



2023
SUSTAINABILITY REPORT

CIMIC Group respects human rights and acknowledges the history and contributions of all local communities, including Traditional Owners and First Nation peoples. Across our locations, we recognise and value our responsibility to live and work on country, and with communities, respectfully and with care.

The UN Guiding Principles on Business and Human Rights, the UN Global Compact, the UN Sustainable Development Goals, and the International Labour Organisation's standards are examples of key international principles and standards that inform our approach to evolving our business and improving environment, social and governance outcomes.



Western Sydney Airport,
New South Wales, CPB CONTRACTORS

Cover image: Glenrowan Solar Farm,
Victoria, PACIFIC PARTNERSHIPS and UGL

Disclaimer

This report includes forward-looking statements regarding CIMIC Group Limited ('the Group') including the plans, strategies, objectives, and commitments of the Group in relation to environmental, social and governance (ESG), and broader sustainability matters. The information contained in this report is provided for informational purposes only. The forward-looking statements in this report are not statements of fact, guarantees or predictions, and have not been prepared to provide any guidance, in relation to the future performance of the Group. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and other similar expressions.

These forward-looking statements are based on the Group's current knowledge and reflect judgements, assumptions, estimates and other information available as at the date of this document and/or the date of the Group's planning processes. Readers are cautioned not to place

undue reliance on such statements. We also caution that the important factors referenced therein may not include all of the factors that are important to readers.

No representation or warranty, express or implied, is given as to the accuracy, completeness or correctness, likelihood of achievement or reasonableness of any forward-looking information contained in this report. Forward-looking statements are subject to known and unknown risks, uncertainties, assumptions, contingencies, and other factors, many of which are beyond the Group's control, and which may cause the actual results, performances or achievements of the Group to differ materially from those expressed or implied in the statements contained in this document.

Except as required by applicable regulations or by law, the Group does not undertake any obligation to publicly update or review this report, whether as a result of new information or future events.



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ABOUT OUR SUSTAINABILITY REPORT

CIMIC Group's 2023 Sustainability Report presents our environmental, social and governance (ESG) strategy, management approach and performance metrics.

We have prepared the report in reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards framework.

Use of the GRI framework supports our publication of reliable, relevant and standardised information that is comparable over time and of value to our stakeholders and our business.

This is an annual report for the period 1 January to 31 December 2023.

CIMIC Group will continue to monitor legal and regulatory developments and implement any new sustainability reporting standards which apply to the Group, once they come into effect.

Report boundary and scope

This report covers CIMIC Group¹ including our diverse Operating Companies - construction businesses CPB Contractors, Leighton Asia and Broad Construction, minerals processing company Sedgman, industrial services specialist UGL, development and investment arm Pacific Partnerships, in-house engineering consultancy EIC Activities, and property businesses Devine and Leighton Properties.²

Data collection

Our Group's sustainability related data and information is recorded and tracked at projects and/or Operating Companies, is aggregated to an Operating Company level and then totalled, using Group-wide software applications. This ensures that a consistent approach, for tracking factors such as emissions, and standardised definitions are applied, providing reliable and comparable metrics.

CIMIC divested 50% of Thiess as of 31 December 2020, with Thiess becoming an equity accounted joint venture. Thiess publishes its own sustainability reports and its ESG data is excluded from this report.

Company information

This is our second sustainability report as a fully owned subsidiary of HOCHTIEF Australia Holdings Limited (HOCHTIEF Australia). CIMIC was removed from the Official List of the Australian Securities Exchange at the close of trading 11 May 2022 under Listing Rule 17.14, following compulsory acquisition of its remaining securities by HOCHTIEF Australia. HOCHTIEF Australia is fully owned by HOCHTIEF Aktiengesellschaft (HOCHTIEF AG). Previous sustainability reports were included in our Annual Report and are available from cimic.com.au/ Publications.

This report has been reviewed and approved by CIMIC Group Limited's Board.

A unique ownership structure

Listed on the Deutsche Börse, HOCHTIEF AG is an engineering-led global infrastructure group with leading positions across its core activities of construction, services and concessions/public-private partnerships (PPP) focused on Australia, North America, and Europe. Read more about [HOCHTIEF AG](#).

The largest shareholder in HOCHTIEF is Spanish based company Actividades de Construcción y Servicios, SA (ACS), which holds 75.93% of the shares in HOCHTIEF. ACS is a global leader in construction, concessions and services. Read more about [ACS](#).

Following CIMIC Group's 100% takeover by HOCHTIEF Australia, we remain a substantial, locally managed, stand-alone company. As an Australian-based group, CIMIC has retained its local corporate and operational management, as well as Independent Directors.

This ownership structure provides a number of key benefits to CIMIC and the broader ACS group of companies, particularly in respect to knowledge, best practices, research and development (R&D), global procurement and client connectivity.

Our reporting suite and key resources referenced in this report are available at cimic.com.au



¹ In this report a reference to 'CIMIC Group', 'the Group', 'CIMIC', 'we', 'us' or 'our' is a reference to CIMIC Group Limited 57 004 482 982 and certain entities that it controls unless otherwise stated.

² This report covers CIMIC's controlled entities, including Devine Group and Leighton Properties. CIMIC has a 50% equity interest in Thiess. Accordingly, Thiess publishes a separate sustainability report and its ESG data is excluded from this report. During the reporting period, CIMIC has also held an investment in Ventia, one of the largest infrastructure services providers in Australasia, which publish their own separate sustainability report. CIMIC divested this investment in four block trades with the final trade crossing on 3 November 2023.



Minerals processing,
New South Wales, SEDGMAN



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EXECUTIVE CHAIRMAN'S MESSAGE



CIMIC Group's mission includes an important focus on sustainability.

It is a commitment we have remained true to since we made it and now, more than ever, sustainability is embedded in the way we work and the outcomes we deliver.

Our strategy is clear – to decarbonise our operations, extend our work in sustainable infrastructure, energy transition, digital and social infrastructure, and to act as a responsible business by supporting our people and communities.

We have set a target to be carbon neutral by 2045. Our interim targets are to reduce Scope 1 and 2 emissions by 20% by 2025, compared to 2019 levels, and achieve net zero for Scope 1 and 2 by 2038.

To reduce our environmental footprint, we are delivering more projects that align with the UN Sustainable Development Goals (SDGs), are green-rated and EU-taxonomy-eligible, and include decarbonisation targets.

During the past decade, we have delivered 148 sustainability rated infrastructure and building projects. And in 2023 around 96% of our revenue came from SDG aligned projects.

Of new work secured in 2023, more than 50% was in sustainable infrastructure, new sustainable mobility projects, social infrastructure, digital infrastructure, and energy transition including renewables generation, network firming, storage, and transmission.

CPB Contractors, UGL and EIC Activities' infrastructure and industrial services capabilities are delivering major projects across Australia, connecting communities to improved transport, Defence, water, power and renewables, health, and education facilities and providing a significant skills legacy.

In digital infrastructure, Leighton Asia continues to expand its work in data centres, as does UGL in fibre, wireless and satellite telecommunications.

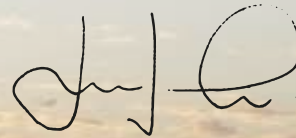
We are developing, investing in, and managing renewable assets through UGL, CPB Contractors and Pacific Partnerships. This includes major hydrogen studies, several battery energy storage systems, thousands of kilometres of high voltage transmission line, and ownership of solar farms.

We continue to diversify our minerals processing services and commodities. Sedgman is delivering a critical minerals processing facility in Queensland (the first of its kind in the Asia Pacific) which will initially focus on vanadium processing and expand to other critical minerals such as cobalt and rare earth elements. We expanded our opportunities for lithium projects through an acquisition in North America.

We are accelerating our transition to integrated digital delivery and continuing to invest in innovation and software development. Having one digital operating environment that connects our systems and data expands our ability to track operational and ESG performance.

Everything we achieve is the result of teamwork. We put safety first and support our people with career development and a diverse, respectful, and inclusive work environment – backed by our disciplined governance framework and principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety.

Our team is passionate about embracing change and shaping the future. I am grateful for their enthusiasm and commitment, which I hope you will find is evident in the many case studies within this report.



Juan Santamaria
Executive Chairman

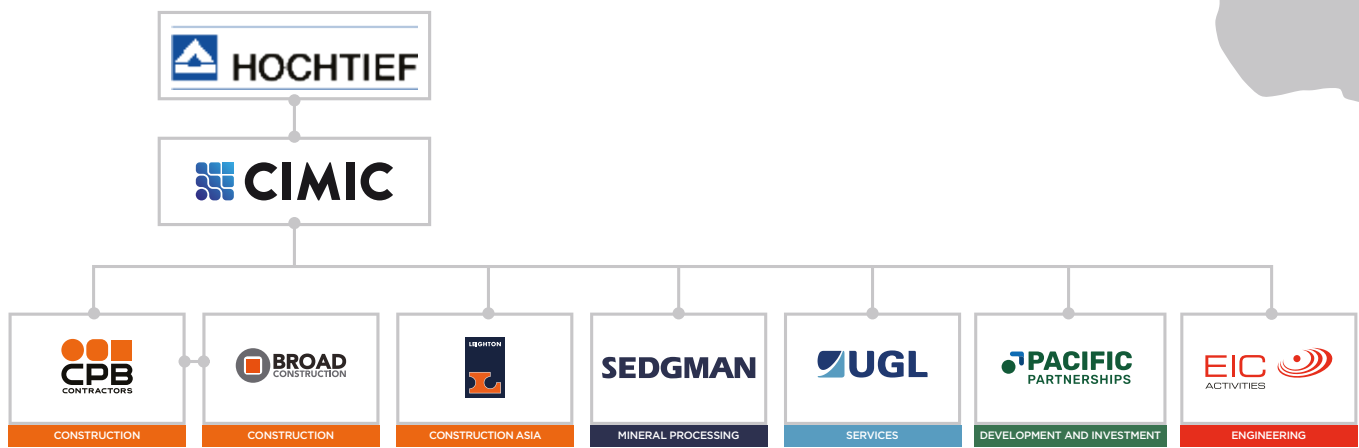


Big Battery,
Victoria, UGL

ABOUT CIMIC GROUP

CIMIC Group is an engineering-led construction, mining, industrial services, development and investment leader working across the lifecycle of assets, infrastructure and resources projects.

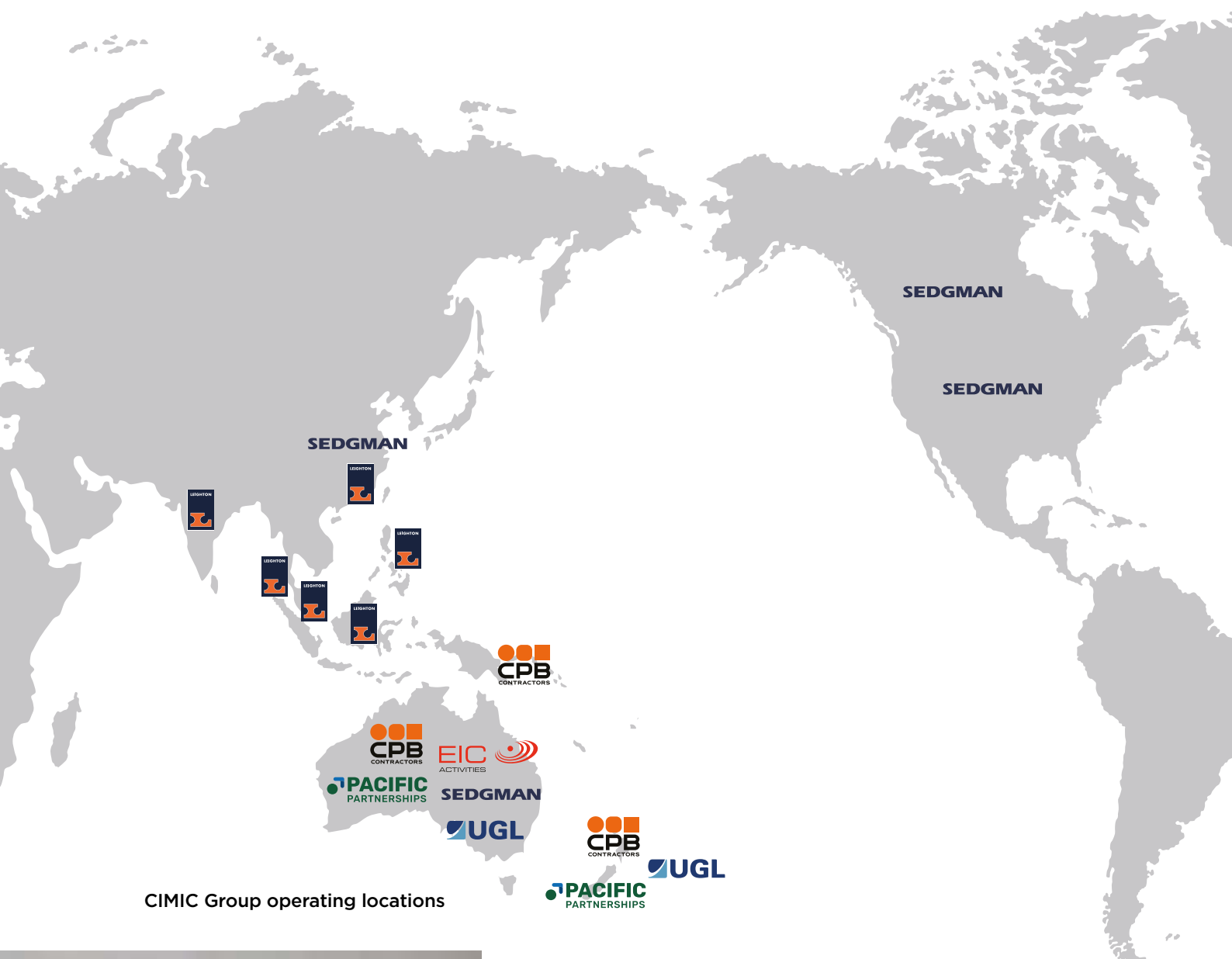
CIMIC Group comprises our construction businesses CPB Contractors, Leighton Asia and Broad Construction, our mining and mineral processing companies Thiess (joint control) and Sedgman, our industrial services specialist UGL and our development and investment arm Pacific Partnerships – all supported by our in-house engineering consultancy EIC Activities.



CIMIC Group structure

Transport infrastructure,
Hong Kong, LEIGHTON ASIA





CIMIC Group operating locations



Our collective experience spans sectors such as aviation, building, defence, digital infrastructure (including data centres and software), resources, ports, power and renewable energy (renewables commodities, generation, firming, storage and transmission), social infrastructure (education and health), sustainable mobility (light rail, metros, transport networks), tunnelling and water.

Within these, our capabilities deliver the full spectrum of services, from feasibility, design, planning and investment; to manufacturing and construction; to operations, maintenance, upgrades and asset management; to rehabilitation and decommissioning.

CIMIC Group's financial strength, integrated capabilities and advanced digitisation support our delivery of a broad range of major projects in our markets, and our ability to take equity positions in public private partnerships and other investment and development opportunities.

We are part of ACS Group, a global leader in construction, concessions and services, together with HOCHTIEF, Dragados, Iridium, Clece, Turner and Flatiron.

Our mission is to generate sustainable returns by delivering innovative and competitive solutions for clients and safe, fulfilling careers for our people. With a history since 1899, and around 30,000 people in around 20 countries, we strive to be known for our principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety.

2023 HIGHLIGHTS

Our ESG commitment and actions are core to being a trusted partner and generating value for our clients and communities.



~96% of revenue aligned with **UN Sustainable Development Goals**



~57% of revenue earned from sustainability rated or cleantech projects in 2023



148 sustainability rated infrastructure and building **projects delivered** since 2013



On track to **reduce** our Scope 1 and 2 emissions **by 20% by 2025**, from a 2019 base



95.9 million hours worked, up from 80.1 million in 2022



88.3 average annual **Safety Leadership Score**, against a target of 85



86% repeat client rate



523,952 hours training delivered



18.5% of our Australian workforce are women



\$9.6 billion spent on procurement of suppliers and services for our projects and businesses



\$168.8 million spent with Indigenous suppliers in Australia, a **34%** increase on 2022



97% of 19,211 direct suppliers we worked with in 2023 are local to our projects

SUSTAINABILITY RATINGS AND RANKINGS

As a fully owned subsidiary of HOCHTIEF Australia, CIMIC Group contributes to HOCHTIEF AG's sustainability ratings. In 2023 these included:

CDP climate ranking – again achieved a “B” score (2022: “B”), corresponding to Management status under the CDP criteria, and well above the average for all companies assessed.

Dow Jones Sustainability World Index - included for the 18th consecutive time for performance in the areas of business/governance, environment, and social affairs. This index is one of the best-known sustainability indices and comprises the world's leading companies in the field of sustainability.

EcoVadis – awarded a platinum medal, placing HOCHTIEF among the top one percent of more than 100,000 companies assessed worldwide.

FTSE4Good ESG Rating 2023 – achieved a score of 3.2. The FTSE4Good Index Series identifies companies

that demonstrate good environmental, social and governance practices as measured against globally recognised standards.

MSCI – achieved a “AAA” rating, following achievement of the “AA” rating for seven consecutive years. The “AAA” rating is the highest possible score and is awarded to companies that demonstrate exemplary management of ESG.

Sustainalytics ESG rating – achieved an ESG Risk Rating of 23.5. HOCHTIEF is rated “Strong” for its ESG risk management, making it one of the leading companies in the Construction and Engineering sector in the area of ESG, and received the “ESG Industry Top Rated Company” award in January 2024.

Details of CIMIC Group's past sustainability achievements as a listed company, are available in *Appendix 1 - Historical sustainability ratings and rankings*.



SUSTAINABILITY STRATEGY

CIMIC Group recognises and welcomes the increasing international commitment of governments, communities, businesses, and others in creating a low-carbon, climate resilient future. We continue to work with our clients and partners to develop sustainable solutions and reduce emissions from each project.

COMMITMENTS

CIMIC Group is committed to abiding by the 10 principles of the UN Global Compact and we support the recognition of human rights as stated in the UN Guiding Principles on Business and Human Rights.

We recognise the 2030 Agenda for Sustainable Development and our role in contributing to the Sustainable Development Goals (SDGs). In 2023, around 96% of the Group's revenue was earned from contracts that are directly aligned with one, or more, of the SDGs.

We support the goals of the Paris Climate Agreement to stop global warming.

We are committed to achieving net zero emissions for Scope 1 (primarily fuels) and 2 (purchased electricity) by 2038, and net zero emissions for Scope 3 by 2045.

GOALS

CIMIC's sustainability or ESG strategy is based on six broad themes and goals which guide our actions to evolve our business and continually improve ESG outcomes:

Evolving our business



Delivering sustainable solutions
Lead the delivery of sustainable solutions to our clients



Pursuing renewable and other ESG opportunities
Actively pursue the emerging opportunities driven by enhanced ESG focus



Resourcing the future
Support the transition to resources and minerals of the future

Improving ESG outcomes



Minimising our environmental footprint
Minimise the Group's environmental footprint and promote the circular economy



Supporting safety, our people and communities
Build a dynamic, safe and inclusive culture with motivated people and invest in our people and communities



Acting with integrity
Act with integrity as a trusted partner to clients, partners, suppliers, communities, and wider stakeholders

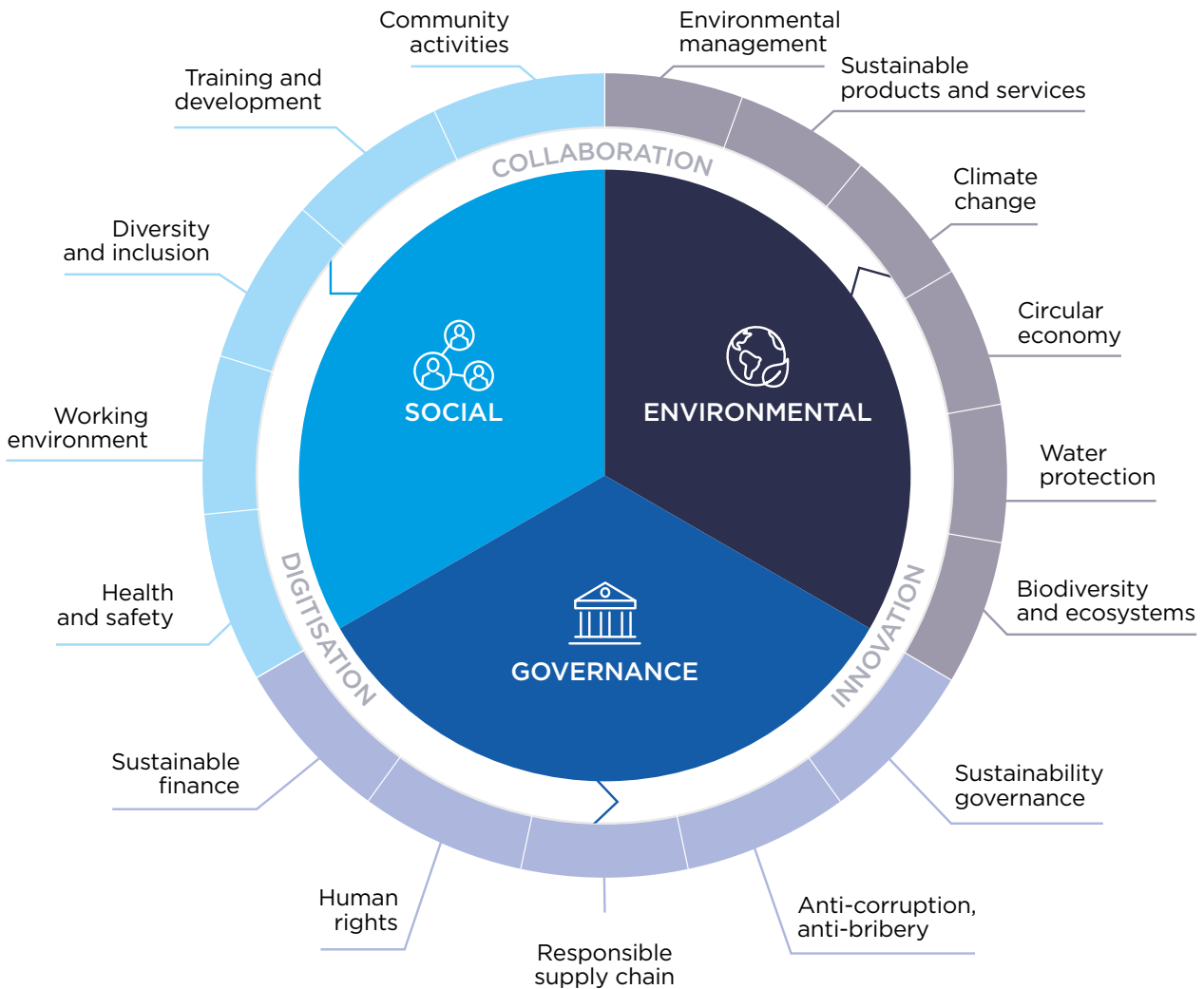
MATERIAL TOPICS

Given the diversity and breadth of our Group’s geographies and markets, we actively monitor for a wide range of environment, social, and governance (ESG) matters that have the potential to materially impact the environment and communities in which we work; our people, operations, and reputation; and the financial prospects of the Group.

Shown below, our sustainability strategy’s ESG pillars are assigned material topics, as focus areas for risk management and value creation – see Section 3 *Improving ESG outcomes*.

Innovation, digitisation and collaboration are considered key enablers supporting our steps toward a low carbon future – see Section 2 *Evolving our business*.

ESG pillars, focus areas and enablers



RELEVANT SDGS

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. As shown below, CIMIC Group's project portfolio includes delivery of multiple assets, infrastructure and services projects that directly align with one, or more, of the SDGs. Where projects may not directly align with the SDGs, we endeavour to work with clients to maximise sustainable goals.

This report references the SDGs, with their relevant logos, where the SDG goals and targets align with CIMIC's sustainability themes, commitments and reporting.

Sustainable Development Goals – project portfolio alignment



Ensure healthy lives and promote wellbeing for all at all ages

- Construction and Operations and Maintenance (O&M) of infrastructure including hospitals and health facilities, community aquatic and recreation hubs, and transport solutions integrating pedestrian and cycle paths



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Construction and O&M of universities, schools and educational facilities
- Provision of training programs to develop our people and upskill new-to-industry employees, increasing local and diverse participation



Ensure availability and sustainable management of water and sanitation for all

- Construction and O&M of water facilities, waste treatment plants, recycling facilities, dams and water utilities
- Implementation of solutions to minimise or reduce water use and increase the use of recycled water in project delivery and O&M



Ensure access to affordable, reliable, sustainable and modern energy for all

- Development of and investment in renewable energy projects
- Construction and O&M of renewable energy plants including solar, wind and battery storage
- Construction of electricity transmissions lines
- Construction and O&M of gas related infrastructure



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

- Construction and O&M of infrastructure and buildings with a nationally or internationally recognised sustainability rating
- Construction and O&M of telecommunications infrastructure
- Construction of technology promoting facilities such as data centres
- Construction and O&M of minerals processing facilities for iron ore, nickel, copper, lithium and other commodities
- Investment in innovation and digitisation



Make cities and human settlements inclusive, safe, resilient and sustainable

- Construction and O&M of safe, affordable, accessible and sustainable transport systems, notably by expanding public transport infrastructure such as busways, metro and light rail projects
- Construction and O&M of safe, efficient road networks and intermodal solutions to reduce congestion
- Construction and O&M of public buildings such as cultural and recreational facilities or public housing
- Integration of safety in design, improving safety outcomes for construction, O&M, and end users



Take urgent action to combat climate change and its impacts

- Construction and O&M of projects specifically addressing climate change



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Construction and O&M of projects that promote the rule of law such as defence facilities, courts and correctional facilities

CREATING VALUE

Our ESG strategy guides our approach to operating sustainably, delivering enduring value, and improving outcomes for clients, communities, and ecosystems, and building our future.

We are growing our portfolio of certified green infrastructure and buildings.

Investing in innovation and digitalisation equips us to measure and monitor ESG factors, deliver more sustainable solutions, and support decarbonisation strategies across multiple sectors. It is also enhancing safety, resource efficiency, reliability, and productivity throughout our operations.

We are evolving our business and extending our capabilities in renewables, and the commodities used in the renewable sector.

Our environmental management approach focuses on sustainable products and services, climate change, circular economy, water protection, and biodiversity.

We're increasing the diversity of our employees and supply chain because developing local skills and

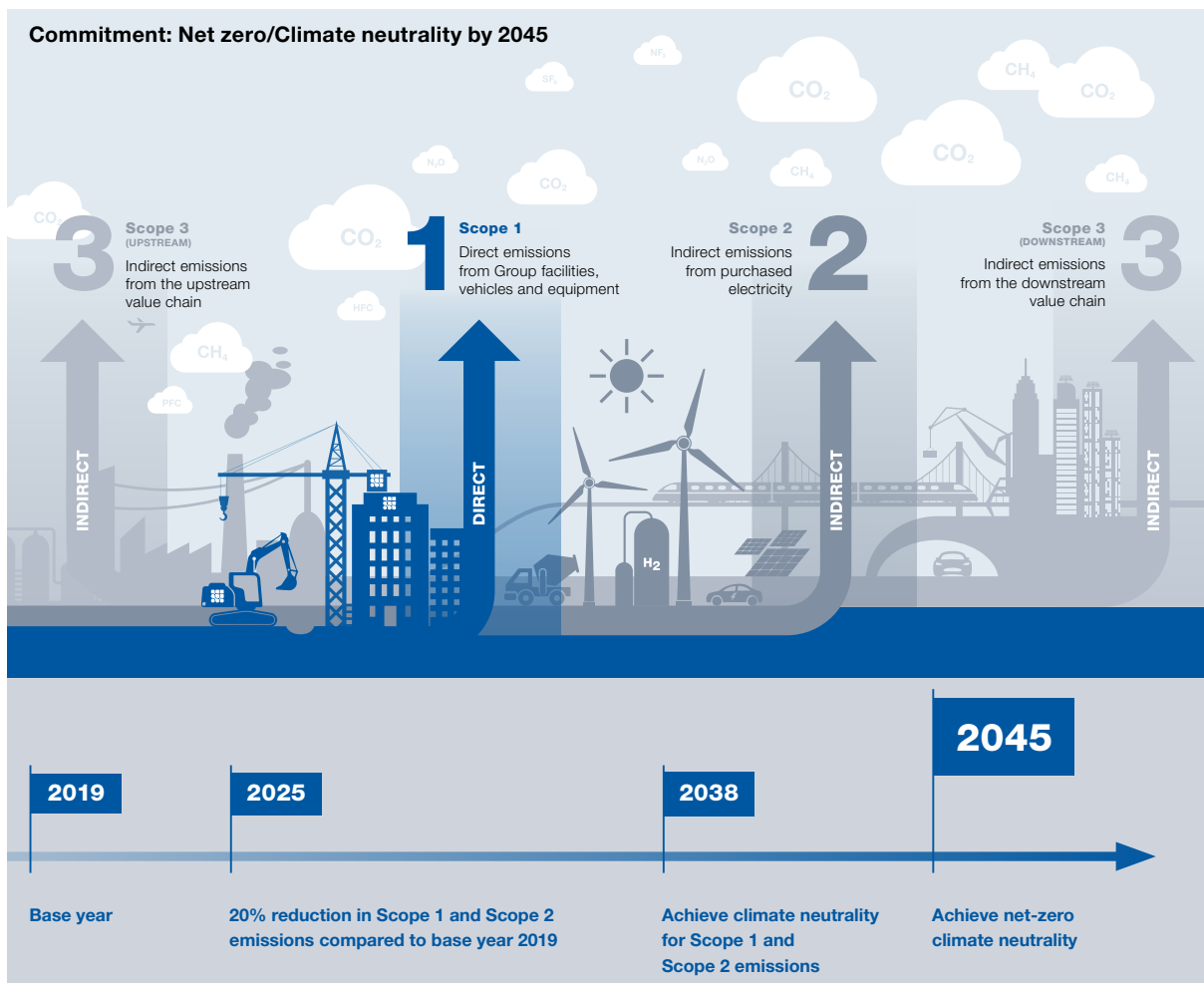
participation is crucial to creating and sharing social and economic benefits in the communities in which we work.

