

ABOUT THIS REPORT

SUSTAINABILITY REPORT 2024

This Sustainability Report (Report) discloses a summary of NRW's material sustainability topics and performance information for the financial year 1 July 2023 to 30 June 2024 (FY24). The purpose of this Report is to demonstrate how NRW is managing its environmental, social and governance (ESG) risks and opportunities to deliver sustainable shareholder returns on an annual basis. This Report has been reviewed by the Sustainability Committee and approved by the Board.

This Report forms part of NRW's Annual Reporting Suite. This Report can be read in conjunction with the other documents in NRW's Annual Reporting Suite and other periodic announcements lodged with the Australian Securities Exchange (ASX), including the Annual Financial Statements, all of which are available on the NRW website (nrw.com.au).

NRW Holdings Limited (ACN 118 300 217) is the parent entity of the NRW group of companies, and its shares are listed on the ASX (ASX Code: NWH). In this Report, unless otherwise stated, references to 'NRW', 'we', 'our', the 'Company' or 'NRW Group' refer to NRW Holdings Limited and its wholly-owned subsidiaries listed on page 87 – 88 of NRW's Annual Financial Statements for the year ended 30 June 2024 (2024 Annual Financial Statements) released to the ASX on 15 August 2024.

NRW's operations are primarily based in Australia, with engineering offices in Canada and the USA.

NRW is predominantly a contract service provider and typically does not hold tenure or operational ownership of its mining or resources projects. Accordingly, operational ownership and tenure generally rests with its clients (usually, the mine owners).

SUSTAINABILITY FRAMEWORKS

The Company has elected to publish its sustainability information in accordance with key ESG reporting standards set out below, the indexes of which you can find on our website. NRW continues to monitor and adapt to evolving advancements in ESG reporting guidelines to continuously provide high quality and consistent reporting that is aligned with recognised international standards.





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FEEDBACK

Please forward any comments or requests for further information:

Email

Communications@nrw.com.au

OUR ANNUAL REPORTING SUITE

You can view all documents of the NRW Holdings Limited's Annual Reporting Suite on the nrw.com.au website.



Annual Report



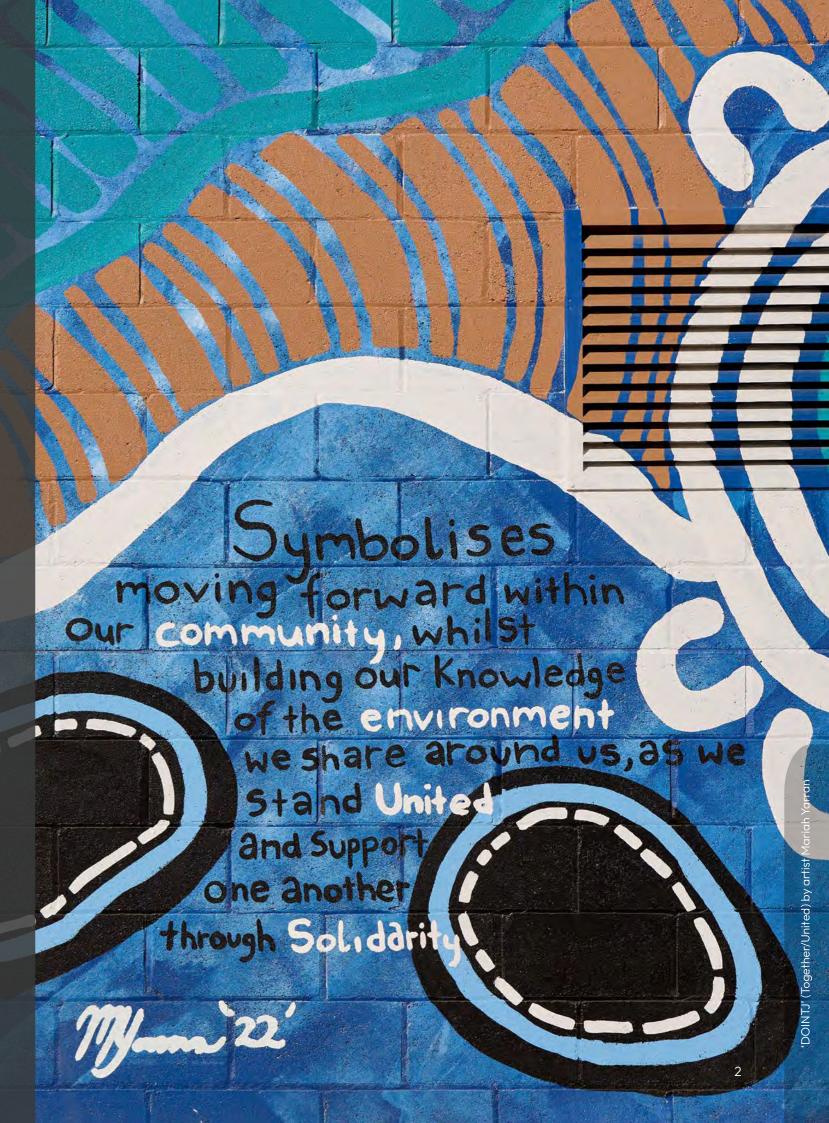
Sustainability Report



Corporate Governance Statement



Modern Slavery Statement



ABOUT US

Founded in 1994, NRW has grown to be a leading diversified provider of world-class service and product solutions to the resources and infrastructure sectors. The Company specialises in delivering engineering, manufacturing, construction, operations and maintenance services across Australia and North America. With a reputation for excellence, we create value by forming meaningful partnerships with industry leaders who value safety, quality and dependability.

We offer specialist Electrical and Instrumentation (E&I) design and construction services, maintenance services for mobile equipment and plant maintenance for heavy equipment. Across all capabilities, safety remains our highest priority as we work to deliver to the highest industrial safety standards.

Guided by shared values, our business has fostered a strong workplace culture built around trust. This culture has sparked our entrepreneurial spirit and created a workplace that is conducive to innovative thinking. We care for our people, and enable safe, respectful and inclusive workplaces.



OUR CAPABILITY

PURPOSE, VISION & VALUES

Our Values



Safety & Wellbeing

The safety and wellbeing of our people is our first priority.

We think and act safely at all times.



Teamwork & Collaboration

We achieve great outcomes by working together. We embrace diversity and a culture where everyone feels part of the team.



Loyalty & Integrity

We value long-term relationships built on trust. Our word is our bond.



Excellence

We strive to continuously improve. We encourage our people to grow.



Entrepreneurial Spirit

We pursue opportunities to strengthen our business. We support our people to unlock innovative solutions

Our Vision

To be the leading diversified provider of world-class service and product solutions to the resource and infrastructure sectors.

Our **Purpose**

We exist to deliver a satisfactory return to shareholders over the long term through operating excellence, meeting customer needs and caring for our people.

Civil

NRW Civil Golding Civil Golding Urban

- National infrastructure prequalification R5. B4. F150+
- Roads and bridges
- Public / defence infrastructure
- Rail formation
- Mine development
- Bulk earthwork
- · Renewable energy projects
- Airstrips
- Commercial and residential subdivisions

Mining

NRW Mining
Golding Mining
Action Drill & Blast
AES Equipment Solutions

- Whole of mine management
- Mine developm
- Load and ho
- · Coal handling preparation plant
- · Mine site rehabilitation
- Full scope drill and blas
- Explosives supply and management
- Maintenance service
- Mohile equipment maintenance
- Service vehicle manufacture and sales

Minerals, Energy & Technologies

Primero
RCR Mining Technologies
DIAB Engineering

- Full EPC capability
- · Apron, belt and hybrid feede
- Materials handling specialis
- Build Own Operate
- Structural, mechanical and piping work
- Maintenance service
- Process controls
- E&I design and construction
- Non-process infrastructure
- Routine preventative maintenance and shutdowns
- Offsite repairs and fabrication services
- Product support spare parts and service
- Heat treatment
- Switchboard / papel manufacture



SUSTAINABILITY COMMITTEE MESSAGE

On behalf of the Board of Directors, I am pleased to present NRW's Sustainability Report for the year ended 30 June 2024.

I would like to begin by recognising the work of my colleague, Fiona Murdoch, who previously served as Chair of the Sustainability Committee. For the past four years, Ms Murdoch has been instrumental in shaping NRW's sustainability strategy and will continue to serve as a member of the Committee. Ms Murdoch and I share the same commitment to ensuring our business practices prioritise the safety of our people, the environment and ethical business practices, and ultimately deliver long-term sustainable value for stakeholders. I look forward to leading the Committee with these principles in mind.

NRW held its second materiality assessment in early 2024, with engagement from internal and external stakeholders. The Sustainability Strategy was reviewed to confirm our objectives were aligned to the results and updated to reflect the progress we have made in our sustainability journey. We continue to focus on growing our business responsibly and in a way that delivers positive outcomes to our employees, customers, shareholders and the communities in which we operate.

As always, the safety and wellbeing of our people remains our number one priority. We continue to enhance our approach through the implementation of our Group-wide critical risk management program. We have also increased our focus on significant potential incidents, that is, those serious incidents which could have had far worse outcomes and have given us a 'free lesson'. The focus on fatality-free operations remains an important aspect of our strategy. We also acknowledge the importance of injury reduction, and we are pleased to report another year-on-year reduction in our Total Recordable Injury Frequency Rate (TRIFR). We understand the impact of leadership and engagement at all levels of the organisation in establishing a positive safety culture and have updated our HSE strategy to include initiatives aimed at increasing capability in these areas, to ensure all our workers go home safely every day.

NRW continues to work towards our target of a 25% reduction in Scope 1 and Scope 2 GHG emissions by 2030, to support the Australian Government's commitment to a net-zero emissions economy by 2050.

However, we acknowledge the challenges this presents for a contracting business in the resources and infrastructure sectors, given the variable number of projects under NRW's operational control over time, and the limited availability of technology for electrified heavy equipment. These factors significantly impact our ability to reduce our emissions and in light of this, NRW will exclude project-related carbon emissions from its Scope 1 targets. We are committed to fostering partnerships with suppliers and industry leaders to remain informed of future innovation.

Our strategic approach to partnering extends to all clients, suppliers and the community, to achieve mutually beneficial outcomes. FY24 presented further opportunities for these partnerships, which have been highlighted throughout this report. I look forward to supporting these initiatives and future initiatives within the business as we move forward.

In FY24, the Committee oversaw the Company's climate-related financial disclosures as part of continuing our alignment with the TCFD recommendations. We are committed to transitioning and aligning our climate-related financial disclosures to the Australian Sustainability Reporting Standards (ASRS) once finalised by the Australian Accounting Standards Board. To ensure compliance to these new reporting requirements, we have engaged our auditor to provide an update to the Board on preparedness as we progress from limited to full assurance disclosures over the next few years.

Having joined the Board in March 2024, I am confident in the future of NRW. We have strong corporate values, backed by a clear pipeline of upcoming projects and a commitment to delivering in accordance with sustainable business practices. This foundation ensures we can deliver on our commitment to sustainable business growth.

79

David Joyce
Chair Sustainability Committee



SUSTAINABILITY AT NRW

Our sustainability vision is to grow in a socially responsible and ethical manner and to promote a workforce which embraces diversity and a culture in which our people feel valued and maintain their safety, health and wellbeing.

NRW is a leading provider of diversified contract services to the Australian resources and infrastructure sectors and recognises that responsible environmental and social management in these sectors plays a significant role in ensuring sustainable outcomes for the business and the planet.

NRW's sustainability vision is to grow our business in a sustainable, socially responsible and ethical manner and to promote a workforce which embraces diversity and a culture in which our people feel valued and maintain their safety, health and wellbeing.

Although NRW does not typically hold tenure or operational ownership of its mining or resources projects, we are committed to partnering with our clients to enhance their sustainability objectives. Within the facilities that NRW does manage, including workshops and offices, we are committed to the sustainable management of our environmental and social impacts.

NRW's vision is 'to be the leading diversified provider of world-class service and product solutions to the resource and infrastructure sectors'. To fulfil our vision, NRW recognises the need to challenge ourselves to continue to invest in and improve our performance on key sustainability metrics. Ultimately, the way our business performs its work is integral to delivering world-class service and product solutions to standards above industry expectations. We believe this is critical to creating long-term sustainable value for our stakeholders.

OUR GOVERNANCE STRUCTURES

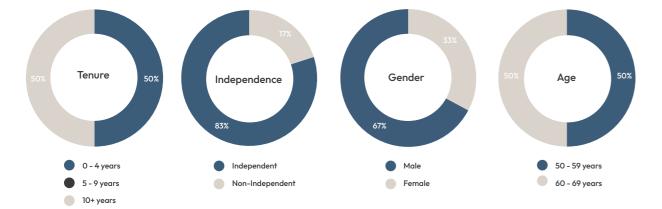
NRW has established its governance structures to embed pragmatic sustainability practices within our organisation, starting with our Board. The Board is NRW's highest governing authority and instils a culture of accountability, integrity, transparency and compliance. The Board is responsible for and has the authority to determine, all matters relating to the strategic direction of the Company.

The Board comprises six directors with diverse skills, experience and backgrounds to support NRW in effective and robust corporate governance practices. The majority of directors are independent and non-executive, including the Chair, with our CEO and Managing Director being the only executive member. The Board makeup according to gender, independence, tenure and age is depicted below.

The Board achieved 33% female representation in this financial year and has set a new target of 40% female representation.

The Board delegates responsibility to the Sustainability Committee to review and set the objectives and targets for ESG initiatives within the Company and to monitor subsequent performance.

Sustainability-related recommendations at all levels of the organisation are informed with reference to a wide range of internal and external sources. NRW seeks to engage external advisors to provide information and advice on sustainability-related issues where appropriate.



SUSTAINABILITY AT NRW CONTINUED

The NRW Board recognises that sustainable business practices create long-term value for NRW and our stakeholders.

