectives	**Divisions** Provision of services to clients and managing risk	**Corporate** Expertise, support, monitoring and challenge on risk related matters

Foundation: Corporate Culture and Values

(Left side label: Policies and Procedures)
(Right side label: External Assurance Providers)

KEY

⬇ Delegation, direction, resources, oversight

⬆ Accountability reporting

⬌ Alignment, communication, coordination, collaboration

---- Independent reporting line

Hamish Tyrwhitt
Independent, Non-Executive
Chair

Michael Finnegan
Managing Director and Chief
Executive Officer

Dharma Chandran
Independent, Non-Executive
Director

David Gibbs
Non-Independent,
Non-Executive Director

Denise McComish
Independent, Non-Executive
Director

Grahame White
Independent, Non-Executive
Director

BOARD COMPOSITION

In FY24, Macmahon experienced several changes to its Board of Directors:

1. Eva Skira stepped down as Chair of the Board to retire. She was succeeded by Hamish Tyrwhitt.

2. Non-Executive Directors Mr Alex Ramlie and Mr Arief Sidarto resigned from the Board to focus on activities related to the initial public offering and listing of PT Amman Mineral International on the Indonesia Stock Exchange. They were replaced by Mr David Gibbs as the AMNT Nominee Director.

3. Macmahon welcomed Mr Dharma Chandran and Mr Grahame White as new Non-Executive Directors.

4. Sadly, Macmahon experienced the passing of Non-Executive Director Mr Bruce Munro early in the financial year.

The Board comprises of five Non-Executive Directors, 16.67% of which are female.

COMMITTEES OF THE BOARD

Committees of Macmahon's Board include Audit and Risk Committee, Remuneration and Culture Committee (previously Remuneration Committee) and the Nomination Committee. In FY24, the Tender Committee was discontinued.

The Board acknowledges that it is accountable to shareholders for the overall strategy, governance, and performance of the Company.

The Board's primary role is to demonstrate leadership, provide overall strategic guidance for the Company, and effectively oversee management in implementing the Company's strategic objectives and installing a culture that supports the Company's purpose and values.

The Board has established a delegation of authority outlining the matters reserved to the Board and those delegated to the Managing Director/Chief Executive Officer and to the executives and management.

EXECUTIVE LEVEL POSITIONS

Macmahon has eight Executives, 50% of which are female.

The CEO is responsible for the day-to-day management of the business and affairs of Macmahon and has the powers and responsibilities determined by the Board and outlined in the Board Charter, which can be found on our website.
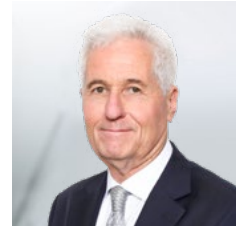
Michael Finnegan
Managing Director and Chief Executive Officer

Ursula Lummis
Chief Financial Officer

Donald James
Chief Commercial Officer

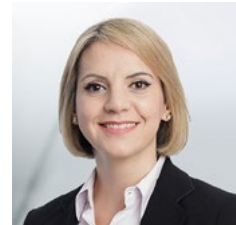**Peter Pollard**
Chief Corporate Development Officer

Elizabeth Gray
Executive General Manager, HSEQ and Training

Nicola Hamilton
Executive General Manager, People

Jason McCallum
Executive General Manager – East Coast Operations and Maintenance

Maha Chaar
General Counsel and Company Secretary

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.

The Code ensures that we comply, through openness and integrity, with procedures that reflect the highest standards of corporate governance to safeguard the interests of our stakeholders.

For this reporting period, there were:

- No matters involving corruption breaches of our Code of Conduct.
- 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.

Risk Management

Macmahon conducts its business and takes informed and appropriate commercial and business risks to achieve its objectives and deliver value to shareholders.

Macmahon recognises that risk is inherent to its business and effective management of risk is vital to delivering on its objectives, success and continued growth. Macmahon's approach to risk enhances opportunities, reduces threats and sustains Macmahon's competitive advantage. Macmahon is committed to managing all risk in a proactive and effective manner.