We maintain a comprehensive series of policies, procedures and management systems relating to corporate governance, ethics, financial and risk management, and supplier screening and onboarding. These support our people and subcontractors to adhere to the standard of behaviour set out in our CIMIC Group Code of Conduct.

Our commitment to respecting human rights, fair treatment of all people, the environment, anti-corruption, responsible supply chain, and sustainable finance is supported by our Governance framework. This comprehensive series of policies, procedures and management systems addresses corporate governance, ethics, and financial and risk management across our operations and includes our Code of Conduct. We consider good governance and disciplined operations to be fundamental to sustainable development.

How we add value





TOWARDS NET ZERO

We understand the importance of helping our clients to reach their emission targets, and setting targets for the emission sources we have a significant ability to influence.

We have set targets to achieve net zero for Scope 1 (primarily fuels) and 2 (purchased electricity) emissions by 2038. We have also committed to achieving net zero emissions for Scope 3 by 2045.

In the shorter term, we have set targets and are on track to reduce our Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.³

Our progress is backed by ongoing adaptation of how we design, build, operate and maintain assets, our investment in innovation and digitisation, and responsiveness to the needs of our clients.

Absolute emissions, especially for our construction, and operations and maintenance services activities can vary year-on-year. A range of influencing factors include the diversity of the Group's portfolio, client requirements, and each project's different scope, energy usage, and emissions profile, which can vary by geography and sector.

Scope 1 (mainly from fuels such as diesel and petrol) and Scope 2 (purchased electricity) emissions are broadly within CIMIC's control and are largely a function of activity levels. We carefully manage the efficiency of the energy used, either fuels or electricity. Not only because of the impact on the climate, but because it can assist in lowering costs and this efficiency focus is good for the environment and good for business.

Scope 3 emissions are primarily generated from the purchase of materials such as concrete, steel and asphalt for use in construction projects; from waste disposal (largely driven by construction projects); and travel. CIMIC will collaborate with clients, suppliers and other business partners to reduce its emission footprint wherever possible.

In our operations, efforts to mitigate and adapt to climate change produce opportunities for CIMIC, for example, enhanced resource efficiency, the adoption of low-emission energy sources, the development of new products and services, access to new markets, and building resilience along the supply chain.

CIMIC Group is primarily a services contractor, and not the long-term owner of the projects it delivers, with the exception of some investments including public private partnership projects.

Further detail about our approach to managing emissions and environmental priorities is available in Section 3 *Improving ESG outcomes – Environment*.

CIMIC's strategy for decarbonisation involves a range of targeted initiatives addressing Scope 1, 2 and 3 emissions. A sample of these are described in Appendix 2. Some are dependent on the timing of the transition of plant and equipment to alternative power sources, and therefore the commercial availability of that plant and equipment. Forecasting the timing of that transition is challenging but CIMIC is monitoring developments and will work with suppliers to trial and commercialise developments.

³ All targets apply to CIMIC's construction, minerals processing and services businesses.

LEADING SUSTAINABILITY RATING FOR CROSS RIVER RAIL - TUNNEL, STATIONS AND DEVELOPMENT PPP

The transformational Cross River Rail (CRR) project is using a public private partnership (PPP) to sustainably deliver its Tunnel, Stations and Development (TSD) package.

The Pulse PPP consortium is delivering a 10.2 kilometre rail line including 5.9 kilometres of twin tunnels, four new underground stations and ongoing maintenance services.

Pacific Partnerships is lead sponsor of Pulse, with CPB Contractors and UGL part of the Design and Construct Subcontract joint venture team (CBGU) and UGL is the facilities management provider.

CRR TSD has a forecast reduction of more than 135,000 tonnes of emissions during construction and operations to 2050. This has been achieved through energy and materials innovations.

The project was awarded a 'leading' design rating by the Infrastructure Sustainability Council (ISC), the ISC's highest possible rating.

Energy and materials innovations include using:

- station entrance designs that maximise light and natural ventilation, reducing energy consumption
- high (50%) supplementary cementitious material content within ready-mix concrete
- sustainable recycled glass instead of natural sand or gravel, with the potential to see more than 10,000 tonnes of glass reused.

As at November 2023, CRR TSD training initiatives have dedicated more than 913,000 hours to upskilling the project's existing workforce and more than 570,000 hours to trainee and apprentice employment.

CRR TSD construction commenced in late 2019 and operations are expected to start in 2025.

The CRR Rail, Integration and Systems package is also being delivered by CPB Contractors and UGL.

Cross River Rail - Tunnel, Stations and Development PPP, Queensland, PACIFIC PARTNERSHIPS, CPB CONTRACTORS, and UGL, with support from EIC ACTIVITIES



EVOLVING OUR BUSINESS

CIMIC Group is a dynamic future-focused enterprise.

We deliver essential infrastructure and services solutions that address environmental imperatives, connect and serve communities, and support economic participation and growth.

Our investments in innovation, digitisation, and research are enabling us to deliver more sustainable solutions, improve operational performance, and support our clients' decarbonisation strategies across multiple sectors.

We are a part of the energy transition, developing renewable energy assets, expanding our delivery of renewable energy projects, and delivering power infrastructure that enables the grid to use an evolving energy mix.

In minerals processing, we are diversifying into energy transition commodities, optimising operations and resource recovery and innovating to help clients minimise their lifecycle emissions, water use and environmental footprint.



Sustainable solutions
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Digitisation, innovation, collaboration
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Renewable energy
pp 32-37



Resourcing the future
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SUSTAINABLE SOLUTIONS



GOAL Lead the delivery of sustainable solutions to our clients

In 2023, approximately 96% of CIMIC Group's revenue aligned with the Sustainability Development Goals, and since 2013 we have delivered 148 sustainability rated infrastructure and building projects.

The following 2023 highlights are indicative of our sustainability focus and achievements across multiple sectors, including award winning projects, new mobility solutions, and social and digital infrastructure.

SUSTAINABLE INFRASTRUCTURE

Every project is an opportunity to design, build, and operate better and improve ESG outcomes.

We reliably deliver data driven, climate resilient solutions that meet life-cycle requirements - and we provide their digital twins.

Since 2013, the Group has delivered 148 sustainability rated infrastructure and building projects.

In 2023, CPB Contractors generated 75% of its revenue from sustainably rated or cleantech⁴ projects while UGL delivered 26% of its revenue from sustainably rated or cleantech projects. In total, cleantech or green revenue represents approximately 57% of the Group's 2023 underlying revenue. See Section 3 *Improving ESG outcomes - Environment* for further details.



WESTERN SYDNEY INTERNATIONAL AIRPORT BULK EARTHWORKS PROJECT

New South Wales, CPB CONTRACTORS

Western Sydney International Airport Bulk Earthworks project was awarded the Infrastructure Sustainability Council's highest rating of 'Leading'. Project achievements included using 98% recycled water, diverting more than 11,000 tonnes of material from landfill, and achieving a 15.6% reduction in greenhouse gas emissions.

⁴ Cleantech - short form clean technology - is used to refer to various companies and technologies that aim to improve environmental sustainability.



TSEUNG KWAN O - LAM TIN TUNNEL - MAIN TUNNEL AND ASSOCIATED WORKS

Hong Kong, LEIGHTON ASIA

The Tseung Kwan O - Lam Tin Tunnel - Main Tunnel and Associated Works included the construction of a 2.2 kilometre dual two-lane highway tunnel, associated slip roads, branch tunnels, viaducts and tunnel portal facilities. The project opened in December 2022. In 2023, the Institute of Clerks of Works and Construction Inspectorate recognised the project for excellence at the Hong Kong Construction Industry Quality Awards.

METRO TRAINS MELBOURNE

Victoria, UGL

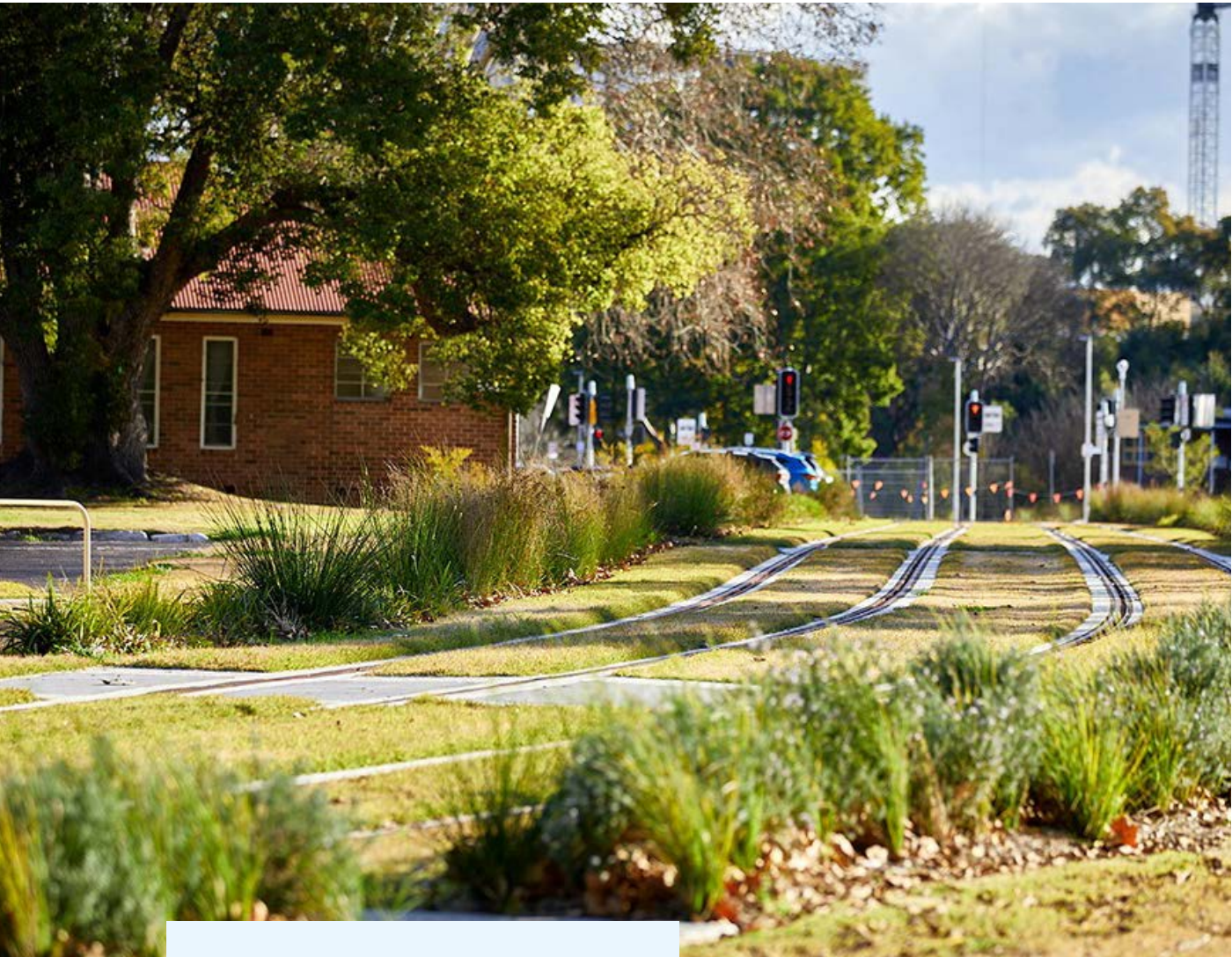
Metro Trains Melbourne (MTM) was awarded four 2023 Australian Rail Industry Awards, for Safety, Customer Service and Passenger Operations excellence, along with the Rail Innovation of the Year Award. MTM is a joint venture in UGL's transport operations business which plays a role in more than 150 million passenger journeys in Australia each year.



NEW SUSTAINABLE MOBILITY

Our expertise in major transport infrastructure, systems, and services, extends to new sustainable mobility solutions such as light rail, metro rail, and transport networks.

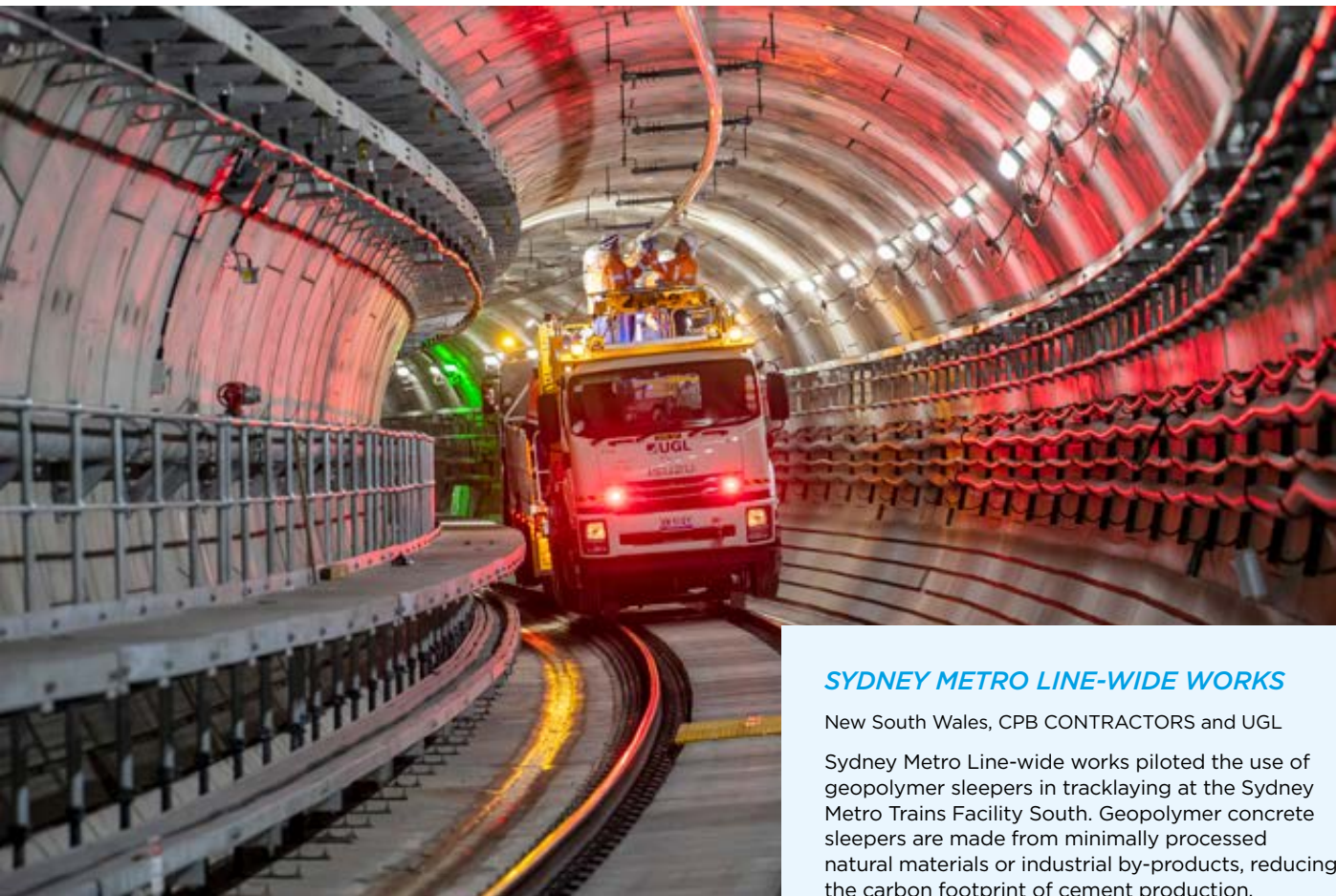
These safely and efficiently connect urban commuters with multiple complementary modes of transport. Adding value to the existing network is a key step towards addressing emissions-linked congestion, supporting productivity, and enhancing quality of life for the community.



PARRAMATTA LIGHT RAIL

New South Wales, CPB CONTRACTORS

Parramatta Light Rail was recognised by the Infrastructure Sustainability Council with the Outstanding Achievement Award for Sustainability Leadership and a 'Leading' as built rating for its positive economic, social, and environmental outcomes. CPB Contractors' light rail experience includes Canberra Light Rail and Gold Coast Light Rail Stage 2.



SYDNEY METRO LINE-WIDE WORKS

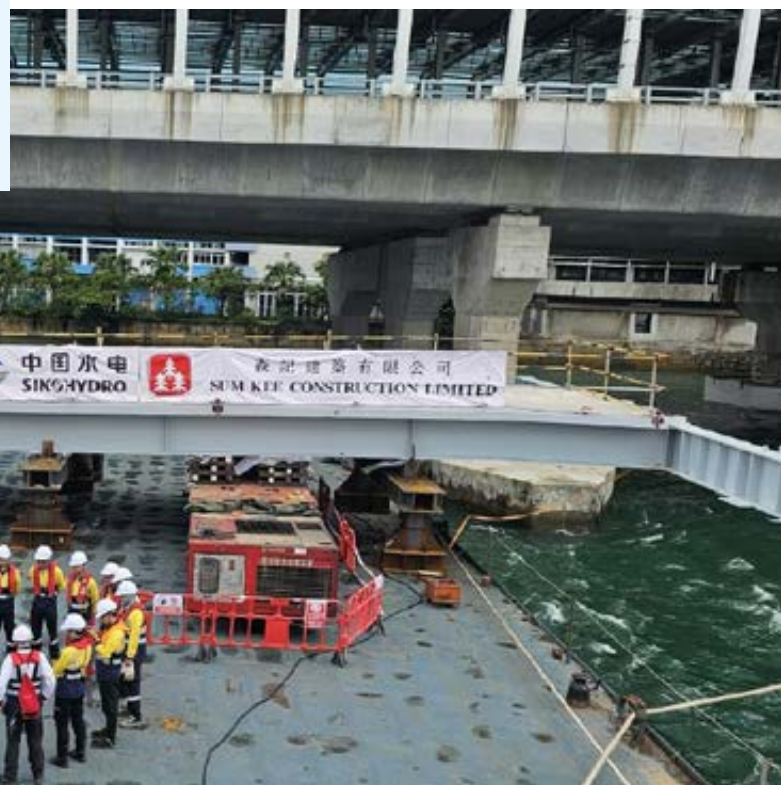
New South Wales, CPB CONTRACTORS and UGL

Sydney Metro Line-wide works piloted the use of geopolymer sleepers in tracklaying at the Sydney Metro Trains Facility South. Geopolymer concrete sleepers are made from minimally processed natural materials or industrial by-products, reducing the carbon footprint of cement production.

BOARDWALK UNDERNEATH ISLAND EASTERN CORRIDOR PROJECT

Hong Kong, LEIGHTON ASIA

The Boardwalk Underneath Island Eastern Corridor Project in Hong Kong is delivering a promenade of approximately 2.2 kilometres along Hong Kong's famous harbourfront. A key milestone in mid-2023 saw the first span of the boardwalk deck barged to site and installed. The Construction Industry Safety Award scheme has recognised the team with a Gold Prize.



SOCIAL INFRASTRUCTURE

Our growing and ageing population, increasing urbanisation, migration patterns, technology advances, and the changing nature of work are increasing demand for new and upgraded social infrastructure.

We are delivering sustainable fit-for-purpose assets, meeting the need for: hi-tech hospitals and safe care facilities; vibrant school, vocational and tertiary education learning spaces; inclusive arts, culture, and recreational facilities; diverse housing solutions; and modern justice facilities.



NEPEAN HOSPITAL REDEVELOPMENT STAGE 1

New South Wales, CPB CONTRACTORS

The NSW Government's Nepean Hospital Redevelopment Stage 1 was awarded the Commercial Construction Award at the Australian Institute of Building's 2023 Professional Excellence Awards, recognising it for sustainability. Further hospital contracts awarded to CPB Contractors in 2023 include Nepean Hospital Redevelopment Stage 2, Sydney's Royal Prince Alfred Hospital Redevelopment and Queensland's new Bundaberg Hospital.

BETHESDA CLINIC STAGE 1

Western Australia, BROAD CONSTRUCTION

The Bethesda Clinic Stage 1, a five-storey mental health facility located in Perth, won Best Health Care Building award in the \$20-\$50 million category at the 2023 WA Master Builders Excellence in Construction Awards. The award recognised the team's expertise in construction and environmental practices. Broad Construction also won the Commercial Construction award for \$2-\$25 million projects at the 2023 Australian Institute of Building WA Professional Excellence Awards for its delivery of the Highgate Shopping Centre project.





THE PRESIDENTIAL

India, LEIGHTON ASIA

Meeting diverse housing needs, this year Leighton Asia has been contracted to construct a 728-apartment luxury residential project in Gurgaon, India for the Elan Group. It also secured five electrical works projects for the Hong Kong Housing Authority, delivering mechanical and electrical works for more than 9,700 public housing flats.



ROBOTICS AND ADVANCED MANUFACTURING CENTRE

Queensland, BROAD CONSTRUCTION

TAFE Queensland's new two-storey facility will specialise in industry-leading robotics, advanced manufacturing, process instrumentation, renewable

technologies (hydrogen and solar) and telecommunications technologies. In 2023, Broad Construction was also awarded a contract to deliver the Kalamunda Senior High School Redevelopment Project in Western Australia.

DIGITAL INFRASTRUCTURE

CIMIC Group's integrated capabilities, advanced digital delivery, and software development expertise uniquely positions us to deliver digital infrastructure and software, enable 5G deployment, and support the connectivity evolution.

Leighton Asia is a leading provider of data centres, recognised for meeting stringent security requirements and compliance standards. Its expert building, digital engineering, and mechanical and electrical capabilities combine to deliver solutions that help clients meet their operational and sustainability targets.

UGL is one of Australia's leading providers of end-to-end communication infrastructure solutions, servicing utilities, Defence, carriers, transport, resources, Government, and enterprise customers.

UGL is currently delivering full lifecycle solutions for 5G and wireless infrastructure for Australia's major telecommunications carriers - with scope

including site acquisition, engineering, design, construction, and operations and maintenance.

Across transport and other networks, we are leveraging and developing new technologies to improve operational, environmental and customer service performance. Amongst these is INTEGRA®, UGL's proprietary state-of-the-art Operations Management and Asset Optimisation Platform which is used for tunnels, motorways, rail, utilities, renewables and new energy, defence, and smart cities.

INTEGRA monitors and controls asset functions such as usage volumes, surveillance, security, energy usage, electronic signage, lighting levels, ventilation quality, environmental management, and communications.

Our digital strategy is detailed in the following section - *Digitisation, innovation and collaboration*.

EXPANDED TELECOMMUNICATIONS CAPABILITY

Australia, UGL

Acquisition of the telecommunications services arm of Skybridge, in 2023, extends UGL's end-to-end capability for building, upgrading and maintaining networks across Australia.

Skybridge is an Australian installation and maintenance contracting company which specialises in the fibre, wireless and satellite telecommunications markets.

With the integration of Skybridge telecommunication services, UGL continues its strong growth in the sector and strengthens its offering in regional and remote Australia.



MOBILE INFRASTRUCTURE

Australia, UGL

The UGL Telecommunications team is contracted with Telstra to design and construct mobile infrastructure around Australia.

In May 2023, the team successfully completed the program's first mobile upgrade site at Lake Innes in New South Wales. The team has also completed three Site Access Engineering and Design (SAED) projects and is proceeding with a further 37 SAED sites along the east coast.





LEIGHTON ASIA'S DATA CENTRE PORTFOLIO CONTINUES TO EXPAND

LEIGHTON ASIA

With extensive experience delivering data centre campuses that meet stringent functional and security requirements, Leighton Asia was awarded two new data centre contracts in 2023.

Selected by STT GDC Philippines, Leighton Asia, in joint venture, is delivering Phase 1 of the STT Fairview 1, a multi-phase data centre development project in Quezon City, Philippines.

In Malaysia, Leighton Asia is delivering a data centre expansion for a leading global data centre developer and operator. Initially, working closely with the client through an early contractor involvement process, Leighton Asia's constructability advice led to offsite modularisation of key components to de-risk the delivery of the works and ensure a high-quality outcome.

These two projects add to several data centres Leighton Asia has completed or is currently delivering across the region in Hong Kong, Malaysia, Indonesia, Macau, and the Philippines.

Internationally, demand is increasing for cloud services and the vital digital infrastructure that supports them.

Leighton Asia's expertise meets strict compliance standards and delivers data centres that provide leading performance, reliability, and security.

Leighton Asia's expanding portfolio of data centre projects is built on the company's proven experience in design development, site establishment works, construction of data halls and associated buildings, supply and installation of equipment, mechanical, electrical, and plumbing services, façade and external works.

DIGITISATION, INNOVATION, COLLABORATION



ENABLERS

Supporting our steps toward a sustainable low carbon future

CIMIC Group is accelerating its transition to integrated digital delivery to ensure we are a sustainable and future ready business.

Integrated digital delivery connects the Group's technologies, systems, work processes, capabilities, and intelligent data assets, creating one accessible digital operating environment.

In every area of the business, data connectivity improves analysis, decision making and forecasting, informs insights, and accelerates innovation. This equips us to:

- enhance performance across safety, risk mitigation, productivity, predictability, profitability and sustainability
- optimise solutions and outcomes for clients
- meet changing client and legislative compliance and reporting requirements
- achieve our sustainability goals and emission targets
- adapt and grow in existing and emerging sectors.



Data Centre,
Technology sector, LEIGHTON ASIA

DELIVERING OUR ONE DIGITAL WORK ENVIRONMENT

With a mature digital capability in place, CIMIC Group continues to advance integrated digital delivery and innovation, including development of proprietary technology solutions. We are transforming how we work and expanding what we achieve for a sustainable future.

Our unified technology function, One IT leads CIMIC Group's integrated digital delivery strategy – One Digital.

In partnership with our Operating Companies, One IT is developing, embedding and connecting secure proven digital innovations and systems, at scale, to improve sustainability and operational performance.

Since its establishment in 2021, One IT has set strong foundations for digital transformation. It has connected the Group's ICT systems, technologies, and processes, and created a common data structure, digitally integrating our Operating Companies. We hold ISO 27001 certification, the international standard for Information Security Management. This demonstrates the advanced information management, cyber security, and data protection we have in place, supporting our operations, clients and partners, and our development of proprietary digital solutions.

We also have in place a strong governance framework which supports close collaboration between One IT, CIMIC's Project Controls, Audit and Transformation function, and Operating Companies. This ensures CIMIC Group invests in the right systems and innovations to support projects, and continually builds its ability to interrogate data, analyse trends, and take effective action.

One IT successfully drives our digital transformation by leveraging its:

- Group reach as a unified function, oversight of the digital business operating system, and ability to embed innovations and digital solutions at scale
- knowledge of emerging digital technologies and systems, tech industry trends, and future state opportunities

- expertise across digital innovation, digital transformation and digital operations, and experience developing industry leading technology solutions
- established network for collaborating with the Group's Operating Companies and working groups and delivering solutions that meet business requirements
- relationships and knowledge sharing with CIMIC Group's centres of excellence, HOCHTIEF and its subsidiary Nexlore (a software innovation leader), ACS Group, as well as industry innovators and partners, and research bodies.

We develop our own proprietary software solutions and innovate with cutting edge technologies including virtual and augmented reality, Internet of Things, artificial intelligence, automation and simulation. Priority development areas include advanced planning, materials tracking, reality capture, visualisation, robotics and data driven insights.

We currently have 137 digital innovations progressing through a rigorous assessment and development process, from ideation to implementation. Of these innovations, 34% reached implementation milestones in 2023.

CIMIC Group has developed eight proprietary software solutions, now in use across the Group. Five of these are made available to industry through IDD Tech, our commercial software business, detailed in the following section – *Centres of excellence*.

See below and over, some examples of our proprietary innovations which are supporting sustainable solutions and improving operational performance. These include Cats™, ESGsens™, Siterover™, Geosens™, ToBe Builder™ and ToBe Maps™. CIMIC has supported development of Nexlore Minerva™. Other CIMIC proprietary solutions include INTEGRA® described in Section 2 *Evolving our business – Sustainable solutions*, and Sedgmetrix™ described in Section 2 *Evolving our business – Resourcing the future*.

Cats™ is a powerful estimating platform used across our construction, resources and services operations.

Using Cats, our teams build competitive tenders and add whole-of-life value throughout post-estimate forecasting and facilities management.

Cats digitally captures the quantities of project resources, including materials, plant and labour.

This allows us to apply factors to the resources to measure the total embedded carbon. We are further developing CATS to continuously apply these factors, enabling us to provide carbon values for tenders, and the use of alternative materials where applicable. This will enhance our provision of an accurate carbon footprint measurement at tender and throughout the project lifecycle.

ESGsens™ is an intelligent multi-source ESG data capture, analysis and reporting solution used to track and advance decarbonisation and sustainable operations.

The solution measures and monitors multiple ESG data streams and provides a consolidated view of decarbonisation and sustainability performance.

ESGsens provides customized and automated data processing, data intelligence, visualisation and reporting. It meets business, client and government monitoring and reporting requirements. The advanced visualisation capability allows for various report types and the creation of KPI dashboards. AI enhances the reporting capability by unearthing data connections to aid decision making.

Siterover™ is a consolidated record management, reporting and productivity tool, easily used on any device. The web-based app accurately captures time and quantities (materials, plant, and labour hours), via digital dockets and daily diaries, and increases the transparency of key data including daily costing and accruals. By narrowing the gap between data input, performance analysis (cost/production) and corrective action, Siterover

significantly improves project management.