BOARD OF DIRECTORS The Board is responsible for the oversight and strategic direction of NRW. The Board reviews, and as appropriate, approves the sustainability impacts and practices within NRW as recommended to it by the Sustainability Committee. SUSTAINABILITY COMMITTEE The Sustainability Committee is responsible for providing advice, recommendations and assistance to the Board with respect to sustainability, primarily in relation to environmental, social and corporate governance matters, including climate-related risks and opportunities. The Committee met twice in FY24 with all members in attendance and now comprises the following members: David Joyce - Committee Chair and Independent Non-Executive Director Fiona Murdoch - Independent Non-Executive Director Michael Arnett - Independent Non-Executive Director Adrienne Parker – Independent Non-Executive Director The Sustainability Committee works to ensure continuous improvement and that the sustainability strategy, related policies and targets are embedded throughout our business. CEO & EXECUTIVE MANAGEMENT Operationally, sustainability is managed by our Chief Health, Safety, Environment & Sustainability Officer. The Chief HSE & Sustainability Officer, with approval from our Chief Executive Officer, makes recommendations to the Sustainability Committee regarding the sustainability objectives and priorities of the NRW Group. The Chief HSE & Sustainability Officer leads the implementation of our sustainability strategy, related policies and targets across the business. SUSTAINABILITY & CARBON REDUCTION WORKING GROUPS NRW has two working groups, the Sustainability and Carbon Reduction working groups, which are comprised of subject matter experts from each business. responsible for informing their management group about the Group strategy, climate-related risks and opportunities. They also inform and recommend actions to the Chief HSE & Sustainability Officer on sustainability matters. These working group members assists businesses to progress the Group's objectives. **BUSINESS OPERATIONS**

Through the working group members and Management, NRW implements and embeds pragmatic sustainability-related practices within the businesses, aligned to our sustainability strategy, related policies and targets.

INTERNAL FACTORS

Employee engagement.

Geographical spread,

including remote and

regional communities.

guidelines, standards

and business practices.

Initiatives identified by

its business units and

management team.

driven by the executive

Corporate policies,

NRW's purpose,

NRW's business

operations.

vision and values

EXTERNAL FACTORS

- Shareholder expectations based on the Company's engagement with them
- Client expectations and experiences.
- Global, industry and sector-specific trends with regards to sustainability practices and reporting.
- Opportunities and challenges faced by the mining services sector
- Innovation within the industry.
- NRW's engagement with the communities in which it operates.



SUSTAINABILITY AT NRW CONTINUED

BUSINESS ETHICS AND TRANSPARENCY

NRW believes consistent, responsible business conduct creates loyalty and trust with our stakeholders and contributes to long-term sustainable value. Therefore, we are committed to promoting a culture of ethical corporate behaviour throughout our business, which is effected through a suite of Board endorsed policies, available on our website (nrw.com.au/about-us/corporate-governance/).

NRW expects all directors, officers and employees to act lawfully, ethically and responsibly, and always strive to contribute positively to NRWs reputation and performance. These policy expectations are communicated through business updates, online or face-to-face training sessions. Equally, NRW expects and encourages the reporting of any suspected or actual unethical, illegal, corrupt, fraudulent or undesirable conduct involving our business, and prohibits any form of retaliatory action being taken against anyone raising or helping to address a business conduct concern, as evidenced through the Whistleblowing Policy.

NRW's Code of Conduct and Conflict of Interest framework outlines the disclosure requirements and escalation process for conflicts of interest. Conflicts of interest are assessed by the relevant Department Head and/or Human Resources Manager, and, if necessary, may warrant a management plan or be escalated internally for additional authorisation. Senior Officers must fully disclose any business interest (public or private) and any other matters that could lead to potential or actual conflicts to the Chairperson and seek approval. If a conflict exists, disclosure to relevant stakeholders will be determined based on the nature of the conflict. Any breaches of the Code of Conduct and Conflict of Interest framework are managed via our HR processes.

SUSTAINABILITY AT NRW CONTINUED

STAKEHOLDER ENGAGEMENT

	OUR SHAREHOLDERS	OUR PEOPLE	OUR CLIENTS	OUR COMMUNITIES	OTHER STAKEHOLDERS
STAKEHOLDER	NRW is focused on creating sustainable long-term value for our shareholders. Shareholders consist of institutional and retail investors.	NRW values the health, safety and wellbeing of its workforce above all else and strives to provide a workplace culture that recognises and values diversity and inclusiveness.	NRW is committed to supporting its clients through successful project delivery. Clients range from large listed organisations, government departments to medium sized private entities.	NRW's long-term success depends on the wellbeing and development of the communities in which it operates. NRW maintains head offices in Perth and Brisbane, as well as other offices in local and regional areas across Australia, Canada and the USA.	This includes suppliers, contracting partners, government agencies and other regulatory bodies.
AREA OF INTEREST	 Business strategy Business ethics Financial performance ESG performance Risk management 	 Health, safety and wellbeing practices and performance Diversity and equality Training and development Remuneration practices Employment conditions Innovation 	 Health, safety and wellbeing practices Project delivery, including product/service quality and pricing ESG practices and performance Supply chain management Innovation 	 Community engagement Direct economic impacts on the community Environmental impacts 	 Supplier terms and conditions Risk management Climate-Related Disclosures Regulatory Compliance
ENGAGEMENT	Financial & Annual Reports Annual General Meeting Investor calls and presentations Distribution of pricesensitive information to shareholders via the ASX Responses to regular investor, analyst and media enquiries	Active communication through the NRW intranet, newsletters and toolbox meetings (for site and workshop employees) Important alerts via email and notice-board signage Training and development opportunities where these opportunities provide meaningful personal and professional development	Delivery of contract products and services Early Contractor Involvement opportunities Tendering opportunities and submissions which include provision of company safety, environmental and social performance Business networking events to develop long-lasting relationships	Targeted recruitment of a local workforce where the required skills and expertise are available Prioritisation of spend with local vendors, particularly in remote and regional areas of operation Employee Volunteering Adoption of First Nations People participation plans In-kind and financial contributions to support community initiatives	Supplier prequalification process Joint venture board and committee meetings Responding to requests from government agencies and other regulatory bodies Conferences and engagement forums

SUSTAINABILITY AT NRW CONTINUED

MATERIAL TOPICS

In 2024, we undertook our second materiality assessment to understand the current environmental, social and governance topics most material to our business and key stakeholders. The outcome of our materiality assessment informs our approach to sustainability and guides the coverage of topics in this Report.

Our materiality assessment has been conducted following the guidance detailed in Global Reporting Initiative (GRI) 'GRI 3 – Material Topics', which provides a structured approach to assessing the materiality of an organisation's impacts on the economy, environment, and society, as well as impacts on the performance and/or value of the organisation.

We identified our key stakeholders across our value chain and undertook an extensive engagement process with internal and external stakeholders, across each of our operating businesses, to ensure our material topics are reflective of stakeholders' views.

A list of topics was collated using a range of inputs,

- · In-depth interviews with NRW's Leadership Team;
- · External and internal stakeholder surveys;
- · Review of peer disclosures and industry trends; and
- · Review of regulatory and legislative requirements.

The results of the materiality assessment are below, and the definitions of the material topics used throughout the assessment and this Report can be found in Appendix 1. The material topics have been endorsed by the Sustainability Committee, on behalf of the Board.

NRW will review the appropriateness of our material topics annually, or when the business or operating environment significantly changes.

MATERIALITY MATRIX¹

MATERIALITY



		Anti-Corruption	OH&S GHG Emissions Energy Consumption Resource Use Economic Performance	Procurement Practices
			Training and Development Diversity	Employment
		Waste		Community
	Supply Chain (Environment)	Water Labour Relations Indigenous Rights Modern Slavery		
	Biodiversity	Tax Transparency Indirect Economic Impacts	Supply Chain (Social)	

Material Topics

⁽¹⁾ The materiality matrix plots the results of the materiality assessment. The horizontal axis plots the percentage of responses where NRW is viewed to have a material impact, and the vertical axis plots the relative significance of a topic. Topics viewed by a larger percentage of respondents as NRW having a material impact and where it received a high response rate in terms of relative significance are plotted in the highly material portion of the matrix.





ENVIRONMENT

GHG Emissions and Energy Consumption | Resource Use

OUR OPERATING ENVIRONMENT

Australia is moving towards mandatory climate-related financial reporting, with the introduction of Australian Sustainability Reporting Standards (ASRS) by the Australian Accounting Standards Board (AASB), which have been adapted from standards released by the International Sustainability Standards Board (ISSB). Under these standards, companies are expected to report on their climate-related risks and opportunities, including governance processes and strategy for their management and monitoring, and disclosure of performance against climate-related targets and metrics. NRW recognises the importance of these standards in building trust in sustainability disclosure, and is committed to aligning our reporting with the upcoming Australian requirements.

We understand that every sector will face the pressures of the transition to a low-carbon economy. For the mining and mining services sectors, which are regarded as high-emitting sectors, there continues to be interest from investors, financiers and clients with regards to appropriate and realistic transition plans which are

aligned to the Paris Agreement. In return, the industry is seeing considerable demand for short to medium-term solutions that address these challenges. In response, NRW continues to look for opportunities to collaborate with leading organisations to advance the development of effective and practical low-carbon solutions tailored to our operations. As we address the complexities of climate change and evolving regulations, we continue to focus on optimising our energy and resource use.

Beyond addressing climate-related risks, Australia's mining and mining services sector is dedicated to safeguarding and restoring the environment and national heritage. This commitment goes beyond regulatory compliance to include voluntary conservation efforts and partnerships with local communities and First Nations people, aiming for lasting environmental benefits. These initiatives often extend beyond mining sites to affect surrounding regions. NRW recognises the potential environmental impacts of mining and infrastructure projects and is committed to a collaborative approach with clients and stakeholders to ensure effective conservation practices are implemented.



ENVIRONMENT CONTINUED

GHG EMISSIONS AND ENERGY CONSUMPTION

NRW recognises the impact our operations have on climate, including carbon emissions from mining operations, energy consumption from our manufacturing facilities and activities within our value chain. NRW's mining division operates within the capital and carbon intensive mining services sector, with a major contributor of our emissions sources coming from the operation of heavy fleet. We are committed to managing our greenhouse gas (GHG) emissions and seeking improvements in energy efficiency to reduce the energy intensity of our operations.

This approach and our commitments are outlined in the following policies:

- · Climate Position Statement;
- · Group Sustainability Policy;
- · Business-specific Environmental Policies; and
- Business-specific Corporate Social Responsibility Policies.

These policies are important for ensuring our employees and broader stakeholders are engaged with and informed about NRW's commitment to improving our energy efficiency, reducing our carbon footprint and mitigating the environmental impacts of climate change where possible.

As part of NRW's journey to achieving our target, we are committed to accurately quantifying our baseline carbon emissions. NRW calculates its Scope 1 and Scope 2 GHG emissions for facilities and projects under its operational control according to the Australian NGER Act 2007, in alignment with the GHG Protocol. For GHG emissions from sites outside of our operational control, we provide the required data to the client.

We collect energy, Scope 1 and Scope 2 GHG emissions data through a combination of invoices, spend data and meters. For Scope 1 GHG emissions, this data encompasses projects under NRW's operational control, NRW owned and operated transport and freight, warehousing, company vehicles, heat treatment activities, workshop maintenance and manufacturing facilities. For Scope 2 GHG emissions, we collect data from purchased electricity for projects under NRW's operational control, as well as for corporate offices, workshop maintenance, manufacturing facilities and warehousing.

NRW's GHG emissions and energy consumption are reported in line with the NGER Corporate Group and Facility Thresholds. Using the NGERS (National Greenhouse and Energy Reporting Scheme) calculator, we apply specific energy and emission factors to convert this data into metric tonnes of carbon dioxide equivalent. NRW's Scope 2 GHG emissions are calculated using a location-based approach.



MOBILE BIOCHAR MACHINE

Supporting a Renewable Carbon Capture Project

Responsible environmental management is a key focus in everything DIAB does. With a drive to ensure the future sustainability of our planet, they have been investigating ways they can utilise their engineering expertise to support emerging

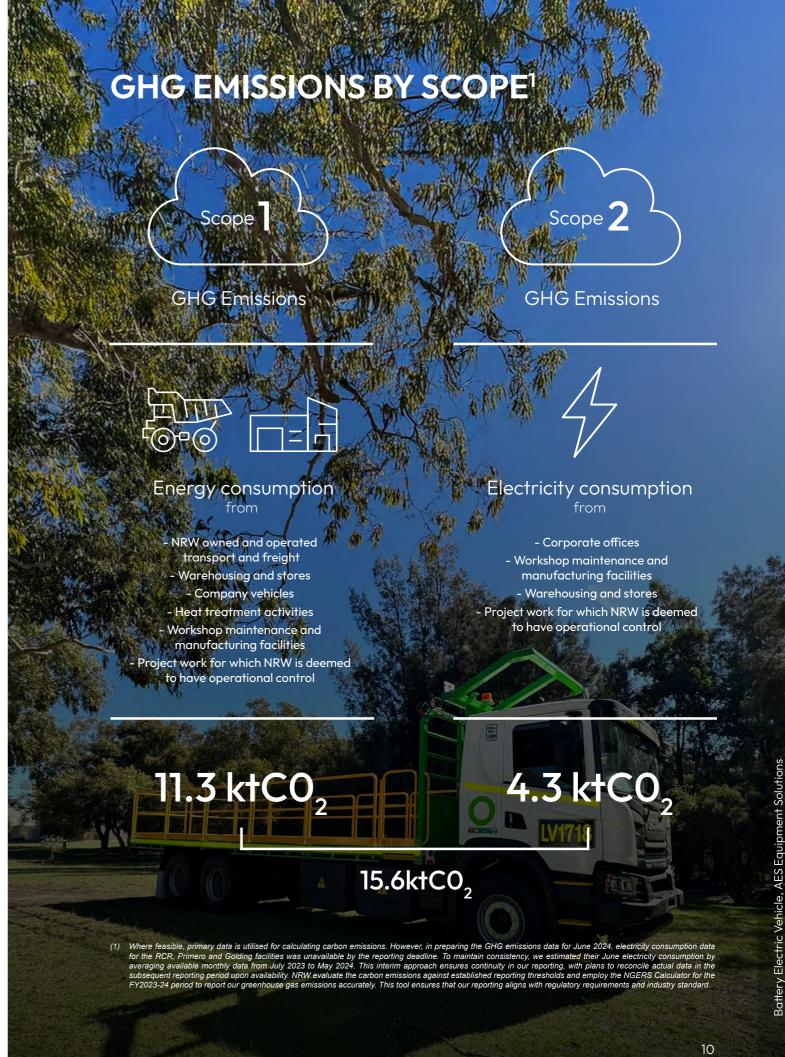
DIAB has been involved in the development of a new renewable carbon capture project, an endeavour that could become one of the largest carbon projects in the country - a mobile natural material recycling plant.