Given the breadth of operations and the geographies and markets in which Macmahon operates, a wide range of risk factors have the potential to impact Macmahon. While Macmahon attempts to mitigate and manage risks where it is efficient and practicable to do so, there is no guarantee these efforts will succeed.

A summary of the material business risks that may affect the achievement of Macmahon's strategies, performance and prospects are included in the Risk Management section of the FY24 Annual Report.

EXTERNAL CHARTERS, PRINCIPALS, OR OTHER INITIATIVES

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

Risk Mitigation Management

Macmahon has developed a Risk Management Policy to articulate general principals and provide a framework for the integration of risk management into day-to-day decision making, allowing Macmahon to take informed and appropriate commercial and business risks to achieve business objectives.

To further mitigate risk, Macmahon maintains a formal Corporate Governance Statement and an annual review occurs of the Company's main governance policies and procedures. This is supported by:

- Internal management review processes
- Regular Board meetings
- Internal and external auditing processes
- Representation undertakings by the executive team to the CEO and CFO every six months
- A robust internal function that ensures the review and regular monitoring of Whistleblower Policy and hotline, Code of Conduct, corrective action and non-conformance standards

The Audit and Risk Committee is responsible for overseeing the Company's Risk Management Framework and procedures.

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:

- Anti Bribery and Corruption Policy
- Climate Change Statement
- Code of Conduct Policy
- Diversity & Inclusion Policy
- Environmental Policy
- Health and Safety Policy
- Human Rights Policy
- Indigenous Peoples statement
- Privacy Policy
- Quality Policy
- Risk Management Policy
- Sexual Harassment Policy
- Statement of Values
- Sustainability Policy
- Whistleblower Policy
- Procurement Policy

Cyber and Information Security

FY24 saw the continuation of Macmahon's Cyber Resilience Strategy. The work packages included significant change management components, improving the knowledge of our people in relation to the way they interact with business data and technology systems to enhance cyber security outcomes.

During FY24 we have conducted three unique phishing exercises, which included:

1. Drive by campaign to all computer users

2. Targeted credential campaign to users who failed a phishing campaign in FY23 *(This user group continues to be provided additional learning opportunities)*

3. Multi Factor Authentication (MFA) phishing campaign

All phishing exercise results have remained within the guardrails established for Board and risk reporting.

Audits

Macmahon has established an internal audit function which is conducted utilising both internal and external resources.

Internal audits provide assurance on the adequacy of the Company's systems for risk management and internal control and governance, along with recommendations to improve the efficiency and effectiveness of systems and processes.

The Board governs this process through the Audit and Risk Committee, which has established an internal audit function using both internal and external resources. Macmahon is committed to developing and resourcing the internal audit function to evaluate and continually improve the effectiveness of Macmahon's governance, risk management and internal control processes.

Internal audits provide assurance on the adequacy of the Company's system for risk management, internal control and governance, along with recommendations to improve the efficiency and effectiveness of systems and processes. Internal audits are performed by a variety of external and internal service providers as appropriate, with the results of audits reported to the Audit and Risk Committee, who are responsible for reviewing these reports and monitoring management's responses to recommendations and closure of audit findings.

In addition to the audits outlined in the Safety, Health and Wellbeing section of this report on page 28, we have conducted further audits.

Alongside our internal audit program, the following audits are performed by KPMG, our external auditors, as required by the *Corporations Act 2001, including:*

• Review of half-year report
• Audit for yearly financial statements
• Audit of coal long service leave

Supply Chain

As in previous years, 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 encourages suppliers to conduct procurement activities that identify potential environmental improvement, risks and impacts of goods or services in the Company's business processes.

Macmahon monitors modern slavery risk in our supply chain via self-assessment, questionnaires in its onboarding process and periodic audits of existing suppliers.