Key benefits include that it streamlines data handling, increases focus on daily costing and accruals, and boosts productivity monitoring through automated reporting. It also consolidates project data in one single source of truth and enhances data visualisation through the Power BI-connected data warehouse.

Geosens™ is an intelligent multi-source data capture, analysis and reporting solution. It is tailored to meet geotechnical condition monitoring and risk management needs across the lifecycle of major assets, from delivery to operations and predictive maintenance.

Geosens equips teams to accurately measure and monitor construction and operational impacts on the ground and adjacent structures. Automated

and customisable, Geosens replaces the time-consuming manual management of capturing, inputting, storing, analysing and reporting on vast amounts of data.

The solution enables teams to use real-time intelligent data dashboards and alerts, and efficiently meet project, client and government monitoring and reporting requirements.

ToBe Builder™ is a planning and collaboration tool that integrates 3D, 4D and 5D technologies. It provides all stakeholders with a common work environment to visually simulate multiple virtual construction options.

The solution equips multi-disciplinary teams to align on what needs to be built and how. It enables projects to build a robust, constructable, and

synchronised plan to deliver every work package, before deploying to site, and averting expensive conflicts and inefficiencies.

ToBe Builder is one of multiple proprietary digital innovations developed by CIMIC Group and IDD Tech. EIC Activities assists CIMIC's Operating Companies with implementation, so they quickly gain the most out of the applications.

ToBe Maps™, a companion solution to ToBe Builder, is also a stand alone tool. An augmented reality (AR) module, ToBe Maps enables users on

site to view and share a 3D digital design (BIM) superimposed onto the real-world construction location, using a mobile device.

Nexple Minerva™, developed by HOCHTIEF's subsidiary, Nexple, in collaboration with CIMIC, is an e-subcontract management platform. It is used to capture, store and analyse subcontract, consultant and supplier information in real-time.

The new system replaces the need to rely on spreadsheets as a project's central subcontractor data management, payment and reporting tool, significantly reducing the risk of error.

Minerva improves efficiencies for corporate offices managing subcontracts across multiple projects and regions by providing a central source of truth that allows for improved analysis. The subcontractor also benefits from greater efficiency and transparency.



Engineering and technical services, Australasia, EIC ACTIVITIES

CENTRES OF EXCELLENCE

CIMIC Group's combined software development, digitalisation, and digital engineering expertise is available to all our Operating Companies and projects via our centres of excellence.

These include One IT's software development capability, our Operating Company innovation teams; CIMIC's in-house engineering and technical services consultancy, EIC Activities; Leighton Asia's One Digital Construction Services unit; and CIMIC's commercial software business, IDD Tech.

Operating Company innovation hubs

Each of our Operating Companies invest in innovation and has its own innovation road map to meet business and sector priorities.

They use their technical, engineering, and digital expertise to identify, develop and deliver innovations that improve planning, delivery and operations. They surface initiatives to the Group's innovation governance process and collaborate across the Group on select initiatives.

Throughout the development, assessment, and implementation process, Operating Company innovation leads, engineers and digital subject matter experts add significant value by ensuring each innovation is practical, supports safety and our teams, and improves outcomes.

EIC Activities

EIC Activities collaborates with CIMIC Group's Operating Companies and major projects across multiple sectors and capabilities.

The in-house engineering and technical services consultancy ensures the Group's collective experience, technical capabilities, innovations and leading-edge technology applications are leveraged to deliver our clients' objectives.

EIC Activities contributes its expertise across risk mitigation, engineering, digital and technical solutions.

Its subject matter experts, some of the industry's most respected engineers and academics, are often

called upon to challenge and improve concept designs, construction methods and operations and maintenance practices, to find ways to deliver more efficient and effective solutions.

EIC Activities assists Operating Companies with developing and implementing digital transformation innovations that support the One Digital strategy, specifically digital design and construction including virtual construction and Active 4D planning. It also provides specialist input to the Group's decarbonisation initiatives in areas including green hydrogen and adjacent products, and new energy technologies.

One Digital Construction Services

One Digital Construction Services (1DCS) provides integrated digital construction solutions to Leighton Asia and collaborates across the wider Group.

Located at Makati City in the Philippines, the unit provides technical services including digital engineering, planning, quantity surveying, estimating, reporting, integrations and other digital services.

Regularly working on CIMIC projects, 1DCS also shares innovations via the Group's Spotlight webinar series and recently profiled new technologies including their experience of using CCTV with artificial intelligence, automating lifting operations, using BIM and Assemble for change management and to track project progress, and using Drone Deploy on projects in South East Asia.



DYNON ROAD BRIDGE WIDENING

Australia, EIC ACTIVITIES

EIC Activities' structures, construction engineering and temporary works team was engaged by CPB Contractors to provide a solution for the Dynon Road Bridge widening, as part of the West Gate Tunnel project in Victoria.

With 15 railway lines running underneath the bridge, many of the required crane lifts, carrying loads of up to 200T, could only be performed from the bridge deck.

The EIC Activities team assessed the bridge structure, determined the appropriate crane positions and associated temporary works required, and enabled the team to safely widen the bridge structure on time.

SYDNEY METRO - WESTERN SYDNEY AIRPORT

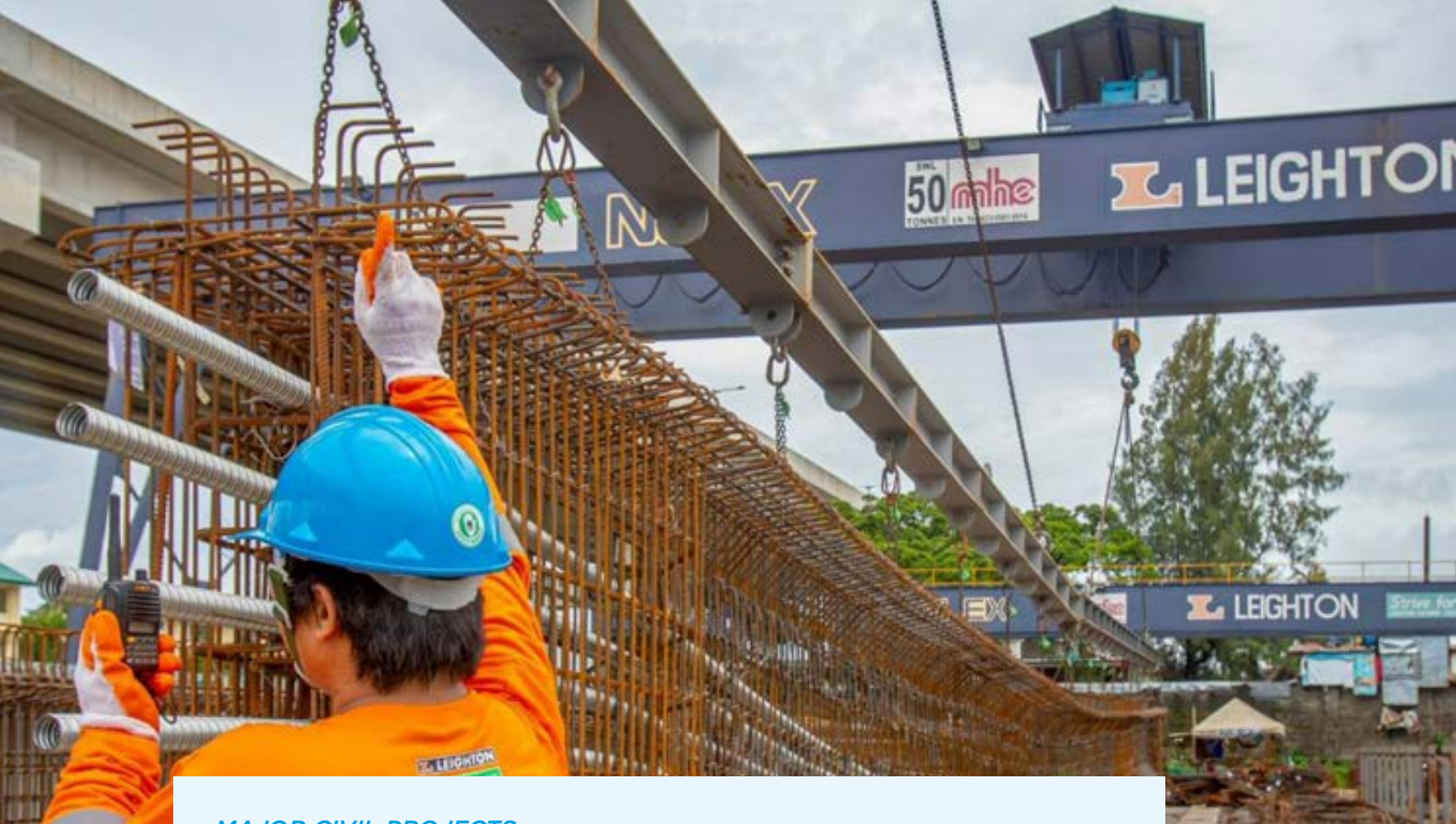
New South Wales, CPB CONTRACTORS, EIC ACTIVITIES, LEIGHTON ASIA'S ONE DIGITAL CONSTRUCTION SERVICES

CPB Contractors, EIC Activities and Leighton Asia's One Digital Construction Services (1DCS) unit collaborated on the successful design of the temporary works supporting the tunnel boring machine (TBM) and back-up gantries for the Sydney Metro - Western Sydney Airport, Station Boxes and Tunnelling Works (WSA-SBT).

The CPB Contractors project team engaged EIC Activities to lead the delivery of the design works, in collaboration with 1DCS. EIC Activities and 1DCS utilised CPB Contractors' common data environment which enables collaboration between project stakeholders with BIM360 and Projectwise.

The team's designs were integrated with designs from other design delivery partners, and achieved seamless integration with the TBM, ultimately minimising delays and mitigating potential issues during construction.





MAJOR CIVIL PROJECTS

Philippines, LEIGHTON ASIA

Leighton Asia leveraged the expertise and capabilities of EIC Activities to secure two major civil projects in the Philippines – the Candaba 3rd Viaduct and South Commuter Railway projects.

EIC Activities is now embarking on detailed services for both projects.

The Candaba Viaduct project includes the delivery of an independent 5.3 kilometre bridge. The South Commuter Railway Project, being delivered in joint venture, includes engineering, tunnel and building works for approximately 6.1 kilometres of the railway, construction of the FTI Station, tunnelling works to connect to the Metro Manila Subway Project Senate Station, and other works.



IDDTECH

IDD Tech is CIMIC Group’s commercial software development business. The company develops Integrated Digital Delivery software solutions for CIMIC Group and clients across the construction, resources and services sectors. ISO 27001 certified, IDD Tech meets exacting requirements for proven products, digital connectivity, information security, and innovation – to improve lifecycle performance and outcomes.

IDD Tech’s first proprietary products to market have been proven on hundreds of major projects – see page 25-26 for details of these products.

- Cats™ equips teams to embed value in competitive tenders.
- Siterover™ supports engineers’ mobility and near-real time reporting.
- Geosens™ uses sensor networks to manage geotechnical risk.
- Visualisation tools, ToBe Builder™ and ToBe Maps™ enable teams to align on what needs to be built and plan optimal solutions before commencing work on site.

Visit IDD Tech at iddtech.com.au

UNIVERSITY PARTNERSHIPS

CIMIC Group partners with leading universities, supporting research to improve sustainable infrastructure delivery and outcomes. We are currently partnering with University of Technology Sydney (UTS), Western Sydney University (WSU) and Monash University (MU), and in 2023 established a partnership with Torrens University Australia.

NUTRIENTS IN THE CIRCULAR ECONOMY (NICE) (2022 - 2026)

Australia, EIC ACTIVITIES

EIC Activities is collaborating with the UTS NiCE Hub, in conjunction with the Australian Research Council and other industry partners. The partnership is investigating the use of wastewater to stabilise reactive clays as a substitute for cement and lime, pursuing a potential low carbon alternative for reactive clay stabilisation.



ALKALINE-ACTIVATED TREATMENT OF BRINGELLY SHALE (2022 - 2026)

Australia, EIC ACTIVITIES, CPB CONTRACTORS

EIC Activities and CPB Contractors are collaborating with Western Sydney University in conjunction with the Australian Research Council and industry partners. This initiative is investigating an alkali activator that could potentially be used as an agent for stabilising reactive residual soil derived from Bringelly shale. Relative to the use of lime or cement, this is a low carbon alternative and should provide a significant increase in strength and stiffness, as well as a reduction in the shrink-swell behaviour.



SMART PAVEMENTS AUSTRALIA RESEARCH COLLABORATION (SPARC) (2019 - 2024)

Australia, EIC ACTIVITIES

EIC Activities is collaborating with Monash University's SPARC Hub in conjunction with the Australian Road Research Board (ARRB) and Austroads which represents the Australian and New Zealand transport agencies. The SPARC Hub focuses on advancing transport pavement innovations. Nine CIMIC funded research projects focus on unbound pavements with thin surfacing, advances in bound pavement bases, smart sensing, construction and maintenance monitoring.



IDD TECH & TORRENS UNIVERSITY AUSTRALIA INNOVATION PARTNERSHIP (EST. 2023)

Australia, IDD TECH

CIMIC Group's software development company, IDD Tech, is partnering with Torrens University Australia.

The partnership drives applied research and software development to advance innovation, sustainability and productivity in infrastructure delivery and services. Its establishment generates opportunities for academics, PhD candidates and industry specialists to share knowledge and collaborate on applied research projects.

The partnership's four collaboration areas include:

- knowledge creation – supporting applied research projects
- innovation studio – establishing an international ideas network
- workforce training – codesigning research-based and customised training
- knowledge transfer – sharing research outcomes.

RENEWABLES AND OTHER ESG OPPORTUNITIES




GOAL Actively pursue the emerging opportunities driven by enhanced ESG focus


Our Group’s integrated capabilities from investment and development, to engineering, procurement, construction, and operations and maintenance services, mean we provide solutions for the entire lifecycle of renewable energy assets.

We are investing in renewables, delivering and operating renewable projects, and delivering the power infrastructure needed to incorporate renewables into the energy mix and maintain grid stability.


Our growing renewable energy portfolio includes projects across solar, wind, hydrogen, hydro, and energy storage – reflected in the following 2023 highlights.


PACIFIC PARTNERSHIPS

 **2 SOLAR FARM DEVELOPMENTS**


 **430 MWdc SOLAR FARM GENERATION**


CPB CONTRACTORS


 **5 WIND FARMS**


 **792 MW WIND FARM GENERATION**

UGL

 **540 MWh BESS**
with additional 1235 MWh in construction

 **670 MWp SOLAR FARM GENERATION**
solar farm generation with additional 130 MW Glenrowan completion in 2024 and approx. 300 MW Hopeland planned construction start in 2025

 **280 SUBSTATIONS**

 **6,300 km TRANSMISSION LINE**

SEDGMAN

 **1ST CRITICAL MINERALS FACILITY** in Asia Pacific processing vanadium in 2025, and other critical minerals in the future

 **MORE THAN 20 CRITICAL MINERALS CONTRACTS** (engineering, operations support and studies) for vanadium, lithium, manganese, magnesium, cobalt, rare earths and other commodities, supporting the energy transition

OWNER OPERATOR

We are establishing a diversified portfolio of energy and utilities assets within Australia's National Electricity Market.

Pacific Partnerships is the owner of the development rights for two solar farms – the approximately 300 MWdc Hopeland Solar Farm in Queensland, acquired in 2023, and the 130 MWdc Glenrowan Solar Farm in Victoria.

Glenrowan Solar Farm, approximately 230 kilometres north-east of Melbourne within Victoria's Central North Renewable Energy Zone, was acquired in 2021. It has a 10-year power purchase agreement in place with the State of Victoria. The project commenced exporting to the grid in November 2023 and is expected to ramp up to full production of 102 MWac by the end of March 2024. The asset is expected to generate enough renewable electricity to power approximately 45,000 Australian homes.

Pacific Partnerships, through its energy business, Pacific Partnerships Energy, is developing, investing in, and managing delivery and operations of both farms. UGL is the delivery and operations partner for each project.

HOPELAND SOLAR FARM

Queensland, PACIFIC PARTNERSHIPS, UGL

In 2023, Pacific Partnerships acquired the development rights for the Hopeland Solar Farm, located within the Western Downs Renewable Energy Zone 290 kilometres west of Brisbane, in the Darling Downs region of Queensland.

The project contributes to the Queensland Energy and Jobs Plan for 70% of electricity consumption to be sourced from renewables by 2032, and 80% by 2035. Its strategic location close to the Western Downs sub-station makes it ideal for co-location of a potential 175 MW/350 MWh battery energy storage system (BESS).

The approximately 300 MWdc Hopeland Solar Farm has potential to generate enough independent electricity to power approximately 100,000 average-sized homes. UGL is the project's delivery and operations partner.

Operations and renewable energy generation are expected to commence in 2026.



GENERATION, FIRING, AND STORAGE

Through UGL, we have extensive experience in the design, construction and operation of renewable energy assets. UGL has constructed 12 utility scale solar farms with 670 MWp capacity. Additionally, the energised 130 MW Glenrowan Solar Farm reaches practical completion in 2024 and the approximately 300 MW Hopeland Solar Farm is planned to start construction in 2025. UGL has installed three battery energy storage systems (BESS), with three more currently under construction. In total four are in partnership with Tesla.

UGL has also been involved in three major front-end engineering design studies for hydrogen projects, and is constructing a hydrogen-ready power generation plant in New South Wales.

CPB Contractors has constructed some of Australia's most vital renewable energy infrastructure - from the 1,500 MW Tumut 3 power station that forms part of the Snowy Mountain Hydro-Electric Scheme, to the associated Balance of Plant for the 420 MW Macarthur Wind Farm, the largest wind farm in the southern hemisphere at completion.

Leighton Asia has a track record for delivering renewable energy infrastructure including utility scale wind, geothermal energy, and waste-to-power installations.



TAILEM BEND SOLAR FARMS

South Australia, UGL

In South Australia, the Tailem Bend 1 and 2 Solar Farms deliver 180 MW of power into the grid.

UGL was contracted by Vena Energy in 2018 to construct and maintain Tailem Bend 1 Solar Farm and achieved power generation in 2019.

UGL went on to provide a lifecycle solution for Tailem Bend 2 Solar Farm, including engineering, procurement, and construction and delivery of the associated substation.

UGL's comprehensive approach harnessed the combined 610,000 solar panels spread across Tailem Bend 1 and 2 sites and ensured seamless integration into the existing electricity network. The asset was fully commissioned in late 2023 and UGL continues to provide operations and maintenance services.

BESS

Queensland & Western Australia, UGL

In 2023, UGL was appointed to install three Battery Energy Storage Systems (BESS) at sites in Queensland and Western Australia.

In Queensland for Neoen, UGL is expanding the Western Downs Battery project, increasing installed capacity to 270 MW/540 M Wh. This builds on UGL's earlier contract to install the project's Tesla Megapack 2XL units and the high voltage infrastructure to connect them to Neoen's Western Downs Green Power Hub and Powerlink Queensland's network.

In Western Australia, UGL secured contracts for Neoen's Stage 1 Collie Battery in the state's south-west, and APA Group's 35 MW one-hour BESS facility at the Port Hedland Power Station in the state's Pilbara Region.



HUNTER POWER PROJECT

New South Wales, UGL

UGL is the principal contractor for the construction of a 660 MW power generation plant at the Hunter Power Project (HPP) in Kurri Kurri, New South Wales, commissioned by Snowy Hydro Limited.

The HPP will generate energy with two heavy-duty "F Class" open cycle gas turbines, capable of operating on hydrogen, natural gas and diesel as a backup.

UGL's scope of works includes procurement and supply of all supporting components and auxiliary systems, all civil and foundation works, site installation of equipment and testing and pre-commissioning.

The HPP will supplement Snowy Hydro's generation portfolio with dispatchable 'firmed' energy.

TRANSMISSION

UGL and CPB Contractors' power infrastructure expertise is supporting clients to incorporate renewables into the energy mix and improve grid stability.

UGL has constructed more than 6,300 kilometres of high voltage transmission lines, which are an essential part of the renewable energy infrastructure required to meet government commitments to net zero deadlines.

UGL's power experience includes constructing more than 280 substations since 1991 and 10 gas turbine power stations since 1994.

UGL and CPB Contractors regularly collaborate on critical infrastructure projects including CopperString 2032 and HumeLink West, bringing together some of the most experienced civil infrastructure, transmission line and substation delivery experts in Australia.

KIDSTON CLEAN ENERGY HUB

Queensland, UGL

UGL works are supporting the Hub's connection to the national electricity grid.

The hybrid wind, solar and pumped hydro hub is located 280 kilometres west of Townsville in Queensland.

UGL is responsible for the design, construction and installation of a 186 kilometre, high voltage transmission line from Kidston to Mount Fox, and a new 275 kV switching station located at Mount Fox.

Key milestones achieved by UGL in 2023 included completing the drilling and pouring of the first of 350 tower foundations for the transmission line. The team also completed the switching station's engineering works and bulk earthworks.



COPPERSTRING 2032

Queensland, UGL, CPB CONTRACTORS

In June 2023, UGL and CPB Contractors were awarded an early works contract by Powerlink for the CopperString 2032 project in North Queensland.

In December 2023, UGL and CPB Contractors signed the Project Delivery Launch Agreement with PowerLink, for the next phase of work including engineering design, site investigations, and camp and access construction.

The UGL and CPB Contractors joint venture is the preferred contractor for the delivery phase of the project, which will oversee design, construction and commissioning of seven new substations and an 840 kilometre, high voltage transmission line between Townsville and Mt Isa.

The design and construct contract will include an expanded 500 kV transmission line from Townsville to Hughenden, plus associated works.

The project supports the Queensland government to form the Queensland SuperGrid electricity system.





HUMELINK WEST TRANSMISSION PROJECT

New South Wales, UGL, CPB CONTRACTORS

UGL and CPB Contractors have been selected by Transgrid to deliver the western section of the HumeLink high voltage electricity transmission project.

HumeLink is a new transmission project which will connect Wagga Wagga, Bannaby and Maragle in regional New South Wales. One of the state's largest energy infrastructure projects, HumeLink will increase the amount of renewable energy that can be delivered across the national electricity grid, delivering reliable and sustainable power.

The HumeLink West project, based on an incentivised target cost contract, will generate revenue of more than \$1.4 billion for UGL and CPB Contractors.

The UGL and CPB Contractors joint venture will be responsible for the engineering, procurement, construction and commissioning of the western portion of HumeLink, including 148 kilometres of 500 kV transmission lines, from the Snowy 2.0 connection at Maragle to Wagga Wagga. The joint venture will also construct two new 500 kV substations at Gugaa and Maragle and an augmentation at Transgrid's existing Wagga Wagga 330 kV substation.

The HumeLink contracts are structured in two stages, with early works finishing in mid-2024, including detailed design, investigations, procurement and project mobilisation. The second stage comprises main construction works and will begin after all project approvals have been granted and the final investment decision made, expected to occur in mid-2024.

LIFECYCLE SOLUTION CAPABILITY

Pacific Partnerships, CPB Contractors, Leighton Asia, UGL, and EIC Activities contribute to our complete service in renewables. Our solutions encompass development and investment, delivery and long-term operations and asset management of high-tech, energy transition infrastructure, complete with civil, structural, mechanical and electrical, and balance of plant capabilities. Sedgman is providing minerals processing solutions in diverse commodities needed for the energy transition - detailed in the next section, *Resourcing the future*.

Our companies have extensive experience with regional and remote projects and share a commitment to maximise skills development and economic benefits for local communities and suppliers.

RESOURCING THE FUTURE



GOAL Support the transition to resources and minerals of the future

In the resources sector, we are supporting the growing demand for commodities which are essential to the global energy transition.

Our focus on innovation and digitisation is optimising safe productive operations and delivering lower impact solutions in minerals processing and resources infrastructure.

Ongoing diversification of our commodities and services is reflected in the following 2023 highlights.

COMMODITIES DIVERSIFICATION

Sedgman, our minerals processing company, is diversifying from its early days in coal and, today, its portfolio includes iron ore, precious and base metals, and critical and industrial minerals processing projects and operations.

Sedgman's progress includes expanding in gold, with two projects in British Columbia, Canada. An engineering, procurement, and construction contract for Artemis Gold's Blackwater Mine, awarded in 2022, commenced construction in 2023. This year Sedgman also delivered a Definitive Feasibility Study for Skeena Resources' Eskay Creek Project.

Recent acquisitions are further diversifying Sedgman's commodities, capabilities and geographies.

In 2023, Sedgman acquired Novopro Projects Inc., an engineering and metallurgy company based in Canada that provides engineering services and process equipment to projects in North America, Europe, Africa, Middle East and Australia.

Novopro's core business is project development and operational optimisation in minerals processing for lithium projects, as well as in potash, salt, magnesium and soda ash. With this know-how in lithium processing technology, Sedgman gains access to opportunities in this expanding sector, as demand for batteries and electric vehicles increases.

Acquiring project management and engineering company Onyx Projects, in 2022, enhanced Sedgman's growing Western Australian presence and offering in the iron ore industry, with strong performance in 2023.



FEASIBILITY STUDY

Canada, SEDGMAN

Further diversifying in 2023, Sedgman secured a contract to deliver the basic engineering and Definitive Feasibility Study for Skeena Resources' Eskay Creek Project (former gold and silver mine) in northwest British Columbia, Canada.

Sedgman drew on its extensive knowledge in feasibility studies, engineering design, procurement, and longstanding project delivery and operations capability to support the study.

The positive Definitive Feasibility Study was a critical de-risking step for Skeena in the development of Eskay Creek. The study achieved multiple breakthroughs in metallurgy, increased mineral reserves by approximately 20% and continued to increase the project value for Skeena's shareholders.



BLACKWATER MINE ENGINEERING, PROCUREMENT AND CONSTRUCTION (EPC)

Canada, SEDGMAN

The Sedgman team mobilised to site at Artemis Gold's Blackwater Mine in British Columbia, Canada in early 2023.

Sedgman is designing and constructing the processing and associated infrastructure for a 6 Mtpa processing facility.

The plant consists of a three-stage dry crushing circuit, and a 14 MW single stage ball mill and gravity gold comminution circuit, combined with a traditional carbon in leach circuit processing 16,000 tonnes per day.

Upon completion of planned future expansions this will be one of the largest gold processing plants in Canada, while having one of the lowest carbon footprints for a large open pit gold mining/processing operation.



LITHIUM EXTRACTION

Western Australia, SEDGMAN NOVOPRO

Sedgman Novopro supported Vulcan Energy Resources' Lithium Extraction Optimisation Plant (LEOP).

The team worked with Vulcan to complete the engineering, and production of lithium chloride skid-mounted units to support the installation of the pilot plant.

The Sedgman Novopro team designed and supplied the complete evaporator crystalliser, a key component of the purification process, as a skid-mounted unit with electrical and control panels fully programmed and tested. The project scope includes a further two lithium hydroxide crystalliser units, including centrifuges and drier to make market grade lithium hydroxide.

The LEOP plant's successful commissioning supports Vulcan Energy's aim to provide battery-quality lithium chemicals for the energy transition.

Thiess rebalancing its portfolio

Our jointly owned mining services company Thiess has pledged to rebalance its thermal coal portfolio to no more than 25% of revenue by the end of 2027. Thiess is growing its core commodities portfolio to include metals and minerals critical to the energy transition, and developing services to enable sustainable mining.

In 2022, as a key part of its service diversification strategy, Thiess acquired MACA, a mining services provider primarily exposed to gold and iron ore, without thermal coal exposure.

Thiess is a leader in autonomous mining services which enable sustainable operations through enhanced safety, increased productivity and improved efficiency. View more at [Thiess services - Autonomy](#).

Thiess operates a new standalone rehabilitation service – Thiess Rehabilitation. The new business covers the full lifecycle of mine rehabilitation services, from design to development to delivery. View more at [Thiess Rehabilitation](#).

TECHNICAL EXPERTISE AND INNOVATION

Sedgman is delivering ore body assessment and project development services, mineral processing operations and plants, and associated mine-site infrastructure in diverse and remote locations globally.

