



OUR ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) PERFORMANCE

SUSTAINABILITY REPORT 2020



CONTENTS



ABOUT THIS REPORT	2
MESSAGE FROM THE BOARD	3
ABOUT CIVMEC	4



PERFORMANCE HIGHLIGHTS	12
STAKEHOLDER INFORMATION & MATERIALITY	13



OUR PEOPLE	15
OUR COMMUNITY	26



HEALTH & SAFETY	29
ENVIRONMENT	34



GOVERNANCE	41
GRI STANDARD CONTENT INDEX	48



ABOUT THIS REPORT

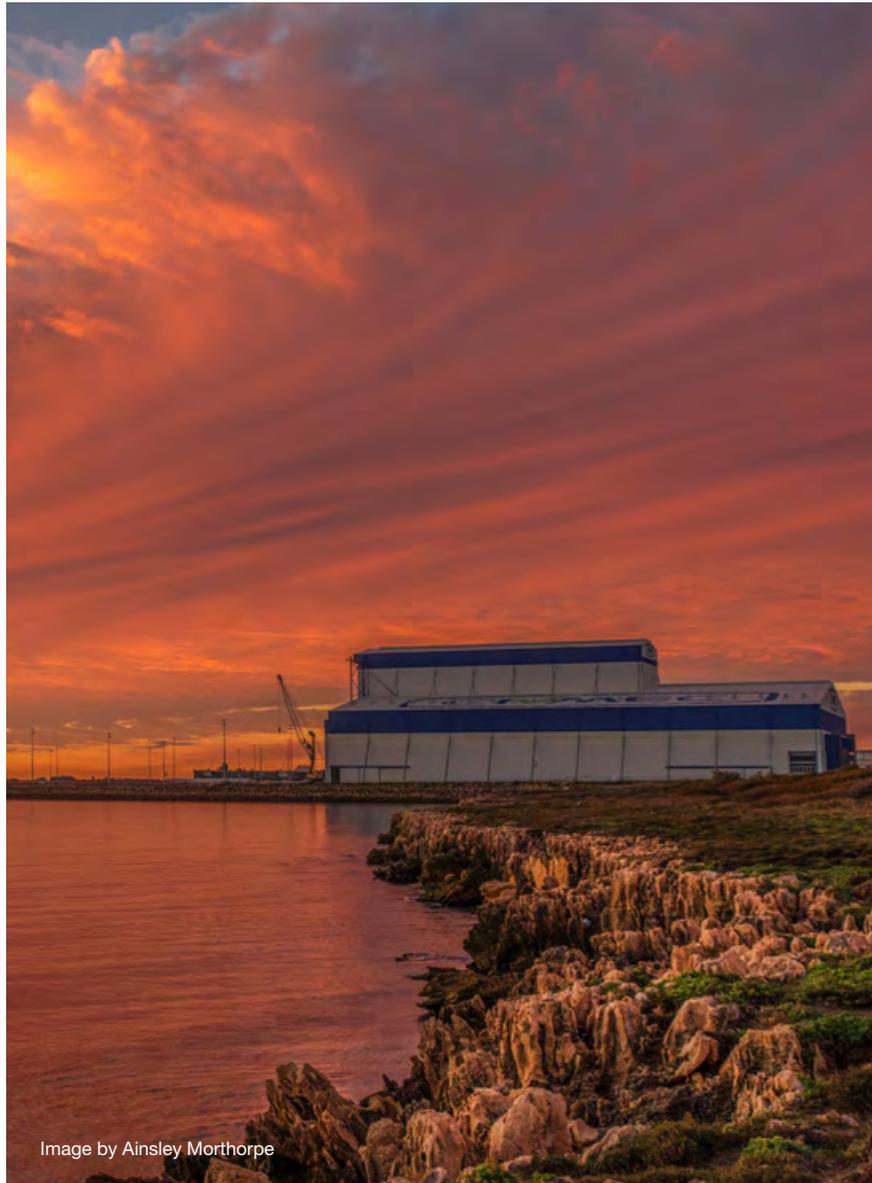


Image by Ainsley Morthorpe

SCOPE

The purpose of this report is to enable key stakeholders to understand Civmec's sustainability approach, actions, performance and key material issues for the financial year ended 30 June 2020 (FY2020). This report was approved by the Civmec Board of Directors (the 'Board') on 27 November 2020. Civmec Limited (Company Registration Number 201011837H) is the ultimate holding company of the Civmec group of companies. In this report, unless otherwise stated, references to 'Civmec', the 'Company' and the 'Group' refer to Civmec Limited and its controlled entities. The information in this report covers all operational activities undertaken by Civmec. Our share of operations from joint venture projects is reported on a proportionately consolidated basis, unless otherwise stated.

REPORTING APPROACH

Civmec's Sustainability Report 2020 links our sustainability principles to our mission, vision and values. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016 core-level reporting, which focuses on identifying and reporting on topics that are material to our business and key stakeholders, in relation to environmental, social and governance (ESG) performance.

The GRI Standards create a common language for organisations and stakeholders, with which the economic, environmental, and social impacts of organisations can be communicated and understood. The Standards are designed to enhance the global comparability and quality of information on these impacts, thereby enabling greater transparency and accountability of organisations.¹

We report our sustainability performance annually. To support this commitment, we are continuing to evolve and refine how we collect information to ensure quality data and insights are available in order to drive improvement in our sustainability performance over time. This process includes undertaking an internal audit of this report and the reporting process.

¹ Consolidated Set of GRI Sustainability Reporting Standards 2016 – GRI 101: Foundation 2016



For ease of reference, a GRI Standard Content Index is located on page 48 of this report.

MESSAGE
FROM THE BOARD

The primary role of the Board is to deliver mutually beneficial outcomes for all stakeholders and to ensure that the company is managed in accordance with best international corporate governance practices, meeting all obligations of the Singapore Exchange (SGX) and the Australian Securities Exchange (ASX).

Central to Civmec’s approach to sustainability is our *Never Assume* philosophy, which underpins the company’s culture and drives behaviour, attitudes, decisions and actions.

The sustainability of our business is intrinsically linked to the successful management of our environmental, social and governance (ESG) risks, obligations and opportunities. Proactively identifying and understanding the risks faced by the business and adopting sustainable practices to mitigate these, in addition to capitalising on identified opportunities, has facilitated our growth.

This report outlines Civmec’s management approach and performance across the key material risk areas identified, as a fundamental component of future strategy to drive sustainable growth. As part of its strategic formulation, the Board has carefully considered the material ESG factors that present the greatest risk and opportunity to the business and oversees the management and monitoring of these factors.

Civmec’s sustainability agenda is focused on:

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

Overwhelmingly, the company’s success relies on its ability to foster positive, meaningful and productive relationships with its key stakeholders, including employees, clients and partners, all of whom play an integral role in our ongoing success.

Yours sincerely
The Board, Civmec Limited



ABOUT CIVMEC

Civmec is an integrated, multi-disciplinary construction and engineering services provider to the Oil & Gas, Metals & Minerals, Infrastructure, and Marine & Defence sectors.

Established in 2009, we are one of Australia's leading providers of turnkey solutions across a range of core capabilities.

Our vast self-performance capability enables us to respond agilely to our clients' needs and our commitment to innovation and technology enables us to work smarter, providing value-driven solutions. Focused on establishing long-term partnerships and working collaboratively with clients and delivery partners, we have played a significant role in the delivery of some of Australia's most complex projects, including in remote, logistically challenging environments.

With the experience and capacity to establish site facilities anywhere in Australia to meet project specific requirements, we have permanent presence in Henderson, Western Australia (which is our corporate office location), in Newcastle, New South Wales, and at Gladstone in Queensland.

Our strategically located manufacturing facilities in Western Australia and New South Wales support our vertically integrated operating model. Our facility in Henderson is the largest heavy engineering facility of its kind in Australia. Situated just 30 kilometres south of Perth, the facility is located on 200,000m² of land with direct waterfront access in the Australian Marine Complex (AMC) precinct. The AMC also offers a further 440,000m² of Common User Facility (CUF) land and complementary facilities and equipment. With more than 100,000m² of usable undercover area, serviced by 52 overhead travelling cranes, our facility includes a 53,000m² (usable floor area) Assembly Hall and a 29,300m² Fabrication Hall, complete with blast and paint facilities.

Our Newcastle facility is our prime manufacturing facility servicing the east coast market, while also supporting our west coast operations at peak times. It is located on 227,000m² of waterfront land, just 14 kilometres from the port of Newcastle. With direct access to the Hunter River and two ship basins, the facility offers 30,000m² of undercover area serviced by 24 overhead travelling cranes, including a 15,000m² heavy engineering workshop and 7,500m² precast/pre-stressed concrete facility.

Our Gladstone facility is centrally located in a major hub of industrial activity in Queensland. This regional location allows us to house the essential equipment that we require to carry out our ongoing maintenance, shutdown and refractory activities for our resource sector clients in that region. A presence in this location allows us to mobilise rapidly to meet our clients' planned and unplanned maintenance activities.

These world-class facilities, and our extensive construction equipment base, enable us to provide manufacturing, technical, administrative and logistical support to service projects of all sizes and complexities anywhere in Australia.



OUR VALUES

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

Our commitment to achieving our targets; our focus on continual improvement and innovation; our performance driven attitude and pursuit of excellence; our confidence to influence and challenge; and our commitment to working together collaboratively with our people, partners and clients, guides our future success.



COMMITMENT

Our individual commitment facilitates our success



INNOVATION

Our innovative approach drives continuous improvement



VALUE DRIVEN

Our performance driven culture delivers value



MAKE A DIFFERENCE

Our ability to influence and challenge drives sustainability



EXCELLENCE

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



COLLABORATION

Our focus on working together drives sustainable partnerships



Our comprehensive west coast and east coast facilities support our vertically integrated delivery model and drive efficiencies in our onsite activities.