The primary application of the plant is repurposing trees that have been lost to bushfire, but it also recycles materials such as forestry waste. The plant works to turn burnt remains into a stable carbon residue, a charcoal-like fertiliser called 'biochar', Biochar has valuable agricultural applications, as it can be spread over fields and soil to create a permanent carbon sink. This improves

the uptake of crop oxygen through the soil, boosting quality and enhancing the output of the crop.

DIAB has been instrumental in supporting a mobile version of the machine, delivering fabrication works on the piping, installation and equipment tie-in for these mobile plants. The addition of skids makes the biochar machine easier to transport and faster to deploy, so it can go anywhere it is needed. This creates a more efficient process for cleaning up after a bushfire, while also supporting new growth and improving carbon sequestration for Australia's agricultural industry.

Glen Payne, DIAB CEO, says, "DIAB is working with some of the biggest players within this exciting field and looks forward to being the first choice when it comes to securing projects that offer a better planet for future generations."

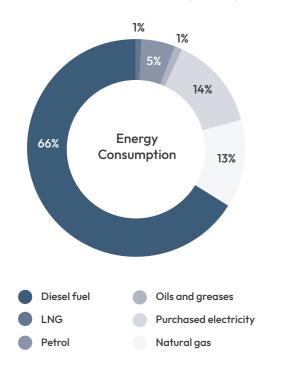


ENVIRONMENT CONTINUED

GHG EMISSIONS AND ENERGY CONSUMPTION CONTINUED

As a contractor to the resources and infrastructure sectors, NRW's GHG emissions and energy consumption are directly related to the volume of contracted projects in which we have 'operational control'. This year, emissions and energy consumption have increased due to the addition of one civil and seven urban projects across the business. Effectively managing these emissions and implementing reduction strategies remains a significant challenge.

To address this challenge, NRW will focus on integrating carbon reduction methods into new projects through innovative technologies and practices that minimises our carbon footprint and promotes cleaner alternatives throughout our supply chain. Our success heavily depends on our partnerships with clients and suppliers. A key partnership for our business includes our participation in Caterpillar's 'Pathway to Sustainability' program, which aims to explore strategies to support a reduction in site emissions from large mining fleet.



Diesel usage for operating our heavy fleet and machinery in urban and civil infrastructure projects remains one of the largest contributors to our energy consumption. The RCR Welshpool heat treatment workshop consumes large quantities of natural gas for hardening processes. Electricity consumption has also risen due to welding services at RCR and the expansion of our business operations, including a new office in Western Australia.

Despite the overall increase in energy consumption due to increased project activity, NRW has implemented initiatives to reduce the carbon footprint of our owned offices, facilities, workshops and laydown areas. As a result, we achieved a 7.56% reduction in energy use in these areas (excluding projects) compared to FY23. Key initiatives which led to this reduction include the installation of a new compressor at AES, which achieved a 16% reduction in GHG emissions for that business.

Additionally, NRW is in the process of installing solar panels at its AES workshop in Hazelmere and RCR manufacturing facilities in Bunbury, which are due to be commissioned in the next financial year.

Through the tracking and reporting of our GHG emissions and energy consumption, NRW will continue to identify emissions sources and seek carbon reduction initiatives to meet our FY30 reduction target. We are committed to transparent reporting of our progress and adherence to standardised methodologies for energy calculations.

By implementing strategic initiatives such as energy efficient upgrades, renewable energy integration and establishing industry partnerships, NRW is actively pursuing solutions to advance our sustainability practices and achieve an appropriate level of carbon reduction for the business.



Carbon reduction commitment

Reduction in Scope 1 and Scope 2 GHG emissions on 2020 levels by 2030

NRW is committed to a 25% reduction¹ in Scope 1² and Scope 2³ greenhouse gas emissions from 2020 levels⁴ by 2030⁵. We will achieve this commitment through:



Implementation of Renewable Energy⁶

Where viable, we will actively install renewable energy systems across our facilities⁷ to minimise emissions associated with electricity consumption.



Transitioning to **Hybrid** or **Electric Vehicles**

We will prioritise the adoption of hybrid or electric vehicles to reduce fuel usage within our light



Investing in modernised & Hybrid road transport

We are committed to assessing, and where viable investing in modernised and or hybrid road transport options⁹ to minimise diesel consumption within our transport activities

NRW's 25% reduction will be a reduction on FY20 levels, normalised to FY30 based on a GHG emissions intensity ratio per million dollars of revenue.

NRW classifies Scope 1 GHG emissions in line with the NGER Act scheme established by the NGER Act. NRW assesses its organisation boundary based on the concepts of operational control as defined in the NGER Act and includes facilities under its operational control where there is no Reporting Transfer Certificate (RTC) in place under the NGER Act. The Company will exclude project-related carbon emissions from its Scope 1 target footprint due to the variability and visibility of pontract works over NRW's commitment period, which primarily relates to both the civil and urban projects.

NRW classifies Scope 2 GHG emissions in line with the NGER scheme established by the NGER Act. NRW assesses its organisation boundary based on the concepts of operational control as defined in the NGER Act and includes facilities under its operational control where there is no RTC in place under the NGER Act.

NRW's 2020 levels will be based on its assessment of GHG emissions under the NGER Act for the financial year ended 30 June 2020. NRW's 2020 baseline will be adjusted for any material transactions based on GHG emissions at the time of the transaction.

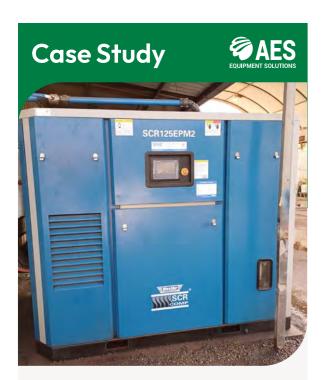
Achievement of NRW's 2030 target will be based on its assessment of GHG emissions under the NGER Act for the financial year ended 30 June 2030.

Renewable energy includes energy generated from the installation of solar panels and similar structures on NRW-owned and leased premises, in addition to electricity drawn from the State-owned electricity grid which would include a portion of renewable energy.

Refers to facilities under NRW's operational control as defined in the NGER Act.

Refers to facilities under NRW's operational control as defined in the NGER Act.

ENVIRONMENT CONTINUED



NEW AIR COMPRESSORS FOR AES

AES Invests in New Technology to Reduce Carbon Emissions and Costs

Reducing unnecessary waste and minimising energy consumption is vital for improving environmental sustainability. By looking after the planet, we lower energy costs, generating positive outcomes for our business as well.

At AES, the team has been investigating ways to enhance operational efficiency while remaining on track with our sustainability vision. Most recently, they have purchased two SCR 125 EPM compressors to replace the outdated versions previously in operation.

AES chose carefully and selected the SCR compressors for their advanced energy-saving features, superior capacity and improved efficiency. The old compressors were energy intensive, loud and reaching the end of their efficient lifecycles - whereas the new machines provide a combined total flow capacity of 38 m³/minute. This covers more than the plant's entire operational needs, ensuring reliability and scalability for the future.

Since their installation, the compressors have played an important role in improving the efficiency of the compressed air supply throughout the AES plant. They are delivering exceptional results, with AES seeing an annual cost saving of \$38,452 - a significant return on investment for such a short period of time. And this lower energy consumption not only reduces costs, but significantly reduces the plant's overall carbon footprint.

Alex Cooper, AES Business Manager says: "By investing in advanced, efficient technology, AES has set a benchmark for operational excellence and environmental stewardship; underscoring the importance of adopting sustainable practices in industrial operations."

RESOURCE USE

NRW utilises a large number of resources, including water, energy, raw materials and supplies. NRW is committed to using these resources responsibly and minimising the environmental impact of our activities. Our approach and commitments are outlined in the following documents:

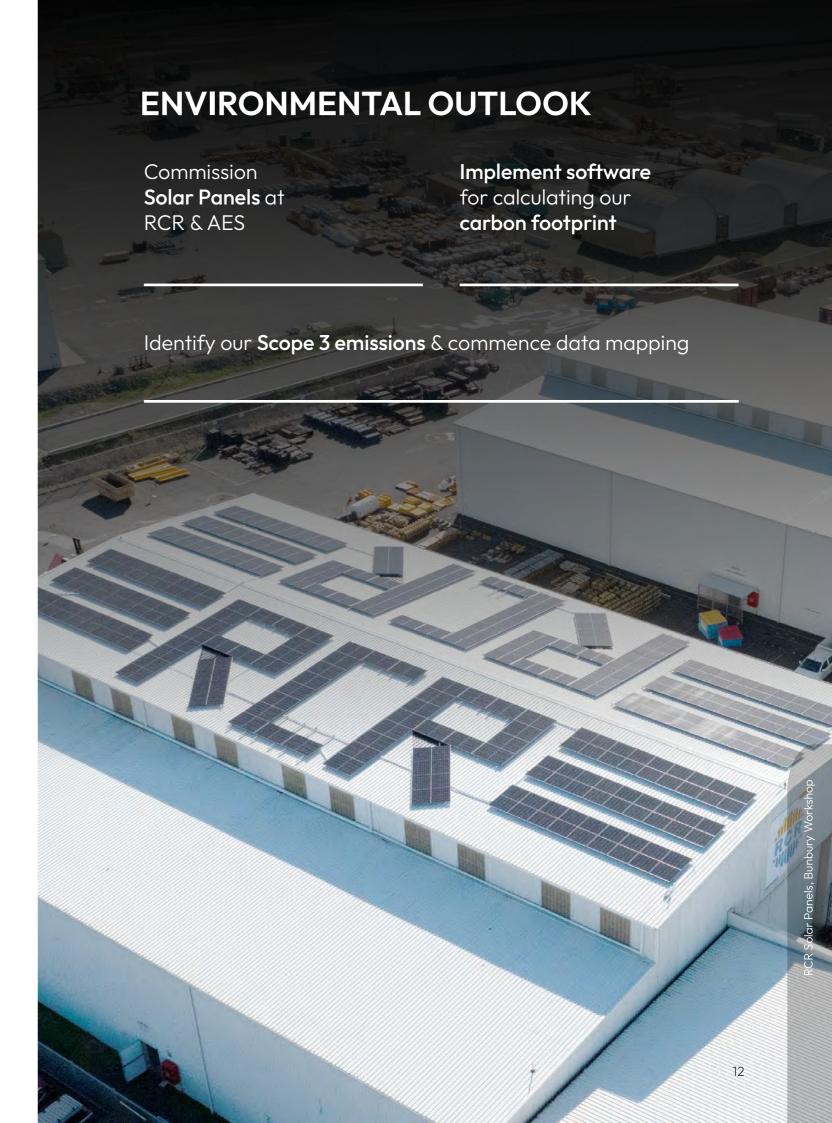
- · Group Sustainability Policy;
- · Business-specific Environmental Policies; and
- · Project-specific Environmental Management Plans.

These policies are crucial to ensuring NRW's employees and stakeholders adhere to responsible resource management across our operations. Our environmental management systems, which conform to ISO 14001:2015, assist us to improve our environmental performance by efficiently using resources and reducing waste. We support the principles of the circular economy through refurbishing, reusing and recycling, to extend the lifecycle of equipment and materials. We also carefully select suppliers and purchased materials to align with these goals.

NRW acknowledges the importance of managing water, a critical resource used in various activities, such as for dust suppression in mining activities. Access to water is commonly provided by our clients, alongside water management plans which we must adhere to. Within the facilities and operations we manage, NRW is committed to the implementation of water-efficient equipment and processes, employee education and awareness for water reduction, and reducing, reusing and recycling water where possible.

Every project NRW undertakes involves careful environmental planning from project inception to the operational stages, to identify risks associated with meeting our obligations and to implement effective management plans. These management plans describe the specific requirements, procedures and measures that will be implemented for each project to manage our resources appropriately and continuously improve our practices. While NRW adheres to these plans, we also strive to meet or exceed site policies and environmental management plans when under the direction and control of our clients.

Our dedication to sustainability and the principles of the circular economy remains strong, driving us towards more efficient and environmentally friendly practices across all our projects and business units.