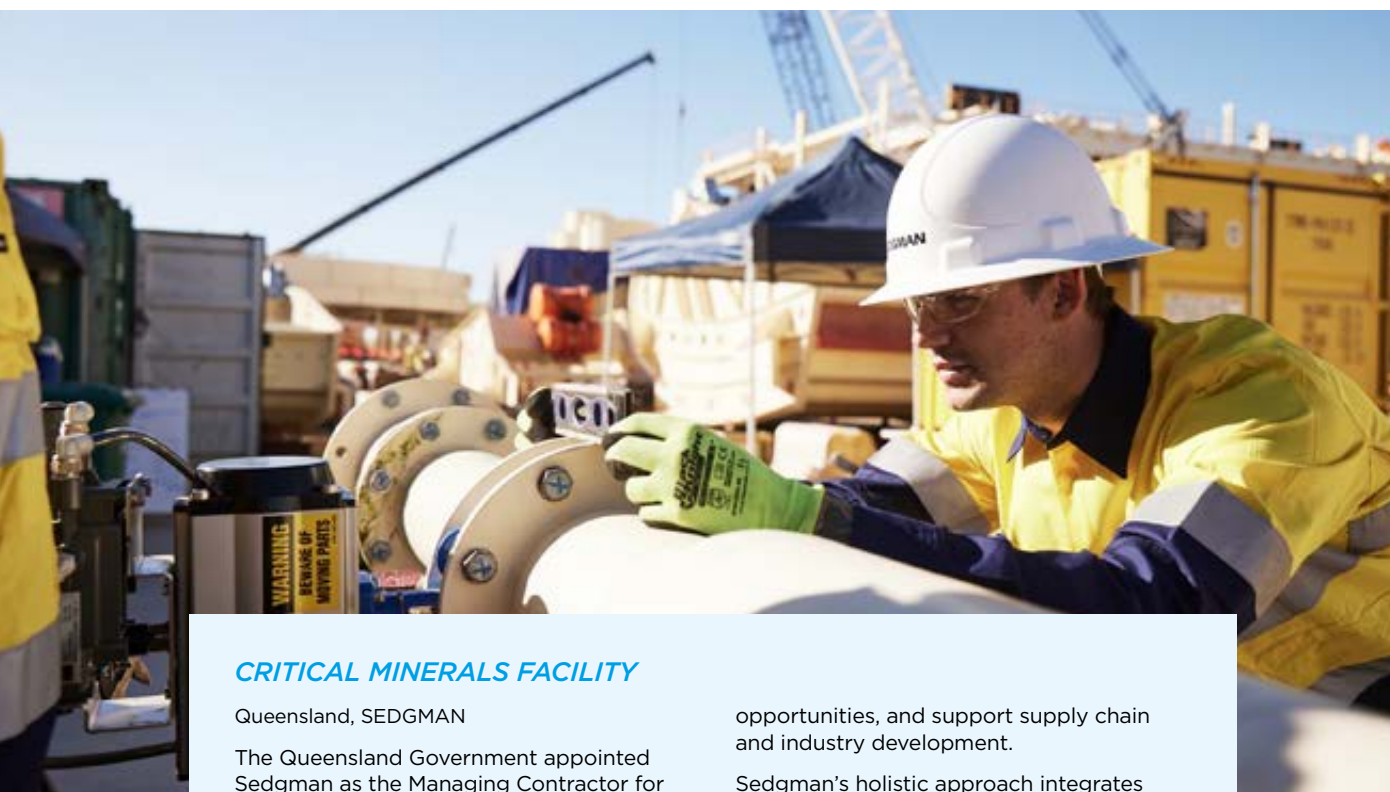
Sedgman's industry leading minerals processing capability is reflected in its appointment, by the Queensland Government in late 2023, to deliver the Queensland Resources Common User Facility. The critical minerals processing facility is the first of its kind in the Asia Pacific. The facility is intended to be operational for vanadium processing in 2025, with capacity to expand over time to encompass processing other critical minerals like cobalt and rare earth elements.

Our technical expertise provides clients with innovative design, construction and operations solutions. These are creating value, improving resource yields and recovery, and reducing lifecycle emissions, net water usage and environmental footprint.

Sedgman develops its own proprietary digital innovations and is an early adopter, adaptor and champion of the industry's technology advances. Its solutions draw on improvements in comminution and other processes, digital and cloud-based technologies, early waste rejection and grade engineering, scalable modular solutions for adaptable processing, mine waste reprocessing, and reuse of tailings to support circular economy objectives.

SEDGMETRIX is a proprietary business intelligence platform that remotely monitors the status and optimises the performance of any operation or asset, including renewable energy, mining, mineral processing, oil and gas or supply chain.

The result is world-class minerals processing solutions that stand apart for their reliability, efficiency, productivity and performance.



CRITICAL MINERALS FACILITY

Queensland, SEDGMAN

The Queensland Government appointed Sedgman as the Managing Contractor for the delivery of a critical minerals processing facility in late 2023.

Sedgman is working closely with the client to develop the detailed design and construction program for the Queensland Resources Common User Facility (QRCUF).

Located in Townsville, the QRCUF will accelerate the development of commercial mining projects, promote investment in advanced mineral manufacturing

opportunities, and support supply chain and industry development.

Sedgman's holistic approach integrates its minerals processing, engineering, and environmental services capabilities to address the project's technical and sustainability objectives and support the Queensland Government's Net Zero Policy.

The state-owned facility is intended to be operational for vanadium processing in 2025, with capacity to expand over time to process other critical minerals like cobalt and rare earth elements.

RESOURCES INFRASTRUCTURE

CIMIC Group companies, CPB Contractors, Sedgman and UGL, supported by EIC Activities, have a demonstrated track record for seamlessly delivering major resources infrastructure projects.

We reliably provide clients with safe, on-time, on-budget delivery, and support a smooth transition to operations, full production, and effective life-cycle asset management. This includes delivery in remote regions and under extreme environmental conditions.

We focus on procurement strategies that provide business, employment and training opportunities, and broader social benefits for local communities, including Aboriginal and Torres Strait Islander peoples.

UGL further supports the sector as Australia's largest specialist rail engineering company and the only manufacturer of freight locomotives. This includes the C44 Evolution, Australia's most fuel-efficient diesel electric locomotive. UGL also provides Australia's mining industry with cost-optimised plant overhaul, service exchange units and parts supply solutions.



GOLD, COPPER AND NICKEL INFRASTRUCTURE

Australia, CPB CONTRACTORS

CPB Contractors secured resources infrastructure projects in 2023 for essential commodities including nickel and gold.

Cadia Holdings, a wholly owned subsidiary of Newcrest Mining Limited, selected CPB Contractors to deliver enabling works for the Cadia Tailings Storage Facility Recommissioning Project.

The project will support the operation of the Cadia gold and copper mine, near Orange in New South Wales.

BHP selected CPB Contractors to deliver the BHP Nickel West Mt Keith Debottlenecking Project's Structural Mechanical, Piping, Electrical & Instrumentation (SMPE&I) work package near Leinster, Western Australia. The project will provide additional grinding capacity to meet the processing requirements of ore with different characteristics, enhancing project productivity.

NELSON POINT PORT DEBOTTLENECKING WORKS

Western Australia, CPB CONTRACTORS

CPB Contractors was selected by BHP to deliver the structural, mechanical, piping, electrical and instrumentation package for the port debottlenecking project at Nelson Point, Port Hedland in the iron ore rich Pilbara region of Western Australia.

CPB Contractors' mining and resources experience and history in the Pilbara equipped the team to collaborate on the project's high standards of safety and quality.

The project required both greenfield and brownfield works and continued CPB Contractors' long-term partnership with BHP.



Parramatta Light Rail,
New South Wales, CPB CONTRACTORS

PARRAMATTA LIGHT RAIL STAGE 1 ACHIEVES INDUSTRY LEADING ACCOLADES

CPB Contractors' joint venture project, Transport for NSW's Parramatta Light Rail Stage 1, has received the prestigious Outstanding Achievement Award for Sustainability Leadership from the Infrastructure Sustainability Council (ISC).

In 2023, the project also earned the ISC rating scheme's maximum rating level, a 'Leading As-Built' rating for its positive economic, social, and environmental outcomes. It received the highest score for any major infrastructure project (104.35/110 points) at the time of award.

Some of the project's stand-out environmental sustainability initiatives included:

- delivery of Australia's longest green track and the first constructed in New South Wales
- first light rail track in the state to use macro synthetic fibres instead of steel reinforcing
- 1000+ tonnes of recycled glass replaced the use of virgin sand in permanent asphalt
- 99% of construction and demolition waste was recycled, diverting more than 145,900 tonnes of landfill waste.

The project championed CPB Contractors' commitment to delivering positive social and economic benefits:

- more than 50% of the workforce were in apprentice or learning worker roles
- 2.6% of the workforce were women in non-traditional roles
- Indigenous procurement target was exceeded by more than \$6 million.

Located in Western Sydney, the Parramatta Light Rail Stage 1 will connect Westmead to Carlingford via the Parramatta CBD and Camellia with a 12-kilometre, two-way track.

IMPROVING ESG OUTCOMES

CIMIC Group is delivering lasting community-shaping projects including public transport infrastructure, hospitals and schools, and telecommunications, water and power assets.

Sustainability imperatives guide our decisions across each asset's lifecycle – from feasibility, design, planning and investment; manufacturing and construction; and operations and maintenance; to upgrades, rehabilitation and decommissioning.

We are working together, with our clients, partners, and the communities where we operate to improve ESG outcomes, respond to climate change, and build a better future.

ENVIRONMENT



Minimising our environmental footprint
pp 45-57

SOCIAL



Supporting safety, our people and communities
pp 58-81

GOVERNANCE



Acting with integrity
pp 82-99

Environmental management, water testing,
CPB CONTRACTORS



ENVIRONMENT



GOAL Minimise the Group's environmental footprint and promote circular economy



Reliable and effective environmental management is integral to the delivery of safe, sustainable, and efficient operations, and is an important element of CIMIC's licence to operate.

We respect the diverse and environmentally sensitive regions in which we work.

We aim to continually innovate to increase efficiency in the resources we use, reduce, recycle and reuse waste, create greater value for our clients and benefit the environment.

This chapter reports on our environment pillar focus areas.

ENVIRONMENTAL MANAGEMENT	46	CIRCULAR ECONOMY	52
SUSTAINABLE PRODUCTS AND SERVICES	48	WATER PROTECTION	54
CLIMATE CHANGE AND DECARBONISATION	50	BIODIVERSITY AND ECOSYSTEMS	56

ACTIONS AND PRIORITIES – 2023-24

Key environment initiatives and achievements in 2023

- Reached 148 cumulative certified sustainability rated infrastructure and building projects⁵
- Earned approximately 57% of revenue from sustainability rated or cleantech projects in 2023
- Continued implementation of Operating Company decarbonisation plans
- Achieved 107 kt CO₂-e reduction in Scope 1 and 2 emissions compared to 2019
- Consumed 8 GWh of green power, in place of traditional energy sources
- Increased bio-diesel and bio-petrol consumed, in place of fossil fuels, to 814 kl, up 357% from 2022
- Trialled biofuel and hydrogen on selected sites
- Diverted approximately 92% of waste from landfill mainly for reuse
- Reused, composted or recycled 6.4 Mt of waste

Key environment priorities for 2024

- Continue training, development and certification initiatives, sharing knowledge of systems, standards, innovations and best practice
- Further develop data assurance processes and KPI reporting to achieve future regulatory and financial disclosure reporting obligations for energy, water, waste and materials data
- Improve reporting boundaries and data capture of Scope 3 emissions
- Embed revised tracking of purchased renewable energy
- Increase focus on plant and equipment selection to increase efficiency, reduce fuel usage and leverage smart technology
- Monitor and support industry initiatives for the development and implementation of emerging fuels
- Increase collaboration with clients and industry to deliver decarbonisation targets

⁵ Cumulative certified projects. Includes ISC (Design, As-Built; and Operation); Green Star (Design, As-Built, Interiors, and Performance); BEAM Plus; LEED; Green Mark; and Green Roads.

Sydney Metro, New South Wales -
PACIFIC PARTNERSHIPS,
CPB CONTRACTORS and UGL



ENVIRONMENTAL MANAGEMENT

Operating across a range of diverse and sensitive environmental areas, CIMIC manages its footprint using certified environmental management systems. Our consistent processes and methods reflect best practice and mitigate environmental risk.

Governance controls include the Group's Code of Conduct and Environmental Policy supplemented by Operating Company policies and systems and quarterly reviews by the Group's Board appointed Ethics, Compliance and Sustainability Committee (ECSC).

CIMIC requires each of its Operating Companies to maintain a management system that ensures compliance with Group requirements as well as the unique operating and compliance requirements of each business. Environmental Management Systems at our Operating Companies which undertake works in the field, including CPB Contractors, Broad, Leighton Asia, UGL, and Sedgman, are all certified to ISO 14001.

All projects are required to put in place Environmental Management Plans (EMP) which integrate environmental obligations and client environmental requirements during project delivery. On significant large or complex infrastructure projects, CIMIC's Operating Companies increasingly implement Sustainability Management Plans, which may include Climate Resilience Sub-Plans and formalised Climate Risk Assessments.

Across the Group, we employ 149 environmental and sustainability experts to support our project teams with environmental planning and performance, training and numerous project-by-project initiatives to manage risk and create value, including energy efficiency and emissions reduction.

Environmental training

Environmental training to upskill and engage our people in reducing our environmental footprint is ongoing. Some training initiatives in 2023 included:

CPB Contractors

- **Project Fundamentals** – Environment and Sustainability modules providing engineers with knowledge and tools to deliver optimal approaches to: community and stakeholder engagement; environmental due diligence; sustainable design, construction and procurement; circular economy, water and waste management, and decarbonisation strategies and initiatives.

UGL

- **Environmental Planning and Delivery** – upskilling team members who work in tendering and delivery roles to identify and manage environmental risks using UGL’s new Environmental Planning Procedure and the company’s Tender Environment and Sustainability Risk Profiling Tool.
- **Infrastructure Sustainability for Managers** – equips managers to better scope, plan, cost and deliver sustainability outcomes for clients, from value-add sustainability offerings through to delivery of comprehensive Infrastructure Sustainability rating requirements⁶.

Environmental incidents

Focused on environmental outcomes, we continue working to reduce our Environmental Incident Frequency Rate (EIFR), targeting the delivery of projects with no Level 1 or 2 environmental incidents, and minimise legal breaches, fines or penalties.

In 2023, our Group achieved a solid environmental result, decreasing our EIFR from 0.10 in 2022 to 0.05, with zero Level 1 incidents (zero recorded in 2022) and five Level 2 incidents.

ENVIRONMENTAL INCIDENTS ⁷	2023	2022
Level 1 (#)	0	0
Level 2 (#)	5	8*
Level 3 (#)	269	378
Environmental incident frequency rate (#/MhW)	0.05	0.10*
Number of breaches (#)	6	9

*Level 2 environmental incidents in 2022 have been restated due to new information received from regulatory bodies resulting in updates to environmental incident impact assessments.

CPB Contractors recorded two Level 2 incidents and five environmental breaches.

UGL recorded two Level 2 incidents.

Leighton Asia reported one Level 2 incident, and one environmental breach.

No Level 1 or Level 2 environmental incidents or breaches were reported at Sedgman.

The number of low severity (Level 3) incidents across the Group decreased from 378 in 2022 to 269 in 2023, reflecting the Group’s ongoing efforts to prevent environmental incidences and continuous application of environmental protection controls.

All incidents were investigated in accordance with the Group’s environmental management processes and corrective actions were implemented to prevent a reoccurrence.

6 The Infrastructure Sustainability Rating Scheme (IS) is Australia and New Zealand’s only comprehensive rating system for evaluating economic, social and environmental performance of infrastructure across the planning, design, construction and operational phases of infrastructure assets.

7 Environmental discharges, environmental pollution or degradation which have: **Level 1** - high severity impacts on the community and/or environment or may have irreversible detrimental long-term impacts; **Level 2** - moderate severity impacts on the community and/or environment (1 to 3 months) but is fully reversible in the long term; **Level 3** - low severity impacts on the community and environment in the short term (<1 month) and is fully reversible with no residual impacts. Includes nuisance level impacts.

SUSTAINABLE PRODUCTS AND SERVICES



148 cumulative certified sustainability rated infrastructure and building projects⁸

~57% of revenue earned from sustainability rated or cleantech projects in 2023



CIMIC offers clients innovative opportunities to integrate more sustainable solutions through the asset lifecycle.

We add to the value proposition with cleantech projects, green rated solutions and sustainable design alternatives, utilising digital technologies to evaluate improvements and efficiencies.

Our focus on increasing resilience to climate risks includes undertaking risk assessments and designing and adapting projects to respond to actual and potential impacts. By offering and developing alternate construction materials we further advance sustainable outcomes.

Section 2 *Evolving our business*, provides examples of our delivery of sustainable solutions, and details initiatives that underpin our sustainability strategy. These include investing in innovation and digitisation, extending our capabilities in renewables, and transitioning to resources projects that are essential to renewable energy technologies. Section 3 *Improving ESG outcomes – Governance*, includes details of our approach to sustainability governance and our EU Taxonomy contribution.

Sustainability rated projects

We recognise sustainability ratings for building and infrastructure projects foster efficiency and waste reduction, thereby reducing lifecycle costs and leading to better environmental, social and economic outcomes for asset owners and users in the long term.⁹

Each year, CIMIC Group aims to increase its number of Infrastructure Sustainability (IS) rated projects¹⁰ and achieve greater than 50% of construction revenue from projects certified to 'green rated' standards.

Construction revenue from projects certified to green rated standards

Since 2013, the Group has delivered 148 sustainability rated infrastructure and building projects.

In 2023, CPB Contractors generated 75% of its revenue from sustainably rated or cleantech¹¹ projects while UGL delivered 26% of its revenue from sustainably rated or cleantech projects. In total, cleantech or green revenue represents approximately 57% of the Group's 2023 underlying revenue.

CPB Contractors is an industry leader in the delivery of green rated infrastructure projects in Australia and New Zealand and is currently working on, or has delivered, 47 IS¹⁰ registered or certified projects, since 2013. Leighton Asia and UGL are also building their portfolios of green standard projects.

GREEN STANDARD CONSTRUCTION PROJECTS (#)	CUMULATIVE CERTIFICATIONS SINCE 2013
IS ¹⁰	47
Green Star ¹²	84
BEAM Plus ¹³	9
LEED ¹⁴	7
Green Mark ¹⁵	1

8 Since 2013, our cumulative certified projects include those certified by IS (Design, As-Built; and Operation); Green Star (Design, As-Built, Interiors, and Performance); BEAM Plus; LEED; Green Mark; and Green Roads.

9 Infrastructure Sustainability (IS), <https://www.iscouncil.org/about/>

10 The IS Rating Scheme (IS) is Australia and New Zealand's only comprehensive rating system for evaluating economic, social and environmental performance of infrastructure across the planning, design, construction and operational phases of infrastructure assets.

11 Cleantech - short for clean technology - is used to refer to various companies and technologies that aim to improve environmental sustainability.

12 Founded by Green Building Council of Australia in 2003, Green Star is an internationally recognised rating system setting the standard for healthy, resilient, positive buildings and places.

13 BEAM Plus is Hong Kong's leading initiative to offer independent assessment of building sustainability performance.

14 Leadership in Energy and Environmental Design (LEED) is a rating system devised by the United States Green Building Council (USGBC) to evaluate the environmental performance of a building and encourage market transformation towards sustainable design.

15 Green Mark Certification Scheme is a green building rating system designed to evaluate a building's environmental impact and performance in Singapore.

FIRST HYBRID TRAIN FLEET TO REDUCE EMISSIONS AND POLLUTION

New South Wales, PACIFIC PARTNERSHIPS, UGL, CPB CONTRACTORS

Australia's first bi-mode diesel-electric hybrid fleet, for the \$2.8 billion Regional Rail Project in New South Wales (NSW), will reduce carbon emissions and diesel pollution.

The project is being delivered on behalf of Transport for NSW by the country's first regional rolling stock Public Private Partnership (PPP). The Momentum Trains consortium includes CIMIC Group companies Pacific Partnerships, UGL and CPB Contractors.

The new hybrid rail fleet comprises 29 trains for passengers travelling from regional NSW to Sydney, Canberra, Melbourne and Brisbane.

The trains will run on overhead power when operating on the electrified train network; and use on-board diesel generators to provide their own power when operating outside of the electrified network.

The fleet is part of a design, build, finance and maintain contract, that includes the new Mindyarra Maintenance Centre in Dubbo, NSW, where the fleet will be serviced and maintained for at least 15 years.

The facility has been awarded an Infrastructure Sustainability Council 'Leading' rating for design, the highest standard of sustainability in the industry. Some of the facility's initiatives include:

- 100% of construction electricity sourced from green power
- more than 9,000 m³ of carbon-neutral concrete used
- more than 60% of reinforcing steel produced using energy reducing Polymer Injection Technology
- over 95% of annual operational electricity sourced from more than 3,200 on-site solar panels.



Regional Rail,
New South Wales, PACIFIC PARTNERSHIPS, UGL, CPB CONTRACTORS

CLIMATE CHANGE AND DECARBONISATION



107 kt CO₂-e reduction in Scope 1 and 2 emissions compared to 2019

814 kl of bio-diesel and bio-petrol consumed, in place of fossil fuels



8 GWh of green power consumed, in place of traditional energy sources

Our approach to sustainability and climate change, with details of our emissions targets and decarbonisation plan, is provided in Section 1 *Focusing on the future* (see Sustainability strategy).

We are committed to achieving net zero for Scope 1 (primarily fuels) and 2 (purchased electricity) by 2038.

We are also committed to achieving net zero emissions for Scope 3 by 2045. In the shorter term, we have set targets to reduce our Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.¹⁶

The Group systematically tracks and reports on its energy usage and calculates the resultant greenhouse gas (GHG) emissions. CIMIC's absolute emissions profile is ultimately a function of the scale and type of projects we deliver on behalf of clients, resulting in variable emissions being generated year to year.

During the period, some of the Group's major emission contributors included works at the West Gate Tunnel, M6 Stage 1, and Western Range Bulk Earthworks projects.

We reported our Australian energy use and Scope 1 and Scope 2 emissions to the Clean Energy Regulator as per the Group's Australian National Greenhouse and Energy Reporting (NGER) obligations and completed an EY limited assurance audit of the FY23 NGER data.

Each of the Group's Operating Companies is pursuing a range of energy efficiency initiatives that promote the delivery of energy efficient, environmentally and socially responsible projects.

Energy efficiency and emissions reduction

CIMIC Group is on track to reduce Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.¹⁶

CIMIC's Scope 1 emissions remain largely driven by the consumption of diesel fuel. Diesel is primarily used by our construction businesses CPB Contractors and Leighton Asia to operate excavators, dozers, trucks and other equipment. In 2023, CIMIC's Scope 1 emissions rose by 25%, compared to 2022, due to increased construction activities and changes in the mix of construction activity on projects. The Group continues its efforts to improve the efficiency of plant and equipment, and the use of electricity in preference to fuels, where possible.

CIMIC's Scope 2 GHG emissions arise almost entirely from electricity consumption for:

- powered construction equipment (e.g. tunnel boring machines and cranes)
- outdoor lighting on construction, mineral processing, and operations and maintenance projects
- workshops, site sheds and other project related facilities.

CIMIC is standardising digital processes for collecting and reporting our Scope 3 emissions, as required by our clients and other external stakeholders including statutory bodies, and our overseas reporting obligations, being part of the HOCHTIEF Group based in the European Union. As an important step, CIMIC has collected historical materials, waste and travel emissions

for Scope 3 emission calculations and we are aligning materiality in accordance with the Greenhouse Gas Accounting Protocol applied within the wider group.¹⁷

SCOPE 1 AND SCOPE 2 EMISSIONS (kt CO ₂ -e)	2023	2022
Plant and equipment	117.0	87.2
Transport	23.9	25.7
Scope 1 - Total	140.9	113.0
Grid electricity	69.4	82.2
Scope 2 - Total	69.4	82.2

CIMIC will continue to improve its data capture and disclosure of Scope 3 emissions, and to work with our clients and supply chain partners to identify opportunities to meet our decarbonisation targets.

¹⁶ All targets and data apply to CIMIC's construction, minerals processing and services businesses. The 2019 base excludes historic Thiess data.

¹⁷ The Greenhouse Gas Protocol categorises Scope 3 emissions into 15 distinct categories that are intended to provide companies with a systematic framework to organise, understand, and report on the diversity of Scope 3 activities within a corporate value chain.



CPB CONTRACTORS AND UGL ARE EMBRACING RENEWABLE ENERGY

Australia, CPB CONTRACTORS, UGL

CPB Contractors announced its transition to renewable-only power supply for its corporate offices, plant yards and pre-cast facilities at the start of 2023.

From January 2025, 20% of UGL electricity consumption will be carbon neutral.

The switch forms part of the Group's broader sustainability approach and our commitments to achieving a 20% reduction in Scope 1 and 2 emissions by 2025, and net zero for Scope 1 and 2 by 2038.

By using renewable energy, we're reducing carbon emissions and supporting further investment in green energies like wind and solar farms.

AUSTRALIAN-FIRST TOYOTA HYDROGEN-FUELLED VEHICLE PILOT

Victoria, CPB CONTRACTORS

CPB Contractors has completed an Australia-first pilot of Toyota's prototype HiAce powered by a hydrogen-fuelled internal combustion engine.

The month-long trial involved the ultra-low CO₂ tailpipe emission vehicle replacing one of CPB Contractors' diesel-fuelled Toyota vans. Used to ferry workers from various sites on two major infrastructure projects in Melbourne, the Hydrogen HiAce was refuelled at Toyota's own hydrogen refuelling centre in Altona over four weeks.

The trial demonstrates the Hydrogen HiAce is a viable alternative and, with the right supply and distribution of hydrogen, vehicles like these could be a real solution to reducing petrol and diesel consumption and CO₂ emissions moving forward.



Scope 1 and 2 energy intensity

CIMIC measures emissions intensity, based on the total of the direct Scope 1 and 2 emissions (in kt. CO₂-e) divided by revenue (in \$ million). We report this by activity as construction and services have different energy usage profiles, to provide an appropriate and comparable metric for each area.

SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS INTENSITY (kt. CO ₂ -e/\$m)	2023	2022
Construction (includes CPB Contractors and Leighton Asia)	0.0204	0.0227
Services (includes UGL and Sedgman)	0.0064	0.0071

CIRCULAR ECONOMY



~92% of waste diverted from landfill mainly for reuse

6.4 Mt of waste reused, composted or recycled



We support the principle of the circular economy to maximise the useful life of products and materials.

As a fundamental practice, we deliver projects using resources efficiently, recycling, reusing, and taking a lifecycle approach to waste management. This includes reducing waste through smarter design and procurement.

Waste reuse and recycling

CIMIC Group targets a waste reuse/recycling rate of greater than 75%, and also targets a limit of project waste going to landfill of less than 10%.

In 2023, the Group generated a total of 6.95 million tonnes of waste. This was largely spoil (waste earth, rock and debris) from tunnelling activity for major road and rail projects.

We are meeting our target of reusing/recycling greater than 75% of waste. In 2023, more than 92%, equivalent to 6.4 million tonnes, was diverted from landfill, mainly for reuse as fill material on other commercial

and residential developments. We are also meeting our target of limiting waste to landfill to less than 10%. During the year, approximately 7.6% (versus approximately 5.9% in 2022) was disposed of in landfill.

The Group has exceeded its reuse/recycle target over the past four years. We continue to seek to minimise the disposal of any waste to landfill or other destinations, however this outcome is driven by the type of waste generated on the projects that are undertaken.

Hazardous waste

HAZARDOUS WASTE GENERATED (TONNES)	2023	2022
Group	157,457	103,005

The Group's Operating Companies' activities typically do not generate hazardous waste, however they do manage hazardous waste as part of the construction process.

Some projects generate contaminated or hazardous waste because of the nature of pre-existing soil

conditions and the treatment of these materials is prescribed by the relevant Government agencies.¹⁸

During the year, the Group managed 157,457 tonnes of hazardous waste.

The amount of hazardous waste managed in 2023 primarily reflects ongoing work in the earthworks phase of construction projects where hazardous waste (contaminated soils) was found in situ prior to the commencement of construction activities.

Materials

The quantities of construction materials purchased, the bulk of which are concrete, steel, and asphalt, are split as follows:

QUANTITIES (%) ¹⁹	2023	2022
Concrete	81.7	79.9
Steel	3.9	4.2
Asphalt	8.2	10.6

¹⁸ CIMIC has aligned its definition of hazardous waste to that of project jurisdictional regulations, including New Zealand, Australian State and Territory waste management guidelines. From 2022, CIMIC defines hazardous waste as any substance which has been classified as hazardous by local regulations or Government Gazette, or where regulations have explicitly prohibited, controlled or regulated its use or disposal. This definition excludes lower classes of waste (e.g. restricted solid waste, contaminated waste, or general waste).

¹⁹ The material quantities are estimated based on typical industry rates applied to total spend for key material suppliers.



RECYCLED GLASS KEY TO DELIVERY

South Australia, CPB CONTRACTORS

In a major milestone for 2023, CPB Contractors, as part of the Fleurieu Connections Alliance, switched traffic onto the new southbound lanes of Victor Harbor Road between Main South Road and McLaren Vale in South Australia.

Recycled wine bottles comprised 10% of the asphalt used on the newly opened lanes. This is the equivalent of 459 wine bottles in every tonne of recycled asphalt in the base layer and 115 bottles in every tonne of the top layer.

CPB Contractors is delivering the duplication works on Main South Road and Victor Harbor Road for the South Australian Government and in total the project involves duplicating 15 kilometres of road.

SEDGMAN WASTE MANAGEMENT INITIATIVE

Australia, SEDGMAN

A strategic focus for Sedgman's environmental and sustainability team this year has been improving waste management on sites and in offices.

Environmental audits across all sites included steps to identify improvements and ensure compliance with waste management plans. A site waste audit was conducted at a mine construction site in Queensland.

A field leadership training module was developed to be rolled out to site supervisors and leaders to improve environmental awareness and increase shared understanding of environmental obligations.

In the Brisbane office, new bins, signage and awareness campaigns visibly improved separation of waste and recycling.



WATER PROTECTION



323 ML of water from reused or recycled sources

Minimising or reducing water use and increasing the use of recycled water delivers benefits for the environment and helps to reduce costs when water must be purchased. However, some water use is unavoidable.

We use water for a variety of activities that include meeting safety and environmental obligations such as dust suppression on construction projects, washing down and cleaning different types of equipment, and for construction works (e.g. earthworks).

CIMIC Group targets a recycled/reuse rate of at least 10%.

In 2023, our focus on water conservation resulted in 323 megalitres being sourced from recycling or reusing water, and a recycling-reuse percentage²⁰ of 6.4%.

To address water use and conservation, our project EMPs integrate Soil and Water Management Sub-plans. These EMPs recognise, and are adapted for, the unique conditions of each project and address factors such as the:

- environmental values of the surrounding environment
- potential water requirements and sources
- regulatory commitments and landholder obligations that a particular project must meet.

In 2023, the Group withdrew 5,084 megalitres of water and discharged more than 2,256 megalitres which resulted in water consumption of 2,828 megalitres. The net water consumption result was primarily due to the mix of project types and the delivery status of the projects underway in 2023.

Water treatment

The Group has developed an expertise in the delivery of water and wastewater treatment plants, pipelines and networks, providing long-term value and performance certainty. Our end-to-end offer takes clients from concept design through to operations and maintenance to achieve unmatched efficiency, resulting in better throughput and customer service. We focus on helping clients and communities to conserve water and to minimise their environmental footprint.