LOCATIONS

- A Perth
- B Newcastle
- C Gladstone
- D Singapore



Key projects in delivery or completed during FY2020 include:

	PROJECT	CLIENT	LOCATION
1	Varanus Island Compression Project	Santos	Varanus Island, WA
2	Gorgon Stage Two Subsea Installation Project – Tie-In, Jumper Spools and Spreader Beams	TechnipFMC (for Chevron)	Henderson, WA
3	Gorgon Stage Two Subsea Installation Project – Buckle Initiators	Allseas (for Chevron)	Henderson, WA
4	Pluto LNG Project – Interconnector and Stair Tower Modules	Woodside (via EPCM Worley)	Henderson, WA
5	Kemerton Lithium Project	Albemarle	Kemerton, WA
6	Manufacturing of kilns for Kemerton Lithium Project	Metso	Henderson, WA
7	South Flank – rail mounted machines and smart modules	BHP and thyssenkrupp	Henderson, WA
8	Eliwana – Primary Crushing and Ore Processing Facility	Fortescue	Pilbara, WA
9	Roy Hill – ROM Packages	Roy Hill	Pilbara, WA
10	Dump Truck Tray Bodies	Numerous resource clients, including Austin Engineering and DT Hiloal	Newcastle, NSW
11	Alcoa Willowdale Mine – Larego Overland Conveyor Package	Alcoa Australia	Willowdale, WA
12	Multi-disciplined mechanical maintenance works, including minor shutdowns and fabrication	Queensland Alumina Limited	Gladstone, QLD
13	Multi-disciplined mechanical maintenance works to support major shutdowns	Rio Tinto	Yarwun, QLD
14	Variety of mechanical maintenance works across numerous shutdowns	Fortescue	Pilbara, WA
15	Variety of multi-disciplined mechanical and electrical maintenance works across numerous shutdowns	Roy Hill	Port Hedland, WA
16	Calcliner maintenance, major overhaul and repair services	Alcoa Australia	Pinjarra, Wagerup and Kwinana, WA
17	Design, fabrication and construction of an ammonia nitrate storage tank	CSBP	Kwinana, WA
18	SEA 1180 Offshore Patrol Vessel Program	Luerssen Australia	Henderson, WA
19	Princes Highway Upgrade – Berry to Bomaderry	Downer Seymour Whyte JV	Newcastle, NSW
20	Transport for NSW Bridge Projects	Transport for NSW	Newcastle, NSW
21	Bennett Brook Bridge	Main Roads WA (Decmil)	Henderson, WA

Providing tailored solutions for upstream and downstream Oil & Gas projects, we can deliver in remote, highly challenging environments, offering innovative logistical solutions to enable the fundamental project metrics of time and cost to be achieved.

With our multi-disciplinary capability, we fabricate and modularise specialist subsea equipment and support onshore processing plant requirements. We have the capacity to deliver works on site and from our Henderson facility, which includes a dedicated subsea workshop, enabling us to produce high quality products without the threat of material cross-contamination. Our robust systems ensure we deliver quality products and services to the exacting standards required by the Oil & Gas industry.

Our significant capabilities in this sector include the fabrication and assembly, surface treatment and testing of high integrity structural steel, carbon and exotic stainless/duplex/inconel steel for piping; subsea spools, manifolds, PLET and PLEM structures; offshore jackets and topsides; suction piles; process modules; vessels; and propane and LNG spheres.

Through our involvement in some of the largest Oil & Gas projects undertaken in Australia, our expertise extends to the provision of multi-disciplined, in-house construction services, including structural, mechanical & piping; electrical, instrumentation & control; precast concrete solutions; thermal, acoustic and cryogenic insulation installation; refractory; and site civil works.

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

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

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



Left: Maintenance team on the Chevron Gorgon Project

Below: Gorgon Stage Two Subsea Installation Project – Buckle Initiators



Our vertically integrated model supports the delivery of projects in the Metals & Minerals sector, developing tailored solutions for small or large greenfield and brownfield projects. Providing a full turnkey service, we have the flexibility to improve methodology, leveraging the synergies of our multi-disciplinary capability to provide our clients with cost and schedule efficiencies.

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

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

Through our involvement in some of the largest Metals & Minerals projects undertaken in Australia, we have the experience to deliver multi-disciplined construction services, including structural, mechanical & piping; electrical instrumentation & control; insulation installation; refractory; bulk and detailed earthworks; precast concrete works; in-situ concrete; trenching works; and dewatering.

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

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

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



Left: Dump Truck Tray Bodies, Mt Arthur Mine

Below: Alcoa Willowdale Mine – Larego Overland Conveyor Package



OUR OPERATING SECTORS INFRASTRUCTURE

Our expertise and diverse range of integrated services and capabilities have been instrumental in the successful delivery of some of the most significant infrastructure projects undertaken in Australia.

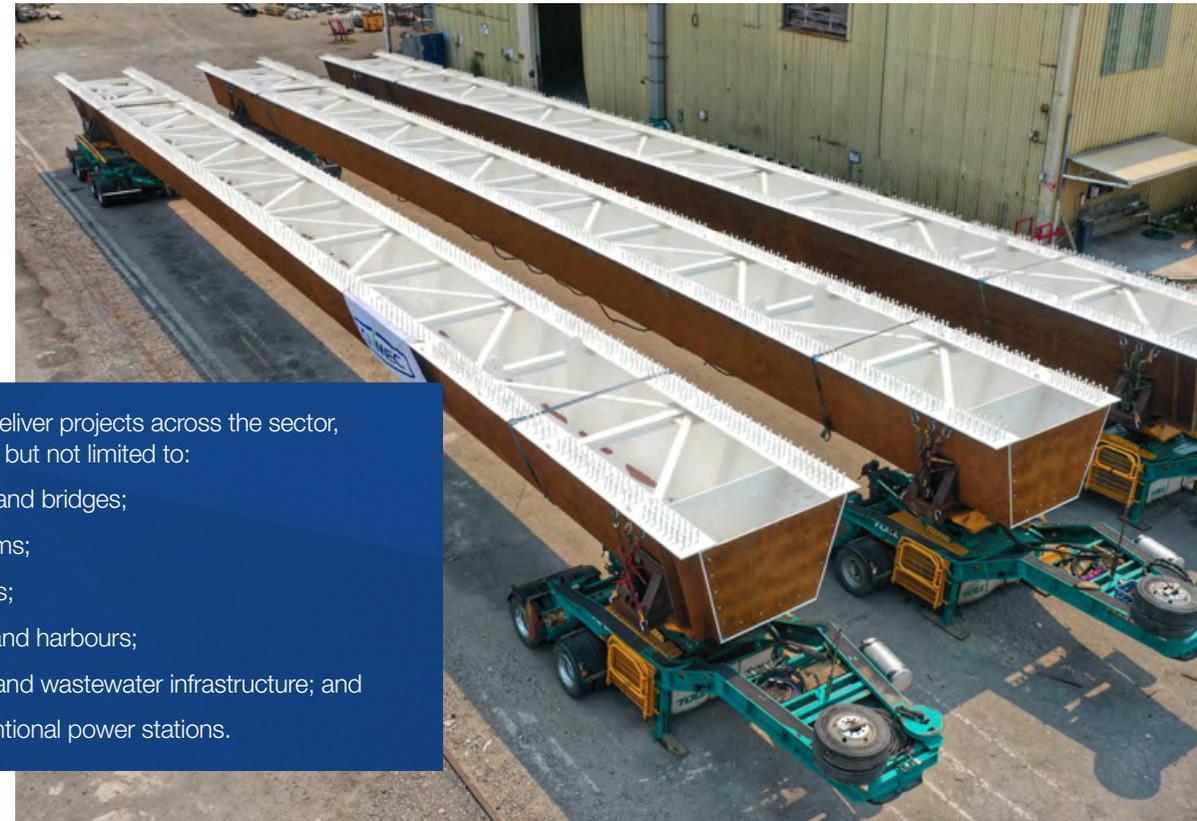
Our state-of-the-art fabrication facilities in Western Australia and New South Wales enable us to reduce project risk, by precasting and modularising scope elements in a controlled environment, providing significant advantages that include reduced site working hours, optimum quality control, and weather-proofing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

Our significant capabilities in the delivery of process and non-process infrastructure extend to fabrication and assembly; surface treatment; and the manufacture and installation of steel, precast concrete structures and in-situ concrete.

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

Below Left: Transport for NSW Bridge Projects

Below Right: Princes Highway Upgrade – Berry to Bomaderry



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

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

Our ability to provide the Marine & Defence sector with a fully integrated service offering for the repair, maintenance and construction of naval and commercial vessels and the provision of Defence Estate works, is underpinned by our multi-disciplinary capabilities and specialised waterfront facilities.

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

Our recently completed Assembly Hall is one of the most efficient and innovative in the world, delivering a world-class resource to the Australian maritime landscape and significantly enhancing the capability available at the AMC. At 70 metres high, the 53,000m² (usable floor area) purpose-built facility is the largest undercover modularisation and maintenance facility in Australia. Containing 20 overhead travelling cranes, the central hall offers an impressive 400-tonne lifting capacity. The 60-metre high ocean-facing sliding doors are amongst the largest in the world, able to accommodate the transfer of vessels and large modularised structures, including complete Air Warfare Destroyers and Frigates.

Our west coast facility, together with our shipyard on the east coast, situated on the Hunter River near the Port of Newcastle and incorporating 535 metres of river frontage and two ship basins, enables us to provide a significant Marine & Defence service offering, both nationally and, ultimately, internationally.

Right: Offshore Patrol Vessel



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

This means:

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

Our culture is built on our *Never Assume* program, where we train and encourage our people to look out for their workmates as well as themselves. Our commitment to continual improvement means we are always seeking opportunities to innovate and learn from our experience.

We understand that driving sustainable business practices is fundamental to our future success and our commitment to sustainability is reinforced in our operating policies.