SOCIAL

Occupational Health and Safety | Diversity and Equality Employment | Training and Development | Communities

OUR OPERATING ENVIRONMENT

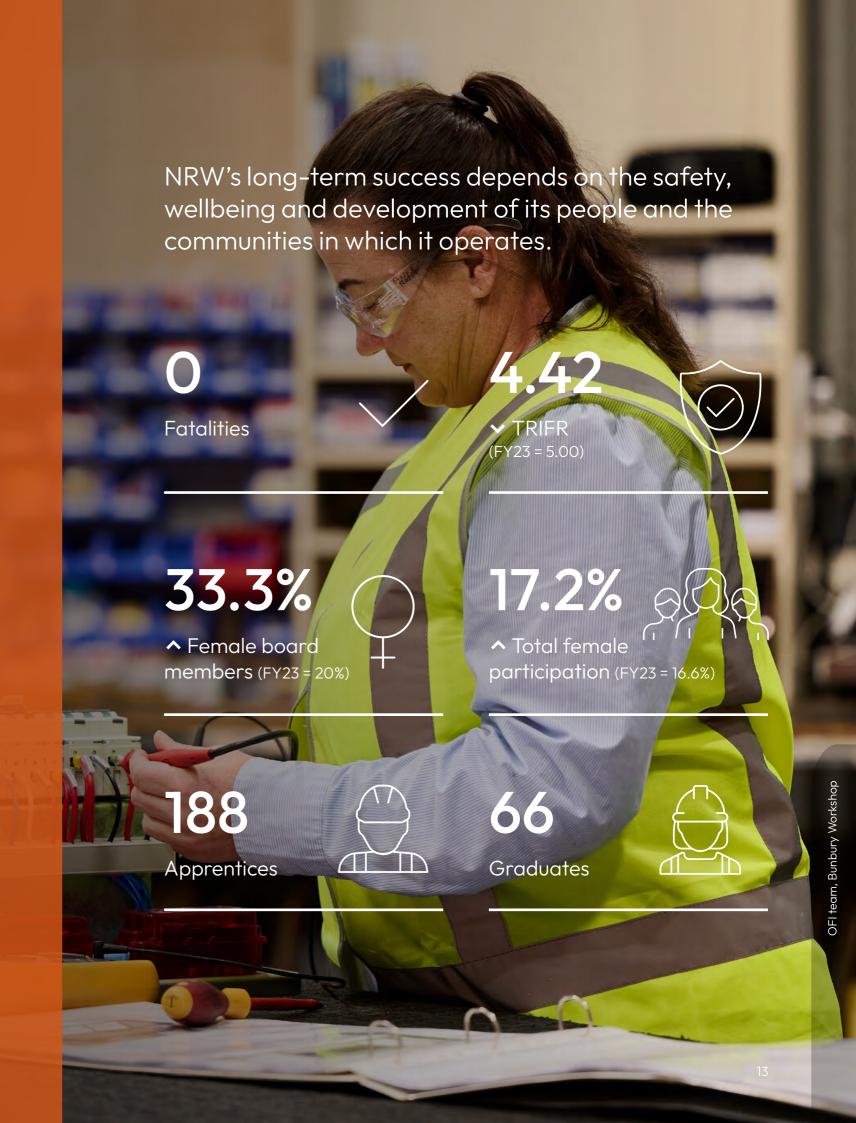
Over the past year, we have continued to experience a highly competitive labour market, persistently low unemployment levels and significant skill shortages in the workforce. We are proud to report that despite this, we have sustained a strong position that allows us to attract and retain a highly skilled and talented workforce of 7,413 across the Group at the end of FY24 (FY23: 7,175).

Both State and Federal Governments have been actively boosting the economy and job growth through investments in construction and infrastructure. Additionally, demand for commodities has intensified the competition for a constrained talent pool in our industry sectors, amidst a complex landscape of economic, legislative and social factors.

The year has also seen continued developments in Industrial Relations (IR) and Work Health and Safety

(WHS) legislation. Recent IR reforms, including updates to the Fair Work Act 2009 through the introduction of the Fair Work Legislation Amendment (Closing Loopholes) Bill 2023, enactment of key amendments in the Anti-Discrimination and Human Rights Legislation (Respect at Work) Bill 2022 and WHS legislation has evolved to address psychosocial risks more comprehensively. These legislative changes require us to adapt our approaches in a number of areas such as Psychosocial Safety, unlawful behaviour and engagement practices which support our focus on creating safer and more supportive work environments.

We are dedicated to navigating these focus areas with strategic foresight and a strong commitment to our workforce's safety, wellbeing, and development. By embracing these changes and upholding our core values, we continue to strengthen our position as a leading diversified provider of world-class service and product solutions to the resource and infrastructure sectors.



OCCUPATIONAL HEALTH AND SAFETY

Our people work in a wide range of conditions and climates around Australia that, due to the inherent nature of the industry we operate in and the work being performed, has a high degree of safety risk. This includes the operation and maintenance of heavy and mobile equipment, transportation and handling of explosives, working at heights, in confined spaces and near or on energised or pressurised systems, exposure to chemicals and hazardous substances, noise, vibration and poor ergonomics. As well as these physical hazards, our workforce are often exposed to challenging working conditions, including working away from home, long rotational shifts, physically demanding work and work settings and isolated work environments. These factors can contribute to poor mental and physical health and wellbeing outcomes for our workforce if not appropriately managed.

At NRW, the safety, health and wellbeing of our people is our first priority and intrinsically linked to the way we work. This commitment was reinforced in the outcome of our materiality assessment, where occupational health and safety was again ranked as our highest material topic for both internal and external stakeholders. Our approach to supporting our workforce is outlined within the following documents:

- · Code of Conduct:
- · Diversity Policy;
- Workplace Behaviour Policy;
- · Critical Risk Management Standard;
- Psychosocial Risk Standard; and
- · Business specific Health and Safety Policies.



RCR WORKPLACE WELLBEING

Building Safer, Healthier Workplaces from the Ground Up

The safety of their people is something RCR takes very seriously. However, to ensure safety at work, the workforce also needs to be supported at home.

In 2023 and 2024, RCR created two purpose-built facilities in Bunbury and Welshpool for their workplace wellbeing programs and first aid courses. Dubbed 'the heart room', these two hubs provide space and resources for vital safety and wellbeing services. RCR engaged workplace wellbeing providers WFR to activate these spaces for them. Throughout the 2023-24 period, WFR delivered:

- The 'health 100' program, which provides workers with a comprehensive health assessment, health risk score, health coaching and advice and a full report on their health and fitness status:
- The RCR workplace wellness program; and
- Monthly visits and site presence, access to appointments for workers and toolbox deliveries on monthly topics.

Participation has been enthusiastic, as over the 2023-24 period RCR saw:

• 80+ health 100 assessments;

- 30+ fitness consults and programs;
- 40+ health consults;
- 20+ nutrition consults and plans;
- 56 workers participating in health challenges;
- 220+ single health screens;
- 17 workstation ergonomic assessments; and
- 13 injury rehab consults.

RCR is working to ensure these statistics are not just once-off events by engaging WFR to deliver further services in the coming years. They will also be providing a range of mental health and wellbeing resources and access to mental health services.

Personal engagement yields stronger results, so RCR is looking into options that allow workers to access 'the heart room' individually, so they can self-monitor their health assessments and ensure they remain on track with their health journey.

Creating a safer work environment requires a workplace culture that supports both workplace and individual health. The team at RCR were able to deliver a solution that builds meaningful health and safety outcomes in a positive environment.

SOCIAL CONTINUED

OCCUPATIONAL HEALTH AND SAFETY CONTINUED

The Health and Safety Management Systems for our businesses have been implemented in line with National and State legal requirements, including the relevant State Acts and Regulations listed below, and various Australian Standards, Codes of Practice and Guidance Notes under Legislation:

- · Work Health and Safety:
- Rail Safety;
- · Mines Safety;
- Injury Management and Workers Compensation;
- · Radiation Safety:
- · Dangerous Goods Safety;
- · Energy Safety;
- · Electrical:
- · Port Authorities:
- · Road Traffic;
- Health:
- · Poisons;
- · Bush Fire: and
- · Environmental Protection.

All businesses align to ISO45001 Safety Management Systems and ISO 31000 Risk Management. In most cases, businesses have current certifications, which are regularly audited by external third parties to ensure NRW continues to deliver a high level of safety for its workforce.

Our policies are supported by our safety management systems. NRW strives to provide a safe workplace for all its people by delivering robust safety management systems and processes that are known, valued, understood, and implemented by our leaders, employees and contractors. All workplaces and work activities in which our employees and contractors operate within are covered by the relevant NRW business's Health and Safety Management System, which includes the following integral processes:

• Hazard and Risk Management: Throughout the Group, we are consistent in our approach to hazard and risk management, using a variety of tools to identify and assess work-related hazards and risks, with the aim of eliminating hazards or minimising risks, based on the hierarchy of controls. These tools include personal, task, equipment, project and enterprise-wide risk assessments, as well as our critical risk management program. To ensure the quality of these processes and to evaluate the effectiveness of the tools, various processes are in place to increase the competency of workers and leaders and inform continuous improvement. These include internal training during on-boarding, and as processes change, supervisor reviews, in-field leadership engagement and coaching, auditing, and incident investigations. Other opportunities for workers to report work-related hazards or hazardous situations include the hazard reporting process and during pre-start meetings or in-field leadership interactions.



AES TRACK TOOLING INNOVATION

Championing the Safety of Our Technicians on the Job

Organisations are built on the innovation of their people and AES is driven to constantly improve safety outcomes throughout processes and operations.

The AES team has created a solution that enables a faster, safer and more efficient way to repair, replace and install tracks on bulldozers.

Typically, a technician would need to complete this job manually, with the machine remaining operational. A hauling machine would then be used to move a new track onto the dozer. With multiple moving parts and opportunities for human error, this work can present hazards and safety risks to the operators undertaking the work. However, the new solution from AES changes this situation.

In February 2024, AES applied for a patent for track tooling, a clever piece of equipment that minimises manual handling when fastening the track chain. Instead, the technician attaches the tool between the two separated track links. Then, using a winch operated by remote control, the user can pull the segment inserts together, pulling the track into position. From there, it can be safely lined up and joined.

This tooling allows the machine to be isolated, without relying on the traditional method of using the final drive that rotates to assist track installation. It also eliminates any extra human intervention, making this process a one-person job.

This track tooling solution from AES reduces the moving parts, machinery and human element involved in hazardous work, improving operational safety and reducing the likelihood of injury.

OCCUPATIONAL HEALTH AND SAFETY CONTINUED

- Incident Investigation: Each business's incident investigation procedure outlines the level of investigation required based on the nature and severity (including potential) of incidents. This process includes reporting all actual events and near misses into the reporting system, Evotix 360. NRW utilises '5 whys' and 'ICAM' investigation methodologies to identify contributing factors, which investigators use to determine corrective actions and improvements based on the hierarchy of controls. NRW encourages all workers to report hazards, risks and incidents without reprisal and are empowered to stop work if they feel the situation is unsafe.
- Training and Education: NRW ensures all workers are trained and qualified for the role they are conducting. This includes an induction to the business, training for high-risk activities (such as work at heights, confined spaces or operating plant and equipment), awareness in completing hazard and risk assessment tools and safety leadership training. Training needs are determined for an individual based on legislative, client, business and role requirements.
- Communication and Engagement: NRW aims to create a culture where our people are engaged in all aspects of health and safety risk management, to discover solutions to eliminate or adequately control risk, with a strong focus on critical risks. We do this through continued engagement with our front-line leadership teams, our workforce, clients, contractors and third-party providers. Engagement with these key stakeholders plays a crucial role in informing our approach to health and safety, by providing platforms for two-way communication. These include pre-start meetings, toolbox talks. health and safety meetings, leadership interactions in the field, worker participation in incident investigations and the completion of hazard and risk management tools.
- Continuous Improvement: NRW is committed to continuous improvement, striving to become a leader in safety management and eliminating harm to our employees and contractors. As well as through the processes mentioned above, we also learn through inspections and audits, monitoring and analysis of our performance and trends, sharing lessons learned for significant potential incidents and through HSE Management Reviews.



IMPLEMENTING A CRITICAL RISK MANAGEMENT FRAMEWORK

Creating Safer Working Environments for our Teams on the Ground

NRW's success depends on the safety and wellbeing of its people and the communities in which they operate. As a business heavily involved in the civil and mining industries, NRW's operations involve a multitude of high-risk activities. These activities if undertaken incorrectly, can result in injury or loss of life.

NRW is dedicated to ensuring that every employee goes home safe at the end of the day. In 2024, NRW implemented a critical risk management framework. With this in place, NRW has developed a proactive, consistent approach to ensuring critical controls are understood, in place and effective every time.

Conducted in the field, this framework utilises a simple action list that ensures critical controls are front-of-mind for every worker on site. However, to successfully implement the framework, it needed to be meaningful for the people using it. To achieve this, NRW:

- Held workshops with representatives from each business to determine critical risks and controls and then used this information to create a critical risk management protocol;
- Developed in-field verification checklists within 360 (their

safety management system), to enable a verification of critical controls in-field through the application on mobile devices;

- Developed a group critical risk management standard, outlining the minimum expectations for each business to effectively implement the program; and
- Developed a reporting tool to analyse the data and determine trends and improvement opportunities.

The feedback from teams has been excellent, demonstrating that NRW are on the right track and focusing on the relevant areas.

For the framework to successfully improve safety at NRW long term, this must be an evolving process. NRW will continue to revise the framework with updated data, reports and employee feedback, to ensure safer operations and activities into the future.

Brett McIntosh, Chief HSE & Sustainability Officer, says: "Know your role, embrace your role. The elimination of fatalities and serious injuries must be the major focus of any safety program. CRM provides the framework, but to embed it in our business, we need engagement and feedback from all levels."

SOCIAL CONTINUED

OCCUPATIONAL HEALTH AND SAFETY CONTINUED

NRW offers health and wellbeing programs and benefits to our workers and their families. Our Income Protection and Salary Continuance programs provide basic coverage to ensure that if an employee is unable to work due to illness or accidental injury, they can receive income protection. This provides a level of financial security and peace of mind for our employees and their families during difficult times. As mentioned later in this report on page 17, our employees also have access to the Employee Assistance Program, 360 virtual care and corporate private health plans. Other health initiatives our businesses have promoted include R U Ok? Day, Movember, various cancer support initiatives, mental health first aid and awareness training and skin cancer checks.

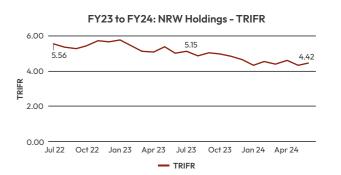
Over the course of FY24, NRW has invested and furthered the below critical safety initiatives:

- Critical Risk Management (CRM): NRW deployed the CRM framework in early 2024, with the rollout of NRW specific critical risks and controls and leader verifications. We recently introduced a system for data analysis, which will inform critical control effectiveness reviews and coaching opportunities for leaders and workers. In FY25, we aim to implement verifications for workers and system verifications.
- Lessons Learned: NRW implemented a 'lessons learned' process for significant and significant potential incidents, to enable our eight businesses the opportunity to learn from each other, reviewing whether the risk is applicable to their operations and taking the 'free lesson' to implement any additional controls required to prevent the incident from occurring.