Our supply chains include the following services and products:

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

SPEND BY COUNTRY

77% Australia

23% Indonesia
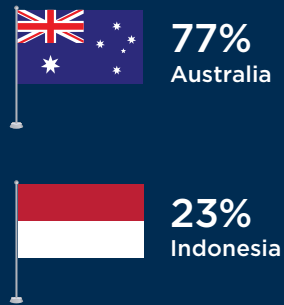
AUSTRALIA SPEND BY CATEGORY
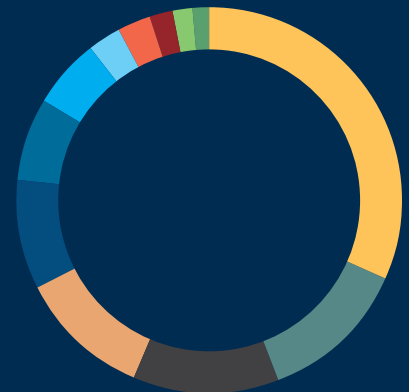
Category	%
Equipment/Spares	31.71%
Labour hire/ Recruitment	12.64%
Equipment Hire	12.29%
Sub Contractor	11.11%
Consumables	8.96%
Services	6.98%
Tyres	5.83%
Corporate	2.92%
Transport	2.67%
Oil and Lubes	2.05%
Ground Engaging Tools	1.51%
Other	1.33%

New Suppliers

Macmahon is committed to integrating safety, environmental and social considerations into our procurement practices and encouraging suppliers to adopt practices that minimise safety, environmental and social impacts.

We seek to conduct business with providers who have a demonstrated commitment to, and acceptable performance with, a systematic approach to environmental management.

FY24 saw the implementation of a sustainability self-assessment questionnaire (SAQ) for all new suppliers. The questionnaire is used to screen the environmental impacts within our supply chain and the governance procedures suppliers have in place in relation to ESG practices.

In FY24, 440 suppliers were screened for sustainable procurement practices and assessment for social impact risks through our Modern Slavery self-assessment questionnaire, which was implemented in FY21.

Our modern slavery questionnaire risk assessment helps us rate our suppliers as high, moderate, or low risk for modern slavery occurrences depending on a range of factors including:

- Whether the suppliers have policies and procedures in place to assess and address modern slavery.
- The availability of training for employees.
- Reporting and grievance mechanisms in place.
- Whether the supplier understands where any raw materials, components or parts in its own products are ultimately sourced from.

In addition to screening requirements of the modern slavery SAQ, Macmahon audited 21 suppliers in relation to social impacts which is reported in Macmahon's Modern Slavery Statement each year.

More information on Macmahon's modern slavery approach can be found in our Modern Slavery Statement located on our website.

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.

Stakeholders	Key Interests and Concerns	FY24 Engagement
Local 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.	• Community consultation and engagement • Social investment • Project community engagement plans • Jangga Operations (First Nations Group Byerwen) • Western Kangoulu (First Nations Partnership in Central Queensland) • QCoal Foundation
Clients	Reliability, quality, cost and delivery.	• 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.	• 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.	• 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
Industry groups	Collaboration to ensure outcomes from the industry; for example, the coordination of safety data for the benefit of the industry.	• 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
Regulators	Safety and environmental reportable incidents and breaches.	• Australian Securities Exchange (ASX) • Safety and Environmental Departments **(These names vary across different states and the direct relationship is often with the client, depending on jurisdictions)