NEVER ASSUME



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Policies](#)



FINANCIAL

A\$'000	FY2020	FY2019	Change %
Sales Revenue	391,868	488,511	(19.8)
EBITDA	38,533	24,012	60.5
NPAT	17,549	7,030	149.6
Work In Hand	900,000*	819,042	9.9

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation

NPAT: Net Profit After Tax

* As at 30 June 2020

PEOPLE

Metric	FY2020 Target	FY2020	Result	FY2021Target
Women employed (as total % of head office based employees)	Sustain FY2019 result ² (40%)	49.65%	✓	Sustain FY2020 result ²
Women employed (as total % of all employees)	Sustain FY2019 result ² (6% ¹)	8.3%	✓	Sustain FY2020 result ²
Women in management roles (as total % of head office based management employees)	Sustain FY2019 result ² (28% ¹)	22.2%	✗	Sustain FY2020 result ²
ATSI representation (as total % of blue collar employees)	Sustain FY2019 result ² (4% ¹)	1%	✗	Sustain FY2020 result ²
ATSI representation (as total 4% of all employees)	Sustain FY2019 result ² (4% ¹)	1.2%	✗	Sustain FY2020 result ²
Apprentices and trainees employed (as % of total blue collar employees)	10% increase on FY2019 result (4% ¹)	4.7%	✓	10% increase on number apprentices from FY2020 result

ATSI: Aboriginal and Torres Strait Islander

¹ Based on average employee number

² Strategy is to maintain current levels as a minimum

SAFETY

Metric	FY2020 Target	FY2020	Result	FY2021Target
LTIFR per million hours worked	<0.22	0.36	✗	<0.25
AIFR per million hours worked	<42.66	30.13	✓	<30.00
Fatalities	0	0	✓	0
Fines and prosecutions	0	0	✓	0

LTIFR: Lost Time Injury Frequency Rate

AIFR: All Injury Frequency Rate

ENVIRONMENT

Metric	FY2020 Target	FY2020	Result	FY2021Target
Significant environmental incidents (≥ Level 4)	0	0	✓	0
Prosecutions	0	0	✓	0
Infringement Notices (number of fines)	0	0	✓	0
Infringement Notices (A\$)	0	0	✓	0
Energy Intensity (TJ/\$m AUD)	≤0.23	0.17	✓	≤0.17
Emissions Intensity (tCO ₂ -e/\$m AUD)	≤29.44	17.59	✓	≤17.59
Recycling Participation Rate ¹	≥ 8%	21%	✓	≥ 22%

¹Rate derived from the amount of co-mingled recycling compared to the general waste stream (it measures how well we are recycling our day-to-day waste and does not include bulk recycled materials, such as concrete, steel and timber, etc.)

The material issues addressed in this report reflect the priorities identified by our key stakeholders.

A materiality assessment was undertaken consistent with Global Reporting Initiative (GRI) Standards requirements. Members from key stakeholder groups, including management, staff, clients and the Board, were invited to participate in the survey.

As expected, given the onset of the COVID-19 pandemic in FY2020, occupational health and safety remained our highest ranked topic. The remaining results of the survey were generally consistent with the FY2019 survey results, further reinforcing those topics for inclusion again in this year's report.

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

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

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

MATERIAL ESG FACTORS

	Topic	Related United Nations Sustainable Development Goal (SDG)
E	Environment	<ul style="list-style-type: none"> • Energy • Effluents and Waste • Emissions • Environmental Compliance 6. Clean Water and Sanitation 7. Affordable and Clean Energy 13. Climate Action 14. Life Below Water 15. Life on Land
	People	<ul style="list-style-type: none"> • Employment • Training and Education • Diversity and Equal Opportunity • Non Discrimination 1. No Poverty 4. Quality Education 5. Gender Equality 10. Reduced Inequalities
S	Community	<ul style="list-style-type: none"> • Local Communities • Socio-economic Compliance 1. No Poverty 11. Sustainable Cities and Communities 12. Responsible Consumption and Production
	Health & Safety	<ul style="list-style-type: none"> • Occupational Health and Safety 3. Good Health and Well-Being
G	Financial	<ul style="list-style-type: none"> • Economic Performance • Tax 1. No Poverty 8. Decent Work and Economic Growth 9. Industry, Innovation and Infrastructure 11. Sustainable Cities and Communities 17. Partnerships for the Goals
	Governance	<ul style="list-style-type: none"> • Anti-Corruption • Anti-Competitive Behaviour • Procurement Practices 16. Peace, Justice and Strong Institutions 17. Partnerships for the Goals

United Nations Sustainable Development Goals



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

The table on the right highlights our key stakeholders and how we engage with them on an ongoing basis to drive our long-term sustainability.



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

During FY2020, we faced the challenges presented by COVID-19 head-on. Our priority was to continue to keep our people safe and employed and maintain a local, reliable service offering for our clients.

Our people are the heart of our business. We are proud to say that many of them have been with us since inception. Our focus remains steadfastly on providing meaningful pathways to enable our people to continue to develop and grow their career with us.

As a significant employer in our industry, across a broad spectrum of trades and disciplines, we also understand the important role we play in supporting the development of the next generation of tradespeople and industry professionals.

During FY2020 we implemented a number of initiatives to deliver best-practice in the way we support and manage our people, delivering on key items identified in the 'Future Focus' section of our 2019 Sustainability Report. These included:

- continued commitment to leadership training, including identification of high potential individuals and succession planning;
- implementation of a succession planning strategy focused on three key areas – executive management, key operational roles, and diversity targets;
- focusing on strengthening our position as an 'employer of choice' and adopting industry practices that are better than or, at least, aligned with those of our competitors;

- development of a formalised graduate program;
- expanding the reward and recognition initiatives to target the direct workforce, implementing recognition mechanisms through management and peer-to-peer; and
- review of Business Management Systems, including Civtrac and payroll software platforms to drive continuous improvement and efficiency capitalisation.

Initiatives specifically focused on increasing female participation included:

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



During FY2020, we maintained our position as a significant employer in our industry. As we approached the end of the year, we had in the region of 2,000 people actively involved in our operational activities across the business.

We take great pride in our self-performance capability, enabling us to provide our clients with quality products and services that support their activities, and offering our people sustainable opportunities to grow their career with us. Multi-skilling our workforce provides a significant competitive advantage, with employees adaptable and able to be mobilised across jobs, sites and locations.

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

The attraction and retention of skilled employees is a critical focus, and a potential risk, for our business, particularly given the cyclical nature of the industry in which we operate. The following tables illustrate our new employee hires and employee turnover during FY2020, by age group and gender. The statistical pattern illustrated is typical of our industry, where cyclical/short-term project contracts are awarded, and therefore these numbers represent the on-hire/off-hire process. The statistics also highlight the challenge of attracting females into operational roles, given the nature of the work we do across traditionally male-dominated trades and disciplines.

Metric	Under 30 years	30 to 50 years	Over 50 years
Total number and percentage of new employee hires during the reporting period by age group	124 19%	348 52%	190 29%
Total number and percentage of employee turnover during the reporting period by age group	110 16%	374 54%	207 30%
Involuntary (company initiative – dismissal or project completion or resignation that doesn't require a replacement)	89 13%	308 44%	186 27%
Voluntary (resignation that requires a replacement)	21 3%	66 10%	21 3%

Metric	Male	Female
Total number and percentage of new employee hires during the reporting period by gender	625 94%	37 6%
Total number and percentage of employee turnover during the reporting period by gender	640 93%	51 7%



As a progressive, technology-driven company, we recognise the importance of continually investing in the training and development of our people, providing progressive career pathways as a fundamental component of our retention strategy. Our core value of *Collaboration* means we work in partnership with our people to identify their individual training and development needs.

REGISTERED TRAINING ORGANISATION

We have invested significantly in facilities and training programmes and are a recognised Registered Training Organisation (RTO code 52645). Our RTO is registered nationally with the Australian Skills Quality Authority (ASQA) and delivers skills and competency-based training in every state across Australia, overseen by our full-time Learning and Development Manager. In FY2020, Civmec RTO processed 1,530 enrolments for nationally accredited units of competence and Verification of Competency (VOC) delivered by our RTO. The role of the RTO is to create a skilled and diverse workforce that drives our high-performance culture and supports the growth and retention of our people.

The RTO has the scope to deliver four Nationally Accredited Qualifications in Work Health and Safety, Leadership and Management; Engineering and Quality Auditing. The RTO also offers over 35 units of competence (short courses); specialising in high risk work licensing and activities, including crane operations, rigging, scaffolding, forklift and elevated work platform operations. In addition to the high risk work units, we also provide training for various mobile plant operations, such as excavator, backhoe and roller operations, and specialised training for tilt-up panel works.



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Access and Equity Policy](#)

A significant number of business leaders undertook our leadership training program, LEAD, during the year. This program, launched in 2019, provides targeted training in Risk Management Processes; Communication, On-site Operations; and Leadership in the Workplace.

In 2020, the RTO broadened the scope of registration in response to the diversification of Civmec's operations. The additions to the scope align with the specific shipbuilding requirements for OPV and the shipbuilding facility. Focussing on emergency response, Civmec RTO can now deliver quality, customised training in:

- CPR and first aid;
- emergency life support;

- gas testing;
- low voltage rescue;
- fire response and equipment; and
- leading an emergency control organisation.

With the inclusion of these units, we can now internally provide first aid training.

Health and safety is a significant aspect of every course that the RTO provides, which increases the overall knowledge and safety of Civmec employees as they participate in work activities. Through the RTO, employees are trained to see and manage risks in a more proactive way within their workplace.

APPRENTICES AND TRAINEES

Our commitment to supporting the future of our industry and continuing to grow local industry capacity and capability is reflected in the engagement of more than 90 apprentices, trainees and graduates across our operations during FY2020. This represents a significant increase of 50% compared to FY2019. Our apprentices include fabrication (boilermakers and welders), carpenters, serviceperson mechanics, bricklayers, mechanical and electrical trades, and our trainees provide functional support in business administration, human resources and logistics.

Our apprenticeship program incorporates advanced technical capability, modern facilities, and individualised training and development opportunities. We provide apprentices with unparalleled opportunities to work across a diverse range of specialist capabilities and sectors, including heavy engineering fabrication and construction in the resources, infrastructure and defence markets.

Apprenticeship trades offered include:

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

We also offer a comprehensive traineeship program that provides trainees with insight across all operational aspects of our business.

Trainees are guided and mentored by our highly experienced team of technical and management specialists, making Civmec traineeships an excellent way to start a career.

Traineeship qualifications offered include:

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

“Starting my apprenticeship at Civmec has helped kick-start my career”

HAYLEY'S STORY

“My interest in welding started when I was at school; I received some insight into what was involved and immediately the hands-on work really interested me. Starting my apprenticeship at Civmec has helped kick-start my career. So far, I have learnt several new skills and lessons that will help me in my future endeavours. My goal is to finish my apprenticeship and go on to specialise in welding of exotic materials and/or look into moving into welding inspection at Civmec.”

Hayley Maisey
Apprentice Welder



APPRENTICES AND TRAINEES (CONTINUED)

Civmec apprenticeships and traineeships are recognised nationally and are highly regarded in the industry. We encourage applications from women and people with diverse backgrounds, including Aboriginal and Torres Strait Islanders.

Four of our talented young apprentices received nominations in their categories at the 2019 Master Builders Apprentice of the Year Awards in November and between them secured several overall winner awards. We were also extremely pleased to receive the Skill Hire Host Trainer of the Year Award at this event.