- Evotix 360 platform: NRW has continued to implement the 360 system for hazards, incidents, infield leadership engagements (safety observations and critical control verifications), audits, inspections and action tracking. All our businesses are now using 360, which enables data reporting and analytics, allowing for targeted, proactive HSE campaigns and strategic planning.
- HSE Graduates: In August 2023, our first HSE Graduate joined the Group. NRW acknowledges the importance of developing Health and Safety professionals and has committed to a second Graduate in FY25. Our Graduates are fortunate to be exposed to a wide-variety of experience throughout our various business operations.

Total Recordable Injury Frequency Rate (TRIFR)

TRIFR is a widely used safety performance metric within the mining industry. Whilst NRW recognises the role of TRIFR in benchmarking performance against industry, we are also focusing on leading indicators associated with safety performance, such as reporting and analysis of metrics within our Critical Risk Management Program, which was established in April 2024.





DIVERSITY AND EQUALITY

NRW boasts a diverse workforce, spanning multiple geographic regions throughout Australia and North America. Our team encompasses individuals from different ethnicities, age demographics, racial backgrounds and genders. It is imperative that our workplace is not only diverse but also inclusive, striving to ensure every member feels valued and respected. This commitment is integral to creating a supportive environment where all our people can thrive and contribute their unique perspectives to our collective success.

We uphold the principles of recognising, respecting and valuing differences in people, while enabling equality through providing equal opportunities and protecting against discrimination across all aspects of our operations. We acknowledge this diversity within our business by fostering an inclusive environment where every employee feels valued and empowered to contribute their unique perspectives and skills. Our approach to supporting our workforce is outlined within the following policies:

- · Code of Conduct:
- Diversity Policy;
- · Workplace Behaviour Policy; and

Whistleblowing Policy.

Gender equality is a fundamental aspect of our commitment to providing equal opportunities. We have continued to focus on our workforce composition and are proud of our efforts to increase our female participation rates again this year. Our efforts to achieve gender balance at all levels of our workforce is supported by policies and standards that promote fairness and transparency in recruitment, promotion and compensation, including frameworks and practices in place to ensure equal remuneration between females and males in the same or comparable jobs.

Initiatives such as sponsoring the Queensland Resources Councils Women in Mining, Resources Queensland Mentoring Program, Queensland Women in Mining and Western Australia Women in Mining mentoring programs demonstrate our unwavering commitment to diversity and equality. It also provides avenues for our people to participate as mentees and to attend various events throughout Australia.

We continue to support International Women's Day, Women in Mining Day and NAIDOC week at all our work locations strengthening our dedication to diversity and inclusivity and enhancing awareness among our workforce regarding the significance of these initiatives.

Case Study Action Drill & Blast

INDIGENOUS DRILLING PROGRAM

Trainee Opportunities for Local First Nations Communities

Action Drill & Blast (ADB) is committed to sharing the value of their work through collaborative partnerships with local First Nations communities in the areas in which they operate.

In 2023, ADB partnered with the Barada Barna First Nations community and Stanmore Resources to create an Indigenous trainee program. This program offers comprehensive training and employment pathways for local First Nations people.

The South Walker Creek Indigenous Drilling program came about through discussions between Stanmore Resources, ADB, and Barada Barna community members. The aim was to create education and employment opportunities for people in local Indigenous communities through a trainee pathway into the mining industry.

Kaisame Terare, a proud Barada Barna man, was the first participant in the program. Working at the South Walker Creek mine, he showcased impressive skills, initiative and focus, completing the 12 to 18-month training portion of the program in under 12 months. Kaisame has recently completed the program and is now a qualified member of the ADB team.

The Indigenous drilling program is an important initiative for ADB. ADB acknowledge the Traditional Custodians of the land on which they work and strive to communicate their respect and gratitude through continued partnerships with local First Nations communities.

SOCIAL CONTINUED

DIVERSITY AND EQUALITY CONTINUED

We have a zero-tolerance approach to unlawful behaviour and provide continuous education on appropriate workplace behaviour through tailored training programs, workshops and e-learning modules to support work environments where everyone feels respected and valued. By equipping our employees with the knowledge and skills to recognise and challenge discriminatory or unlawful behaviours, we empower them to contribute actively to a more inclusive workplace. This ongoing education not only enhances individual awareness but also cultivates a collective commitment to upholding diversity and equality principles.



OFI IMPROVES APPRENTICESHIP DIVERSITY

OFI Makes an Important Step Towards Apprentice Gender Diversity

The first step towards creating an inclusive workplace is taking ownership of the areas that need improvement and making a dedicated effort towards change. OFI is committed to staying accountable and taking measurable steps to ensure an increase in diversity within their workforce.

This involved Ruby Bruce-McGinn joining the team in January 2024. Ruby is the first woman to join OFI's apprenticeship program. Ruby said, "There aren't a lot of female apprentices in the industry and it might be intimidating for some people. We need to be encouraging others to get out there."

The OFI apprenticeship program plays a strong part in fostering talent within the OFI workforce, creating an environment people want to be a part of and providing unique growth and development opportunities within individual fields of interest. Like many others, Ruby applied to join the program after hearing about the supportive team of people at OFI.

Ruby completed several months with OFI and was a natural fit, with team members commending her dedication and hard work. Since then, she has worked on a range of different sites and is currently based in Bunbury. Ruby has worked at the RCR site, completed work at Bunbury Port and provided support at Talison Greenbushes lithium mine and the Muja Power Station.

Over the next four years, Ruby will undertake a range of education and skills development activities, as well as learning on the job, to support her journey towards becoming a qualified electrician.

Ruby has some words of support for other women considering an apprenticeship in the industry, "Don't be shy, go out and give it a crack. You never know what opportunities are around the corner"

Recognising, respecting and valuing differences to create a supportive environment where our people can thrive and contribute their unique perspectives to our collective success.



EMPLOYMENT

NRW employs a large workforce made up of 5,446 employees and 1,967 contractors throughout Australia and North America. As a large employer, NRW understands the role we play in providing meaningful employment opportunities to people, particularly those in remote and regional areas throughout Australia.

NRW prioritises the creation of a supportive and fulfilling workplace environment through our approach to employment, encompassing hiring, recruitment, retention practices and the working conditions we provide. Our approach to managing our people is outlined within the following policies:

- · Code of Conduct;
- · Workplace Behaviour Policy; and
- · Diversity Policy.

We are dedicated to attracting and hiring a workforce who align with NRW's values and contribute to our success. Our recruitment practices are centered on building a diverse workforce that enhances innovation and reflects the communities in which we operate. To achieve this, we adopt a number of recruitment strategies whilst ensuring fairness and equal opportunity for all candidates, such as:

- Inclusive job adverts;
- Engagement with our communities and local schools;
- Identifying internal top talent and establishing transparent succession planning;
- · Vacation programs;
- · Work experience placements;
- · Internal talent diversification; and
- · Outreach programs.

Employee retention is the cornerstone of our talent management processes. Our ongoing efforts to evolve and mature our communication enables us to continuously improve our employee engagement efforts and address the evolving needs of our people. Regular feedback mechanisms and performance evaluation are the drivers to initiatives such as professional development opportunities, mentorship programs, and wellness initiatives designed to support career growth and enhance job satisfaction.

We are proud of our efforts of acknowledging the dedication and loyalty of our workforce. Our Service Recognition Program plays a pivotal role in our employment and retention strategies, by celebrating our employees' service milestones, some of who commenced prior to the NRW acquisitions. In FY24, we celebrated 494 significant anniversaries: 383 employees reached their 5-year milestones,

72 employees achieved 10 years, 30 employees marked 15 years, eight employees reached 20 years and one employee reached an impressive 35 years with us.

As we look to the future, we remain committed to nurturing an environment where every individual feels valued and where their dedication is celebrated.

Our employee benefit offerings support the holistic wellbeing of our people and their families. This includes access to Company funded parental leave, 360 virtual care services to ensure our employees have easy access to healthcare professionals through virtual consultations, enabling them to receive medical advice and treatment from the comfort of their homes. Additionally, we maintain several corporate partnerships with private health insurance providers as part of our comprehensive benefits package.

Our Flexible Working Framework bolsters our hiring, recruitment and retention efforts by attracting a diverse talent pool seeking adaptable work environments. This approach enhances employee satisfaction and productivity, fostering a positive workplace culture conducive to innovation and growth. By accommodating varied working conditions, such as job sharing on our remote project sites, we empower our people to achieve optimal work-life balance and contribute effectively to our success.

In 2024, we partnered with a new Employee and Manager Assistance Program who provide the largest employed team of psychologists that can support our workforce through their comprehensive Organisation Development Services, Wellbeing Services, EAP Counselling and Manager Support services.

We have continued to proactively address and establish a clear and consistent psychosocial risk management framework to support workplaces that are conducive to the wellbeing and mental health of our employees. Our proactive approach to psychosocial risk management underscores our commitment to maintaining a positive and inclusive workplace culture where every team member can thrive both professionally and personally. This focus not only strengthens our workforce but also contributes significantly to our overall success and resilience in a competitive market.

Some initiatives undertaken by our businesses this year include:

- Implementation of a Mental Health Policy, Logo and Program which is supported by external providers, Ashcliffe Psychology and A Stitch in Time;
- A 'Take Action on Mental Health' logo was added to our REICH drill in Queensland;
- Delivery of Mental Health & Suicide Prevention Training for supervisory groups;

SOCIAL CONTINUED

EMPLOYMENT CONTINUED

- Training sessions on Resilience and Managing Change;
- · Respectful Workplace Behaviours Education;
- On site mental health and wellbeing workshops including Leader Wellbeing Workshops;
- · Power of Empathy Workshops; and
- · Trauma Awareness Training.

By fostering a culture of respect, inclusion and continuous improvement in our employment practices, we aim to create a workplace where everyone can thrive and contribute to our shared success. Our commitment to responsible employment practices reflects our dedication to sustainability, innovation and ethical leadership.

TRAINING AND DEVELOPMENT

With a workforce of 7,413 people, including apprentices, graduates and undergraduates, we understand the importance of offering meaningful training and development opportunities to our people. We are committed to empowering our people through comprehensive training and development programs that support skills enhancement, performance improvement and career advancement.

The continuous development of our employees' knowledge to equip them with the skills and competencies necessary to excel in their roles is a continued focus. Our training programs cover areas such as technical skills training, leadership development and soft skills enhancement, tailored to meet the evolving needs of our workforce and industry standards. By investing in skills development, we enhance employee capabilities and foster a culture of continuous learning and innovation.

Some of our initiatives have included:

- · Lunch and learn online micro lessons;
- Internally and externally led Leadership Development Programs;
- Increased Traineeship and Graduate Program pathways;
- · Internships and Workplace Placements;
- New To Industry programs;
- Supporting our people with completing Diplomas, Certificate IV in Leadership and Management and Training and Assessment; and
- · First Aid and Mental Health First Aid courses.

We believe in setting clear performance expectations and providing our people with the tools and resources needed to succeed. Through initiatives such as regular performance reviews and feedback mechanisms we support people in achieving their full potential and contribute to the overall success of NRW. We encourage a growth mindset that values learning from both successes and challenges, driving continuous improvement at all levels.



IMPROVING GENDER DIVERSITY THROUGH OUR TRAINEE PROGRAMS

Taking Steps Towards a More Inclusive Workforce

NRW's mission is to be the contractor of choice in the resources and infrastructure sectors, and a key part of achieving this is fostering diverse and inclusive environments where employees feel supported.

NRW Civil & Mining (NRWCM) is proud to highlight the success of its maintenance team at the Mt Cattlin project, which includes three female servicepersons in a role traditionally dominated by males in the industry.

At Mt Cattlin, females have joined the team in both trainee and experienced serviceperson roles. The trainee pathway was specifically designed to break gender norms and provide attractive opportunities for females, supporting the development of a more diverse workforce. NRWCM's trainee program, open to the entire workforce offered opportunities to upskill and diversify, providing workers with a structured transition into new roles.

This team is currently delivering exceptional results, offering essential service and maintenance to a wide range of machinery and equipment, ensuring smooth operations.

NRWCM is committed to creating accessible pathways for females within the business. The internal trainee initiative is one of the many ways NRWCM is promoting equal employment opportunities.

TRAINING AND DEVELOPMENT CONTINUED

The NRW Trainee, Apprentice, Graduate and Leadership development programs offer support for career progression and professional growth. Our goal is to provide clear pathways for our people to expand their skills, take on new responsibilities and advance within NRW. Our graduate programs have expanded to include new pathways in areas such as HSE, Finance and Human Resources. This complements our existing pathways such as Commercial Pre and Post Contracts, Mechanical, Civil and Mining Engineering and many more. One of our key achievements has been the implementation of Apprentice rotations throughout our workshops in the Perth Metropolitan and South-West regions. These opportunities to rotate throughout our businesses offer a variety of experiences and strengthens the diversification and skills of our people, as well as aiding our retention strategies.

Recognising the achievements of our employees who undertake development programs is an important milestone. This has included the implementation of initiatives such as a Leadership Development Graduation ceremony, recognising the achievements of our emerging leaders and apprentice of the year programs.

We continuously evaluate the impact of our training programs to ensure they align with NRW's objectives and contribute to our success. Feedback from participants allows us to refine our training offerings and adapt to emerging industry trends and employee needs. By promoting lifelong learning, we empower our workforce to stay ahead in a rapidly evolving industry landscape.