²⁰ Total water recycled and reused / (Total water recycled and reused + Total water withdrawals)

DEEP TUNNEL SEWERAGE SYSTEM PHASE 2 TUNELLING WORKS

Singapore - LEIGHTON ASIA

Leighton Asia successfully completed the Deep Tunnel Sewerage System (DTSS) Phase 2 Tunnelling Works, in partnership with the PUB, Singapore's National Water Agency.

Leighton Asia was awarded Contract T-09 of DTSS Phase 2 Project in 2017. It includes the design and construction of 7.9 kilometres of sewer tunnels, with an internal diameter of 6 metres, as well as multiple gate shafts, hydraulic structures and other air management facilities associated with the used water sewerage conveyance system.

The project is helping to meet Singapore's long-term needs for used water collection and reclamation.



VITAL WATER INFRASTRUCTURE UPGRADE

Tasmania - UGL, CPB CONTRACTORS

The \$243.9 million Bryn Estyn Water Treatment Plant Upgrade has been successfully delivered by TasWater's Capital Delivery Office, in partnership with UGL and CPB Contractors.

The critical infrastructure upgrade significantly lowers the risk of water restrictions in the greater Hobart region.

Improved technology and operational efficiency enable the daily delivery of an impressive 160 million litres of water, benefiting more than 200,000 customers.

The project was delivered on time and under budget, and provided opportunities for numerous Tasmanian based businesses during construction, contributing to the local economy, and fostering community growth.



BIODIVERSITY AND ECOSYSTEMS

Our project EMPs integrate biodiversity management plans to protect, conserve, or restore biodiversity and ecosystems. These plans manage and mitigate impacts and consider local contexts, baseline surveys, monitoring results and specialist advice.

Where impacting habitats is unavoidable, strategies are developed to minimise disturbance while safely and efficiently completing works. Rehabilitation of disturbed areas remains an integral element of biodiversity management.

RARE BIRD RECOVERY PROGRAM

New South Wales - PACIFIC PARTNERSHIPS, UGL, CPB CONTRACTORS

The Mindyarra Maintenance Centre, which will service and maintain the Regional Rail Project's hybrid fleet in Dubbo, New South Wales (NSW), is helping efforts to save the endangered Regent Honeyeater.

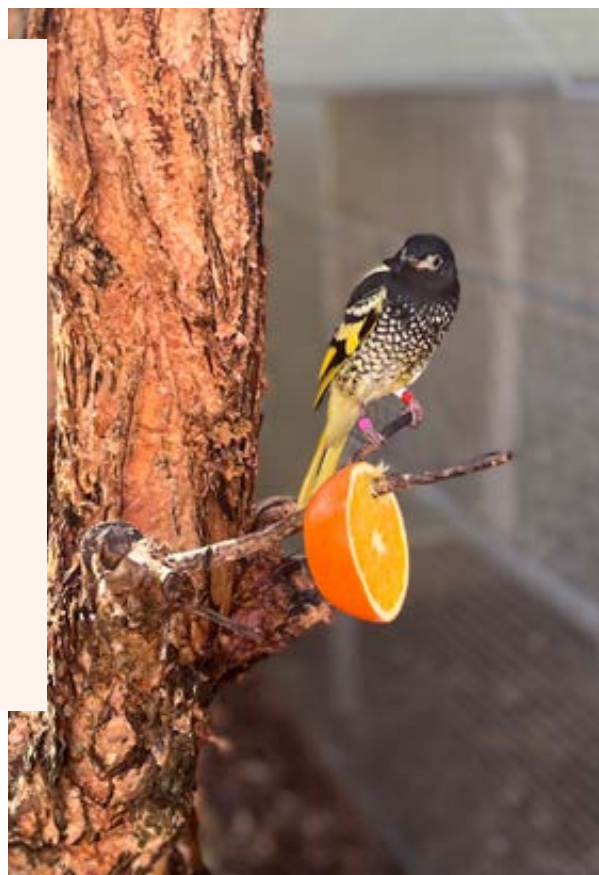
Both Transport for NSW and CPB Contractors have contributed \$40,000 each, as part of a voluntary biodiversity offset program.

The contribution is going to the Taronga Western Plains Zoo, also in Dubbo, for purchase of essential equipment such as holding boxes, transport boxes and feeders for the birds.

It is estimated that less than 350 Regent Honeyeaters remain in the wild.

Mindyarra is also planting and rehabilitating an on-site area of 6,500 square metres with Box Gum Woodland, which is a known Regent Honeyeater habitat.

See our Regional Rail case study in this chapter's *Sustainable products and services* section.



PROJECT SEEDS THE FUTURE

New South Wales - UGL

An early step in UGL's planning to design and construct a 330 kV switchyard at Maragle in New South Wales was to prepare for site rehabilitation.

The project for Transgrid is building 10 kilometres of 330 kV transmission lines to connect the switchyard and the Snowy 2.0 pumped-hydro project cable yard.

Working with subject matter experts, the team identified what native seeds needed to be collected, when, and by what methods, and engaged a specialist service to collect and safely store the seed, in readiness for rehabilitating the site.

The team's goal is to protect and grow the local ecology to mitigate the impact of the project within the Kosciuszko National Park.



MANGROVE FOREST REHABILITATION

Indonesia - LEIGHTON ASIA

Leighton Asia's Tangguh LNG project team has completed the initial rehabilitation and revegetation of 10,000 m² of mangrove forest in West Papua, Indonesia.

Mangrove forest plays an important role in the coastal ecosystem, serving as a buffer between marine and terrestrial communities, and a habitat for diverse fauna.

The project team has been recognised by our client for maintaining consistently high safety performance over the last six years and for executing the re-vegetation works.

The project's scope of work includes bulk earthworks, site preparation, roads, drainage, equipment foundations, associated buildings and re-vegetation.



SOCIAL



GOAL Build a dynamic, safe and inclusive culture with motivated people and invest in our people and communities



Our Safety and People governance frameworks are integrated and significantly support positive social outcomes. Both acknowledge that a respectful workplace is a safer, more supportive and engaging environment.

Respect also connects us to our communities. We proactively reach out for local people to participate in our employment opportunities and supply chain, sharing project benefits and creating an enduring skills legacy.

Our community activities and partnerships look to the future, aiming to contribute to community resilience and wellbeing.

This chapter reports on our social pillar focus areas.

HEALTH AND SAFETY	60	TRAINING AND DEVELOPMENT	76
WORKING ENVIRONMENT	68	COMMUNITY ACTIVITIES	78
DIVERSITY AND INCLUSION	70		



Minerals processing,
Queensland, SEDGMAN

ACTIONS AND PRIORITIES - 2023-24

Key social initiatives and achievements in 2023

Safety

- Achieved an average annual Safety Leadership Score of 88.3 against a target of 85
- Achieved a Recordable Injury Frequency Rate of 2.39
- Implemented a quality multiplier to the Safety Leadership Score to support leaders' engagement with teams and the identification and close-out of improvements and actions
- Developed and implemented an automated Health and Safety reporting tool using a centralised data lake to streamline routine reporting, reduce administrative effort and provide real time data to all Operating Companies, Business Units and sites
- Transitioned International Medical and Travel Services to a new vendor providing improved and expanded travel and security advice, emergency assistance and medical advice support for all Operating Companies' international business travellers and expatriates

People and community

- Achieved a spend of \$168.8 million with Indigenous businesses, an increase of 34% on 2022
- Delivered training programs for women including our Female Leadership Development program
- Expanded our Women In Construction program from New South Wales into Victoria and transitioned 28 participants to permanent employment
- Rolled out new sexual harassment training to more than 1,500 senior managers
- Expanded our Project Fundamentals training program with additional modules, and delivered more than 35,795 training hours across the program

- Continued our partnerships with CareerSeekers and the City East Community College supporting refugees and new migrants to join our Group and the industry

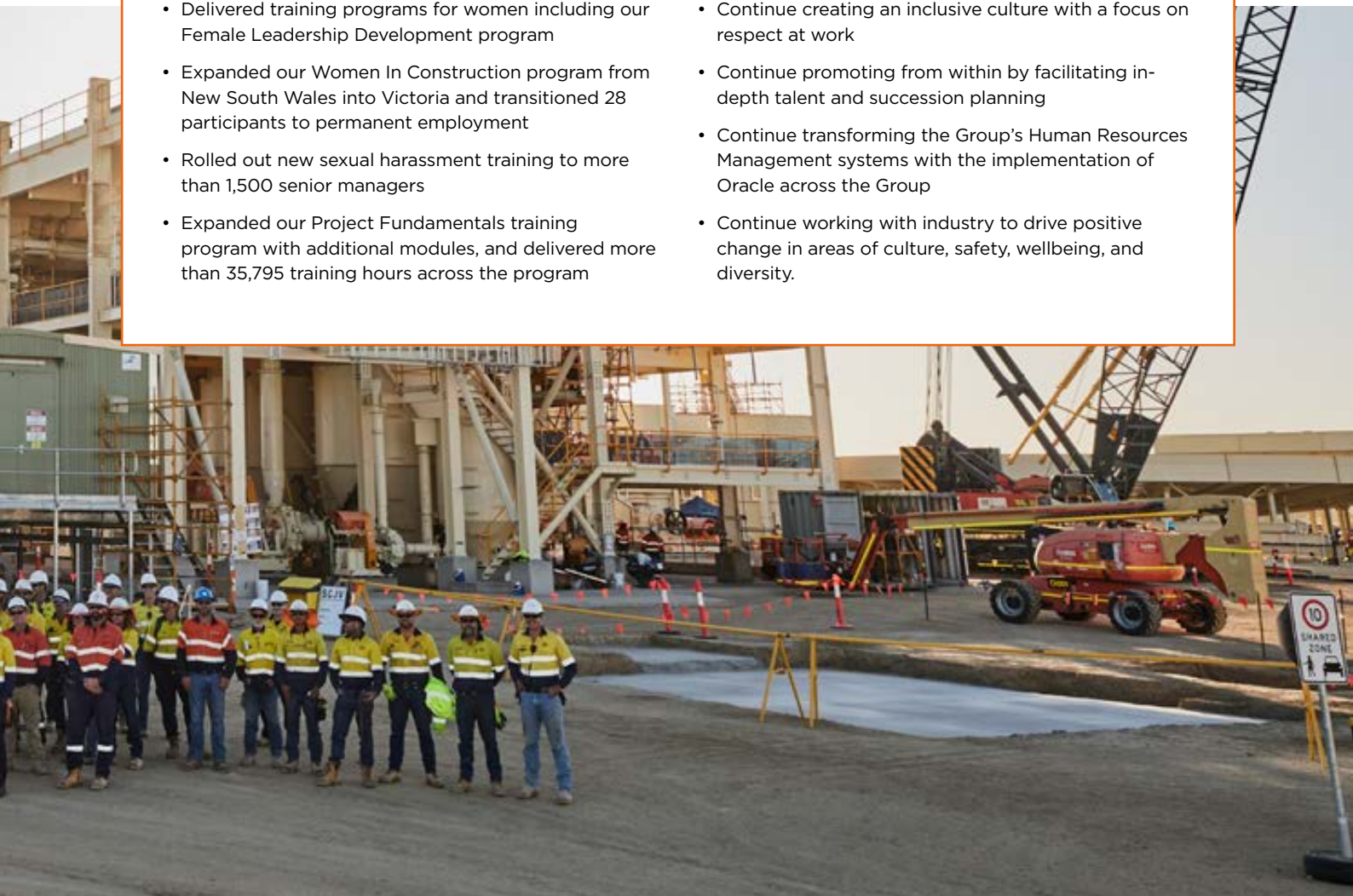
Key social priorities for 2024

Safety

- Complete a major upgrade of our Synergy data platform from version 8.14 to 9.4 and migrate all data to a server based in Australia. This will increase operating efficiencies and extract the benefits of the Enablon Software as a Service (SaaS) model.
- Achieve ISO45001 certification for the CIMIC Admin Services and EIC Activities Health & Safety Management Systems.

People and community

- Expand training, development and on-line learning initiatives, including our Leadership, Project Fundamentals, Compliance, and Graduate training programs
- Further embed our stretch Reconciliation Action Plans to continue our reconciliation journey and engagement with Indigenous communities and businesses
- Continue creating an inclusive culture with a focus on respect at work
- Continue promoting from within by facilitating in-depth talent and succession planning
- Continue transforming the Group's Human Resources Management systems with the implementation of Oracle across the Group
- Continue working with industry to drive positive change in areas of culture, safety, wellbeing, and diversity.



HEALTH AND SAFETY



95.9 million hours worked, up from 80.1 million in 2022²¹

We put safety first – for our teams and the people we interact with, including our clients, partners, suppliers, and communities.

We also work to embed a safety legacy into the assets, infrastructure and resources projects we deliver to safeguard the people who will operate, maintain and use them into the future.

Providing safe, respectful workplaces

Guided by our governance framework and Health and Safety Policy, our safety objectives are to:

- eliminate fatalities and disabling injuries and reduce all other injuries
- create a workplace that values diversity and is respectful and inclusive
- promote employee physical and mental wellbeing.

To do this, we continue to build on our Group-wide One HSE (Health, Safety and Environment) culture, refine our risk controls, innovate, measure our performance with lead and lag indicators and promote physical and mental health.

One HSE culture

Our One HSE culture underpins our approach to engaging and supporting our people in safe workplaces and achieving our quality, environmental and operational objectives.

Our One HSE framework sets our focus on risk management, standards, communication, and involvement. It establishes the behaviours that apply to all people regardless of their role, and leadership behaviours for supervisors and managers. These help us work together. Team members can rely on each other to actively understand hazards, follow the rules, speak up and get involved.

Risk management

Our risk management systems and critical risk controls systematically identify, assess and eliminate or control risks in the design, planning and implementation of our projects. Identified risks are eliminated or, where elimination is not possible, mitigated where practicable through hard controls.²²

Our Operating Companies have dedicated safety management systems. While similar in structure, these systems are tailored to meet the unique risks and hazards of each company's relevant industries and are certified to ISO 45001, ISO 18001 and/or AS/NZS 4801.²³

Each company has identified critical risks and developed the necessary controls to prevent fatalities or serious injuries. Each also has an established practice for managers to hold safety focused conversations

with their teams, and for checking that controls are in place, fit for purpose and being used effectively. Where incidents occur, investigations are tailored according to the severity of the event and use the Incident Cause Analysis Method to understand the causes and potential improvement opportunities.

Some key achievements, from 2023, which demonstrate our proactive One HSE culture and system at work include:

- UGL achieved two important ONE HSE milestones, marking that in the past two years leaders have conducted over 45,000 critical risk safety conversations and identified over 3,300 safety improvements; and in the past year every part of the business has consistently exceeded the Safety Leadership Score measure used to monitor effective control of UGL's 10 Critical Risks.
- Sedgman achieved accreditation under the Federal Safety Commissioner Australian Government Building and Construction Work, Health and Safety Accreditation Scheme. The Federal Safety Commissioner surveillance audit, conducted in March 2023, resulted in Sedgman's risk rating being reduced. Sedgman is now rated as a low-risk organisation in the accreditation scheme.

Engagement

Our One HSE culture engages our teams in continuous improvement and innovation. Activities can include inductions, audits, incident reviews, leadership programs, and reward and recognition.

Safety engagement activities in 2023 spanned areas as diverse as onboarding, communication forums, innovations, and mental health promotion initiatives. Examples include:

- CIMIC team members participated in workshops focused on building resilience. The workshop provided practical tools and techniques to build life skills with a focus on mind, body, social connections, professional purpose, and adaptability.
- CPB Contractors and Sedgman promoted Safe Work Month raising awareness of ONE HSE culture and critical risk management with strong social media campaigns.

²¹ Total hours worked by employees and contractors

²² Controls used to eliminate, substitute, isolate, or engineer out the risk from causing harm.

²³ Safety management ISO standard system certifications for CIMIC Operating Companies that deliver works and services – CPB Contractors, Broad, Leighton Asia, Sedgman, and UGL.

- Leighton Asia launched an improved Employee Assistance Program (EAP). The improved service provides local expert support and consultation, in the local language, with options that best suit team members' needs and preferred engagement styles.
- UGL continued its Peer Support Program which trains volunteers to recognise when teammates are out of sorts and how to provide informal and confidential support.

Training

HSE training provides our workforce with knowledge to perform work safely.

Our approach embeds HSE training in all site or project inductions, builds understanding of Operating Company critical risks and provides activity-based training to ensure an individual's training needs for a specific role are understood and met.

All contractors or subcontractors working on CIMIC projects are required to undertake safety training to ensure we maintain a safe workplace for workers and visitors to our worksites or workplaces. Standardised induction training is provided and is supplemented by project site orientation and any additional training relevant to the specific role being undertaken.

In 2023, training improvement initiatives included developing new tailored training modules, leveraging e-learning, introducing virtual reality training in Leighton Asia and continuing training for frontline operational leaders. Examples included:

- CPB Contractors launched new resources to support mental wellbeing and the proactive management and creation of safe, healthy workplaces.
- Leighton Asia ran a one-day Safety Leadership course in Indonesia, augmenting e-learning with interactive activities and equipping new staff to be effective safety leaders.
- As part of Leighton Asia's Critical Risk Management Review program, senior safety managers conducted a week-long review of major projects in India. The review focused on management of critical risks and safety on our projects. Highly interactive, the review engaged management, staff and workers and included a one-day safety leadership course for senior project staff.
- UGL continued its ONE HSE Culture Leadership Training Program which is tailored for site managers, superintendents, contract managers, supervisors, team leaders, and HSE professionals with a focus on effective risk management.



INNOVATION AIDS BOARDWALK PROJECT'S SAFE EFFICIENT DELIVERY

Hong Kong - LEIGHTON ASIA

The Leighton Asia-led joint venture constructing the Boardwalk Underneath Island Eastern Corridor project, along Victoria Harbour in Hong Kong, is innovating to enhance safety and efficiency.

The 2.2 kilometre long and 10 metre wide promenade will connect the eastern and western districts of Hong Kong Island and enhance the harbourfront's amenity and facilities.

In mid-2023, the project successfully installed the first span of the boardwalk deck. Embracing Design for Manufacture and Assembly technology, the span was manufactured in Guangdong province, China, and transported by barge to site. Modularisation helps to reduce wastage and increase productivity in manufacturing and improves safety and productivity on site.

Other digital technologies helping the project to manage risks include:

- Smart Lifesaver Robot – supports safe and rapid marine rescue and can be operated from land with a remote control during adverse weather or strong current.
- Mobile Mapping System – is mounted to vehicles and vessels to gather landscape and coastline data safely, accurately, and efficiently, and compresses a survey and its data processing time from one week to around two hours.
- Underwater Robot – efficiently gathers detailed imaging, video film and data that can measure and record the condition of underwater silt curtains, removing risks to divers.

Innovation supporting safety

Our ONE HSE culture embraces innovation, engaging team members in identifying ways to make our workplace safer. Examples include:

- CPB Contractors digitised safety reporting across its offices and projects to deliver data and insights that enable better decision-making in Safety, Environment and Quality. Built with input from CPB Contractors' digital and reporting experts, the bespoke tool is improving construction, planning and risk management outcomes. Intuitive dashboards provide

real-time information, are accessible anytime, on any device, and enable team members to identify and address potential issues or trends early.

- Leighton Asia's Boardwalk team implemented digital technologies to support safety at the harbourside site including remote controlled robots to carryout marine rescues and underwater surveys.
- UGL's Fuels and Energy East team implemented a Continuous Improvement Management Framework surfacing team members' ideas for improving safety, efficiency, culture, work methods, and ESG outcomes.

Measuring safety performance

CIMIC Group uses a combination of lead and lag indicators to drive and track safety performance and engage our people. Key areas of focus include efforts to exceed our Safety Leadership Score target, reduce our Potential Class 1²⁴ and Total Recordable Injury²⁵ Frequency Rates, and achieve zero work-related Class 1 events.²⁶

Lead indicators

In 2023, CIMIC continued to embed the Safety Leadership Score (SLS) program, an industry leading health and safety measure.

The SLS program drives the proactive identification, assessment, and improvement of critical risk controls, complementing our ongoing use of traditional lag indicators which monitor the outcome of our efforts by measuring incident and injury rates.

The SLS program strengthens critical risk management by holding individual leaders accountable for both their own efforts, as well as the efforts of their teams.

During the reporting year, the SLS program's focus on the quality of critical risk management activities has been further enhanced through the inclusion of a quality multiplier. The program continues to drive the identification of improvement opportunities. The quality multiplier guides leaders to further engage with teams, using the platform to share insights and images, to support the identification and close-out of improvements and actions.

Operational managers at all levels have been set Critical Control Verification Key Performance Indicators (KPIs), driving proactive behaviours. Results recorded with our Safety Management Systems provide valuable data for improving safety performance.

Critical Control Verification KPIs measure:

- critical risk safety conversations or inspections undertaken
- percentage of improvement opportunities identified

- percentage of improvement opportunities implemented and closed on schedule.

Other lead indicators used across the Group's Operating Companies include the number of:

- project systems audits – planned versus actual
- critical risk reviews – planned versus actual
- incident actions – closed on time versus overdue
- leadership reviews/walks – planned versus actual.

The application of the quality multiplier initially decreased the SLS by up to 30%. This drop in score reflected a learning curve which was addressed over the course of 2023, embedding understanding of the new requirements and improving the effectiveness of the overall program. The average annual score across the CIMIC Group finished the year at 88.3, against a target of 85. The SLS was introduced in 2021.

	2023	2022	2021
Safety Leadership Score	88.3	88.7	78.7

Lag indicators

We use lag indicators to monitor and ensure that our management activities and initiatives, as measured in our leading indicators, achieve their goal of minimising harm in workplaces.

The Group's preferred lag measure is the Total Recordable Injury Frequency Rate (TRIFR)²⁷, which reflects the number of recordable injuries per million hours worked (MhW). Recordable injuries (RIs) include medical treatment injuries (MTIs), restricted work injuries (RWIs), lost time injuries (LTIs) permanent disabilities (PDs) and fatalities.

We continue to closely monitor the performance trend for the Group wide TRIFR, and that the respective Operating Company Health and Safety Management

24 Potential class 1 frequency rate. A statistical measure of health and safety performance, showing the number of potential class 1 incidents per million hours worked. Potential class 1 events are incidents that could have caused a fatality or permanent disabling injury.

25 Total recordable injury frequency rate. A statistical measure of health and safety performance, showing the number of total recordable injuries per million hours worked. Recordable injuries include medical treatment injuries, restricted work injuries, lost time injuries, permanent disabilities, and fatalities.

26 Fatalities and disabling injuries.

27 For the purposes of this report, TRIFR is calculated on a base of 1,000,000 hours worked (MhW). It is noted that some regions, such as the USA and Canada, use a base of 200,000 hours worked for frequency rate calculations. For comparability with a 200,000-hour base, divide the rates reported by 5.



Mackay manufacturing site,
Queensland, UGL

Systems are fully implemented to minimise injuries.

Each Operating Company intensively scrutinises incidents through various forums, including our quarterly Managing Director Health and Safety Reviews, which are chaired by the Chief Executive Officer. This ensures Operating Companies identify trends early and, where necessary, develop targeted improvement programs. These programs and specific actions are tracked through to completion to ensure our safety management practices continue to evolve and improve.

	2023	2022	2021
Group TRIFR ²⁸ (TRIs/MhW)	2.39	2.33	2.96

The Group is committed to applying the same safety standards to everyone who works on our projects and accordingly, all our lag indicators reflect both direct employee and contractor performance.²⁹

The Group also tracks LTIs, a widely recognised safety metric, and the Lost Time Injury Frequency Rate (LTIFR).³⁰ LTIFR is a commonly used lag indicator that assesses both injury prevention and injury management performance and is often benchmarked across industries.

	2023	2022	2021
Group LTIFR ²⁸ (accidents/MhW)	0.64	0.56	1.08
Employee LTIFR (accidents/MhW)	0.48	0.53	0.78
Contractor LTIFR (accidents/MhW)	0.82	0.56	1.40

Potential Class 1 (PC1) events are another key lag indicator measured by the Group. A PC1 is an incident that may have, but did not result in a fatality or a permanent disabling injury.

Performance against this lag indicator is monitored and managed in the Quarterly Managing Director Health and Safety Reviews.

In 2023, the Potential Class 1 Frequency Rate (PC1FR) was 0.39.

	2023	2022	2021
Group PC1FR	0.39	0.29	0.47

The Group also tracks a range of other safety metrics – for both employees and contractors – which are used to drive improvements in the management of safety.

These measures include the total number of:

- fatalities and permanent disabilities
- lost time injuries (LTIs), days lost to LTIs and the LTI severity rate
- restricted work injuries (RWIs)

- medical treatment injuries (MTIs) and the MTI frequency rate
- first aid injuries (FAIs) and the All-Injury Frequency Rate (AIFR).

The Group is not aware of any significant incident or event during 2023 that has caused any harm to a member of the public or other external stakeholder.

An important consideration in protecting the public is our projects' preparation and maintenance of detailed Emergency Response Plans. These plans help to ensure that arrangements are in place to effectively respond to any foreseeable emergencies. Detailed plans must be developed and put in place to:

- minimise injury and damage
- minimise harm to the environment
- preserve each businesses' operability and reputation.

These plans are underpinned by our crisis management procedures which provide guidelines for the management, communication and recovery from significant events that are declared a crisis or potential crisis. Training and testing are undertaken to ensure CIMIC is able to respond to a crisis if necessary.

Class 1 events

A key safety objective is to eliminate fatalities and disabling injuries (known as Class 1 events), and reduce all other injuries. This is an ongoing focus across all elements of our safety program. Sadly, during 2023 the Group recorded one fatality and two permanently disabling injuries.

Fatality

On 16 September 2023, a Leighton Asia subcontract lifting team was unloading materials from a crane lorry on the N103 project in Singapore. One of the items to be unloaded was a set of lifting chains. During the process one of the hooks on the lifting chains snagged the bottom of a steel cage containing oxygen cylinders, causing the cage to overturn. A rigger involved in the unloading tried to hold and push the cage back, however it overturned landing on the right side of his body. Sadly, the worker passed away several hours later in hospital.

The team on site, Leighton Asia and the deceased's employer have worked to support his wife and family through this difficult period. We extend our deepest condolences to our colleague's family, friends and co-workers.

Permanent disabilities

On 25 July 2023, a CPB Contractors subcontract scaffolder was modifying a scaffold on the Boggo Road site of the Cross River Rail project when he fell from a live edge. The project emergency response was initiated, and paramedics were called. The worker was transported to hospital for treatment. CPB Contractors continues to assist WorkSafe Queensland with their investigations.

²⁸ Includes employees and contractors.

²⁹ A subcontractor is hired by the main contractor (such as CPB Contractors or Sedgman) to complete a specific job as part of the overall project and is normally paid for services provided to the project by the originating general contractor. The terminology of subcontractor or contractor is often used interchangeably; in some markets they are known as subcontractors and in others as contractors.

³⁰ Accidents (defined as LTIs on the current page) per MhW.

AUCKLAND ONE RAIL REACHES FIRST YEAR SAFETY MILESTONE

New Zealand - UGL

Auckland One Rail (AOR), a joint venture between UGL and ComfortDelGro, is delivering passenger train operations across the Auckland rail network, for Auckland Transport in New Zealand.

In 2023, the AOR team achieved a SPAD free year, a significant milestone marking the team's successful first year.

A SPAD (Signal Passed At Danger) occurs when a train fails to stop in time for a red (danger) signal or overruns a red signal when stopping. This is a carefully managed safety risk for all drivers across the global rail industry.

Being SPAD free for more than 365 days is a

remarkable achievement for a driver operated heavy rail network, servicing a major metropolitan area anywhere in the world.

The achievement reflects AOR is running a safer rail network for its customers and employees and has achieved a world class benchmark.

AOR is responsible for passenger train operations including the provision of drivers and other train staff, development of timetables, station operations and maintenance, safety and security, and customer facing activities, in an initial eight-year contract.

The franchise includes introducing new services for Aucklanders through the City Rail Link which is planned for completion in 2024.



CPB Contractors and the injured worker's employer continue to work with and support him and his family as they progress through his rehabilitation.

On 25 September 2023, a CPB Contractors subcontract tunnel worker was assisting with relocating a road header trailing cable on the Rozelle Interchange project when he was struck in the right eye by a shard of rock. Initial first aid was provided, and the worker was transported to hospital where he was admitted for surgery. Unfortunately, the worker did not regain vision in the affected eye.

CPB Contractors and the injured worker's employer continue to work with and support him through the rehabilitation process.

Compliance

In 2023, CPB Contractors recorded four Prohibition Notices (all related to plant and equipment) and 32 improvement notices. UGL recorded 14 improvement notices and Leighton Asia recorded 3 summons.

During the year, six penalty notices totalling AUD\$26,404 were imposed for breaches of health and safety requirements. These related to:

CPB Contractors

- 13 March: Cross River Rail, Rail, Integration and Systems package – Infringement notice for failure to ensure, so far as is reasonably practicable, that a person, plant or thing did not come within an unsafe distance of an overhead or underground electric line, resulting in a fine of \$3,000.
- 4 April: Cross River Rail, Tunnel, Stations and Development package – Infringement notice for failure to maintain an up to date hazardous chemical register, resulting in a fine of \$3,600.
- 11 July: CPB Cross River Rail, Tunnel, Stations and Development package – Infringement notice for failure to maintain an up to date hazardous chemical register, resulting in a fine of \$3,600.

Leighton Asia

- 16 January: Hong Kong Airport T2 project – Penalty for failure to maintain a safe system of work, resulting in a fine of HKD \$25,000 (A\$4,827)
- 10 August: Tseung Kwan O - Lam Tin Tunnel project: Penalty for failure to maintain a safe system of work, two instances resulting in total fines of HKD \$60,000 (A\$11,586).