With our HSE Graduate Program successfully upskilling and developing many HSE professionals since it was established in 2018, we have now extended the opportunity for graduates to join the business with the launch of our Graduate Engineering Program in January 2020. The extraordinary benefit of this program for these young professionals is that, given our multi-disciplined, multi-sector operations, they get to deal with a very wide range of different experiences and challenges that gives them the rounded training they would struggle to achieve in other organisations.

We continue to work in collaboration with local universities to ensure we attract quality candidates into these programs.

Our commitment and pursuit to manage critical risks in the workplace and further develop strong leadership and safety culture remains a focus and, in 2020, in partnership with Curtin University, we launched the Robert Cunico Health and Safety Scholarship. This Scholarship will be awarded on an annual basis, as we are committed to ensuring that we support the training of our youth and keep our focus on the importance of safe work practices across our industry.

We are also continuing to work with South Metropolitan TAFE and local high schools for our school-based traineeship program, which was introduced in 2019. This program provides the opportunity for local students completing Year 10, 11 or 12 to undertake work experience through the year at our Henderson facility, whilst continuing



their school education. Initially focused on students interested in the Metal Fabrication trades, this year we have expanded the program to provide school based apprenticeships within the heavy plant mechanics and logistics fields. On completion of their studies and traineeship, students are considered for an opportunity to join our apprenticeship program.

“Working with my team has been an enriching experience, as they have been supportive, hardworking & encouraging”

CHEE-CHENG'S STORY

“I joined Civmec as an intern and was offered a full-time role as a Graduate Engineer. Since joining the team, I have been given various opportunities to grow my career through working with different teams and projects that require me to step out of my comfort zone by taking ownership in tasks assigned by the team.

Working with my team has been an enriching experience, as they have been supportive, hardworking, encouraging and never cease to provide me with the necessary skills and feedback for my career development.”

Chee-Cheng Luk
Graduate Engineer

PERFORMANCE AND CAREER DEVELOPMENT

We perform a formal Performance and Career Appraisal process which is undertaken annually at the beginning of each year. This process requires employees to review their previous year's performance, meet with their manager to discuss this assessment, and set goals and targets for the coming 12 months. Learning, development and career opportunities are identified throughout this process and monitored and progressed throughout the year. The process performed during this period has led to the enrolment and development of employees pursuing qualifications in leadership and management.

At Civmec, we are fortunate to have a significant number of employees who have been with the business for many years, including some since its inception. This is testament to Civmec's ability to provide people with viable career pathways to nurture a sustainable career, developing and growing with the company.



MORIAH'S STORY

"After completing a Bachelor in Science (Health, Safety and Environment), I started with Civmec as a Graduate HSE Advisor. Throughout my time with Civmec, I have been exposed to different sectors of the business, giving me an array of skills and understanding of the construction industry.

I am lucky enough to have always worked with supportive and knowledgeable HSE professionals that have mentored me and helped me develop in my role as an HSE Advisor. The people I work with are the reason I love my job and want to grow within the company."

Moriah Moylan
HSE Advisor

“The people I work with are the reason I love my job and want to grow within the company”



JANIS'S STORY

"I have been working with Civmec for seven years and it has been an exciting journey. Civmec has provided me with the best opportunities and training to develop and pursue my career goals.

I still remember the days when I was a newly admitted Lawyer who was uncertain about my career path and how supportive the senior management were towards my career development, allowing me to become an in-house unrestricted Solicitor.

Civmec is one of the most innovative companies I have worked with. They give employees freedom and encouragement to achieve their full potential."

Janis Cheung
Senior Contracts Advisor

“Civmec is one of the most innovative companies I have worked with. They give employees freedom and encouragement to achieve their full potential”

Staff performing functions within administration, support services, operational support, project management and management receive regular performance and career development reviews. During FY2020, all eligible employees were given the opportunity to participate in the formal Performance and Career Appraisal process.

DIVERSITY

Our commitment to driving diversity in the workplace is founded on a belief that a more balanced workforce, across age, gender and ethnicity, positively contributes to our culture and makes Civmec a more attractive place to work for all employees.

As we continue to strive for a supportive and inclusive workplace for all people, we are focused on actively capitalising on the diversity of skills, talents and perspectives of our people to harness an organisation where everyone works better together and feels valued and able to contribute. Across our entire operations, 8.3% of all employees are female.

As is typical of organisations in our industry, the ability to achieve a diverse workforce in the corporate environment is much easier than achieving this balance in operations and project delivery, particularly given our vast self-performance capability. It is extremely challenging to attract females into these roles, given the nature of the work we do across traditionally male-dominated trades and disciplines.

From a head office perspective, we have a much higher female participation rate, at 49.65%. Therefore, our continued focus remains at the grass-roots level, encouraging female apprentices to grow their career with Civmec, with two female apprentices working with us and one of our four trainees being female. Going forward, we will continue to identify and support suitable candidates to join us in trade and operations roles onsite and in our manufacturing facilities.

In the future there may be an opportunity to improve the composition of our Board, with the future appointment of a female member. Notwithstanding this, there is regular participation at Board meetings of other senior managers from across the business, including a number of women. At the Key Management Personnel/General Managers/Group Managers level, women hold 22.2% of positions.

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



WHITE COLLAR

	Under 30 years	30 to 50 years	Over 50 years
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Chief Executive Officer and Board

Male	0%	33%	67%
Female	0%	0%	0%

Key Management Personnel/General Managers/Group Managers

Male	0%	46%	31%
Female	0%	23%	0%

Managers

Male	2%	49%	45%
Female	0%	3%	1%

Professionals

Male	14.4%	45.6%	22.9%
Female	3.3%	10.5%	3.3%

Technicians and Trade

Male	3%	55.3%	41%
Female	0%	0.7%	0%

Clerical and Administrative

Male	6.6%	5.3%	6%
Female	23.8%	45%	13.2%

BLUE COLLAR

	Under 30 years	30 to 50 years	Over 50 years
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Technicians and Trade

Male	14.3%	54%	31.2%
Female	0.1%	0.3%	0.1%

Machinery Operators and Drivers

Male	6.5%	48.1%	38.5%
Female	1.5%	3.8%	1.5%

Labourers

Male	18.7%	54.6%	22.7%
Female	1%	1.5%	1.5%

Note: Apprentices are not included in the above statistics.

Cimec is committed to ensuring women and men receive equal pay for equal work and this is reinforced within our remuneration principles.

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



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Diversity Policy](#)

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Equal Opportunity Policy](#)

ABORIGINAL ENGAGEMENT

Our ongoing commitment to building sustainable relationships with Aboriginal and Torres Strait Islander (ATSI) people and their communities remains a priority. We continue to provide employment and training opportunities for ATSI people across our business, again focused at the grassroots level, with 9% of participants in our apprenticeship program of ATSI descent.

We are also committed to utilising Aboriginal and Torres Strait Islander businesses for supply and subcontract opportunities. We are seeing this as an increased area of engagement and fulfilment of commitment, as more ATSI businesses are establishing and gaining experience.

NON-DISCRIMINATION

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

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



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Aboriginal People Policy](#)

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Equal Opportunity Policy](#)

[CLICK TO VIEW
Workplace Behaviour Policy](#)

MENTAL HEALTH AND WELLBEING

Recognising the importance of mental health has been a focus for Civmec. Civmec wants to ensure that we are providing a safe place of work and continued discussion around mental health, reducing the stigma and empowering our people. We have implemented strategies and activities that support our employees' mental health and wellbeing, and assist them to support their colleagues.

This was of particular importance with the commencement of the pandemic, and required a fast response across all operations by our Human Resources and HSE teams; both of whom responded quickly to the evolving situation.

Civmec is committed to the continual education and training of our people to assist and support them with their mental health and suicide prevention.



OUR FUTURE FOCUS

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

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

Initiatives specifically focused on increasing female participation include:

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

CONTRIBUTING TO LOCAL COMMUNITIES

Our value of *Make a Difference* empowers our people to positively impact the communities in which we live and work. In addition to providing local employment opportunities, we are also committed to making a difference through our various partnerships, sponsorships and donations.

Our support during FY2020 saw us work with numerous charities and community groups, including:

CANCER COUNCIL

Our Pink Ribbon Day event raised funds to support the Cancer Council's mission to work with the community to reduce the incidence and impact of cancer.

ST VINCENT DE PAUL SOCIETY'S DRIVE-IN, SLEEP-IN

A number of our people and their families participated in the Drive-In, Sleep-In again in 2019, helping raise awareness and funds to support people who are experiencing, or are at risk of, homelessness. Braving the elements and sleeping in their cars for the night, almost \$10,000 was raised for the St Vincent de Paul Society.



CITY TO SURF

Participating in Chevron's City to Surf, our people took to the streets of Perth, walking and running to raise funds for Activ, supporting people living with intellectual and developmental disability.



SOUL INC.

In December, we supported SOUL Inc., a charity local to our Henderson facility, that provides services to struggling people and families. The funds we donated were used to provide hampers for those in need and Christmas gifts for children who might not otherwise get to experience the magic of Christmas. A team of our people also volunteered to help distribute the hampers and gifts.

ST VINCENT DE PAUL SOCIETY FOOD DRIVE

Also in December, we undertook a Christmas Food Drive at our Henderson facility for the St Vincent de Paul Society. Our people donated non-perishable food and personal hygiene items, to support families in need during the holiday period.

JEANS FOR GENES DAY

Our staff wore their jeans to work for a day, raising funds for the Children's Medical Research Institute, working to find treatments and cures for children's genetic diseases.



CLEAN UP AUSTRALIA DAY

Employees at our Henderson and Newcastle facilities, and across our projects, participated in Clean Up Australia Day, cleaning up their local area and contributing to a cleaner environment.

PROJECT INITIATIVES

Throughout the year, our projects and staff around Australia participated in fundraising events for a variety of charities, including Movember and R U OK? Day.

CONTRIBUTING TO INDUSTRY

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

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

We operate in a number of different geographical regions and in differing market sectors. This involves dealing with customers, competitors, suppliers, and various other stakeholders. It is integral to our business operations that we capture and report on our significant positive influences at the macro socio-economic level. We do this in the regions in which we operate through to the direct impacts of our business activities in the communities which surround our operations.

Socio-economic compliance is a precondition for successful operations. Known legal requirements shall always be met. Legislative compliance is critical, ensuring our business' legitimacy.