Case Study Colleaders Collea

THE GOLD LEADERS PROGRAM

Building Game-Changing Future Leaders

At Golding, their people are their most valuable asset. They are committed to creating practical opportunities for employees and supporting them in achieving their career goals. This is particularly important for maintaining the strength and capability of frontline leaders

As part of this leadership support, Golding developed the GOLD leaders program - a comprehensive initiative aimed at bolstering the leadership capabilities of those at the forefront of their operations.

While the entire workforce is vital for the progression of the business, leaders drive the direction and these roles come with their own set of pressures. The GOLD program is designed to address the unique challenges faced by frontline leaders, providing them with the skills, knowledge and confidence needed to lead their teams effectively and drive organisational success.

Golding has included several key components that create a holistic development experience; blending theoretical knowledge with practical application to make sure participants can immediately apply what they learn in their day-to-day roles. The program teaches essential leadership skills like effective communication, conflict resolution and team motivation. This develops participants' ability to think strategically and make decisions that align with their organisation's vision.

Effective leaders foster a positive work environment, resulting in higher employee satisfaction and retention. They also drive their teams to achieve operational excellence and meet strategic objectives, supporting long-term organisational growth and resilience.

The GOLD leaders program is a pivotal initiative in Golding's commitment to developing strong, effective frontline leaders. By investing in growth and development, they are also driving the overall success and sustainability of their organisation.

SOCIAL CONTINUED

COMMUNITIES

NRW operates in urban, remote and regional areas, impacting local communities, including First Nations People, who are the Traditional Owners of the land. Our operations positively impact these communities by providing employment and training opportunities, developing local infrastructure and fostering economic growth through local spending and investment in community projects and initiatives. We also recognise the potential negative impacts of our operations, such as social disruption, cultural and heritage impacts and noise pollution. To address this, we are committed to ensuring positive interactions and responsibly managing these potential impacts.

NRW's community engagement approach reflects our commitment to these values, expectations, and requirements as outlined in our key policies:

- · Group Sustainability Policy;
- · Group Indigenous Engagement Policy;
- Business unit-specific Indigenous Engagement policies; and
- Business unit-specific Corporate Social Responsibility policies.

Our ties to local communities are strengthened by our employees, contractors, suppliers and their families, who often reside in the areas in which we operate. Additionally, we build relationships with educational institutions and charities local to our operations. NRW contributes to the social and economic prosperity of these communities through employment, education, business development and in-kind donations and contributions.

NRW seeks to identify community sponsorship opportunities and partnerships that align the interests of local communities with our values. These opportunities are selected based on their potential to positively impact the community. During FY24, NRW has actively engaged with local communities in the following ways:

- Donations to major charities including Telethon, GIVIT, Perth Homeless Support Group, Perth Homeless Winter Appeal, Salvation Army Australia Christmas Appeal and National Breast Cancer Foundation.
- Engaging with our clients and the local First Nations Peoples to recognise and pay our respects to the Traditional Owners of the land on which we operate, one of our initiatives include supporting the Barada Barna Aboriginal Corporation during this year's NAIDOC Week celebrations.

 Sponsorship of sporting programs that aim to meet specific local community needs including the Baralaba Junior Rugby League, BITS Saints AFC, Blackwater Junior Rugby League, Bridgetown Basketball Association, Bridgetown Cricket Club, Bridgetown Football Club, Bridgetown Forest Soccer Club, Bridgetown Netball Association, Dysart Bulls Senior Rugby League, Lower South-West Football League and Western Australia Rugby Union Referee Association.



DIAB DONATES LAND TO LOCAL FOOTBALL CLUB

Helping to Create Sustainable Local Communities

DIAB is committed to creating real opportunities for the people that support them - contributing to tangible, grassroots support.

In 2022, DIAB donated 18 acres of land from their Edward Road property in Geraldton to the local Geraldton Rovers football club. This move helped the club increase space for an activity that is surprisingly unrelated to football - farming.

The Rovers have been carrying out a unique method of fundraising for over eight years. Through growing wheat on the club's land, they generate vital funds that are invested into the club each year, contributing to ongoing management and providing budget for improvements and upgrades when required.

The donation from DIAB increased their total amount of land to 100 hectares, which is spread across three paddocks. This year, thanks to DIAB, the Rovers were able to harvest their largest crop yet, raising enough money to complete an overhaul of their changerooms. This project was carried out in partnership with the City of Greater Geraldton and the Department of Local Government, Sport and Cultural Industries - seeing the completion of much-needed, dedicated female changing facilities.

DIAB believes in giving back to the communities that support them, and by partnering with the Geraldton Rovers, they were able to help create a sustainable, successful club - now, and for the future

COMMUNITIES CONTINUED

- Sponsoring the Hawaiian Mental Health Awareness Golf Day to raise support for various charitable organisations including Helping Minds and Graylands Hospital Volunteer Service.
- In-kind support for community organisations such as donating TKD vouchers to the local Men's Shed's.
- Support for employee efforts in fundraising activities including the Cancer 200 Ride, The Bunker Bay 300, City to Surf, HBF Run for a Reason, Movember and World's Greatest Shave initiatives.
- Undergoing a partnership with the Mental Health organisation. 'A Stitch in Time'.
- Providing support to Careflight, a community service that saved the lives of over 9,000 Australians last year.
- Engagement with relevant educational programs such as sponsoring the UWA Motorsport team in 2024 to support and enable students in testing their engineering and design skills.

Through these community engagement programs and initiatives, NRW ensures a balanced and positive relationship with the communities in which we operate.

Case Study PRIMERO

PRIMERO PARTNERS WITH PERTH HOMELESS SUPPORT GROUP

Delivering Real Outcomes Where our Community Needs it Most

Values shape behaviour and Primero believes in standing up and making a difference.

In early 2023, Primero entered a partnership with Perth Homeless Support Group, a not-for-profit charity that donates food and necessities to people experiencing homelessness in Perth. 'Caring' is a core pillar of Primero's company promise, so partnering with this 100% supporter-funded organisation was a natural alignment.

Throughout the year, Primero's teams were involved in supporting the operational activities of Perth Homeless Support Group, while also working to reduce the stigma attached to homelessness. This work included:

- An ongoing annual donation of \$25,000;
- · Christmas Hamper drive;

- · Team fundraising activities; and
- School holidays busy bee at Primero's Osborne Park office: Staff and children created lolly bags that were distributed during the next outreach activity.

There is no stronger show of support than delivering real outcomes, so a big part of Primero's role was the team volunteering events. Primero employees of all levels - from front-line staff to the executive leadership team - were part of the Sunday morning outreach sessions. In each session, approximately 20 staff donated their time to distribute food and clothing to people experiencing homelessness in the Perth CBD.

Perth Homeless Support Group is delivering important work, and we are dedicated to developing this partnership further. Primero is proud to support this organisation in their mission to make a difference for Perth's homeless community.

SOCIAL OUTLOOK

Implement Critical Risk
Management system
verifications & worker
verification questions

Introduce Human & Operational Performance (HOP) methodologies

Improve our benefits

package to increase

support & value to our team

Continue to **prioritise** & **focus** on **increasing** our **female participation**

Establish a mentor & mentee framework to facilitate valuable knowledge sharing & professional development

Implement a diversity & inclusion education & awareness campaign to deepen our commitment to an inclusive & equitable workplace environment





GOVERNANCE

Economic Performance | Anti-Corruption | Procurement Practices

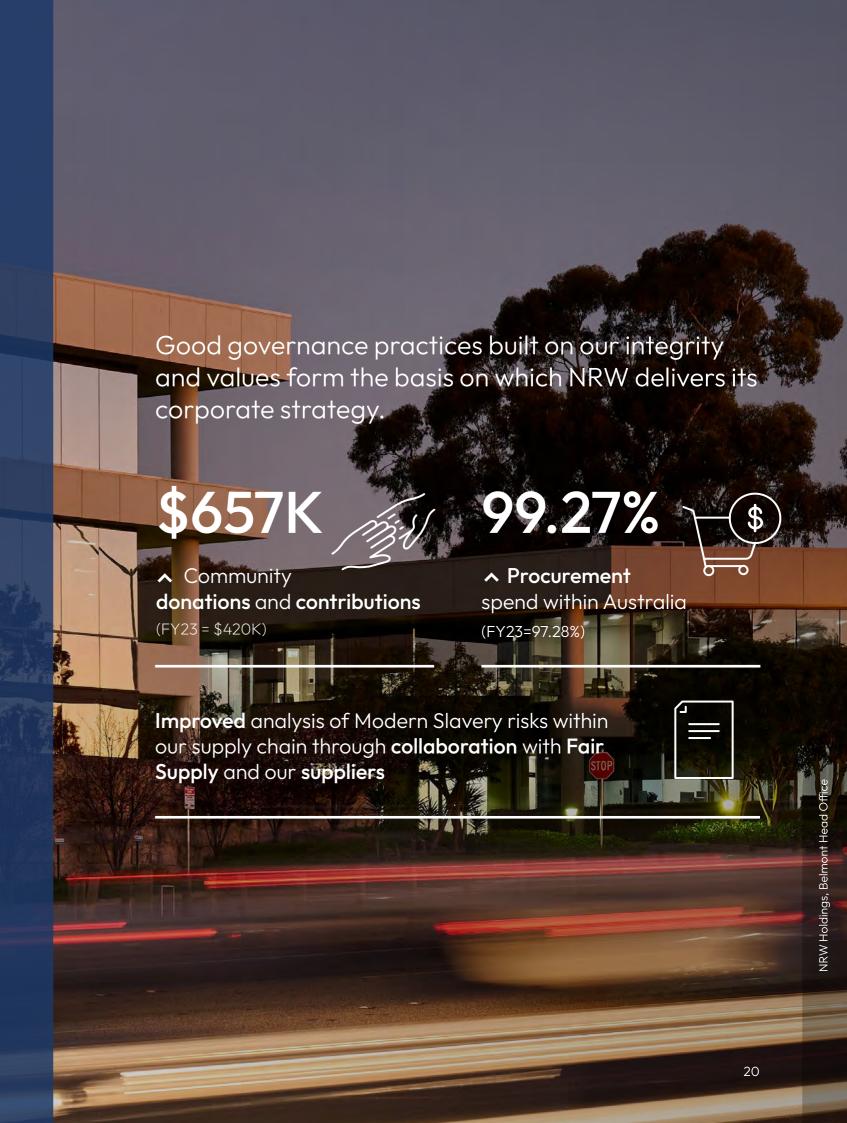
OUR OPERATING ENVIRONMENT

Australia has a robust framework for corporate governance, primarily governed by legislation, regulations and guidelines overseen by regulatory bodies, such as the Australian Securities and Investments Commission and the Australian Securities Exchange, which legislates ethical business practices. This strong regulatory environment has set the foundation for a robust and stable economy with strong governance practices that must be adhered to.

Despite this, there is increased investor and analyst scrutiny of company disclosures influenced by local and global events where corporate governance,

ethical conduct and risk management have often been highlighted as a failing. Companies now face an increasingly complex array of governance regulation, both mandatory and voluntary, to meet growing stakeholder expectations around open, transparent, and ethical disclosure.

Several areas of corporate governance that have faced heightened scrutiny include executive remuneration, board diversity, psychosocial safety, digitisation (and the role of Artificial Intelligence), climate reporting, and risk management. There is also growing emphasis on companies engaging with a broader range of stakeholders, including employees, customers, and communities, beyond just shareholders.



GOVERNANCE CONTINUED

ECONOMIC PERFORMANCE

We understand that as a business, we have the ability to positively impact the economy. Our impact on the economy is both direct, for example, through the generation of jobs or purchasing from suppliers, and indirect, for example, through the payment of tax (both State and Federal). Our strategy aims to foster economic development through local procurement, paying taxes (both State and Federal), creating jobs in local and regional areas, and supporting community sponsorship initiatives.

NRW is committed to making business decisions aimed at creating long-term value rather than focusing on short-term benefits. Achieving financial stability is crucial for executing our business strategies sustainably. It enables us to sustainably provide employment opportunities for local workforces, fulfill tax obligations to both State and Federal governments and support businesses within our supply chains. This position is affirmed within our Sustainability Policy.

In the past financial year, NRW generated economic value through its operations and project delivery, contributing to local economies through employment creation, supplier contracts and tax payments. Our financial performance reflects responsible resource allocation, supported by robust cost management strategies amidst market fluctuations. We continue to invest in sustainable practices and community initiatives, reinforcing our commitment to long-term economic stability and stakeholder value creation. NRW's financial performance can be found within the FY24 Annual Financial Statements, available on the NRW website. This information has been compiled and audited in accordance with Australian regulation.

ANTI-CORRUPTION

As a business, we understand that poor conduct can have a significant negative impact on our stakeholders including employees, clients, suppliers, investors and the broader community. Corruption has the ability to adversely affect the business environment by undermining legitimate business activities, increasing the cost of business and reducing market sentiment (and potentially, market investment). These negative impacts can occur both within our business, or as a result of our business relationships. That is why NRW provide guidance on and set the minimum standard for expected behaviour from those who work for us and with us, including our directors, officers, employees, contractors, suppliers and business partners.

The Company has an Anti-fraud, Bribery and Corruption policy which sets out NRW's 'zero tolerance' towards fraud, bribery and corruption. This policy is communicated to all employees, including Directors on our Board, as part of the induction process, and is publicly available on our website. As outlined within this policy, NRW is committed to conducting business in accordance with the highest ethical and legal standards, and avoiding bribery, corruption and fraud. This includes:

- Ensuring efficient and effective systems, procedures and internal controls are in place to enable the prevention and detection of fraud, bribery and corruption;
- Ensuring managers identify fraud, bribery and corruption risks in their areas of business and that all systems, procedures and internal controls are properly implemented and enforced;
- Ensuring all members of staff understand that they have a duty to report any internal and external suspicions or incidents of fraud, bribery or corruption; and
- Continuously reviewing our systems, procedures and internal controls through risk management processes and audit arrangements.