PERFORMANCE DATA

	Metric	FY24	FY23	FY22	FY21
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	0	0	-
HEALTH AND SAFETY					
Total fatalities	#	0	0	0	2
Lost Time Injury Frequency Rate (LTIFR)	# incidents per million hours worked	0.32	0.13	0.21	0.14
Recordable Injuries (RWI & MTI's)	#	82	85	89	90
Hours worked (million hours worked)	#	24.69	22.3	19.2	13.8
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hours worked	3.64	3.94	4.8	6.39
Fines and prosecutions	#	0	0	0	0
Integrated Management System Audits completed	% to schedule	100	100	100	100
Inspections	#	10,575	5,028	4,759	4,266
Hazards reported	#	19,240	17,758	22,563	15,730
ENVIRONMENT					
Greenhouse gas emissions – Scope 1	tonnes CO_2-e	894	1,091	15,125	2,051
Greenhouse gas emissions – Scope 2	tonnes CO_2-e	977	913	1,246	1,481
Total GHG emissions (Scope 1 and 2)	tonnes CO_2-e	1,871	2,004	16,371	3,532
Energy consumed	gigajoules	19,726	22,148	222,285	37,200
Total major environmental incidents	#	0	0	0	0
Fines and Prosecutions	#	0	0	0	0
Inspections	#	363	389	371	292
General waste	tonnes	2,644	6,942	1,810	694
Recycling	tonnes		4,218	9,612	28
Land rehabilitated – Australia	hectares	120	56	169	142
		CY24	**CY23**	**CY22**	**CY21**
Land rehabilitated – Southeast Asia	hectares	71	55	48	45

PERFORMANCE DATA

WORKFORCE DIVERSITY	Metric	FY24				FY23	FY22	FY21
		F	M	Not Disclosed/ Non-binary/ Gender Diverse	ALL	ALL	ALL	ALL
Total workforce	#	1,255	8,419	2	9,676	8,137	7,848	7,069
Total employees	#	1,152	7,116	1	8,269	7,017	6,762	6,082
Total contractors	#	103	1,303	1	1,407	1,351	1,082	987
Total workforce by region								
Employees								
Australia	#	683	3,155	1	3,839	3,573	3,343	3,035
Southeast Asia	#	469	3,961	0	4,430	3,444	3,419	3,016
Other	#	0	0	0	0	0	0	31
Contractors								
Australia	#	84	1,128	1	1,213	1,238	966	940
Southeast Asia	#	19	175	0	194	113	120	47
Total workforce by division								
Surface	#	925	6,668	1	7,594	6,258	6,264	5,339
Underground	#	126	1,160	1	1,287	1,353	1,161	1,049
Mining Support Services	#	66	429	0	495	485	205	249
Corporate/Other	#	138	162	0	300	272	218	432
Total workforce by employment type								
Full-time	#	1,233	8,410	2	9,645	8,338	6,705	7,047
Part-time	#	22	9	0	31	30	27	22
New employee hires								
People	#	353	1,761	0	2,114	1,629	1,947	1,613
Percentage	%	17	83	0	22	100	100	100
Employee turnover								
People	#	292	1,248	1	1,541	1,613	1,333	733
Percentage	%	25	18	100	19	19.3	21	15.9
Australian First Nations employees								
People	#	49	119	0	168	168	156	114
Percentage	%	7	4	0	4	4.7	4.7	4.7
Expats in Southeast Asia								
People	#	0	8	0	8	8	11	10
Percentage	%	0	0.2	0	0.2	0.1	0.1	0.3

WORKFORCE DIVERSITY	Metric	FY24				FY23	FY22	FY21
		F	M	Not Disclosed/ Non-binary/ Gender Diverse	ALL	ALL	ALL	ALL
Total workforce								
Staff	#	363	1,308	0	1,671	1,572	1,414	100
Operations	#	786	4,642	0	5,428	4,657	3,552	100
Maintenance	#	106	2,469	2	2,577	2,229	1,796	100
Total workforce by age								
<30	#	477	1,816	2	2,295	1,696	1,950	1,485
30-50	#	589	5,110	0	5,699	5,251	4,732	4,559
>50	#	189	1,493	0	1,682	1,421	1,166	1,025

TRAINING AND DEVELOPMENT	Metric	FY24			FY23	FY22	FY21
		Female representation	First Nations representation	ALL	ALL	ALL	ALL
Leadership	#	19	0	273	67	123	95
	%	7	0				
Apprentices	#	7	4	136	126	102	105
	%	5	3				
Trainees	#	133	23	685		467	289
	%	19	3				
Total new to industry Training Academy	#	114	27	652	453	431	-
	%	17	4				
New to industry Training Academy – external	#			0	149	101	-
	%						