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

We impact a wide range of stakeholders in the regions in which we operate, both within local communities and broader national economies. We try at all times to understand and respond to our stakeholders' interests. Doing so helps us be a good neighbour, an effective partner and a sustainable operator. Our engagement with communities, employees, stakeholders and clients seeks to understand the social, cultural, environmental and economic

implications of our activities so that we can respond to concerns, reduce negative impacts and optimise benefits for local communities and the broader economy.

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

Civmec did not received any fines or major non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic arena during FY2020.

OUR FUTURE FOCUS

The enthusiasm of our people in supporting the community is an enduring quality we are very proud of. It says a lot about Civmec and the company we are. Going forward, we will continue to support our people to make a difference in the communities in which we operate.

Our future focus includes:

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

HEALTH & SAFETY

Continual and sustained improvement in health and safety has been a major focus for the business throughout the year. Our commitment to continual improvement means we are always seeking opportunities to innovate and learn from our experience.

Driven by our executive, operational and project leaders, there has been ongoing drive to continually enhance the positive safety culture throughout the business in line with the *Never Assume* principles. This is achieved by providing a framework for the behavioural expectations of our people across the business and incorporating the core values in how we operate. Our health and safety performance and continued focus on the wellbeing of our people is critical to our business success and sustainability.

Throughout the year we have invested in the development of our people, in particular our leaders, with the ongoing learning packages provided as part of our LEAD Program. This program consists of four nationally accredited units covering risk management, communication, leadership and supervision of onsite operations, and provides our leaders with the skills to better plan, risk assess, communicate, support and utilise our business systems and processes. With these ongoing learning and development opportunities, we will continue to drive our safety culture, systems, planning and risk management to deliver improved health and safety outcomes for our people, clients and delivery partners.

We have continued to incorporate our Critical Safety Essentials into how we operate as a business. The way we manage safety starts with the Critical Safety Essentials and every employee is expected to abide by these underlying rules, which form the foundation of how we operate.

During FY2020, a number of proactive initiatives were implemented to support continual improvement in our safety performance towards a best practice model, including:

- achieving industry benchmark external accreditation to ISO 45001:2018 to supersede existing OHSAS 18001:2007 accreditation, including an increased focus on psychosocial hazard management;
- the development and implementation of Job Demand Assessments (JDA) in the pre-employment process, and training and awareness programs for work-related activities and general health and wellbeing;
- reduced workers compensation exposure by improving the analysis and review process associated with pre-employment medical screening for prospective employees;
- developing and promoting injury prevention and management strategies to reduce musculoskeletal injuries through timely reporting, early intervention and the facilitation of expedited, durable return to work plans in collaboration with health providers and rehabilitation services;
- software upgrades to enable the formalisation of the mobile/tablet-based inspection and reporting program;
- hand injury prevention initiatives, including engineering controls specifically designed around prevention/minimisation of hand injuries throughout our operations; and
- a number of behaviour-based safety program initiatives to shape the behaviours and actions of individuals and improve team culture.

Critical Safety Essentials



Our health and safety management system has recently been certified to ISO 45001:2018 (the new internationally recognised standard for health and safety management) for three years. Our management system is based on the principles of risk management, with the system providing a broad set of requirements to support our wide-ranging scope of business activities. Civmec's executive and senior management remain committed to continually enhancing safety performance throughout the company's operations.

Our *Never Assume* program, incorporating our core values, provides a framework for the behavioural expectations of our people across the business, in order to build a strong and sustainable safety culture. The program is designed to empower every person in the company to ensure their work practices are focused on achieving a safe work environment, reinforcing the right and responsibility of every employee to stop work and intervene if they see an unsafe act, condition or behaviour and be part of the solution. Throughout the year, there have been a number of behavioural-based safety initiatives to shape the behaviours and actions of individuals and improve team culture.

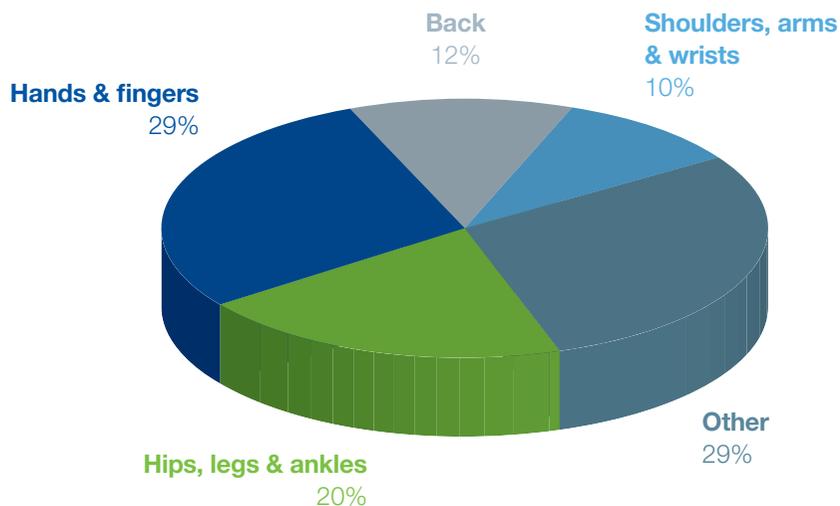


Our company operates under a continual improvement model, and an increased focus on HSE and field leadership across the business has led to improvements in our risk management approach in a dynamic and constantly changing environment.

As an evolving and diversified business, we strive for effectiveness in our health and safety systems, continuously updating and improving system documents, procedures and processes, working towards a best practice model.

FY2020 was, again, a busy year for Civmec, having worked approximately 2,800,000 hours (including contractors) with the majority of hours accumulated in environments of work considered to be of higher risk. During FY2020, we had a reduction in our All Injury Frequency Rate (AIFR), which records all injuries requiring at least first aid treatment, to 30.13 per million hours worked, a reduction from 42.86 in 2019. However, we noted a slight increase in our lost time injury frequency rate (LTIFR) to 0.36, also based on one million hours worked.

Over the reporting period for all injuries, the most commonly injured body parts were hand/fingers which equated to 29% of all injuries, followed by hips, legs and ankles at 20%, back injuries at 12% and shoulder, arm and wrist injuries at 10%.



There has been a concerted effort by the business during the reporting period to continue to drive strong field leadership and proactive leading indicators, such as hazard reporting, workplace inspections and behavioural safety observations. This continues to be a major focus for the business and this approach will assist with a sustained reduction in recordable injuries across the business over the longer term.

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

Safety Performance	FY2020	FY2019
LTIFR per million hours worked	0.36	0.22
AIFR per million hours worked	30.13	42.86
Fatalities	0	0
Fines and prosecutions	0	0

Detailed Safety Performance FY2020	Gender	Total
Percentage of total recordable injuries by gender	Male	95%
	Female	5%
Severity rate (lost days per million hours worked)	Male	2.49
	Female	0.00
Fatalities	Male	0
	Female	0

The principal area of recordable injuries was open wounds, which is consistent with industry trends for predominantly manual work undertaken in the engineering and construction environment. We are continuing to review trends and implement proactive initiatives aimed at reducing the incident and severity of these types of injuries. It should be noted that 15% of recordable injuries were from contractor employees.

There were no fines or prosecutions reported during FY2020.

Both health and wellbeing have a significant impact on an employee's safety at work. We understand that injury prevention is critical to improving overall wellbeing.

Given the nature of Civmec's work, many employees engage in manual or repetitive tasks and, as such, may be at risk of degenerative injuries over time. To mitigate this, during FY2020 we developed and implemented new and updated Job Demand Assessments (JDAs) to assist with the pre-employment assessment of new employees, along with a more comprehensive review of the completed assessments where concerns are identified. Not only will this assist with pre-emptive management of musculoskeletal injuries, it will also allow us to identify high risk candidates prior to engagement. This has been complemented by proactive manual handling/ergonomic training programs being run on some of our sites that involve heavy manual work. In the event of a musculoskeletal event occurring we have engaged in early intervention of medical treatment associated with these types of injuries and improved the proactive management of those injuries, which has seen a reduction in the length and severity of related worker's compensation claims.

While the reduction in physical injuries has been a focus throughout the year, we also increased our focus on the mental health and wellbeing initiatives across the business.

The Blue Tree initiative was introduced across our facilities and projects to promote the message "*It is OK to not be OK*" and to remind all of our employees of the importance of speaking up and seeking help when it is needed.

As we headed into FY2021, we also conducted a review of the mental health programs across the business, which included an increased assessment of psychosocial hazards and subsequent management, introduction of Mental Health First Aid training, promotion and active involvement in R U OK? Day and an increase in toolbox awareness training around men's and women's health, staying mentally healthy and maintaining physical and mental health.

In the second half of FY2020, the global pandemic COVID-19 presented some challenges relating to our employees' health and wellbeing. Our business implemented various control measures to mitigate the impacts and to ensure the safety and welfare of our employees was at the forefront of the management of this. The impact of COVID-19 was significant for some of our eastern states based employees, who were not able to return home. We maintained regular contact with these employees and provided them with support mechanisms, such as:

- sending care packages to the families of our east coast and New Zealand employees, consisting of individual gifts and hampers that were personalised to their situations; and
- HR making contact with all of our eastern states employees and their families where possible to "check in" on them and offering access to our Employee Assistance Program (EAP) for team members and their families.

Right: A "Blue Tree" on site



The health and wellbeing of all of our employees is supported in various ways across the business, with key initiatives including:

- an Employee Assistance Program (EAP) available to employees and their families, providing confidential counselling as well as access to dieticians and financial counselling specialists;
- early intervention programs such as drug and alcohol testing, and a zero tolerance to the presence of these substances at work;
- prevention programs including health assessments and pre-employment screening;

- access to education programs specifically developed to support those with supervisory, or leadership responsibilities;
- benefits such as discounts on gym membership, health insurance, financial advisory services and travel.

All of the above are supported by our onsite medical facility and injury management services, promoting active lifestyle programs and assist employees with both work-related and non-work-related injuries and illnesses to enable their return to work.