Australia has a strong regulatory environment and has set the foundation for a robust and stable economy with strong governance practices that must be adhered to. NRW conducts a significant proportion of its operations in Australia. Given this context, the Company does not currently conduct specific risk assessment procedures for corruption.

NRW expects and encourages the reporting of any suspected or actual unethical, illegal, corrupt, fraudulent or undesirable conduct involving our business and prohibits any form of punishment, disciplinary or retaliatory action being taken against anyone for raising or helping to address a business conduct concern, as evidenced through our Whistleblowing Policy. The Company policy makes it clear that any conduct falling within the definition of fraud, bribery or corruption will be thoroughly investigated and we will seek to take disciplinary and/or legal action against those who perpetrate, are involved in, or assist with fraudulent or other improper activities in any of our operations.



GOVERNANCE CONTINUED

PROCUREMENT PRACTICES

NRW is committed to leading and delivering coordinated, transparent and sustainable procurement practices that result in economic, social and environmental benefits for the Company, industry and broader communities in which we operate. We align our sourcing and procurement policies and practices to our corporate values and work to ensure procurement activities deliver shared value. NRW encourages fair, ethical, transparent and competitive bidding practices for the supply of goods and/or services.

Where possible, NRW identifies and engages local suppliers, including Indigenous businesses, close to areas of operations across Australia to support local economies. We also strive to engage environmentally supportive businesses, targeting procurement activities towards suppliers with a focus on mitigating environmental impacts (e.g., waste reduction, recycling, and use of sustainable materials).

NRW takes a proactive approach regarding ethical sourcing and modern slavery compliance of our suppliers through vendor management practices throughout the sourcing and procurement lifecycle.

This includes undertaking due diligence activities to identify, address, mitigate and prevent human rights impacts from our operations and supply chain. We ensure suppliers are prequalified prior to engagement, align vendors to our corporate governance requirements (including modern slavery declarations), mitigating potential negative impacts through supplier engagement. NRW also undertakes evaluations to review supplier performance and guide future engagement decisions.

NRW works with suppliers to set expectations of our standards and undertake remediation actions where necessary. We capture financial and non-financial benefits for internal and external reporting purposes, and continuous improvement opportunities. Internal procedures are reviewed at regular intervals, prompting best practices to be captured. Key initiatives and outcomes are measured and tracked against an annual strategic plan and internal registers as well as published externally where required.

NRW engages the expertise of internal and external stakeholders to improve procurement practices and processes, including the review and evaluation of vendors and more broadly, the market analysis of our supply chain for ethical sourcing.



NRW PARTNERS WITH AIG

Contributing to the Growth of First Nations Businesses

NRW recognises the value of the support it receives from local First Nations communities, understanding it is important to give back in meaningful, tangible ways.

This year, the NRW Civil & Mining (NRWCM) and AES teams partnered with Australian Indigenous Group (AIG). AIG is a 100% Aboriginal-owned business, with strong links and ownership from Traditional Owners from the Puutu Kunti Kurrama and Pinikura Group (PKKP). AIG delivers high quality solutions across Western Australia's civil earthworks and rehabilitation sectors, while working towards sustainable practices that will actively help to rebuild the Pilbara region.

NRWCM has supported AIG in purchasing a six-wheel service truck for a three-year contract. The vehicle was mobilised to West Angelas A-West project in the Pilbara.

This partnership aligns strongly with NRW's commitment to contribute positively to local communities. The truck is an important first step and NRW will be providing more service trucks and deploying other vehicles in the future.

Partnering with AIG is a move that will contribute to the growth of this important organisation, supporting them in building their capability and capacity - not just on their Country, but in the broader contracting sector. NRW looks forward to working together on future opportunities.

Dennis Donjerkovich, NRWCM General Manager - Civil Resources, comments, "This is a great opportunity to work with a local organisation. AIG has been a great team to work with in this endeavour and we look forward to this partnership's future. Great work from everyone involved."



PERFORMANCE DATA

Performance data is shown below for the period 1 July 2023 - 30 June 2024 for NRW Holdings Limited and its wholly-owned subsidiaries.

Performance Metric		FY24			FY23	
ENERGY & EMISSIONS (1)						
Scope 1 (ktCO ₂ -e) (1)		11.30			9.30	
Scope 2 (ktCO ₂ -e) (1)		4.33		3.57		
Scope 1 and Scope 2 (ktCO ₂ -e) (1)		15.63		12.87		
Emissions intensity (Scope 1 + Scope 2) (tCO ₂ -e/\$m AUD) (2)		5.36			4.82	
Energy consumption (GJ)		197,429			166,238	
Energy intensity (GJ/\$m AUD) (2)		67.8			62.3	
Revenue (\$m)		2,913			2,667	
OCCUPATIONAL HEALTH & SAFETY						
	Number		Rate	Number		Rate
Work-related fatalities	0		0.00	0		0.00
High-consequence work-related injuries	5		0.36	9		0.65
Recordable injuries	62		4.42	69		5.00 ⁽³⁾
Work-related ill health	0		0.00	N	ot disclos	ed
GOVERNING BODY						
Total Board of Directors		6			5	
Board of Directors by gender	Male		Female	Male		Female
Percentage	66.7%		33.3%	80%		20%
Board of Directors by age	Under 30	30-50	Over 50	Under 30	30-50	Over 50
Percentage	0%	0%	100%	0%	0%	100%
Board of Directors by tenure (years)	0-4	5-10	Over 10	0-4	5-10	Over 10
Percentage	50%	0%	50%	20%	20%	60%
WORKFORCE (4)						
Total workforce		7,413			7,175	
Total employees		5,446			5,371	
Total contractors		1,967			1,804	
Employees by contract by gender	Male		Female	Male		Female
Permanent	3,886		870	3,918		820
Fixed term (temporary)	227		23	171		19
Casual (non-guaranteed hours)	396		44	392		51
Employees by contract by region	National		Expats	National		Expats
Permanent	4,711		45	4,738		0
Fixed term (temporary)	249		1	190		0
Casual (non-guaranteed hours)	437		3	443		0
Employees by employment type by gender	Male		Female	Male		Female
Full-time	4,072		807	4.074		785
Part-time	41		86	15		54
Casual	396		44	392		51
Employees by employment type by region	National		Expats	National		Expats
Full-time	4,834		45	4,859		0
Part-time Part-time	126		1	69		0
Casual (non-guaranteed hours)	437		3	443		0
Percentage of employees covered by Collective Bargaining Agreements (CBA)		47%			66%	

PERFORMANCE DATA CONTINUED

Performance Metric		FY24			FY23	
EMPLOYMENT						
Parental leave	Male		Female	Male		Female
Employees covered by Parental Leave Policy	3,210		769	3,591		806
Employees who took parental leave during the reporting period	17		40	18		47
Employees who returned to work post parental leave ending during the reporting period	12		16	8		21
EMPLOYEE DIVERSITY						
Total employees		5,446			5,371	
Employees by employment category						
Total senior management		3.7%			3.1%	
Total middle management		4.8%			4.9%	
Total general		91.5%			92.0%	
Employees by gender	Male		Female	Male		Female
Percentage	82.8%		17.2%	83.4%		16.6%
Employees by age	Under 30	30-50	Over 50	Under 30	30-50	Over 50
Percentage	21.45%	52.24%	26.31%	21.1%	52.3%	26.6%
Senior management by gender	Male		Female	Male		Female
Percentage	89.1%		10.9%	89.2%		10.8%
Senior management by age	Under 30	30-50	Over 50	Under 30	30-50	Over 50
Percentage	0.5%	56.2%	43.3%	0.6%	53.0%	46.4%
Middle management by gender	Male		Female	Male		Female
Percentage	86.5%		13.5%	91%		9%
Middle management by age	Under 30	30-50	Over 50	Under 30	30-50	Over 50
Percentage	1.2%	66.5%	32.3%	1.9%	66.3%	31.8%
General by gender	Male		Female	Male		Female
Percentage	82.3%		17.7%	82.8%		17.2%
General by age	Under 30	30-50	Over 50	Under 30	30-50	Over 50
Percentage	23.4%	51.3%	25.3%	22.8%	51.5%	25.7%
Ratio of basic salary and remuneration for female to male (5)		Ratio			Ratio	
Senior management		1:1.22			1:1.18	
Middle management		1:1.02			1:1.28	
General		1:1.24			1:1.24	
TRAINING AND EDUCATION						
Total training hours		349,911 (6	3)		105,858	
	Male		Female	Male		Female
Average training hours by gender (7)	832		682	Not disclos	ed N	lot disclosed
Average training hours by employment category (7)						
Total senior management		137		N	lot disclos	ed
Total middle management		517		N	lot disclos	ed
Total general		808		N	lot disclos	ed
Percentage of employees receiving regular performance and career development reviews ⁽⁸⁾		60%		N	lot disclos	ed
	Male		Female	Male		Female
Percentage of employees receiving regular performance and career development reviews by gender ⁽⁹⁾	52%		83%	N	lot disclos	ed

PERFORMANCE DATA CONTINUED

Performance Metric	FY24	FY23
Percentage of employees receiving regular performance and career development reviews by employment category (9)		
Senior management	94%	Not disclosed
Middle management	75%	Not disclosed
General	56%	Not disclosed
ECONOMIC PERFORMANCE		
Community donations and contributions	\$656,721	\$420,000
Financial assistance received from government (10)	\$623,904	\$1,562,000
Total monetary value of financial and in-kind political contributions made	Nil	Nil
PROCUREMENT PRACTICES		
Percentage of the procurement budget spent on suppliers in Australia	99.27%	97.28%
COMPLIANCES WITH LAWS & REGULATIONS		
Instances of non-compliance with laws and regulations	Nil	Nil
Total fines issued for non-compliance with laws and regulations	Nil	Nil
Other sanctions (non-monetary) for non-compliance with laws and regulations	Nil	Nil
ANTI-CORRUPTION		
% of employees and directors that Anti-Corruption Policies have been communicated to	100%	Not disclosed
Confirmed incidents of corruption	Nil	Nil
Confirmed incidents in which employees were dismissed or disciplined for corruption	Nil	Nil
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Nil	Nil
Public legal cases regarding corruption brought against the organisation or its employees	Nil	Nil

⁽¹⁾ Scope 1 and Scope 2 GHG Emissions are calculated in accordance with the National Greenhouse and Energy Reporting Act 2007. NRW has restated its previously reported GHG emissions and energy consumption due to an update of emission factors used and the inclusion of an additional area within NRW's operational control boundary. This resulted in GHG emissions being 6% lower than previously reported for FY23. Emissions and energy consumption increased in FY24 due to an additional 8 projects in which NRW had 'operational control' as per the NGER definition.

(2) Intensity calculated with reference to total group revenue (\$M).

(3) Restated previously reported FY23 TRIFR due to a change in injury classification. This resulted in a 1% decrease in TRIFR from 5.05 to 5.00.

(4) Workforce numbers (employees and contractors) reported as total headcount as at 30 June 2024.

employment category.
(10) Financial assistance relates primarily to rebates received for hiring, training and retaining apprentices within the business as part of the Australian Apprenticeships Incentive System.



 ⁽⁴⁾ Working the full between a finite contractors reported as total reaction in as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors as of soft and contractors as of soft and contractors reported as total reaction as of soft and contractors as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reaction as of soft and contractors reported as total reported as tota

⁽⁸⁾ These figures excluded DIAB and Golding, who were unable to report figures for performance and career development reviews. Their systems are being improved to enable reporting in FY25.

⁽⁹⁾ These figures excluded DIAB, Golding and OFI, who were unable to report on the breakdown of performance and career development reviews based on gender and

APPENDIX 1: DEFINITION FOR MATERIAL TOPICS

Term	Definitions
GHG Emissions	Gas emissions that have a planet warming effect.
Energy Consumption	The amount of energy or power used. An organisation can consume energy in various forms, such as fuel, electricity, heating, cooling or steam. Energy can be self-generated or purchased from external sources. Energy can come from renewable sources (such as wind, hydro or solar) or from non-renewable sources (such as coal, petroleum or natural gas).
Resource Use	The resources and inputs used to extract, develop, refine, manufacture and/or package an organisation's products and services can be non-renewable materials, such as minerals, metals, oil, gas or coal; or renewable materials, such as wood or water.
Diversity & Equality	Diversity refers to recognising, respecting and valuing differences in people. Equality refers to providing equal opportunities to everyone and protecting people from discrimination.
Employment	An organisation's approach to employment or job creation, that is, an organisation's approach to hiring, recruitment, retention and related practices, and the working conditions it provides. This captures employee turnover, benefits, parental leave, etc.
Communities	Persons or groups of persons living and/or working in any areas that are economically, socially or environmentally impacted (positively or negatively) by an organisation's operations.
Occupational Health & Safety	The management of risks to the health and safety of everyone in an organisation's workplace, including contractors, subcontractors, visitors and suppliers. This includes the management of psychosocial hazards.
Training & Development	An organisation's approach to employee skills development, and performance and career development.
Anti-Corruption	Corruption is an abuse of entrusted power for private gain which can include practices such as bribery, facilitation payments, fraud, extortion, collusion and money laundering, the offer or receipt of gifts, loans, fees, rewards or other advantages as an inducement to do something that is dishonest, illegal, or represents a breach of trust. It can also include practices such as embezzlement, trading in influence, abuse of function, illicit enrichment, concealment and obstructing justice.
Economic Performance	An organisation's approach to managing its economic performance, including the economic value generated and distributed, its superannuation, the financial assistance it receives from government and the financial implications of climate change.
Procurement Practices	This describes the policies in place to obtain services and goods from the market. In this context, it covers how an organisation supports local suppliers in the supply chain and it refers to the procedures in place that might cause or contribute to impacts in the supply chain.