Occupational illnesses

CIMIC's health and safety commitment includes identifying and controlling potential sources of exposure to hazardous substances, dust, vapours, noise, vibration and other hazards that may result in occupational illnesses.³¹ The most prevalent occupational hygiene risks experienced across the Group include hearing loss, dermatitis or other skin irritations, musculoskeletal disorders (such as long term back or neck conditions) and dust-related diseases. Sedgman employees are required (in certain circumstances) to manage the risk of exposure to heavy metals such as lead.

Comprehensive occupational health programs are in place in each Operating Company to ensure adequate monitoring, assessment and control of any of the health hazards associated with their respective working environments.

Each project or workplace is required to maintain a record of all new cases of work-related injury or occupational illnesses. In 2023, our Operating Companies reported 86 cases of occupational illnesses

which related to issues including musculoskeletal disorders, dermatitis, hearing impairment, respiratory conditions and allergies.

Skin cancer is a potential risk for many employees due to the outdoor nature of many of the Group's construction, mining and services activities. Personal protective equipment (PPE), aimed at reducing the risk, is provided to employees based on their risk profile.

PPE may include long sleeve shirts and trousers, broad-brimmed hats or helmet brims, UV-rated safety glasses and sunscreen. CIMIC promotes sun awareness and various projects, and some offices across the Group have provided employees with access to free skin checks in Australia.

Return to work

If an injury or illness does occur, the Operating Companies work to identify the causes, prevent recurrence and provide rehabilitation opportunities to achieve the earliest safe return to work and normal daily routines.

Return to Work programs assist injured workers to either remain at work, or to return to work safely and as soon as possible, following a workplace injury or illness. Returning to work may mean going back to their former job, undertaking alternate duties, working reduced hours or moving into another role. All of these options are considered as part of a comprehensive injury management strategy.

Promoting physical and mental health

Our wellbeing programs support our people while they're building safe, rewarding and fulfilling careers with us. These programs consider the whole person, drive a proactive approach to wellbeing, promote physical and mental health and caring for each other, and support access to specialist services.

Our *Fit for work + Fit for life* program and intranet resources help our people to care for themselves their family, and their work mates.

In Australia, AIA Vitality is a personalised, scientifically backed health and wellbeing program.

It helps employees to understand the current state of their health, provides tools to improve it and offers incentives to keep them motivated on the journey.

Employees in other countries also benefit from a range of health and wellbeing benefits. For example, in many of our overseas locations the Group provides medical, dental and hospital insurance in line with what is customary for the market in those countries.

Our Employee Assistance Program (EAP)³² is a free, voluntary and confidential service available 24/7 to all CIMIC Group employees and their immediate families.

In Australia and New Zealand, we provide salary continuance insurance (SCI or income protection insurance) automatically, at no cost and without a medical for eligible employees.³³

Intranet resources include information about, and links to, the Group's health related policies, our EAP, health and income protection benefits, and specialist services.

³¹ An occupational illness is a work-related condition or disorder caused predominantly by repeated or long-term exposure to an agent(s) or event(s).

³² Provided to all Australian employees and all international employees of Thiess, Sedgman, CPB Contractors and Leighton Asia.

³³ Eligible employees are permanent salaried employees and maximum term employees with expected tenure greater than 12 months, who are working more than 15 hours per week.



Mt Pleasant, Queensland, SEDGMAN

WORKING ENVIRONMENT

At CIMIC we respect all people and recognise that everything we achieve is the result of teamwork.

We are committed to providing safe and fair conditions for our people and our subcontractors.

Through our people focused initiatives we are building respectful, inclusive workplaces, encouraging diversity, developing our people, and rewarding performance.

These steps are expanding our capabilities and future opportunities. At the same time, we are building an enduring skills legacy in our business, our communities, and the industry.

Respectful inclusive workplaces

CIMIC Group is a collaboration of around 30,000 people in around 20 countries.³⁴

Our overarching people governance framework guides operations across our businesses, markets and geographies, facilitating compliance with, and often exceeding, local laws.

The framework's policies and processes, that help to build a safe, respectful, and inclusive work environment, include our:

- Recruitment Policy, procedures and management systems
- Health and Safety Policy
- Workplace Behaviour Policy
- Diversity and Social Inclusion Policy
- Flexible Working Policy
- Parental Leave Policy
- Family and Domestic Violence Policy
- Redundancy Policy.

Our Internal Audit team audits our Operating Companies' compliance with CIMIC Group policies.

CIMIC complies with all industrial relations laws and obligations of the jurisdictions in which our Operating Companies work.

We recognise the right of employees to freely associate and collectively bargain, and aim to fairly, consultatively, and constructively engage with workers, union representatives and regulators.

Of the Group's Australian employees, approximately 43.6% are covered by collective bargaining agreements; 29.2% at CPB Contractors, 57.4% at UGL and 20.8% at Sedgman.

Employee overview

As at 31 December 2023, the Group directly employed 23,891 people, 14,648 in Australia and 9,243 in the international operations, up from 19,702 last year.

DIRECT GROUP EMPLOYEES (#)			
GENDER	SALARIED	WAGES	TOTAL
Female	2,744	531	3,275
Male	7,937	12,678	20,615
Total	10,682³⁵	13,209	23,891

TOTAL GROUP EMPLOYEES (#) ³⁵			
GENDER	SALARIED	WAGES	TOTAL
Female	3,175	1,209	4,384
Male	9,222	17,354	26,575
Total	12,397³⁶	18,563	30,960³⁶

Based on a share of the employees in our investment – Thiess (50% from 1 January 2021) – our total Group employees is 30,960, up from 25,470 last year. The increase can largely be attributed to our growth.

We aspire to be an employer of choice everywhere we operate, and our commitment to maintaining local employment at more than 90% remains strong. In 2023, 93.7% of our people were citizens of the country where they worked.

Our workforce is predominantly composed of permanently employed full time and fixed term employees.

We understand the value of intergenerational knowledge sharing for mitigating risk, building skills and experience, leveraging proven best practice, and adapting to new methods and technologies.

Building our culture

We aim to cultivate an inclusive workplace, based on fairness and equity, which fosters the unique skills and talent of our people.

Living our Code of Conduct, we do not tolerate harassment, discrimination, bullying, vilification, occupational violence or victimisation on any grounds, whether by race, gender, sexual orientation, marital

³⁴ Total employees including CIMIC Group direct employees and a proportional headcount of indirect employees from Thiess investment (50%), as of 31 Dec 2023.

³⁵ One employee did not gender identify.



TOP INDUSTRY ACCOLADE FOR M80 RING ROAD UPGRADE

Victoria - CPB CONTRACTORS

The M80 Ring Road Upgrade from Sydney Road to Edgars Road, delivered by CPB Contractors, won the 2023 Australian Construction Achievement Award.

CPB Contractors' partnership with Major Road Projects Victoria, has transformed one of Melbourne's busiest freeways. With a strong sustainability focus, the project was completed under budget and a year ahead of schedule.

The award recognises outstanding collaboration, construction excellence, and a new standard for diversity and inclusivity.

The project achieved a representation of 3.1% Aboriginal employees and a leadership team comprised of 40% women, with 30% of the overall project workforce also women.

The project was the first freeway to incorporate recycled content in every pavement layer.

Materials included Reconophalt™, an Australian innovation, which contains content derived from soft plastics, glass and toner that would otherwise be sent to landfills or stockpiled. Performance testing on the asphalt has reported up to 65% improvement in fatigue life and superior deformation resistance for withstanding heavy vehicular traffic.

CPB Contractors' delivery of the M80 Ring Road Upgrade from Sydney Road to Edgars Road included widening 5.7 kilometres of freeway, adding additional lanes, ramps, collector distributors and a smart freeway system.

status, age, religion, colour, national extraction, social origin, political opinion, disability, family or carer's responsibilities, or pregnancy.

We actively develop supportive workplaces with initiatives including extended paid parental leave, a decentralised approach to flexible working, outstanding employee benefits and a range of training programs that reinforce our Code of Conduct and build cultural awareness.

Each year employees complete Equal Employment Opportunity, Discrimination, Anti-Bullying and Harassment and Unconscious Bias training. As part of our Reconciliation Action Plans, employees complete training to raise awareness of Aboriginal and Torres Strait Islander culture.

Our Program One leadership training program promotes visible leadership, builds capability, and embeds our mission and Principles. The program's courses (Frontline Leadership, Leading Managers and Executive Leadership) are tailored for progressive career growth.

Where family and domestic violence occurs, we see ourselves as part of the network that can help those affected. Our domestic violence e-learning module increases awareness of how our employees can access information and support for people who have experienced family and domestic violence, whether that is for themselves, their family members or a work colleague.

Our health and wellbeing programs, community partnerships, and volunteering initiatives also play a role in developing our teamwork, ESG awareness and caring culture.

Our Group-wide mobile friendly intranet called One is a central hub, providing Group news, events, tools, applications and systems. One strengthens Operating Company connections, sharing news, content, a contact directory, and the Group Governance System.

Open communication and feedback are valued and CIMIC continues to undertake on-boarding and exit surveys and other consultative activities to better understand employee's experiences.

DIVERSITY AND INCLUSION

CIMIC's Diversity and Inclusion Executive Council³⁶ provides Group-wide leadership to foster a diverse and inclusive culture.

Our Diversity and Inclusion Policy aims to increase and leverage the diversity that exists across our businesses. The policy's four priorities include gender equality, social inclusion, Indigenous and First Nations participation, and local and national inclusion.

Gender equality

Objective

Promote equal opportunity for women across our operations, addressing participation, remuneration, retention, and career progression, and achieving 20% representation in management and senior management positions.

Our Group is committed to women's greater participation in blue- and white-collar roles, and equal opportunity in our business and the industry.

Our participation initiatives are addressing cultural factors. Men have been more likely to seek employment in many of the construction, services and resources related roles and trades that the Group uses to deliver projects. This has historically skewed the workforce composition towards men rather than women.

Our progress, as at the end of 2023, includes achieving participation of women in our workforce at 13.7% in total and 18.5% in Australia.

Key themes for gender equity and participation are pay equity, parental leave and inclusion.

Pay equity

We have taken a comprehensive approach to gender and pay equity, looking at our processes, systems and structures, and engaged our leaders, to ensure equity is considered in all decisions around pay. Key elements include:

- We undertake formal pay equity reviews at least once per year (since 2013). The remuneration of female employees on a like-by-like basis is compared against their male counterparts undertaking the same role.
- We have developed a proprietary pay equity tool that allows us to conduct granular assessment of equal pay.
- During the recruitment process, we conduct a review which compares incoming female pay against incumbent male pay in the same role - where incoming female pay is less it is adjusted to match male pay.
- We continue to review the pay of women at each step of our Human Resources processes including at commencement, performance review, promotion, and annual salary reviews.

CIMIC and each of its Operating Companies meet a reporting obligation to provide certain gender related information to the Australian Government's Workplace Gender Equality Agency (WGEA)³⁷ each year. These submissions are comprehensive, providing detailed gender related data, segmented by occupational types, graduates and apprentices, full-time and part-time, and parental leave accessed.

Parental leave

Our comprehensive Parental Leave Policy defines the support options that are available to our employees.

Across our operations, these include up to 16 weeks of primary carers leave and up to two weeks of partner leave and the ability to access an extended period of unpaid parental leave.

PARENTAL LEAVE TAKEN IN 2022/23 (as reported to WGEA)	FEMALE	MALE
Managers taking primary or secondary carer's leave	90	40
Non-managers taking primary or secondary carer's leave	51	190
Total taking primary or secondary carer's leave	141	230

Inclusion

Additional practical ways we attract, retain, develop and support women in their careers with us are described below:

- A decentralised approach to flexible working, provides managers with the flexibility to put in place alternate work arrangements when they most help our people.
- A range of training and development programs such as the Female Leadership Development Program at both UGL and CPB Contractors.
- New entrant pathways. These include CPB Contractors' Women in Construction paid training and employment program which provides successful participants with permanent employment and a path to accreditation. In 2023, the program expanded from New South Wales into Victoria, enabling 28 program graduates to take up permanent roles with the Group.

³⁶ The Council is chaired by the CEO and its members include the CFO, the Chief People and Administration Officer and all Operating Company Managing Directors.

³⁷ www.wgea.gov.au/report/public-reports

- Internal networks and forums have been established for women to share their experience, access mentoring and advise leadership groups on initiatives for supporting women's participation and career progression. These include CPB Contractors Women's Advisory Council, Leighton Asia's WOICE (Women in Construction and Engineering), Women@UGL and Sedgman's Lean In Circles.
- Delivery of ongoing training in Code of Conduct; Equal Employment Opportunity Anti-bullying and

Harassment and Unconscious Bias, Preventing and Responding to Sexual Harassment in the Workplace, and Indigenous cultural awareness.

- Partnerships with industry bodies such as GradConnection, Engineers Australia, and the National Association of Women in Construction.
- Support to STEM initiatives, working with schools and universities to provide learning events, mentoring, and scholarships.

ACCESSIBLE CAREER PATHS DIVERSIFY INDUSTRY PARTICIPATION

With Australia's construction workforce forecast to grow by 66,000 over the five years to 2026, CPB Contractors' training courses are bringing diverse and job-ready entrants into the industry.

In 2023, CPB Contractors expanded its Women in Construction training program from New South Wales (NSW) into Victoria. It also launched a suite of training courses in collaboration with the NSW Government's Institute of Applied Technology for Construction (IATC).

The paid three-week Women in Construction pre-employment program offers women financial security while they undertake classroom and hands-on training. Experiences include driving roller and dump trucks, working safely at heights, and first aid training.

Successful participants enter permanent employment on a Group project with a pathway to Certificate III in Civil Construction accreditation.

Demand is strong. Applications increased from 120 in 2022 to more than 800 in 2023. As at the end of 2023 a total of 28 women have successfully completed the course.

CPB Contractors' innovative partnership with TAFE NSW, a leading provider of vocational education and training in Australia, and Western Sydney University established the IATC in 2022.

This year, CPB Contractors co-created 11 construction courses which the IATC now delivers as flexible and scalable modules, including shorter 1-day microskills courses and 6-week microcredentials courses in:

- Contract administration
- Digital skills
- Project management
- 2D CAD drawings and 3D models
- Frontline leadership
- Building Information Modelling (BIM)
- Power BI.

In 2023, approximately 2,780 people completed our construction courses, of these 40% were women.

Women in Construction pre-employment program graduates, New South Wales, CPB CONTRACTORS



Social inclusion

Objective

Embed and progress a socially inclusive workplace by building awareness, opening participation opportunities and eliminating bias in the workplace.

Building on our Code of Conduct, leadership and cultural awareness training, we undertake a range of activities to promote social inclusion including partnerships, events and awareness raising. We also use workforce reporting to track diversity participation.

Our operating companies seek to make a difference through partnerships with like-minded organisations that promote social inclusion. In addition to organisations supporting Indigenous participation priorities (detailed in *Indigenous - First Nations*), we have established partnerships with:

- [CareerSeekers](#) - supports refugees and people seeking asylum who are studying at university or looking to restart their professional career in Australia. In 2023, CIMIC Group provided 29 paid internships, with 11 interns transitioning into to the Group Graduate Program.
- [City East Community College](#) (CEC) - creates employment pathways and supports the integration of professionally skilled migrants and refugees into life and work in Australia.
- [Social Traders](#) - connects Certified Social Enterprises with business and government, supporting jobs, services and opportunities for marginalised groups.
- [Autism Spectrum Australia](#) (ASPECT) - supports companies to recruit a neuro-diverse workforce.

CREATING OPPORTUNITIES FOR PRIORITY JOBSEEKERS

As part of the Spark consortium delivering the North East Link Tunnels Public Private Partnership, Pacific Partnerships and CPB Contractors are creating opportunities for people who experience inclusion and employment barriers.

Spark is opening doors through its employment program, a dedicated training facility called The Link, and its partnership with a social enterprise nursery.

In its first two years, Spark has delivered new skills and jobs to hundreds of priority jobseekers - aiming to reach 1,000 over the life of the project. These include people who live with a disability, experience family violence or long-term unemployment, have a background as a migrant, refugee or asylum seeker, or who have served in the Australian Defence Force.

The Link training facility was built with the help of two local social enterprises. Paint Perfect, set up by three

refugees from Afghanistan, painted the building's interior, and Aboriginal business Winya built the furniture from recycled materials.

Indigenous employment sessions have been conducted across Victoria, promoting opportunities on the project.

Australia's largest social enterprise nursery, Yarra View Bushland Nursery, employs more than 85 people living with a disability who will grow more than 30,000 plants and trees for the project.

The project's scope includes 6.5-kilometre three lane twin tunnels connecting the Metropolitan Ring Road (M80) to the Eastern Freeway (M3), completing a ring road around Melbourne.

More than 4,400 people work on the project as at July 2023, with 10,000 jobs expected to be created over the project life.

Paint Perfect partners Hamid, Mujtaba and Mohammed Reza painted the interior of The Link training and skills development facility.



CAREERTRACKERS PARTNERSHIP BUILDING A LONG-TERM LEGACY

For over a decade, CIMIC Group has been collaborating with CareerTrackers to provide internship opportunities for Aboriginal and Torres Strait Islander students across Australia.

CareerTrackers assists pre-professional Indigenous university students and connects them with employers to engage in paid, multi-year internships.

CPB Contractors initiated its partnership with CareerTrackers in 2011 and in 2013 became the first corporate organization to sign on to a ten-year program with CareerTrackers.

Since then, more than 360 Indigenous students gained employment and industry experience with CIMIC's CPB Contractors, Sedgman, UGL, Pacific Partnerships and EIC Activities.

By integrating their studies with hands-on work experience, many participants have successfully progressed from interns to graduates and continue their professional career with CIMIC Group companies.

This initiative opens opportunities for Aboriginal and Torres Strait Islander people to participate in the industry and share in project benefits which include employment, training and business opportunities. This builds an enduring legacy and is an important part of CIMIC Group's reconciliation journey.

CareerTrackers intern, Australia, CPB CONTRACTORS



Indigenous - First Nations

Objective

Value Indigenous and First Nation peoples and cultures, create equitable opportunity for participation in employment and business supply chains, and increase the number of Indigenous employees to 4% by 2025.

We respect and acknowledge Traditional Owners and First Nation peoples, and work to promote and improve their participation in our Group and the industry.

In Australia, CPB Contractors and UGL both have Stretch Reconciliation Action Plans (RAP) in place and Sedgman launched its Innovate RAP in 2022. These formalise activities and commitments for building cultural awareness, education pathways, employment and business opportunities.

We aim to increase the number of Indigenous employees to 4% by 2025. In 2023, 2.6% of our employees identified as Aboriginal or Torres Strait Islander.

In 2023, CIMIC Group companies procured \$168.8 million worth of goods and services from Indigenous businesses which represents an increase of 34% on the previous year.

This advance has been achieved by implementing our recently launched Aboriginal business data base and entering into agreements with over 550 Aboriginal suppliers, who have been assessed and are ready to be engaged by the Group as continuing opportunities arise.

Supporting our initiatives are the long-term partnerships we have in place with:

- [CareerTrackers](#) - supports Aboriginal and Torres Strait Islander students by linking them with employers for paid, multi-year internships. CIMIC Group has supported CareerTrackers for more than 10 years and in 2023 provided 36 paid internships, with six interns transitioning into the CIMIC Group Graduate Program.
- [Clontarf Foundation](#) - helps young Aboriginal and Torres Strait Islander men to attend school, finish Year 12 and enter employment.
- [Supply Nation](#) - brings together Aboriginal and Torres Strait Islander businesses and procurement teams of Australia's leading organisations to engage in business.
- [TupuToa](#) - runs an internship program for Māori and Pasika people and is based in New Zealand.

Local and national inclusion

Objective

Invest in local employment, leadership development and succession planning to ensure our workforces reflect the diverse communities in which we operate.

In 2023, 93.7% of our people are nationals. We develop local leaders and graduates to ensure the future workforce reflects the regions and countries in which we operate.

Local employment and skills

We offer local employment and training, including to those who are transitioning from other sectors or who have faced barriers such as unemployment and skill gaps. Our training initiatives include:

- establishing New South Wales' (NSW) first Institute of Applied Technology for Construction in partnership with TAFE NSW and Western Sydney University
- collaborating with vocational training organisations and universities to develop accelerated courses to upskill our people and cross-skill entrants from other sectors
- establishing our own training programs and academies.

The scale of the skills legacy we are achieving is reflected in some recent statistics below. These thousands of people now have greater opportunities ahead of them:

- CPB Contractors has facilitated training to more than 81,902 people in NSW on our major projects since 2016.
- Our Homebush Training Academy, in Sydney, has delivered more than 350,972 training hours since 2016, upskilling more than 50,864 people.
- Our Western Sydney Airport project, in Sydney, has delivered 11,612 training hours since 2021, upskilling more than 1,112 people.
- Our West Gate Tunnel project, in Melbourne, has delivered more than 100,034 training hours since 2019, upskilling more than 16,417 people.
- At the Cross River Rail project, in Brisbane, more than 199,464 training hours have been completed on the project since 2019, upskilling more than 22,231 people.

Local business

Local procurement improves supply chain reliability, can help to minimise transport costs, and reduce fuel consumption and associated greenhouse gas emissions.

For the community, our engagement of local suppliers boosts local employment, regional economic growth and local skills and capabilities that will support future development.

Project specific events are held to inform local suppliers of opportunities with major projects. Engagement and alignment activities include our procurement and onboarding process, on-site induction, and training as required for the specific role being undertaken. All subcontractors are required to undertake safety training to ensure compliance with our requirement to provide a safe workplace for workers and visitors to our worksites or workplaces.



SUPPORTING A NEW START

Pacific Partnerships and CPB Contractors, through Cornerstone Infrastructure Partners, are supporting social equity on the Waikeria Prison Development Public Private Partnership in New Zealand (NZ).

The project is focusing on the rehabilitation, health and wellbeing of prisoners through a release to work program.

In collaboration with the NZ Department of Corrections, Cornerstone's design and construction partner, CPB Contractors has to date engaged 78 program participants to assist in building the new prison.

Release to work allows minimum security prisoners, who are assessed as suitable, to engage in paid employment, helping them gain employment on release.

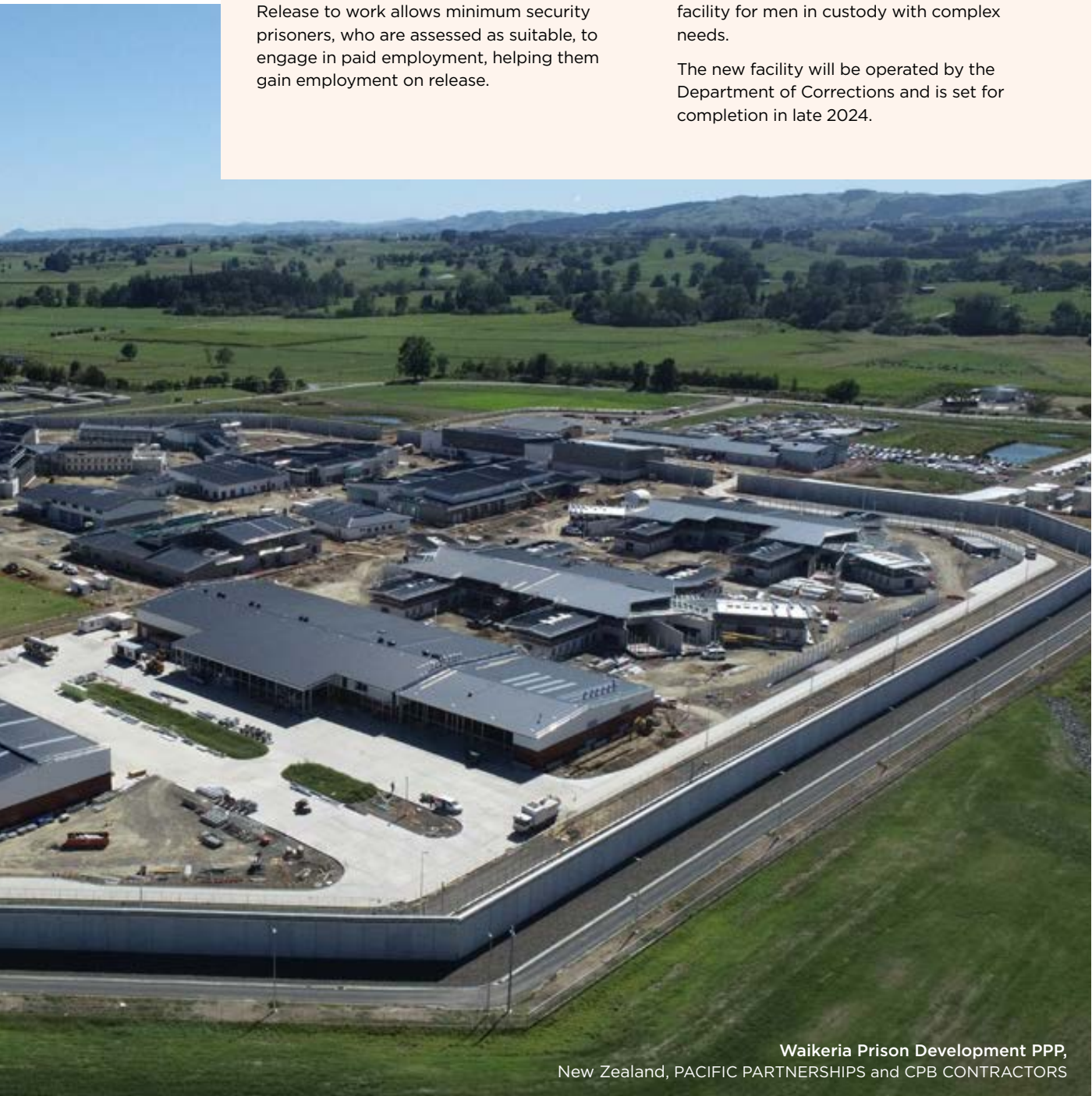
The men have worked alongside the delivery team, including 45 local subcontractors, and participated in all aspects of construction.

Running since 2018, the program focuses on promoting inclusiveness within the local community and building capability. As at late 2023, it has led to full time employment for 28 men after their release.

Pacific Partnerships led development of the project and is providing equity financing for 25 years.

Located two hours south of Auckland, the project includes a mental health and addiction facility for men in custody with complex needs.

The new facility will be operated by the Department of Corrections and is set for completion in late 2024.



Waikeria Prison Development PPP,
New Zealand, PACIFIC PARTNERSHIPS and CPB CONTRACTORS

TRAINING AND DEVELOPMENT



523,952 training hours, equal to 21.9 hours per person

We offer employment opportunities in skilled and professional roles as well as a graduate program, scholarships, apprenticeships, and internships to help new entrants step on to their career path.

Development

Our training and development programs are supporting our people, building future leaders and providing an average of more than 20 hours of training per employee annually.

On-the-job development is complemented with technical and skills-based training, learning opportunities, and access to industry specialists from across the Group via interactive webinars and a dynamic network of Communities of Practice.

We equip every team member with clear responsibilities and accountabilities aligned with the Group's strategic plans, Principles and objectives.

Our supportive performance management process helps to identify experiences and development opportunities which enable our people to build a rewarding career.

Employees and their managers agree on performance objectives. Skills are mapped against role requirements and this information is used to identify any development actions needed to meet capability requirements. Regular assessments of performance inform decisions regarding career progression, talent development and remuneration.

Our Project Fundamentals training program's seven multi-module courses provide knowledge and tools that equip our people to consistently deliver landmark projects. The courses cover:

- Commercial and procurement
- Cost control
- Design
- Integrated Digital Delivery
- Planning
- Quality
- Safety, environment and sustainability.

In 2023, we expanded the Project Fundamentals program with additional modules, and delivered more than 35,795 training hours to upskill team members. Since commencement in 2021, the program has delivered more than 48,000 training hours.

The Group's Career Builder online portal and toolkit equips our people to take charge of their career, understand the opportunities available and plan their development steps. It provides access to:

- the range of roles and career paths available in each Operating Company
- requirements (minimum standards) and capabilities (success profile) for each role
- a practical guide with tools and templates to assist in planning career development actions.

Engineers Australia partnership

Established in 2022, CIMIC Group's partnership with Engineers Australia provides further professional development and accreditation to our engineers. The partnership provides select engineers, at all levels, with Engineers Australia membership and a pathway for accreditation to Chartered status, which takes up to two years to complete.

Internal recruitment

Recruiting internally where possible provides existing team members with career building opportunities and reduces turnover.

Of staff roles offered by the Group in 2023, 2,162 were filled by existing team members, which equates to 26.4% of available roles being filled with internal candidates.

Training

In 2023, we delivered 523,952 hours of training across the Group, which equates to more than 21.9 hours per annum for each direct employee. Some of the training courses delivered included:

- Code of Conduct
- Cultural awareness
- Contract management
- Equal opportunity, anti-bullying, harassment and discrimination
- Female leadership development program
- Foundation topics for Graduates – delivering multi-discipline applied technical and engineering training
- Whistleblower legislation
- IT cyber security awareness
- Modern slavery awareness
- Online financial management (EIS³⁸) training modules
- Preventing and responding to sexual harassment in the workplace training for managers
- Program One leadership
- Project fundamentals
- Recognising and responding to family and domestic violence
- Safety
- Technical training and webinars
- Unconscious bias.

Graduate program

CIMIC Group's Graduate Program commenced in 2017.

The two-year program provides on-the-job training, discipline-specific learning plans, and structured development activities which build graduates' business knowledge and performance effectiveness.

Graduates complete multiple rotations. Placements in various roles, projects or CIMIC Group companies provide exposure to some of the world's most iconic asset, infrastructure and resources projects, and career building experience.

The program reflects the Group's geographic presence and currently involves graduates from Australia, Canada, Hong Kong, Indonesia and New Zealand.



38 EIS is a set of processes, business rules, tools and standardised reports for the management, control, and reporting of key project activities, revenue, cost, margin and working capital.