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Health and Safety Policy](#)

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Risk Management Policy](#)

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Drug and Alcohol Policy](#)

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Smoke Free Workplace Policy](#)

OUR FUTURE FOCUS

Building on the improvements achieved and initiatives implemented in FY2020, we will continue to adopt a strong, proactive approach going forward, driving ongoing improvements to our Safety Management System. In order to achieve this, we will focus on the following key areas in FY2021:

- formulation of a Mental Health Strategy for 2021-2024, including training programs, industry partnerships, pre-emptive initiatives, risk assessments, and auditing programs;
- implementing a comprehensive manual handling and ergonomics program on our operational sites, focusing on field assessments to evaluate body positioning, manual task assessment and musculoskeletal risk, with the program to include training in both theoretical and practical components; and
- continuing to develop and train our people in company specific Hazard Identification Risk Assessment and Control (HIRAC) and management of change through interactive training sessions incorporating behavioural safety elements.

We will continue to maintain a strong focus on safety, as a critical element of our ongoing business improvement model being applied throughout the business.

ENVIRONMENT

Strong environmental performance is essential to the ongoing success, growth and sustainability of our company. Promoting an environmentally aware culture through training and communication; demonstrating leadership and commitment to applying best-practice in environmental management across our operations; and continually improving our environmental performance and efficiency, is fundamental to our business strategy and operating method.

By delivering a strong environmental performance we in turn benefit our clients, the communities we operate in and the environment. Our environmental commitments are articulated in our Environmental Policy.

During FY2020 we continued to implement initiatives to drive environmental best-practice at our fabrication and assembly facilities in Perth and Newcastle and across our project sites, in support of the key items identified in the 'Future Focus' section of our 2019 Sustainability Report. These included:

- promoting an environmentally aware culture through ongoing training and communication across all levels of the business;
- ongoing systems review and improvement;
- improving efficiency through innovation – energy intensity and emissions intensity were reduced by 26% and 40% respectively in FY2020 compared to the previous year; and
- further developing and implementing our waste management strategy – waste sent to landfill has decreased by 21% in FY2020 compared to the previous year.



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Environmental Policy](#)

Right: Civmec's Tomago facility

Operating within our industry, we are required to adhere to a wide variety of local, state and federal rules and regulations along with relevant Australian and international standards which have been developed over time to protect and respect the environment and the communities we operate and live in.

We have in place a robust Health, Safety and Environmental Management System (HSEMS) that is certified by Lloyds Register in accordance with ISO 14001:2015 Environmental Management System.

Our management system provides a sound platform to drive conformity in the way we identify, understand and manage environmental issues across the various jurisdictions and operational environments we work in.

To maintain legal compliance, all of our facilities and project sites are required to identify, document and monitor all legal and other requirements that are relevant to the works being conducted. Project and facility legal compliance, along with our internal standards and expectations, is further measured as part of our scheduled corporate auditing program.

During FY2020, we received no environmental fines/breaches and/or notices in relation to state or federal laws and regulations.



Above: Clean Up Australia Day

Heavy engineering and construction require high energy inputs and, therefore, it is imperative we have access to a reliable, affordable and efficient energy supply.

We acknowledge the scientific consensus on climate change and accept we must play our part in reducing Greenhouse Gas (GHG) emissions in line with the Paris Agreement, as signed by Australia and its fellow signatories.

Climate uncertainty presents many known, and many still unknown, challenges to the global environment, its communities and our business, which need to be identified and understood. We will continue to include these factors in our risk profile, ensuring any material impacts and opportunities are continually assessed and mitigated accordingly. It should be noted, that within our industry a changing climate may also present opportunities, such as the likely investment required to improve and build climate change related infrastructure around the world.

OUR ENERGY

At present, 100% of our electricity consumption at our manufacturing/production facilities is sourced from local electricity networks in Western Australia and New South Wales. Energy consumed at our projects is difficult to accurately measure due to the various project arrangements in often remote locations, and therefore it is not included in this report.

Most of the energy usage at our facilities is attributed to electricity consumed through the fabrication process, comprising handling, cutting, bending, welding, drilling, assembling and coating our products. In addition to this, electricity is consumed to heat, cool, light and provide general power to our corporate and manufacturing facilities. We also consume fuels and gases to power machinery and equipment, with some gases consumed through the welding and cutting processes.

To allow us to measure and compare the energy intensity of our fabrication facilities over time, we measure our total energy input in Terajoules (TJ) per million dollars of turnover (\$m AUD).



Above: Earth Awards 2020

During FY2020, Civmec facilities consumed a total of 27.82 TJ, which is a decrease of 17% when compared to FY2019 levels. Our focus on efficiency through innovation is a driving factor behind this improvement. With reduced manual and material handling, materials tracking and traceability, advanced automation, increased in-house modularisation and commissioning and with an ongoing focus on training our local workforce, we believe we will continue to improve our efficiency over time.



OUR EMISSIONS

During FY2020, our facilities achieved a decrease in Scope 1 emissions by 45% and an increase in Scope 2 emissions by 12%.

To allow us to measure and compare the emissions intensity of our facilities over time, we measure the CO₂ emitted in tonnes (tCO₂e) per million dollars of turnover (\$m AUD). In FY2020, our emissions intensity decreased by 40% when compared to FY2019 levels.

We have continued to invest in and develop both our Henderson and Newcastle facilities, with completion of our new Assembly Hall in Henderson achieved in FY2020. We will begin collecting energy data in FY2021 for at least 12 months to understand what our energy profile looks like. This data will then guide us in determining the most suitable energy efficient systems to invest in to meet our future requirements.

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

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

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

Metric	FY2020	FY2019	% Change
Total Energy	27.82 TJ	33.70 TJ	(17)
Energy Intensity	0.17 TJ/\$m AUD	0.23 TJ/\$m AUD	(26)
Scope 1	689 tCO ₂ -e	1,268 tCO ₂ -e	(45)
Scope 2	3,498 tCO ₂ -e	3,118 tCO ₂ -e	12
Emissions Intensity (normalised)	17.59 tCO ₂ -e/\$m AUD	29.44 tCO ₂ -e/\$m AUD	(40)

Note: These significant improvements were achieved with similar quantities of steel processed by weight in FY2019 and FY2020 (-0.54% reduction in FY20, compared to FY19).

CASE STUDY

ENERGY EFFICIENCY AT OUR NEW ASSEMBLY HALL

In February 2020, we achieved structural completion of our new Assembly Hall in Henderson. Standing at 70 metres high, the mega-structure was sustainably designed to be innovative and efficient, with a number of principles identified that would reduce emissions and operational running costs.

LIGHTING

Careful consideration was given to lighting in the facility, in order to provide the most effective lighting for operations whilst also minimising power consumption and emissions.

Key lighting efficiencies include:

- the installation of LED lighting throughout the building, providing a longer life-cycle than traditional halogen or fluorescent options, and also a lower wattage, thus reducing energy usage and CO₂ emissions to the environment;
- the incorporation of motion-sensored lighting to further increase the efficiency of the LED lights – stairwells and bathrooms all have motion-activated lighting, which turns on only when someone enters and turns off after a period of inactivity;
- the programming of office lighting and air conditioning on automatic timers to prevent either being left on overnight.



ESCALATORS

Escalators in the building have also been fitted with motion sensors, saving energy by reducing the speed in which they run during inactivity.

MONITORING

Monitoring of energy efficiency in the new Assembly Hall will be undertaken over a 12-month period to determine consumption and performance levels in order to provide us with key areas of focus and drive continuous improvement in the efficiency and sustainability of our facilities.

Global waste pollution is a significant environmental issue. Producing waste is an outcome of the industry in which we operate, and therefore we accept we have a role to play in reducing our impact. Our waste management strategy consists of the following:

- to continually raise awareness across the business and improve the culture of how we view waste management and recycling;
- to reduce our own waste and waste within the supply chain with a focus on packaging; and
- to capture all recyclable materials and reduce waste going to landfill.

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



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

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

Non-Hazardous Waste (t)	FY2020	FY2019	% Change
Recycled – co-mingled recycling, wood, green waste, steel and concrete	2,637	4,746	(44)
Landfill – general waste and construction and demolition waste	478	603	(21)
Hazardous Waste (t)	FY2020	FY2019	% Change
Treated – sewage and oily water	585	1,036	(43)
Landfill – spent garnet	255	235	8
Energy Recovery – waste paint and thinners and waste oil	9	25	(64)
Incineration – mixed chemicals and oily materials	7	6	17

Note: These significant improvements were achieved with similar quantities of steel processed by weight in FY2019 and FY2020 (-0.54% reduction in FY2020, compared to FY2019).

TRADE WASTE LICENSE

We utilise a trade waste license to discharge quantities of treated wash water into the sewerage network from the Henderson maintenance and logistics workshop. Wastewater is created from the washing down of equipment using a high-pressure washer that may contain oils and grease. This water is passed through an oily water separator and then discharged into the network for further treatment.

Wastewater is tested annually for Total Petroleum Hydrocarbons, as per the license conditions. The results for FY2020 were below the acceptance criteria.

SPILLS

Due to the nature of our work and the type of equipment we operate, occasionally minor hydrocarbon and chemical spills do occur.

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

To minimise the risk of impacting the surrounding environment we shall continue to implement our operational controls. We believe the best form of spill management is spill prevention and it is the responsibility of all personnel to ensure they are aware of and comply with all company and regulatory requirements. To support this, we undertake regular spill training sessions with our people.

There were no significant or reportable spills during FY2020.



OUR FUTURE FOCUS

To drive ongoing improvement in our performance, we shall continue to implement our environmental programs across the business, focusing on:

- continuing to promote an environmentally aware culture through ongoing training and communication to all levels of the business;
- continually improving our environmental management systems and achieving ongoing compliance with our legal and other commitments across all Civmec facilities and projects sites, to be verified through our scheduled corporate auditing program;
- continuing to focus on improving efficiency through innovation, measured via efficiency indicators such as energy intensity (TJ/\$m AUD) and emissions intensity (tCO2-e/\$m AUD); and
- further developing and implementing our waste management strategy, with the aim of increasing year on year the proportion of co-mingled and wood recyclable waste streams compared to the general waste stream.

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

GOVERNANCE

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

The Board and Executives promote high standards of corporate behaviour and, as a dual-listed company, endorse both the SGX Principles of the Code of Corporate Governance and the ASX Corporate Governance Principles and Recommendations. Civmec’s Report on Corporate Governance for the year ending 30 June 2020 (in which we report against these principles) is included in our 2020 Annual Report, available on our website.

To assist in the execution of its responsibilities, the Board has established several Board Committees, including an Audit Committee, Nominating Committee, Remuneration Committee and Risks and Conflicts Committee.

These Committees function within clearly defined terms of reference and operating procedures, which are reviewed on a regular basis.