APPENDIX 2: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Material Topics	SDG Goals	SDG Indicators
	SDG 3 Good Health & Wellbeing	3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
QUO Factoria	SDG 12 Responsible Consumption & Production	12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment.
GHG Emissions	SDG 13 Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
	SDG 14 Life Below Water	14.3 Minimise and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels.
	SDG 7 Affordable & Clean Energy	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.
		7.3 By 2030, double the global rate of improvement in energy efficiency.
Energy Consumption	SDG 8 Decent Work & Economic Growth	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.
	SDG 13 Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
	SDG 12 Responsible	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
	Consumption & Production	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
Resource Use	SDG 8 Decent Work & Economic Growth	8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.
	SDG 12 Responsible Consumption &	12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
	Production	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
		5.1 End all forms of discrimination against all women and girls everywhere.
Diversity & Equality	SDG 5 Gender Equality	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
Diversity & Equality	SDG 8 Decent Work & Economic Growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
	SDG 3 Good Health & Wellbeing	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
		5.1 End all forms of discrimination against all women and girls everywhere.
	SDG 5 Gender Equality	5.4 Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
Employment	SDG 8 Decent Work & Economic Growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
	LCOHOTHIC GIOW(II	$8.6\ By 2020, substantially reduce the proportion of youth not in employment, education or training.$
	SDG 10 Reduced Inequalities	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

APPENDIX 2: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS CONTINUED

Material Topics	SDG Goals	SDG Indicators			
Communities	SDG 1 No Poverty	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.			
		3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.			
		$3.4~\mathrm{By}~2030$, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.			
		$3.5\ Strengthen$ the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.			
	SDG 3 Good Health & Wellbeing	3.6 By 2020, halve the number of global deaths and injuries from road accidents.			
Occupational Health & Safety		3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.			
		3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.			
		3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.			
	SDG 8 Decent Work & Economic Growth	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.			
	SDG 16 Peace, Justice &				
	Strong Institutions	16.7 Ensure responsive, inclusive, participatory and representative decision making at all levels.			
		4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.			
	SDG 4 Quality Education	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.			
		4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.			
Training & Development	SDG 5 Gender Equality	5.1 End all forms of discrimination against all women and girls everywhere.			
	SDG 8 Decent Work &	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labour-intensive sectors.			
	Economic Growth	3.5 Strengthen the prevention and treatment of substance abuse, including narcoldrug abuse and harmful use of alcohol. 3.6 By 2020, halve the number of global deaths and injuries from road traffaccidents. 3.7 By 2030, ensure universal access to sexual and reproductive health-caservices, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes. 3.8 Achieve universal health coverage, including financial risk protection, accest to quality essential health-care services and access to safe, effective, quality an affordable essential medicines and vaccines for all. 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination. 8.8 Protect labour rights and promote safe and secure working environments fall workers, including migrant workers, in particular women migrants, and those precarious employment. 16.1 Significantly reduce all forms of violence and related death rates everywhere to the surface of the			
	SDG 10 Reduced Inequalities	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.			
Anti-Corruption	SDG 16 Peace, Justice & Strong Institutions	16.5 Substantially reduce corruption and bribery in all their forms.			

APPENDIX 2: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS CONTINUED

Material Topics	SDG Goals	SDG Indicators		
	SDG 8 Decent Work & Economic Growth	 8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. 8.2 Achieve higher levels of economic productivity through diversification 		
		technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.		
		9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all.		
Economic Performance	SDG 9 Industry, Innovation & Infrastructure	9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.		
		9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.		
	SDG 13 Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.		
Procurement Practices SDG 8 Decent Work 8 Economic Growth		8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro, small and medium-sized enterprises, including through access to financial services.		
General Disclosure	SDG Goals	SDG Indicator		
	SDG 5 Gender Equality	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.		
	SDG 8 Decent Work &	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.		
GRI 2 General Disclosures	Economic Growth	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.		
2021	SDG 10 Reduced Inequalities	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.		
		16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.		
	SDG 16 Peace, Justice & Strong Institutions	16.6 Develop effective, accountable and transparent institutions at all levels.		
		16.7 Ensure responsive, inclusive, participatory and representative decision making at all levels.		

APPENDIX 3: GRI CONTENT INDEX

Statement of use		NRW Holdings Ltd has reported in accordar 1 July 2023 to 30 June 2024 (FY24)	nce with the GRI Standards for the period			
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sec	ctor Standard(s)	No applicable GRI sector standards apply				
References to Location		2024 Sustainability Report - 'SR' 2024 Annual Financial Statements - 'AFS' 2024 Corporate Governance Statement - 'C	GS'			
GRI Standard	Disclosure	Location	Omissions / Notes			
General Disclosures						
	2-1 Organisational details	SR, About This Report, p.2	NRW's registered office is 181 Great Eastern Highway Belmont WA 6104			
	2-2 Entities included in the organisation's sustainability reporting	SR, About This Report, p. 2 SR, Our Capability, p. 4	The approach for collating data from each of the businesses is consistent and no adjustments are made for any entity.			
	2-3 Reporting period, frequency and contact point	SR, About This Report, p. 2				
	2-4 Restatements of information	SR, Performance Data, p. 24				
	2-5 External assurance		No external assurance has been sought in FY24.			
	2-6 Activities, value chain and other business relationships	SR, About Us, p. 3 SR, Our Capability, p. 4	There were no material changes during the reporting period to NRW's size, structure or supply chain.			
	2-7 Employees	SR, Performance Data, pp. 23-24				
	2-8 Workers who are not employees	SR, Performance Data, p. 23-24				
	2-9 Governance structure and composition	CGS, Commitments Held by Each Member SR, Our Governance Structures, pp. 6				
	2-10 Nomination and selection of the highest governance body	CGS, Governance Principles, p. 17, pp. 19-20				
	2-11 Chair of the highest governance body	SR, Our Governance Structures, p. 6	The Chair of the Board is Independent to the Business.			
GRI 2: General	2-12 Role of the highest governance	SR, Our Governance Structures, p. 6 SR, Stakeholder Engagement, p. 7				
Disclosures 2021	body in overseeing the management of impacts	AFS, Taskforce for Climate-Related Financial Disclosures, p. 15				
	2-13 Delegation of responsibility for managing impacts	SR, Our Governance Structures, pp. 6 AFS, Taskforce for Climate-Related Financial Disclosures, p. 15				
	2-14 Role of the highest governance body in sustainability reporting	SR, Our Governance Structures, pp. 6 SR, Material Topics, p. 8				
	2-15 Conflicts of interest	SR Business Ethics and Transparency, p. 7 NRW Holdings Code of Conduct for Directors and Key Officers				
	2-16 Communication of critical concerns	SR, Business Ethics and Transparency, p. 7 NRW Holdings Whistleblowing Policy, p. 6	NRW are working on improving our data collection for improved disclosure.			
	2-17 Collective knowledge of the highest governance body	CGS, Governance Principles, p. 20				
	2-18 Evaluation of the performance of the highest governance body	SR, Our Governance Structures, pp. 6 CGS, Governance Principles, p. 18				
	2-19 Remuneration policies	AFS, Remuneration Report, pp. 26-46 CGS, Governance Principles, pp. 26-27				
	2-20 Process to determine remuneration	AFS, Remuneration Report, pp. 26-46 CGS, Governance Principles, pp. 26-27				
	2-21 Annual total compensation ratio		NRW are working on improving our data collection for improved disclosure.			
	2-22 Statement on sustainable development strategy	SR, Letter from the Chair of the Sustainability Committee, p. 5				

APPENDIX 3: GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Location	Omissions / Notes
General Disclosures Co	ntinued		
	2-23 Policy commitments	SR Business Ethics and Transparency, p. 7	
	2-24 Embedding policy commitments	SR Business Ethics and Transparency, p. 7	
	2-25 Processes to remediate negative impacts	SR, Business Ethics and Transparency, p. 7	
GRI 2: General	2-26 Mechanisms for seeking advice and raising concerns	SR, Business Ethics and Transparency, p. 7 NRW Holdings Whistleblowing Policy	
Disclosures 2021	2-27 Compliance with laws and regulations	SR, Performance Data, p. 24	
	2-28 Membership associations		NRW does not have a significant role in any membership associations.
	2-29 Approach to stakeholder engagement	SR, Stakeholder Engagement, p. 7	
	2-30 Collective bargaining agreements	SR, Performance Data, p. 23	
Material Topics			
	3-1 Process to determine material topics	SR, Material Topics, p. 8	
	3-2 List of material topics	SR, Material Topics, p. 8	
		SR, GHG Emissions and Energy Consumption, pp. 10-11 SR, Resource Use, p. 12	
GRI 3: Material Topics 2021		SR, Occupational Health & Safety, pp. 14-15	
		SR, Diversity and Equal Opportunity, p. 16 SR, Employment, pp. 17	
	3-3 Management of material topics	SR, Training & Development, p. 17-18	
		SR, Communities, p. 18-19	
		SR, Economic Performance, p. 21	
		SR, Anti-Corruption, p. 21	
		SR, Procurement Practices, p. 22	
Environment			
	302-1 Energy consumption within the	SR, GHG Emissions and Energy Consumption, pp. 10-11	
	organisation	SR, Performance Data, p. 23	
	302-2 Energy consumption outside of the organisation		NRW is in the process establishing its dat collection processes for this disclosure.
GRI 302: Energy 2016	302-3 Energy intensity	SR, GHG Emissions and Energy Consumption, pp. 10-11	
Old COL. Ellergy 2010		SR, Performance Data, p. 23	
	302-4 Reduction of energy consumption	SR, GHG Emissions and Energy Consumption, pp. 10-11	
		SR, Performance Data, p. 23	
	302-5 Reductions in energy requirements of products and services	SR, GHG Emissions and Energy Consumption, pp. 10-11	
	services	SR, Performance Data, p. 23	
	305-1 Direct (Scope 1) GHG emissions	SR, GHG Emissions and Energy Consumption, pp. 10-11	Biogenic CO2 emissions are not relevant to NRW operations.
	305-2 Energy indirect (Scope 2)	SR, Performance Data, p. 23 SR, GHG Emissions and Energy Consumption, pp. 10-11	
GRI 305: Emissions 2016	GHG emissions	SR, Performance Data, p. 23	
	305-3 Other indirect (Scope 3) GHG emissions		NRW is in the process establishing its data collection processes for this disclosure.
	305-4 GHG emissions intensity	SR, Performance Data, p. 23	

APPENDIX 3: GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Location	Omissions / Notes
Environment Continued			
	305-5 Reduction of GHG emissions	SR, GHG Emissions and Energy Consumption, pp. 10-11	
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)		Not applicable as NRW does not generate significant amount of ozone-depleting substance.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		NRW is in the process establishing its data collection processes for this disclosure.
	301-1 Materials used by weight or volume		NRW is in the process establishing its data collection processes for this disclosure.
GRI 301: Materials 2016	301-2 Recycled input materials used		NRW is in the process establishing its data collection processes for this disclosure.
	301-3 Reclaimed products and their packaging materials		Not applicable as NRW does not generate significant amount of packaging materials.
Social			
	403-1 Occupational health and safety management system	SR, Occupational Health & Safety, pp. 14-15	
	403-2 Hazard identification, risk assessment and incident investigation	SR, Occupational Health & Safety, pp. 14-15	
	403-3 Occupational health services	SR, Occupational Health & Safety, pp. 14-15	
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR, Occupational Health & Safety, pp. 14-15	
	403-5 Worker training on occupational health and safety	SR, Occupational Health & Safety, pp. 14-15	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	SR, Occupational Health & Safety, pp. 14-15 SR, Employment, p. 17	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR, Occupational Health & Safety, pp. 14-15	
	403-8 Workers covered by an occupational health and safety management system	SR, Occupational Health & Safety, pp. 14-15	All of NRW's employees and contractors are covered by the relevant Business's OHS management system.
	403-9 Work-related injuries	SR, Occupational Health & Safety, pp. 14-15 SR, Performance Data, p. 23	NRW's frequency rates are calculated based on 1 million hours worked.
	403-10 Work-related ill health	SR, Occupational Health & Safety, pp. 14-15 SR, Performance Data, p. 23	NRW's frequency rates are calculated based on 1 million hours worked.
	401-1 New employee hires and employee turnover		NRW has excluded this data from the report due to figures including personnel who moved projects. NRW will work to improve reporting mechanisms for accurate disclosure in FY25.
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR, Employment, pp. 17	NRW's employee benefits are provided to both full-time and part-time employees.
	401-3 Parental leave	SR, Performance Data, p. 23	
	404-1 Average hours of training per year per employee	SR, Performance Data, p. 24	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	SR, Training & Education, p. 17-18	
	404-3 Percentage of employees receiving regular performance and career development reviews	SR, Performance Data, p. 24	
GRI 405: Diversity and	405-1 Diversity of governance bodies and employees	SR, Performance Data, p. 23	
Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	SR, Performance Data, p. 23	

APPENDIX 3: GRI CONTENT INDEX CONTINUED

GRI Standard	Disclosure	Location	Omissions / Notes
Social Continued			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	NRW's engagement method with local community is stated in Stakeholder Engagement section.	Information about percentage of operations with implemented local community engagement, impact assessments or development programs are not available.
	413-2 Operations with significant actual and potential negative impacts on local communities		NRW is in the process establishing its data collection processes for this disclosure.
Governance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AFS, Financial Statements, p. 49-93	
		SR, Performance Data, p. 24	
	201-2 Financial implications and other risks and opportunities due to climate change	AFS, Taskforce for Climate-Related Financial Disclosures, pp. 16-17 AFS, Material Business Risks, p. 24	NRW reports on the financial implications and other risks and opportunities due to climate change within its FY24 Annual Financial Statements. These disclosures are in accordance with the Taskforce for Climate-Related Financial Disclosures (TCFD).
	201-3 Defined benefit plan obligations and other retirement plans		NRW contributes superannuation for its workforce in compliance with Australian legislation.
	201-4 Financial assistance received from government	SR, Performance Data, p. 24	
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	SR, Anti-Corruption, p. 21	
	205-2 Communication and training about anti-corruption policies and procedures	SR, Anti-Corruption, p. 21	
	205-3 Confirmed incidents of corruption and actions taken	SR, Performance Data, p. 24	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR, Performance Data, p. 24	