COMMUNITY ACTIVITIES

We aim to optimise outcomes and minimise disruption for communities where we work.

Community relations

Stakeholder engagement plans are incorporated in the planning process for relevant projects. Our approach

includes engaging proactively, being approachable and developing positive working relationships with community members and stakeholders.

Our community partnerships and activities connect us with local communities, expand our social and cultural awareness and support our ESG commitments.

SHARING PROJECT BENEFITS

Victoria - PACIFIC PARTNERSHIPS and UGL

Pacific Partnerships' first solar farm development in Victoria is supporting its social licence with a community-driven benefit sharing program and a commitment to local content.

Pacific Partnerships established the Glenrowan Solar Farm's Community Reference Group in March 2023 to understand community aspirations and co-design the project's benefit sharing program.

As a result, the program's funding will support priorities including the natural environment and climate change; health and wellbeing; population growth and youth retention; training, skills and education; and energy literacy.

The project is unlocking jobs and business opportunities with its commitment to achieve 67% minimum local content over the life of the project. Since construction started in December 2022, the project has

achieved 60%, with strong local procurement in areas including steel supply (100%), electrical procurement and employment, and operational goods and services.

More than \$2.5 million has been spent with social enterprises, as at November 2023. Other contracts have secured more than: 3,500 hours of work by Indigenous people, 530 hours of work by people with a disability, and 32,900 hours of work by women. This is in addition to the project employing approximately 125 direct full-time equivalent roles by the first quarter of 2024.

Working with Pacific Partnerships, UGL is responsible for the project's engineering, procurement, construction and subsequent operations and maintenance. Up to 70% of the UGL workforce are local workers.

Glenrowan will ramp up to full production by the end of March 2024 and is expected to generate enough electricity to power approximately 45,000 Australian homes.



Community donations and sponsorships

We aim to create relationships and opportunities that build community resilience and support more diverse participation in our industries. Many of our partners are described in the earlier *Diversity and inclusion* section.

In 2023, CIMIC directly invested approximately \$1,342,320 in corporate community investment programs, compared with approximately \$838,000 in 2022. This investment was split across sponsorships of

approximately \$1,225,497 and charitable donations of approximately \$116,823. These figures represent CIMIC's direct spend only and does not reflect the dollar value of the many initiatives that are undertaken by individuals and teams across the Group each year.

We greatly value our community partners and our team members who volunteer their time and efforts to help others. We celebrate them all in this snapshot of just some of the activities supported this year.



When Hong Kong was lashed by widespread flooding, Leighton Asia mobilised a volunteer emergency response team.



CIMIC Group sent two volunteers to build a bridge in Rwanda alongside employees from HOCHTIEF.



Sedgman launched scholarships in Canada and Western Australia supporting Indigenous and women students to study science, technology, engineering and mathematics.



Sedgman continued its sponsorship with the Royal Flying Doctors Service helping vital health care and medical services in regional areas of Australia.



UGL announced a new partnership with Legacy Brisbane, which cares for the families of Australian Defence Force men and women who have lost their lives or their health as a result of their military service.



CPB Contractors arranged a work experience program for school students that included hands-on training in first aid and resuscitation in Sydney.



Pacific Partnerships and CPB Contractors as part of Spark North East Link helped 10 women from culturally and linguistically diverse backgrounds kick start their career with a 14-week paid work experience program.



Sedgman supported Clean Up Australia Day taking local action to improve our environment in Queensland and Western Australia.



UGL team members in Queensland donated blood or plasma and saved up to 27 lives with their contributions.



CPB Contractors supported a 50 km fundraising walk for the Hutt Street Centre in South Australia, which helps people experiencing homelessness.



UGL supported fundraising for Carrie's Place Domestic Violence and Homelessness Services in New South Wales.



Leighton Asia arranged students to visit the North-South Corridor Project Information Centre and project site office in Singapore.



Leighton Asia supported a Shorelines Cleanup Day at Angler's Beach, Sham Tseng, Hong Kong.

GOVERNANCE



GOAL Act with integrity as a trusted partner to clients, partners, suppliers, communities, and wider stakeholders



We work across developed and developing economies in metropolitan, regional and remote areas to deliver critical infrastructure, services, and resources projects.

Our governance approach and framework support consistent and sustainable value creation for our clients and communities.

Our principles of Integrity, Accountability, Innovation and Delivery – underpinned by Safety, embed a disciplined approach to business operations and project delivery, and guide our people as they make decisions.

This chapter reports on our governance pillar focus areas.

SUSTAINABILITY GOVERNANCE	84	RESPONSIBLE SUPPLY CHAIN	90
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ACTIONS AND PRIORITIES – 2023-24

Key governance initiatives and achievements in 2023

- Continued to review and update our governance framework to align with changes in law and evolving CIMIC processes and practices
- Delivered our ongoing Code of Conduct training program, supporting our people with Code compliance, and to identify and report any potentially unethical practices
- Developed an additional e-learning Code of Conduct acknowledgment training activity
- Completed seven cumulative Human Rights Impact Assessments (HRIA) since 2017, with two completed in 2023 and two more initiated in 2023 for completion in 2024
- Revised our HRIA assessment tool leveraging best practice (including United Nations and Danish Institute of Human Rights guidance) for implementation in 2024
- Continued to deliver our modern slavery training program
- Submitted our 2022 Modern Slavery Statement to the Australian Government

- Onboarded 4,277 new suppliers
- Risk assessed 100% new suppliers, vendors and business partners using a third party screening tool and, where identified risk ratings required further investigation and assessment, remedial plans were actioned
- Secured a repeat client rate of 86%
- Achieved approximately 74% of 2023 revenue as EU Taxonomy-eligible, compared to approximately 77% in 2022

Key governance priorities for 2024

- Continue to reinforce Code of Conduct compliance and maintain Code training for all employees, including implementing the new e-learning Code of Conduct training activity
- Roll out updated human rights governance framework and accompanying tools
- Continue our modern slavery training, monitoring and reporting activities
- Maintain a high level of corporate governance and continue to review and update our governance framework



Parkline Place, Sydney CBD,
New South Wales, CPB CONTRACTORS

SUSTAINABILITY GOVERNANCE

Led by our Board, which includes Independent Directors, our governance approach and framework provide our Code of Conduct and operating parameters for our Operating Companies.

These include a comprehensive series of policies, procedures, and management systems which set roles and responsibilities and shape how we work.

They drive and track our operations, performance, continuous improvements and compliance with policy commitments, embedding ESG considerations into our decision making.

Governance framework

Our Code of Conduct sets the standard of behaviour we expect from all our employees, sub-contractors and partners. Where the Code of Conduct or a policy sets higher standards of behaviour than local laws, rules, customs or norms, the higher standards apply.

Our Board oversees a tiered system of responsibility and accountability.

The Ethics, Compliance and Sustainability Committee (ECSC) assists the Board in fulfilling its corporate governance and oversight responsibilities, and compliance with all applicable legal and regulatory requirements and internal policies. The ECSC monitors and reviews compliance and performance in the areas of health and safety, diversity and social inclusion, human rights including modern slavery, the environment, sustainability, and business conduct.

Cross-Operating Company working groups, management committees and specialist roles, including CIMIC and each Operating Company's Business Conduct Representative³⁹ (BCR) and Reportable Conduct Group⁴⁰ (RCG), further support engagement, compliance and continuous improvement across the Group.

The head of Internal Audit reports to the CIMIC Board, works with Chief Executive Officer on administrative matters and has full access to all functions, records, property and personnel of the Group. Internal Audit provides independent and objective assurance on the adequacy and effectiveness of the Group's systems for risk management, internal control and governance, along with recommendations to improve the efficiency and effectiveness of these systems and processes.

Key policies

Our Risk Management Policy sets out the requirements to identify, analyse, evaluate, treat, monitor, review and report risks that have the potential to impact the Group.

This includes our people, third parties, the general public and communities in which we work, and the environment. It also includes our operations, financial outcomes, and reputation or other impacts that the Group is exposed to.

Our Approval to Operate Internationally Policy seeks to ensure that we do not operate in countries that could pose significant integrity, legal, financial, operational, reputational, security and other business risks to the Group. This Policy applies to all our employees, the third parties we engage with, and all alliances and joint ventures in all jurisdictions. The Policy mandates the use of a traffic light system to rate a country's approval status or its prospective risk. We maintain a register of approved countries and integrate its use with our Delegations of Authority and Tendering Policy to support risk assessment and policy compliance.

Additional key policies support our sustainability governance in areas of anti-corruption and anti-bribery, responsible procurement and human rights. These include our Anti-Bribery and Corruption Policy, Whistleblower Policy, Third Parties Policy, and Modern Slavery Policy.

³⁹ The Business Conduct Representative is a senior person within the Legal function who supports the operation of the Code of Conduct.

⁴⁰ The Reportable Conduct Group comprises the Chief Executive Officer or Managing Director, Chief Financial Officer, General Counsel, and Head of People.



GOVERNANCE FRAMEWORK SUPPORTS WORK IN DEFENCE SECTOR

CIMIC Group has decades of experience in the Defence sector and in 2023 CPB Contractors and UGL secured four new projects.

CIMIC's governance framework significantly supports our ability to work effectively in the Defence sector. Our Group's disciplined systems, technical expertise, safety commitment and experience working in remote locations meet the sector's unique operational and security requirements.

CPB Contractors secured three contracts:

- **North Queensland Mid-Term Refresh Program** – The managing contractor project works, valued at approximately \$104 million, include new and upgraded engineering services and building refurbishments at RAAF Base Townsville, HMAS Cairns and the Townsville Field Training Area.
- **Woomera Redevelopment Program** – In South Australia, the awarded design development activities are ahead of an expected delivery phase consisting of upgrades to buildings, services and infrastructure, with an estimated value of between \$500 million and \$750 million.
- **Upgrades at RAAF Bases Curtin and Learmonth** – In Western Australia, works will involve upgrades to runways, taxiways, parking areas and aeronautical ground lighting, asphaltting and the enhancement of culverts and drainage.

UGL is supporting the Australian Defence Force (ADF) Fuel Network across Australia.

- **ADF Fuel Network** – The five-year contract provides strategic advice, planning, supply management, operations, and maintenance for the ADF fuel network, generating approximately \$500 million in revenue.

Certification and verification

Our ongoing engagement with external certification bodies provides assurance of certain key management systems and verifies our delivery of sustainable projects through independent assessments.

GREEN CERTIFICATIONS	
IS ⁴¹	LEED ⁴²
Green Star ⁴³	Green Roads ⁴⁴
BEAM Plus ⁴⁵	Green Mark ⁴⁶

Our environmental, quality, safety, digital engineering and information security management systems are certified to ISO Standards. Others, such as our risk

management system⁴⁷, are aligned to the relevant ISO standards. Section 3 *Improving ESG outcomes – Environment*, provides details of our cleantech and green rated project certifications.

ISO CERTIFICATIONS
Quality management – ISO 9001 ⁴⁸
Environmental management ⁴⁹ – ISO 14001
Digital engineering/BIM ⁵⁰ – ISO 19650 Parts 1 and 2
Information Security Management ⁵¹ – ISO 27001
Safety management ⁵² – ISO 45001, ISO 18001 and/or AS/NZS 4801

Industry participation and advancement

We hold memberships with multiple trade, industry and not-for-profit organisations, at local, regional, national and international levels. Indicatively, these span chambers of commerce and business councils; trade and industry forums and associations; professional societies in sectors and technical areas such as sustainability, engineering, tunnelling, transport and finance; and organisations dedicated to increasing diversity in the industry and its supply chain.

Our memberships create opportunities to engage and exchange insights with clients and other industry participants; develop our people's skills and knowledge; and help drive improvements in industry practices – to the benefit of our people, society, and our business. View a list of our memberships and the community

organisations we support with sponsorships in Appendix 4.

We establish partnerships with government bodies, universities and education institutions and community organisations to advance research and development, and innovation. Section 2 *Evolving our business – Sustainable solutions* includes details of our research partnerships with leading universities including Monash University, Torrens University Australia, University of Technology Sydney, and Western Sydney University. Section 3 – *Improving ESG outcomes – Social* includes details of our partnerships with organisations such as CareerTrackers and Clontarf Foundation, which are supporting more diverse participation in the industry and building a skills legacy.

Client satisfaction

Repeat business is an important indicator of client satisfaction with the quality, reliability and value of the projects our Operating Companies deliver.

CIMIC calculates the repeat client rate by summing the total value of all contracts awarded by existing clients during the year (including new contracts, extensions, and variations) and dividing by the total value of all contracts awarded during the year. On an aggregated

basis, using the dollar value of contracts awarded, the repeat client rate for the Group is consistently in excess of 80%.

REPEAT BUSINESS	2023	2022
Repeat client rate (%)	86	86

41 The IS Rating Scheme (IS) is Australia and New Zealand's only comprehensive rating system for evaluating economic, social and environmental performance of infrastructure across the planning, design, construction and operational phases of infrastructure assets.

42 Leadership in Energy and Environmental Design (LEED) is a rating system devised by the United States Green Building Council (USGBC) to evaluate the environmental performance of a building and encourage market transformation towards sustainable design.

43 Founded by Green Building Council of Australia in 2003, Green Star is an internationally recognised rating system setting the standard for healthy, resilient, positive buildings and places.

44 Green Roads is an independent non-profit that advances sustainability performance management and education for transportation capital projects.

45 BEAM Plus is Hong Kong's leading initiative to offer independent assessment of building sustainability performance.

46 Green Mark Certification Scheme is a green building rating system designed to evaluate a building's environmental impact and performance in Singapore.

47 Our risk management processes are aligned to the requirements of the ISO 31000.

48 CPB Contractors, Broad, Leighton Asia, UGL, Sedgman and EIC Activities.

49 CPB Contractors, Broad, Leighton Asia, UGL and Sedgman.

50 CPB Contractors, Leighton Asia, UGL, Sedgman, Pacific Partnerships and EIC Activities.

51 CIMIC Group companies CIMIC, CPB Contractors, Broad, UGL, Sedgman and EIC Activities have achieved ISO 27001 accreditation – the international standard for Information Security Management.

52 Safety management ISO standard system certifications for CIMIC Operating Companies that deliver works and services – CPB Contractors, Broad, Leighton Asia, UGL and Sedgman.

EIC ACTIVITIES EXTENDS GEOTECHNICAL ACCREDITATION

Pursuing excellence in every area, EIC Activities achieved GE3 accreditation in Queensland in 2023.

The GE3 accreditation confirms EIC Activities' ability to deliver geotechnical engineering designs on large projects with complex geotechnical conditions.

GE3 is the highest level of accreditation for geotechnical engineering in Queensland and it is required for consultants who seek to undertake design for many of Queensland's infrastructure projects.

EIC Activities is also a Technically Assured Organisation, which allows it to provide self-assured geotechnical engineering and earthworks design services for transport assets in New South Wales.



ESG ACHIEVEMENTS SIGNAL MORE TO COME AT SYDNEY METRO

The Sydney Metro Operations Trains and Systems (OTS) Public Private Partnership (PPP) delivered and operates Australia's first driverless railway.

The Metro North West Line, stage one of the country's biggest public transport project, opened in May 2019. It established CIMIC Group's strong relationship with the client, which continues today across multiple Sydney Metro projects.

The \$3.7 billion OTS contract delivered eight railway stations, more than 4,000 commuter car parking spaces, Sydney's new metro trains and a railway upgrade between Chatswood and Epping.

The OTS PPP included an integrated team from CIMIC Group comprising Pacific Partnerships, CPB Contractors (as part of the infrastructure joint venture), and UGL (as part of the systems joint venture), with EIC Activities providing engineering services support.

Now in its fourth year, the Metro North West Line is operated and maintained through the PPP for an initial concession period of 15 years by Metro Trains Sydney, a joint venture including UGL.

It uses zero-emission electricity for all

operational electricity needs, and as of July 2023, has:

- maintained continued high availability and reliability on more than 380,000 services
- delivered more than 67.6 million passenger trips
- achieved 99% overall train network satisfaction, in its May 2023 customer survey.

CIMIC Group companies are currently involved in the large-scale, city-shaping Sydney Metro City & Southwest project (Chatswood to Sydenham) opening in 2024:

- Pacific Partnerships as a shareholder and UGL as a significant contractor for Trains, Systems, Operations and Maintenance
- CPB Contractors is delivering the Tunnels and Station Excavation package in joint venture; and the Pitt Street Station with Oxford Properties Group
- CPB Contractors and UGL are delivering the Linewide Works.

Pacific Partnerships and UGL, as part of the extended OTS PPP, will operate and maintain the full metro railway from Rouse Hill to Bankstown, in total 66 kilometres of rail and 31 metro stations, for a period of 10 years from 2024.



ANTI-CORRUPTION, ANTI-BRIBERY

We are committed to abiding by all applicable national and international laws, free and fair competition and avoiding any anti-competitive conduct.

CIMIC prohibits, and has zero tolerance for, all forms of bribery and corruption, including facilitation payments.⁵³

Our governance framework and Code of Conduct support our actions to prevent, identify and eliminate bribery and corruption and maintain ethical business practices. These include regular Code of Conduct training with our people.

We do not make political donations, and none have been made, either directly or in-kind, to political organisations, political parties, politicians, trade unions or conduits to political parties.

Of the matters reported in 2023, all were investigated in accordance with the Group's relevant policy and procedure, and the ECSC apprised of the material matters.

During 2023, there were no instances of significant fines or sanctions for non-compliance with Australian and international laws and regulations. No legal actions were commenced or are outstanding with respect to anti-competitive, anti-trust or monopoly behaviour, and there were no significant fines or non-monetary sanctions for breaches of any laws or regulations related to anti-competitive conduct, marketing communications, or other matters of non-compliance.⁵⁴

Code of Conduct training

Code of Conduct training supports our people to identify and report on potentially unethical practices.

The mode of training varies based on where employees are located and their role in the organisation. Staff complete an online training module and wages employees complete a face-to-face module as part of induction.⁵⁵ Where online training is not available, training is provided by alternative delivery methods, such as via video or paper. Code of Conduct and related training includes the following topics:

- Anti-Bribery and Corruption Policy
- Third Parties Policy
- Delegations of Authority
- Diversity and Social Inclusion Policy
- Gifts and Hospitality Policy
- Information Management Policy
- Disclosure and Communications Framework
- Privacy Policy
- Workplace Behaviour Policy.

All Code of Conduct training must be completed within three months of commencement in the role (either as a new hire or by promotion to a relevant role) and then at least once every two years thereafter. Training records must be maintained.

In 2024, we will introduce an additional Code of Conduct e-learning activity to be completed in the alternate year to Code training, ensuring team members refresh their understanding of the Code annually.

All decision-makers in senior management, as well as high risk⁵⁶ roles, are required to undertake a two-hour standardised face-to-face (where possible) training session delivered by a CIMIC or Operating Company General Counsel or delegate, in addition to the online module. This training outlines the importance of the Code of Conduct, and bribery and corruption prevention and control.

Conflicts of interest and gifts and hospitality

Online registers support employees in managing conflicts of interest and gifts and hospitality matters. The registers provide our people with an efficient way to inform their manager of any actual or potential conflicts of interest, matters of improper behaviour or bribery and meet our Code of Conduct requirements.

The short digital registration form automatically populates the team member's details, directs the request to the appropriate line manager and Executive General Manager (or equivalent) for approval, and records the approval and any approval conditions.

⁵³ Payments of cash or in kind made to secure or expedite a routine service, or to 'facilitate' a routine Government action which are often allowed under local laws or customs.

⁵⁴ On 13 February 2012, CIMIC announced that it had reported to the Australian Federal Police (AFP) a possible breach by the Leighton International business of its Code of Ethics that, if substantiated, may have contravened Australian laws. The matter, has been, and in some cases continues to be, subject to investigations. On 18 November 2020 the AFP advised CIMIC that it had charged an ex-employee with alleged offences relating to foreign bribery and related matters and on 23 February 2021 the AFP announced it had brought an additional charge in relation to foreign bribery. On 11 January 2021, the AFP informed CIMIC that it had charged a second ex-employee with related offences. The AFP has also indicated it may charge a further ex-employee and that its investigations continue. CIMIC does not know when the charges will be heard or the final outcome of any investigation. No CIMIC Group company has been charged. CIMIC continues to cooperate with all official investigations.

⁵⁵ Staff employees are paid a salary which is a fixed amount over a 12-month period. Wages employees are paid an hourly rate.

⁵⁶ High Risk Employees will be determined by the Reportable Conduct Group and may include the following roles: Senior corporate management (all executives, General Managers and Group Managers); Senior project management (all Project Directors / Managers and Superintendents); Finance and Administration (including accounting, legal, finance, insurance, treasury and HR); Procurement and contract administration / management; Business development; Government relations; and Plant Managers.

Supporting and protecting whistleblowers

Open communication is key to maintaining our Code of Conduct. We encourage our employees, subcontractors and partners to voice their concerns should they come across any potentially unethical practices - including corruption, bribery, and human rights infringements.

Our grievance and reporting mechanism is accessible, confidential and responsive.

Our Complaints and Investigation Procedure; Workplace Behaviour Policy, Privacy Policy, and Whistleblower Policy; Introduction to Whistleblower Legislation training; confidential, independent 24/7 Ethics Line; and our approach to investigating, addressing and remediating breaches, all work together to encourage and reliably manage reporting of any potential unethical practice.

Our Complaints and Investigation Procedure replaced our Group Code of Conduct - Management, Monitoring and Reporting Procedure in 2023. It provides a new streamlined process for lodging complaints in relation to the Workplace Behaviour Policy and the Code of Conduct, including preliminary steps for early intervention, informal or formal complaints, contacting the Ethics Line to make a complaint, and contacting a Business Conduct Representative about a Code breach.

Our Workplace Behaviour Policy was updated and replaced our Anti-Bullying, Harassment and Discrimination Policy in 2023. The updated policy outlines general standards of workplace behaviour and defines what behaviours are unacceptable in our workplaces including bullying, harassment, sexual harassment, hostile workplace environments, discrimination, victimisation, and vilification.

Our Whistleblower Policy was also updated in 2023. This policy defines who is a whistleblower, how to make a disclosure, safeguards for confidentiality, anonymity, and personal information. It also outlines how whistleblowers are protected.

Whistleblowers can remain anonymous and disclosures may be referred to the authorised BCR who ensures that any disclosure is investigated appropriately, promptly and confidentially.

The Workplace Protection Officer is also responsible for safeguarding the interests of any whistleblower within the organisation.



ACCESSIBLE

Employees, sub-contractors, third party suppliers, clients and partners can raise a concern about unethical practice with a Manager, a Manager's manager, a Business Conduct Representative or our Ethics Line.



CONFIDENTIAL



RESPONSIVE

Non-compliances are addressed in accordance with our Complaints and Investigation Procedure and reported to the relevant Business Conduct Representative, Reportable Conduct Group, General Counsel, and on to the Board's Ethics, Compliance, and Sustainability Committee.

We encourage reporting, and address, remediate and review for improvement.

CIMIC Group's grievance and reporting mechanism. For more information go to cimic.com.au/our-group/governance/ethics-line

RESPONSIBLE SUPPLY CHAIN



97% of 19,211 direct suppliers engaged in 2023 are local to our projects

4,277 new suppliers onboarded



\$168.8 million Indigenous supplier spend (Australia), an increase of 34% on 2022

Delivering projects, in Australia and internationally, we have a responsibility and opportunity to create value for our clients and communities through our supply chain.

Responsibly sourcing products and services improves sustainable project outcomes by supporting resource efficiency and lifecycle performance, reducing emissions and environmental impacts, and stimulating social and economic activity.

Our supply chain

CIMIC Group has worked with 19,211 Tier 1 (direct) domestic and international suppliers or subcontractors in 2023.

The products and services we procure are those used in development, design, financing, construction, operations and maintenance, and management of projects and the related corporate functions.

Key areas of spend include:

- materials such as concrete, steel, piping and asphalt
- industrial/engineering consumables such as fuel, lubricants, abrasives, adhesives and sealants
- rail componentry and rolling stock

- major plant and equipment such as tunnel boring machines, and mineral processing equipment
- personal protective equipment (PPE)
- subcontractors such as electricians, plumbers, glaziers, steel fixers and other tradespeople
- labour hire
- insurance
- professional services
- technology and telecommunications.

Procurement framework

We are aware we operate in some markets with supply chains which have a potential exposure to unethical practices and risks, including modern slavery risks.

Our procurement framework is key to building and maintaining a reliable and trusted supply chain, and proactively identifying and managing risks throughout the term of each contract.

The framework provides policy, systems and processes to support supply chain due diligence.

Activities include identifying and assessing risks in our applicable business sectors and conducting comprehensive vetting of subcontractors, suppliers and third parties engaged by our businesses.

As part of the framework, the Group's Third Parties Policy and Procurement Policy incorporates:

- the management of risks, including modern slavery, into our supplier registration – a business integrity check
- a screening and onboarding process – using an internationally recognised due diligence solution to evaluate and monitor vendors, suppliers, and business partners

- a suite of mandatory template commercial contracts – to meet the varying scope, location, value, complexity, and risk profile of different project, requiring suppliers to comply with the Group's Code of Conduct
- a set of requirements for suppliers' management of their suppliers.

Our procurement decisions are supported by our e-procurement system and, where applicable, consider:

- social and indigenous participation in the supply chain
- value and quality
- minimising waste and greenhouse emissions
- conserving the environment, energy and water
- maximising recyclable/recovered content
- providing non-toxic solutions
- improving social outcomes.

LOCAL PROCUREMENT SUPPORTING PROJECT DELIVERY

CPB Contractors engages local businesses and suppliers to help deliver construction projects.

As part of the NEWest Alliance, CPB Contractors, is delivering the Yanchep Rail Extension and the Thornlie-Cockburn Link, as part of Perth's METRONET, in Western Australia (WA).

The METRONET Yanchep Rail Extension extends the Joondalup line north from Butler to Yanchep and involves the construction of three new stations to support the area's growing population.

Pictured here, the team is installing bespoke pre-cast planks to form the future Eglinton Station. These 66 planks were specially produced for this project by a local WA provider.



Due diligence

Committed to a responsible supply chain, we evaluate all suppliers for ESG issues.

In 2023, our supplier screening found that across more than 19,200 vendors and suppliers engaged during the year, approximately 4.6% of suppliers were deemed potentially high risk and required further investigation and assessment related to their identified risk rating.

CIMIC has captured or estimated detailed supplier information through the due diligence process, as follows:

TYPES OF SUPPLIERS	NUMBER OF SUPPLIERS ENGAGED IN 2023 (#)	SHARE OF TOTAL PROCUREMENT SPEND (%)
Tier 1 suppliers ⁵⁷	19,211	100%
Critical Tier 1 suppliers ⁵⁸	1,513	74%
New suppliers	4,277	8%
Local suppliers ⁵⁹	18,702	86%
Suppliers risk assessed	19,211	100%

The supplier risk assessment involves a comprehensive evaluation of risk factors including, but not limited to, human rights, legal status, corruption perception index, country risk, finance-related risk, health and safety,

impacts on the environment and any adverse media.

IDENTIFICATION OF POTENTIALLY HIGH-RISK SUPPLIERS ⁶⁰	SUPPLIERS CLASSIFIED AS POTENTIALLY HIGH-RISK (#)	SUPPLIERS CLASSIFIED AS POTENTIALLY HIGH-RISK IN THE THREE YEARS (1 JAN 2021 TO 31 DEC 2023)
Tier 1 suppliers	886	1,364
Critical Tier 1 suppliers	307	479

While we have used the due diligence solution for a number of years, it transitioned to provide a fully online monitoring service in 2021, improving data reliability and access.

The Group processed approximately 4,277 new suppliers through the screening tool in 2023. Risks identified by the tool require further investigation and assessment, and where the risk is validated/confirmed/substantiated, remedial plans are actioned, conditions imposed or the supplier may be rejected from use.

Creating value for our communities

Our activities and procurement approach support local communities by generating jobs and business opportunities which stimulate local economic activity and build a skills legacy. We work to maintain the proportion of local suppliers at greater than 90%.

In 2023, our Group spent approximately \$9.6 billion on procurement of supplies and services for our projects and businesses. Of 19,211 direct suppliers we worked with, 97% were local to our projects. We procured \$168.8 million worth of goods and services from Indigenous businesses.

Section 3 *Improving ESG outcomes - Social* of this report describes our Sustainability Strategy's Social pillar and provides details of our approach to supporting safety, our people and our communities.

⁵⁷ Refers to suppliers that directly supply goods, materials or services (including intellectual property (IP)/patents) to the company.

⁵⁸ Critical suppliers are those suppliers where the annual spend to CIMIC is >A\$1million (in total across all Operating Companies) or where the spend is >A\$1m per individual Operating Company and the supplier provides services or commodities which cannot be easily replaced due to the unique scope of supply. The listing of critical suppliers is reviewed annually.

⁵⁹ This calculation is made on a country-to-country basis. The percentage is calculated by deeming any supplier within the country that is using an ABN (or equivalent) associated with that country as a local supplier.

⁶⁰ The Tier 1 suppliers are classified as high-risk conservatively. Following a supplier's classification as potentially high risk, a manual process to review, investigate and assess the risk is undertaken before they can be cleared for engagement by the CIMIC Group. Where identified risks are validated/confirmed/substantiated, remedial action plans or conditions are implemented or a supplier may be rejected from use. The tool continues to monitor these suppliers for a change in status as long as they are listed as active CIMIC Group suppliers.



Metronet,
Western Australia, CPB CONTRACTORS

HUMAN RIGHTS



Seven Human Rights Impact Assessments completed since 2017, with two completed in 2023 and two more initiated in 2023 for completion in 2024

CIMIC Group respects the rights of all our people and those we work alongside, in our supply chain and the communities in which we operate.

Our governance framework addresses human rights through our Code of Conduct and integrated People, Procurement, Modern Slavery, and Privacy Policies.