Our Code of Conduct sets the standard of behaviour which guides how we act when performing our work, how we make decisions and against which we can measure our performance and hold ourselves accountable. The Code comprises principles that apply in various aspects of our working environment, including how we interact with colleagues and how we engage third parties to perform work for us or to represent us.



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2020 Annual Report](#)



ASSESSMENT PROCESSES

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

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

Corruption risks are investigated as part of the ongoing internal auditing of the company. If corruption is suspected, the HR Business Unit together with Executive Management, and possibly other business units, will carry out an investigation, with the help of specialised third parties, if necessary. The Risks and Conflicts Committee assesses the findings of the investigation and orders disciplinary or other measures against culpable employees, which may also lead to the termination of employment and/or the termination of contracts with business partners, or to such contracts not being extended or changed for precautionary reasons. To prevent corruption risks, we undertake business reviews of high-risk business in high-risk environments with high-risk customers.

In FY2020, there were no formal allegations made against Civmec in relation to bribery, corruption or kickbacks. There were also no legal proceedings against Civmec or its employees for alleged corruption during FY2020.

COMMUNICATION & TRAINING

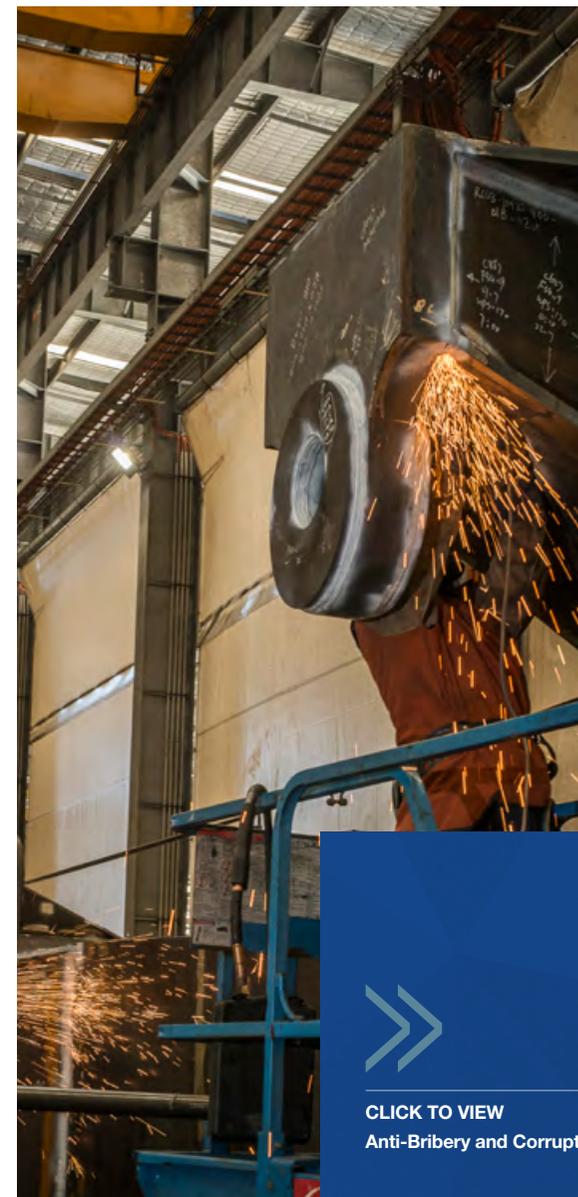
Our approach to anti-corruption is based on the Code of Conduct, which clearly prohibits bribery and corruption. Compliance with the Code of Conduct, as an integral part of the employment contract and the onboarding program, is the personal responsibility of each Civmec employee. Corporate Legal, Internal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

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

RECORDED INCIDENTS

Adoption of and compliance with the Code of Conduct by the General Managers and their management teams was reviewed in 2020.

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



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Anti-Bribery and Corruption Policy

PURPOSE

We operate in a number of different geographical regions and in differing market sectors. This involves dealing with customers, competitors, suppliers, and various other stakeholders. It is critical for our ongoing sustainability that the company conducts its operations in compliance with laws and business practices, including, but not limited to, those related to anti-competitive behaviours.

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

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

Cimtec had zero legal actions pending or completed in FY2020 in relation to anti-competitive behaviour and violations of anti-trust and monopoly legislation.

Furthermore, to date, Cimtec has never received or been the subject of any legal action in relation to anti-competitive behaviour and violations of anti-trust and monopoly legislation.

GUIDELINES

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

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

POLICY COMPLIANCE

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

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

- failure to comply with competition rules can have an extremely high financial cost with regards to fines from the Australian Government;
- any agreement that infringes competition law may be wholly or partially invalid, which means that the company cannot enforce it;

- third parties who suffer loss as a result of anti-competitive behaviour may be able to claim damages from Civmec for their loss;
- investigations into the company and findings of infringements attract adverse media comment; and
- investigations and possible legal proceedings resulting from infringements can take years to resolve, incurring high costs and taking up management time that should be devoted to more profitable projects.

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





LOCAL INDUSTRY PARTICIPATION

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

Our Local Industry Participation (LIP) Policy articulates our approach to driving opportunities for local participation, including:

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

In FY2020, 98% of Civec's procurement spend was in Australia, with only 2% spent internationally.



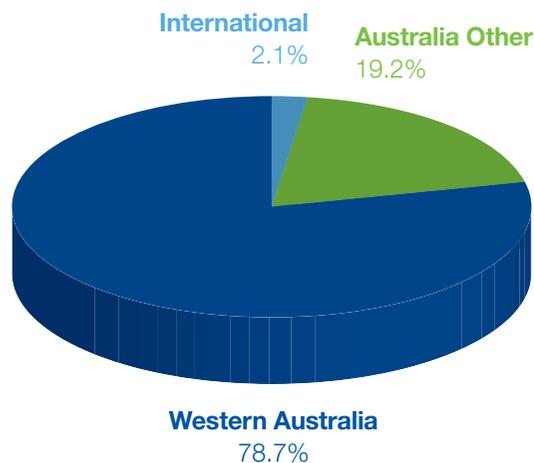
[CLICK TO VIEW
Local Industry Participation Policy](#)