	Metric	FY24			FY23	FY22	FY21
		F	M	ALL	ALL	ALL	ALL
Board							
People	#	1	4	5	7	7	8
Percentage	%	20	80				
Executive Leadership Team							
People	#	4	4	8	7	9	8
Percentage	%	50	50				

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
SAQ	Self-assessment Questionnaire
tCO_2e	Tonnes of Carbon Dioxide Equivalent
TRIFR	Total Recordable Injury Frequency Rate
WA	Western Australia
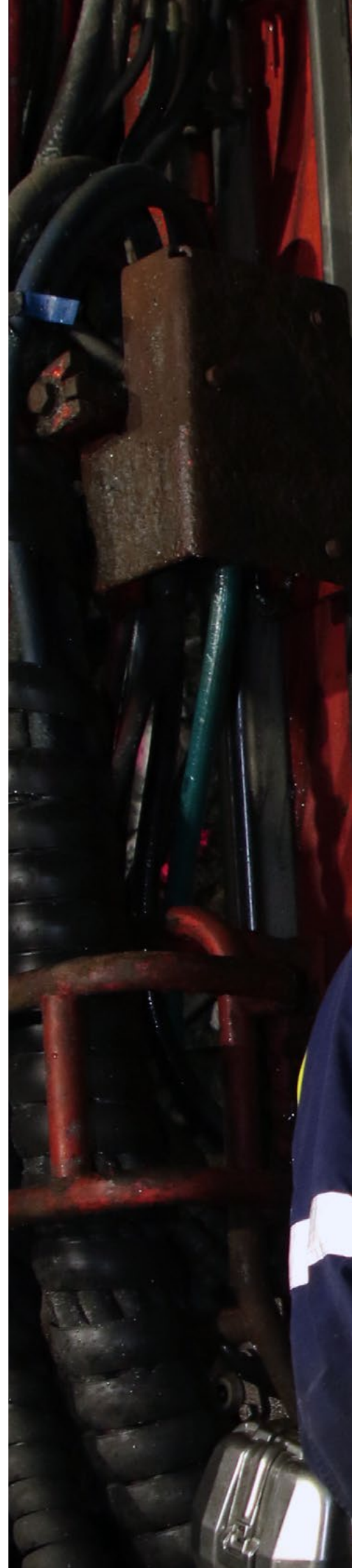
GLOBAL REPORTING INITIATIVE CONTENT INDEX

Statement of Use	Macmahon Holdings has reported with reference to the GRI Standards for the period 1 July 2023 to 30 June 2024
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: Mining Sector 2024

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 FY24 AR
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; FY24 AR
2-11	Chair of the highest governance body	Letter from the Chair; FY24 AR
2-12	Role of the highest governance body in overseeing the management of impacts	About this Report; FY24 AR
2-13	Delegation of responsibility for managing impacts	Governance; Corporate Governance; Risk Mitigation Management FY24 AR
2-14	Role of the highest governance body in sustainability reporting	Sustainability at Macmahon; Structured Approach for Determining Materiality
2-15	Conflicts of interest	FY24 AR
2-16	Communication of critical concerns	FY24 AR
2-17	Collective knowledge of the highest governance body	FY24 AR
2-18	Evaluation of the performance of the highest governance body	Governance; Corporate Governance; Committees of the Board FY24 AR
2-19	Remuneration policies	Governance; Corporate Governance; Policies
2-20	Process to determine remuneration	FY24 AR
2-21	Annual total compensation ratio	FY24 AR
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; Adaptation, 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; FY24 OH&S Performance
403-10	Work-related ill health	Occupational Health and Safety

ADDITIONAL REPORT-ING INDEX (ASRS/IFRS)

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