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

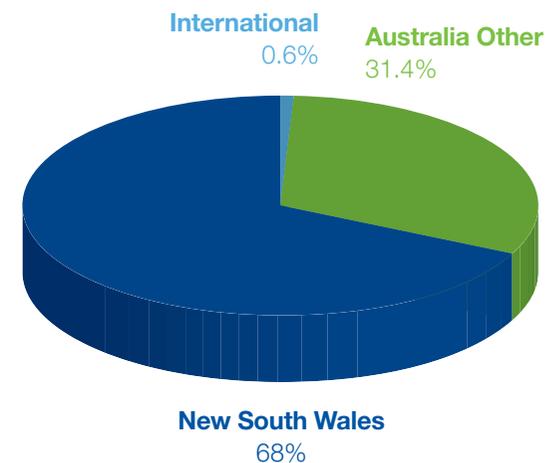
FY2020 OVERALL PROCUREMENT



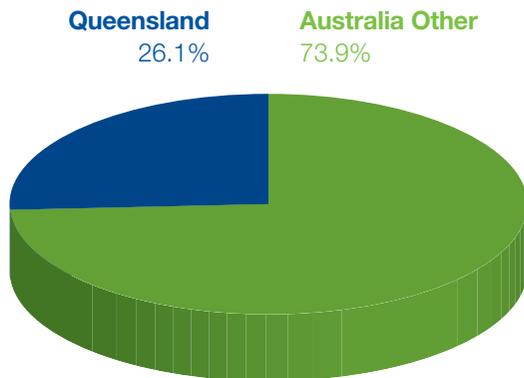
FY2020 WESTERN AUSTRALIA



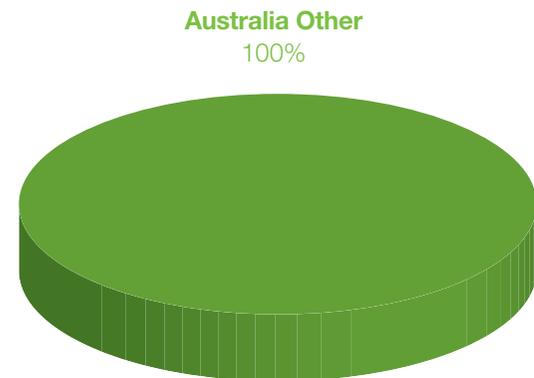
FY2020 NEW SOUTH WALES



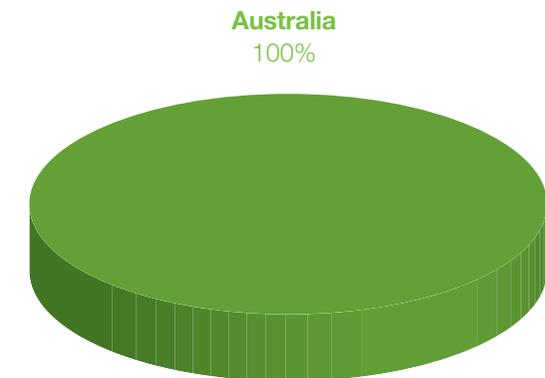
FY2020 QUEENSLAND



FY2020 NORTHERN TERRITORY



FY2020 PAPUA NEW GUINEA



PURPOSE

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

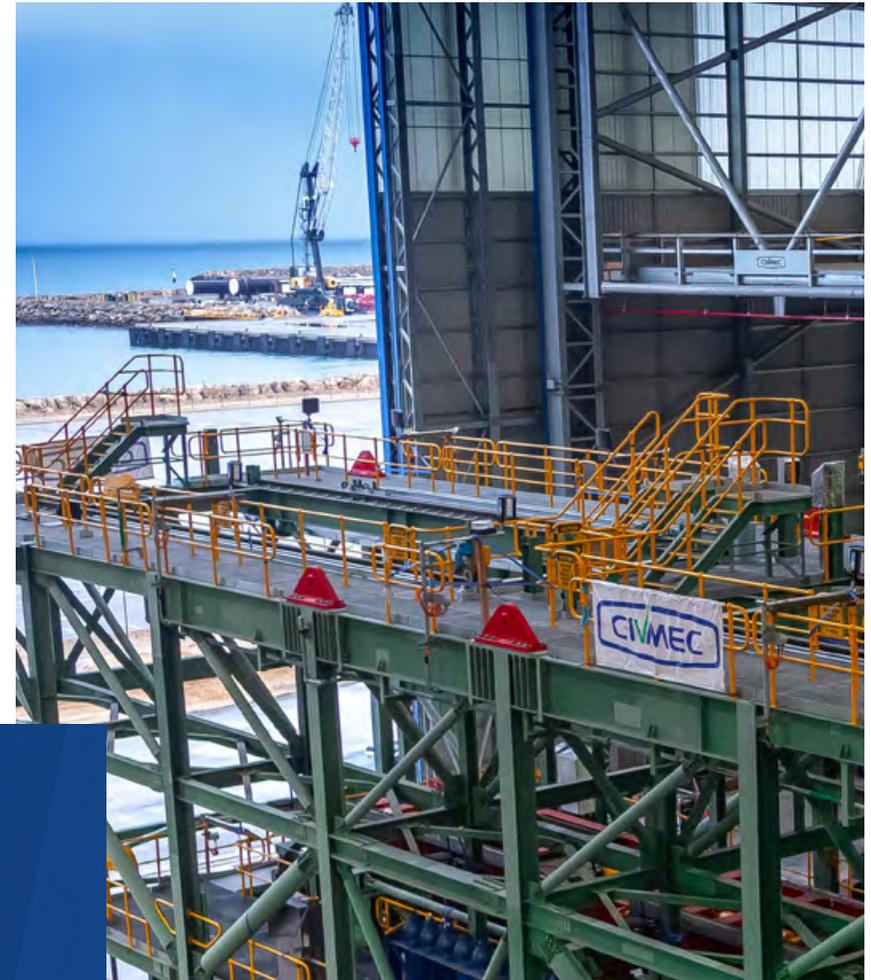
The majority of our operations in FY2020 were conducted in Australia.

We are committed to complying with relevant tax legislation for the regions we operate in, and fulfilling all fiscal obligations with integrity and transparency. This will ensure a fair contribution is made to the local economy, and to meet the expectations of our customers, stakeholders, and the wider community.

GUIDELINES

The key guidelines which govern our approach to tax include:

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



OUR FUTURE FOCUS

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

GRI STANDARD CONTENT INDEX

Indicator	Description	Location of Information
GRI 102: General Disclosures		
1. Organisational profile		
102-1	Name of the organisation	About This Report PAGE 2
102-2	Activities, brands, products, and services	About Civmec PAGES 4 TO 10
102-3	Location of headquarters	BACK COVER
102-4	Location of operations	About Civmec/ Our Locations and Projects PAGE 6
102-5	Ownership and legal form	Annual Report: Notes to the Financial Statements/16 PAGES 134 TO 135
102-6	Markets served	About Civmec/Our Operating Sectors PAGES 7 TO 10 Annual Report: Our Operating Sectors PAGES 19 TO 31 Notes to the Financial Statements/31 PAGES 151 TO 153
102-7	Scale of the organisation	About Civmec PAGES 4 TO 10 Annual Report: Our Operating Sectors PAGES 19 TO 31 Consolidated Statements PAGES 89 TO 96 Notes to the Financial Statements/31 PAGES 151 TO 153
102-8	Information on employees and other workers	Our People PAGES 15 TO 25

102-9	Supply chain	About Civmec PAGES 4 TO 10 Annual Report: Our Operating Sectors PAGES 19 TO 31
102-10	Significant changes to the organisation and its supply chain	Annual Report: Notes to the Financial Statements/ 16 to 31 PAGES 134 TO 153
102-11	Precautionary Principle or approach	About Civmec/Our Sustainability Approach PAGE 11 Governance PAGES 41 TO 47 Annual Report: Report on Corporate Governance/ Principle 9 PAGES 68 TO 70
102-12	External initiatives	Annual Report: Report on Corporate Governance PAGES 53 TO 78
102-13	Membership of associations	Our Community/ Contributing to Industry PAGE 27
2. Strategy		
102-14	Statement from senior decision-maker	Message from the Board PAGE 3
3. Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	About Civmec/Our Values PAGE 5 Governance PAGES 41 TO 47 Annual Report: Report on Corporate Governance/ Principle 9 PAGES 68 TO 70

Indicator	Description	Location of Information
4. Governance		
102-18	Governance structure	Annual Report: Report on Corporate Governance PAGES 53 TO 78
5. Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholder Information & Materiality/ Stakeholder Engagement PAGE 14
102-41	Collective bargaining agreements	We have a wide variety of employment arrangements across the company, including individual contracts of employment and collective agreements. More than 75% of our workforce is covered by collective agreements.
102-42	Identifying and selecting stakeholders	Stakeholder Information & Materiality/ Stakeholder Engagement PAGE 14
102-43	Approach to stakeholder engagement	Stakeholder Information & Materiality PAGES 13 TO 14
102-44	Key topics and concerns raised	Stakeholder Information & Materiality/ Material ESG Factors PAGE 13
6. Reporting practice		
102-45	Entities included in the consolidated financial statements	About This Report PAGE 2 Annual Report: Notes to the Financial Statements/ 16, 17, 18 and 19 PAGES 134 TO 139

102-46	Defining report content and topic Boundaries	About This Report PAGE 2 About Civec PAGES 4 TO 10
102-47	List of material topics	Stakeholder Information & Materiality/ Material ESG Factors PAGE 13
102-48	Restatements of information	No restatements
102-49	Changes in reporting	No changes in reporting
102-50	Reporting period	About This Report PAGE 2
102-51	Date of most recent report	29 November 2019
102-52	Reporting cycle	Annual (based on financial year)
102-53	Contact point for questions regarding the report	BACK COVER
102-54	Claims of reporting in accordance with GRI Standards	About This Report PAGE 2
102-55	GRI content index	GRI Standard Content Index PAGES 48 TO 53
102-56	External assurance	Not undertaken – third year of reporting (for initial years, only internal assurance will be undertaken)

Indicator	Description	Location of Information
Specific Standard Disclosures		
200 Economic Topics		
GRI 201: Economic Performance		
103-1	Explanation of the material topic and its Boundary	Annual Report: Financial Highlights PAGES 10 TO 11
103-2	The management approach and its components	Executive Chairman's Statement PAGES 12 TO 13
103-3	Evaluation of the management approach	Independent Auditor's Report PAGES 80 TO 88
201-1	Direct economic value generated and distributed	Performance Highlights PAGE 12 Annual Report: Financial Highlights PAGES 10 TO 11 Executive Chairman's Statement PAGES 12 TO 13 Directors' Statement PAGES 46 TO 52 Consolidated Statements PAGES 89 TO 96
GRI 204: Procurement Practices		
103-1	Explanation of the material topic and its Boundary	Governance/Procurement Practices PAGE 45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
204-1	Proportion of spending on local suppliers	Governance/Procurement Practices PAGE 46

GRI 205: Anti-Corruption		
103-1	Explanation of the material topic and its Boundary	Governance/Anti-Corruption PAGE 42
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	
GRI 206: Anti-Competitive Behaviour		
103-1	Explanation of the material topic and its Boundary	Governance/ Anti-Competitive Behaviour PAGES 43 TO 44
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	
GRI 207: Tax		
103-1	Explanation of the material topic and its Boundary	Tax PAGE 47
103-2	The management approach and its components	

Indicator	Description	Location of Information
103-3	Evaluation of the management approach	Tax PAGE 47
207-1	Approach to tax	
207-2	Tax governance, control and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	Tax PAGE 47 Annual Report: Consolidated Statements PAGES 89 TO 96 Notes to the Financial Statements/ 2, 3, 6, 9, 20, 26, 31 PAGES 97 TO 153
300 Environmental Topics		
GRI 302: Energy		
103-1	Explanation of the material topic and its Boundary	Environment PAGES 34 TO 40
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
302-1	Energy consumption within the organisation	Environment/Energy, Emissions & Our Changing Climate PAGES 36 TO 37
302-3	Energy intensity	
302-4	Reduction of energy consumption	

GRI 305: Emissions		
103-1	Explanation of the material topic and its Boundary	Environment PAGES 34 TO 40
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
305-1	Direct (Scope 1) GHG emissions	Environment/Energy, Emissions & Our Changing Climate PAGES 36 TO 37
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	
GRI 306: Effluents and Waste		
103-1	Explanation of the material topic and its Boundary	Environment PAGES 34 TO 40
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
306-1	Water discharge by quality and destination	Environment/Effluents & Waste PAGES 39 TO 40
306-2	Waste by type and disposal method	
306-3	Significant spills	
306-5	Water bodies affected by water discharges and/or runoff	

Indicator	Description	Location of Information
GRI 307: Environmental Compliance		
103-1	Explanation of the material topic and its Boundary	Environment PAGES 34 TO 40
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
307-1	Non-compliance with environmental laws and regulations	Environment/ Environmental Compliance PAGE 35
400 Social Topics		
GRI 401: Employment		
103-1	Explanation of the material topic and its Boundary	Our People PAGES 15 TO 25
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
401-1	New employee hires and employee turnover	Our People/Employment PAGE 16
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its Boundary	Health and Safety PAGES 29 TO 33
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Health and Safety/ Safety Performance PAGES 31 TO 33
GRI 404: Training and Education		
103-1	Explanation of the material topic and its Boundary	Our People PAGES 15 TO 25
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
404-3	Percentage of employees receiving regular performance and career development reviews	Our People/ Training and Education PAGES 17 TO 21
GRI 405: Diversity and Equal Opportunity		
103-1	Explanation of the material topic and its Boundary	Our People PAGES 15 TO 25
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
405-1	Diversity of governance bodies and employees	Our People/Diversity & Equal Opportunity PAGES 22 TO 25
405-2	Ratio of basic salary and remuneration of women to men	

Indicator	Description	Location of Information
GRI 406: Non-Discrimination		
103-1	Explanation of the material topic and its Boundary	Our People PAGES 15 TO 25
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
406-1	Incidents of discrimination and corrective actions taken	Our People/Non-Discrimination PAGE 24
GRI 413: Local Communities		
103-1	Explanation of the material topic and its Boundary	Our Community PAGES 26 TO 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
413-1	Operations with local community engagement, impact assessments, and development programs	Our Community/Contributing to Local Communities PAGE 26

GRI 419: Socioeconomic Compliance		
103-1	Explanation of the material topic and its Boundary	Our Community PAGES 26 TO 27
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
419-1	Non-compliance with laws and regulations in the social and economic area	Our Community/ Socio-Economic Compliance PAGE 28



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