Each policy area's procedures and compliance controls, and our Ethics Line and grievance reporting mechanism, support our ongoing due diligence actions to protect and manage risks associated with human rights.

In 2023, CIMIC commenced a review of our human rights governance framework to streamline and revise related policies, processes and tools in light of recent and evolving guidance from key bodies including the United Nations, the Danish Institute of Human Rights, and the Australian Government.

A safe and fair work environment

Our people governance framework is based on respect for all people, and drives our actions to create a safe, fair, respectful and inclusive work environment, for our direct and indirect employees and suppliers.

Our Code of Conduct rejects all forms of modern slavery including, but not limited to, the trafficking in persons, slavery, servitude, forced marriage, forced labour, debt bondage and deceptive recruiting for labour and services. We do not tolerate unlawful child labour or any form of exploitation of children or young people and commit to complying with the International Labour Organisation with respect to under-age workers.

We respect the rights of our employees to freely associate and collectively bargain. We aim to engage fairly, consultatively, and constructively with workers, union representatives, and regulators.

We treat personal information in accordance with the Privacy Act 1988 (Cth) and the Australian Privacy Principles (APPs).

Section 3 *Improving ESG outcomes – Social*, describes our workplace priorities and initiatives to build gender equality, social inclusion, Indigenous participation, and local and national inclusion.

Prevention, mitigation and remediation

We work actively to prevent and mitigate human rights and modern slavery risks, and remedy any impacts which may occur.

Our approach, and understanding of the risks, has been informed by the UN Guiding Principles on Business and Human Rights, the UN Global Compact, the UN Sustainable Development Goals and the International Labour Organisation's standards.

Our insight is also facilitated by:

- the Global Slavery Index published by Walk Free
- our risk processes and policies, including our Risk Management Framework
- our supply chain risk assessments
- our program of Human Rights Impact Assessments (HRIA), which commenced in 2017

- HOCHTIEF's [Statement of Principles on Human Rights](#)
- our ongoing risk analysis, examining salient human rights risks, related management practices, and the level to which human rights are protected, promoted, and respected in each country where we operate.

Human Rights Impact Assessments

Our HRIA program prioritises assessments in geographies where we have a significant workforce.

To date, we have undertaken HRIAs in our construction operations in India (2017), the Philippines (2019), Papua New Guinea (2020), and Hong Kong (2021); and our minerals processing business, of a China based supplier (2021). In 2022, we initiated HRIAs at a CPB Contractors construction operation in Western Australia and a UGL services operation in Victoria, Australia, with reports completed in early 2023. In 2023, HRIAs were commenced for operations in Australia and Malaysia, which are expected to be completed in 2024.

Our HRIAs are based on the Human Rights Assessment Quick Check prepared by the Danish Institute for Human Rights.

Our HRIA and Operating Company self-assessment tools assess categories including governance and leadership, people management, health and safety, community engagement, security arrangements, country risks, and procurement.

We use them to audit compliance with our template employment contracts and review modern slavery indicators such as: wages and benefits, working hours, employment criteria (such as age), freedom of association, health and safety, unlawful discrimination and worker accommodation.

Assessment steps include engaging with leaders in each country, undertaking risk assessment and due diligence, conducting site visits, reporting findings, developing action plans and monitoring improvements.

Completed HRIAs have also highlighted where CIMIC Group is providing employment conditions which are more favourable than common industry practice or required by local legislation. Some of these areas include the provision of higher standards for safety, training of unskilled workers and worker medical services.

In 2023, CIMIC revised its HRIA tool, using the updated Human Rights Assessment Quick Check, for implementation in 2024.

Modern Slavery Statement, policy and training

We comply with the Australian Modern Slavery Act 2018 (Cth) and submit our Modern Slavery Statement to the Australian Government's Online Register for Modern Slavery Statements annually.

Our Modern Slavery Policy commits the Group to assessing and addressing the risks of modern slavery, sets out accountabilities, and describes the internal control systems and reporting process to which we adhere.

Our Modern Slavery Awareness training program was introduced in 2020 to raise awareness of risks of modern slavery in our operations and supply chain and support our people to identify and report any risks or concerns.

SUSTAINABLE FINANCE



~74% of 2023 revenue was EU Taxonomy-eligible versus ~77% in 2022

~57% of revenue from sustainability rated or cleantech projects in 2023



Sustainable finance refers to the process of taking environmental, social and governance considerations into account when making investment decisions in the financial sector, leading to more long-term investments in sustainable economic activities and projects.⁶¹

CIMIC Group supports the transition to a low-carbon, more resource-efficient and sustainable economy through our business operations, including our financial investments.

SHARING OUR EXPERIENCE IN ASIA

Leighton Asia was invited by the Australian Trade and Investment Commission (Austrade) Manila to speak at the 2023 Australian Mission to the Asian Development Bank (ADB) Business Opportunities Fair.

The event was attended by representatives of 20 Australian organisations and was held at the Australian Embassy Manila.

Leighton Asia's Managing Director Brad Davey spoke about Leighton Asia's experience of working with various multilateral banks and agencies. He shared valuable insights and gave best practice examples for engaging with the ADB at various stages of a project.

Leighton Asia had recently participated in the ADB-funded South Commuter Railway Project's procurement process, and successfully secured two contract packages.



61 European Commission, Sustainable finance, [Overview of sustainable finance](#)

Activities and investments

Our construction, services, and PPP activities promote sustainable development and innovation.

Our PPPs integrate CIMIC Group's financial strength and collective expertise to create, fund, own, deliver and operate sustainable solutions. Our portfolio of current and divested PPP assets spans renewables, motorways, metro rail, rail fleet, justice facilities, schools, and hospitals. PPPs such as Canberra Light Rail make a social, economic, and environmental contribution, underpinning the prosperity, productivity and liveability of our cities and communities.

Our development and investment arm, Pacific Partnerships acquiring the development rights for

the 130 MWdc Glenrowan Solar Farm in northern Victoria (acquired 2021 and energised 2023) and the approximately 300 MWdc Hopeland Solar Farm in Queensland (acquired 2023), are further examples of our contribution to sustainable development. Pacific Partnerships, through its energy business, Pacific Partnerships Energy, is developing, investing in, and managing delivery and operations of both farms. UGL is the delivery and operations partner for each project.

Section 2 *Evolving our business* provides further detail on our delivery of sustainable solutions, innovation, renewables, including the above solar farms, and resources for the future.

EU Taxonomy

Established by the EU Commission, the EU Taxonomy is a common classification system that defines which projects and activities are environmentally sustainable.

It provides a methodology to calculate the proportion of a company's revenue, capital expenditure (capex) and operating expenditure (opex) that are considered environmentally sustainable.⁶²

Reporting requirements associated with the EU Taxonomy require companies to disclose a description of how, and to what extent, their activities are associated with Taxonomy eligible and aligned activities.⁶³ For the 2023, 2022 and 2021 years, the disclosures include the proportion of revenue, capex and opex for inclusion in the Taxonomy. For CIMIC, these proportions were:

ELIGIBLE ACTIVITIES (APPROX.)	2023	2022
Revenue	74%	77%
Capex	64%	72%
Opex	83%	90%

ALIGNED ACTIVITIES (APPROX.)	2023	2022
Revenue	23%	20%
Capex	28%	23%
Opex	25%	14%

Tax payment and disclosure

Our contribution to a sustainable economy includes our tax and payroll tax contributions.

We are committed to the management and payment of taxes in a sustainable manner which considers the commercial and social imperatives of governments, our business and our stakeholders. This commitment is supported by strong corporate governance policies.

We comply with all applicable rules, laws and regulations governing business reporting. All information created and maintained as a result of our business activities must accurately reflect the underlying transactions and events, and follow Group reporting policies and procedures. Financial officers, and others responsible for the accuracy of financial reporting, have an additional responsibility to ensure that adequate internal controls exist to achieve truthful, accurate, complete, consistent, timely and understandable financial and management reports that are prepared in accordance with relevant laws, accounting standards, policies and procedures.

CIMIC's approach to tax is set out in its Tax Governance and Risk Policy which has the following objectives:

- Ensure the Group complies with applicable tax laws, regulations and external reporting requirements by their due dates and in line with local taxation requirements.
- Maximise returns to the extent that positions taken are robustly supportable and protect the Group's reputation with the revenue authorities and the public.
- Ensure financial accounts are true and fair and within materiality limits in respect of all taxes at all times.

The Group has a low tolerance for tax risk and does not enter any transaction for the purpose of tax avoidance, undertake innovative or aggressive tax planning transactions, nor enter transactions that do not have a legitimate business purpose.

⁶² European Commission, EU taxonomy for sustainable activities [What is the EU taxonomy](#)

⁶³ 2022 was the first year to report 'aligned' activities.

We seek to maintain open and transparent relationships with relevant tax authorities. In Australia, CIMIC is regarded as a key taxpayer and participates in the Australian Taxation Office's annual review programs and the justified trust assurance review programs. These programs are based on transparent and cooperative disclosure and enable us to provide increased confidence in relation to the amount and timing of tax paid.

We apply the appropriate corporate tax rate to the profits we earn, be they in joint ventures and associates, or in wholly owned subsidiary businesses. In 2023, the Group's effective tax rate was 11.2% (versus 22.6% in 2022), compared to the Australian corporate tax rate of 30%.

The reason for the variation to the corporate tax rate is that the tax incurred on the profits earned by investments (e.g. Thiess⁶⁴) is paid by those joint venture entities. CIMIC receives an after-tax share of profits (or losses) from those joint venture entities, and this dilutes the notional tax rate reported by CIMIC. Other items impacting the effective tax rate include the blend of different tax rates on profits and losses from the various jurisdictions in which the Group operates. It should be noted that the tax rate applied to CIMIC's profit excluding joint ventures and associates approximates the Australian corporate tax rate of 30%.

In addition to the corporate tax expense incurred, the Group is a substantial generator of payroll taxes, and other taxes and duties, which contribute to the revenue of various national and state governments. For example, in the 2022/23 year CIMIC paid more than \$121 million of state payroll tax in Australia (versus \$96 million in 2021/22).

CIMIC does not receive significant financial aid from governments, apart from standard tax relief measures that are available to similar businesses in the jurisdictions where CIMIC operates such as the Australian Government's research and development tax incentives or accelerated depreciation allowances.⁶⁵



⁶⁴ CIMIC has a 50% equity interest in Thiess. Accordingly, Thiess publishes a separate sustainability report and its ESG data is excluded from this report.

⁶⁵ Governments at local, State and National levels are important clients. The Group does receive income from Governments in the form of fees, reimbursement of costs or contractual entitlements for infrastructure construction and operations and maintenance work performed on a competitively tendered basis.



Canberra Light Rail,
 Australian Capital Territory, PACIFIC PARTNERSHIPS, CPB CONTRACTORS and UGL

CANBERRA LIGHT RAIL GREEN LOAN CERTIFIED FOR STAGE 2

As part of Canberra Metro, Pacific Partnerships and UGL achieved sustainability assurance requirements for Canberra Light Rail Stage 1's innovative green loan.

This signalled a positive opportunity for similar sustainable financing for the network's next stage 2A which the Australian Capital Territory Government awarded to Canberra Metro in December 2023.

Canberra Metro is operating Stage 1 on 100% renewable electricity. In 2020, it became the first Australian transport public private partnership to execute a green loan based on the project's carbon reduction benefits. In 2023, the team was awarded the \$577 million contract to finance, design, build and operate Stage 2A from the city to Commonwealth Park, following a single select procurement process.

Canberra Metro's sustainability achievement aligns with the ACT's zero net carbon emissions strategy for the project and is based on design, construction and operational sustainability initiatives.

Passenger figures and service achievements for the year to September 2023 support the project's sustainability contributions with:

- more than 65,000 services, which avoided 56,270 car trips
- 2,732,017 total passenger boardings
- very high satisfaction rates of 93% to 98% across all customer survey categories.

Canberra Metro continues to innovate and is installing onboard energy storage on the five new Light Rail Vehicles (LRV) being built for Canberra Light Rail Stage 2, as well as on the current fleet's 14 existing LRVs.

An onboard battery system will recharge while operating on the rail line and via regenerative braking, reducing the need for overhead electricity wiring on the next Stage 2 line.

Stage 2 is an 11 kilometre line to connect light rail towards Woden from the city. Phased delivery includes Stage 2A, which is a 1.7 kilometre extension from the city to Commonwealth Park. Stage 2B is proposed to connect Commonwealth Park to Woden (nine kilometres) - including the Parliamentary Triangle.

Warringah Freeway Upgrade,
New South Wales, CPB CONTRACTORS





APPENDICES

1. Historical sustainability ratings and rankings
2. Decarbonisation plan – summary of targeted initiatives
3. Awards list
4. Trade, industry and community memberships
5. Global Reporting Initiative (GRI) index table

1. HISTORICAL SUSTAINABILITY RATINGS AND RANKINGS

Today, as a fully owned subsidiary of HOCHTIEF Australia, CIMIC Group contributes to HOCHTIEF AG's sustainability ratings which are detailed in Section 1 - *Sustainability ratings and rankings*.

As a listed company until May 2022, CIMIC Group's ESG ratings and rankings included sustained recognition from the Dow Jones Sustainability Index, the FTSE4Good Index Series and S&P Global. We have been:

- the only construction and engineering company to be included in the DJSI Australia Index (10-year membership 2011–2021)
- included in the FTSE4Good Index Series, six years in a row (2016–2021)
- included in S&P Global's 'The Sustainability Yearbook' 2022 and 2021, recognising CIMIC's ESG performance as being within the top 15% of our industry
- recognised as a 'Leading' company for sustainability reporting by the Australian Council of Superannuation Investors, four years in a row (2018–2021).



Broadmeadow manufacturing site,
New South Wales, UGL



West Gate Tunnel,
Victoria, CPB CONTRACTORS

2. DECARBONISATION – SAMPLE OF TARGETED INITIATIVES

CIMIC's strategy for decarbonisation involves a range of targeted initiatives. Some of these are dependent on the timing of the transition of plant and equipment to alternative power sources, and therefore the commercial availability of that plant and equipment. Forecasting the timing of that transition is challenging but CIMIC is monitoring developments and will work with suppliers to trial and commercialise developments.

Scope 1 – Fuels (mainly diesel) for plant and equipment

- Continually seek opportunities to select and utilise more energy efficient plant, equipment, and vehicles
- Increase trials of alternative power sources and powertrains (engine and drivetrain combinations) used in plant, equipment, and vehicles, as they become available
- Increase use of bio-fuels where viable
- Implement fit for purpose electric commercial vehicles as they become available and viable
- Implement electric vehicles as they become available
- Work with Original Equipment Manufacturers and equipment hire companies to improve sustainability outcomes

Scope 2 – Purchased electricity

- Improve energy efficiency where possible (e.g. install LEDs)
- Purchase renewable energy (subject to security of supply) with all facilities such as offices and workshops to transition to green power where practical
- Generate renewable energy on projects (e.g. install solar panels)
- Install batteries to store power

Scope 3 – Materials (e.g. concrete, steel, bitumen)

- Collaborate with clients, designers, suppliers and setters of standards to introduce low-emission products and optimise designs to reduce carbon footprint
- Innovate in the use of alternative materials where possible (e.g. geopolymer concrete, green steel)
- Seek opportunities to reduce the distances that materials need to be transported to site by sourcing locally
- Support research and development projects that have the potential to improve efficiency or sustainability of the industry

Scope 3 – Waste

- Actively recycle and/or reuse materials
- Collaborate with clients and suppliers to foster a circular economy
- Support research and development projects that have the potential to improve efficiency or sustainability of the industry

Scope 3 – Travel

- Promote alternative technology to avoid travel (e.g. video-conferencing and virtual reality)
- Work with travel industry to eliminate emissions

3. 2023 AWARDS LIST

SUSTAINABLE SOLUTIONS

Pacific Partnerships, CPB Contractors, and UGL, supported by EIC Activities

- 📍 Cross River Rail Tunnel, Station and Development works package was a finalist for the Infrastructure Sustainability (IS) Council's *Outstanding Achievement Award* – having achieved a 'leading' IS design rating and being one of the 10 highest scoring projects across the IS Rating Scheme.

CPB Contractors

- 📍 M80 Upgrade project won the *2023 Australian Construction Achievement Award* at the Australian Constructors Association Awards.
- 📍 Nepean Hospital Redevelopment Stage 1 project won the *Professional Excellence Award, Commercial Construction (\$60 million plus)* at the Australian Institute of Building National Professional Excellence Awards.
- 📍 Paramatta Light Rail Stage 1 won the *Outstanding Achievement Award for Sustainability Leadership* from the Infrastructure Sustainability Council of Australia.
- 📍 West Gate Tunnel project won *New Installation Project of the Year* at the Australasian Society for Trenchless Technology.

Broad

- 📍 Kingaroy Hospital Redevelopment project won five awards including:
 - 🏆 *Best Health Facility (\$20 million plus)* at the Master Builders Association Queensland Housing and Construction Awards
 - 🏆 *Health Facilities (over \$20 million)* at the Australian Institute of Building National Professional Excellence Awards
 - 🏆 *Commercial Construction (\$60 million plus)* at Australian Institute of Building Queensland Professional Excellence in Building Awards.
 - 🏆 *Project of the Year and Health Facilities (over \$20 million)* at the Master Builders Association Queensland Downs and Western Housing and Construction Awards
- 📍 Bethesda Clinic Cockburn (Stage 1) project won *Best Health Care Building (\$20 million to \$50 million)* at the Master Builders Association Western Australia Excellence in Construction Awards
- 📍 Highgate Shopping Centre won *High Commendation Commercial Construction (\$2 million to \$25 million)* at the Australian Institute of Building National and Western Australia Professional Excellence Awards.

UGL

- 📍 Metro Trains Melbourne (MTM) was recognised with *Excellence awards for Safety, Customer Service, and Passenger Operations*, and the *Rail Innovation of the Year Award* at the 2023 Australian Rail Industry Awards. MTM is a joint venture in UGL's transport operations business.

ENVIRONMENT

CPB Contractors

- 📍 Port Wakefield to Port Augusta project won the *Excellence in Civil Construction (\$10 million to \$30 million)* award at the Civil Contractors Federation's Earth Awards 2023.
- 📍 METRONET Yanchep Rail Extension and Thornlie to Cockburn Link Design and Construction Project (NEWest Alliance) won *Environmental Achievement Award* at the 2023 Civil Contractors Federation Western Australia Earth Awards.

SOCIAL

CPB Contractors

- 📍 CPB Contractors was recognised as *Training Employer of the Year* at the 2023 Civil Contractors Federation Western Australia Industry and Training Awards.
- 📍 CPB Contractors won an *Internal Communication Campaign Award* at the Public Relations Institute of Australia's Golden Target Awards 2023, for the *Focus on safety for what matters most* campaign.

- WestConnex Rozelle Interchange project won *Project of the Year* at the NSW Indigenous Chamber of Commerce Infrastructure and Construction Awards 2023.
- WestConnex Rozelle Interchange won *Excellence in Social Outcomes Award* at the 2023 Infrastructure Sustainability Council Awards.

Leighton Asia

- Leighton Asia was recognised at the Lighthouse Club Hong Kong Contractors' Safety Awards with a *Safe Project Team Award*, and its business Wai Ming M&E Limited achieved a Gold Safe Subcontractor award.
- Leighton Asia and its businesses Pekko Engineers Limited, Sum Kee Construction Limited and Wai Ming M&E Limited, were recognised with the *Proactive Safety Contractor Award* by the Hong Kong Construction Association.
- Boardwalk Underneath Island Eastern Corridor Project was recognised by Hong Kong's Development Bureau and Construction Industry Council at the 29th Considerate Contractors Site Award Scheme. The project achieved a *Silver Award* in the Innovation for Safety and Environmental Excellence Public Works (New Works) category, *Merit* in the Outstanding Environmental Management and Performance category, and *Merit* in the Site Public Works (New Works) category.
- Boardwalk Underneath Island Eastern Corridor Project was recognised by the Hong Kong Labour Department's Construction Industry Safety Award Scheme 2022/2023 with a *Gold Prize* in the Civil Engineering Site category and a *Certificate of Good Performance* in the Safety Teams category.
- Boardwalk Underneath Island Eastern Corridor Project was recognised by Hong Kong's Civil Engineering and Development Department with a *Merit Award* in the Innovation category at the Construction Site Safety Awards.
- Deep Tunnel Sewerage System Phase 2 Contract T-09 was recognised by the United Kingdom's Royal Society for the Prevention of Accidents with a *Gold Medal Award*.
- East Kowloon Cultural Centre project was recognised at the Hong Kong Labour Department's Construction Industry Safety Award Scheme 2022/2023 with a *Meritorious Prize* in the Building Sites (Public Sector) category and a *Meritorious Prize* in the Safety Teams category.
- East Kowloon Cultural Centre project and Leighton Asia's businesses Pekko Engineers Limited and Wai Ming M&E Limited achieved an *Outstanding Award* in the Safety Performance Award at Hong Kong's Occupational Safety and Health Awards.
- North-South Corridor N103 project was recognised by the United Kingdom's Royal Society for the Prevention of Accidents with a *Gold Medal Award*.
- North-South Corridor N103 project was recognised at Singapore's Annual Safety and Health Award Recognition for Projects.
- North-South Corridor N103 project was recognised as a finalist at Singapore's Land Transport Authority's 25th Annual Safety, Health Awards Convention.

GOVERNANCE

CPB Contractors

- Australia Pacific LNG Gas Works project won the *Ian Harrington Collaboration Award* at the Queensland Major Contractors Association Awards 2023.

Leighton Asia

- Leighton Asia was recognised by AustCham Hong Kong with the *Business Innovation and Professional Services Award*.
- Leighton Asia's Indonesian operation was awarded the *Pioneer Company Award* by Asosiasi Kontraktor Indonesia (Indonesian Contractors Association).
- Leighton Asia's business Wai Ming M&E Limited was recognised with a *Gold Award* at the Hong Kong Electrical and Mechanical Services Department's Outstanding Registered Electrical Contractors Competition.
- East Kowloon Cultural Centre project won a *Silver Award* at the Institute of Clerks of Works and Construction Inspectorate's Construction Industry Quality Awards 2023.
- Tseung Kwan O - Lam Tin Tunnel Main Tunnel and Associated Works project won an *Excellent Award* at the Institute of Clerks of Works and Construction Inspectorate's Construction Industry Quality Awards 2023.

4. TRADE, INDUSTRY AND COMMUNITY MEMBERSHIPS

Our memberships provide knowledge sharing and networking opportunities, support professional development and help to drive improvements in industry practices, benefitting our people, stakeholders and society. Our memberships and sponsorships with community organisations also enrich our activities and social outcomes.

Australia

- Association of Mining and Exploration Companies
- Australasian Railway Association
- Australasian Tunnelling Society
- Australia Japan Business Co-operation Committee
- Australian Coal Preparation Society
- Australian Constructors Association
- Australian Hydrogen Council
- Australian Industry Group
- Australian Mining Equipment and Services Export Association
- Australian National Committee on Large Dams
- Australian Mines and Metals Association
- Australian Water Association
- Business Council of Australia
- Business Leaders' Health and Safety Forum
- Business Sydney
- CareerSeekers
- CareerTrackers
- Centre of Decommissioning Australia
- Chamber of Commerce and Industry
- Chamber of Mines and Energy (various states)
- Civil Contractors Federation
- Clean Energy Council
- Committee for Ballarat
- Consult Australia
- Clontarf Foundation
- CPA Australia
- Diversity Council of Australia
- Engineers Australia
- Global Comminution Collaborative
- Hunternet Co-opertive
- Infrastructure Partnerships Australia
- Infrastructure Sustainability Council
- International Association for Public Participation
- ITS Australia
- Kinaway Chamber of Commerce, Victoria
- Master Builders Associations (various states)
- Mates in Construction
- Mining Suppliers Trade Association
- National Association of Testing Authorities
- National Association of Women in Construction
- New South Wales Business Chamber
- New South Wales Indigenous Chamber of Commerce

- Permanent Way Institution
- Property Council of Australia
- Public Transport Association Australia
- Queensland Major Contractors Association
- Queensland Resources Council
- Rail Industry Safety Standards Board
- Roads Australia
- Royal Flying Doctors Service
- Social Traders
- Supply Chain Sustainability School
- Supply Nation
- Tasmanian Polar Network
- TrackSAFE Foundation
- Tourism and Transport Forum
- West Australian Mining Club

Canada

- Canadian Institute of Mining
- Canadian Mineral Processors
- Coal Association of Canada
- Indispire
- Mining Suppliers Association of British Columbia
- Nevada Mining Association
- Northwest Territories and Nunavut Professional Engineers and Geoscientists

New Zealand

- BusinessNZ
- Canterbury Safety Charter
- Civil Contractors New Zealand
- Infrastructure New Zealand
- TupuToa

Indonesia

- AHK Indonesien / EKONID (German-Indonesian Chamber of Commerce and Industry)
- Asosiasi Kontraktor Indonesia (Indonesian Contractors Association)
- Gapenri (National Association of Indonesia Design)
- Indonesia Australia Business Council
- KADIN (Indonesian Chamber of Commerce & Industry)

Hong Kong

- Association of Geotechnical & Geoenvironmental Specialists
- Australian Chamber of Commerce Hong Kong

- British Chamber of Commerce, Hong Kong
- Building and Construction Authority
- German Chamber of Commerce, Hong Kong
- Hong Kong Air Conditioning and Refrigeration Association
- Hong Kong Alliance of Built Asset & Environment Information Management Associations
- Hong Kong Construction Association
- Hong Kong Federation of Electrical and Mechanical Contractors
- Hong Kong General Chamber of Commerce
- Hong Kong General Building Contractors Association
- Hong Kong Green Building Council
- Hong Kong Plumbing & Sanitary Ware Trade Association

- Hong Kong Registered Contractors Association
- Kowloon Cricket Club
- Lighthouse Club, Hong Kong
- Spanish Chamber of Commerce

The Philippines

- Lighthouse Club, Manila
- Makati Business Club

Singapore

- Australian Chamber of Commerce, Singapore
- Singapore Business Federation
- Tunnelling and Underground Construction Society



5. GLOBAL REPORTING INITIATIVE (GRI) INDEX TABLE

STATEMENT OF USE	Cimic Group has reported in reference to the GRI Standards
GRI USED	GRI 1 Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION Report section/CIMIC website
General disclosures		
GRI 2 General disclosures (2021)	2-1 Organisational details	Preamble. About our sustainability report S1. About CIMIC Group www.cimic.com.au
	2-2 Entities included in the organisation's sustainability reporting	Preamble. About our sustainability report
	2-3 Reporting period, frequency and contact point	
	2-4 Restatements of information	S3. Environment - Environmental incidents 2022
	2-5 External assurance	Not externally assured
	2-6 Activities, value chain and other business relationships	Preamble. A unique ownership structure S1. About CIMIC Group S1. Creating lasting value
	2-7 Employees	S3. Improving ESG outcomes - Social
	2-8 Workers who are not employees	
	2-9 Governance structure and composition	S3. Improving ESG outcomes - Governance www.cimic.com.au/Corporate governance
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	S3. Improving ESG outcomes - Governance www.cimic.com.au/Code of Conduct
	2-16 Communication of critical concerns	S3. Improving ESG outcomes - Governance www.cimic.com.au/Code of Conduct www.cimic.com.au/Ethics Line
	2-17 Collective knowledge of the highest governance body	S3. Improving ESG outcomes - Governance www.cimic.com.au/Corporate governance
	2-18 Evaluation of the performance of the highest governance body	
	2-19 Remuneration policies	S3. Improving ESG outcomes - Social
	2-20 Process to determine remuneration	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 2 General disclosures (2021)	2-21 Annual total compensation ratio	Not reported
	2-22 Statement on sustainable development strategy	S1. Sustainability strategy www.cimic.com.au/Sustainability
	2-23 Policy commitments	S3. Improving ESG outcomes - Governance www.cimic.com.au/Corporate Governance/Policies
	2-24 Embedding policy commitments	S3. Improving ESG outcomes - Governance www.cimic.com.au/Corporate governance
	2-25 Processes to remediate negative impacts	
	2-26 Mechanisms for seeking advice and raising concerns	S1. Improving ESG outcomes - Governance www.cimic.com.au/Corporate governance www.cimic.com.au/Anti-corruption, anti bribery
	2-27 Compliance with laws and regulations	S3. Improving ESG outcomes - Governance www.cimic.com.au/Corporate governance
	2-28 Membership associations	S3. Improving ESG outcomes - Governance Appendix 4
	2-29 Approach to stakeholder engagement	S1. Creating lasting value S3. Improving ESG outcomes - Governance
	2-30 Collective bargaining agreements	S3. Improving ESG outcomes - Social
Material topics		
GRI 3 Material topics (2021)	3-1 Process to determine material topics	S1. Sustainability strategy
	3-2 List of material topics	
Material topics: Climate change		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Environment
GRI 302 Energy (2016)	302-1 Energy consumption within the organization	S3. Improving ESG outcomes - Environment - Climate change and decarbonisation
GRI 305 Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
Material topics: Circular economy		
GRI 3: Material topics 2021	3-3 Management of material topics	S3. Improving ESG outcomes - Environment
GRI 301 Materials (2016)	301-1 Materials used by weight or volume	S3. Improving ESG outcomes - Environment - Circular economy
	301-2 Recycled input materials used	S3. Improving ESG outcomes - Environment - Circular economy, Waste reuse and recycling
GRI 306 Effluents and waste (2016)	306-1 Waste generation and significant waste-related impacts	S3. Improving ESG outcomes - Environment - Circular economy, Waste reuse and recycling
	306-2 Management of significant waste-related impacts	S3. Improving ESG outcomes - Environment - Circular economy, Waste reuse and recycling
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION Report section/CIMIC website
Material topics: Water protection		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Environment
GRI 303 Water and effluents (2018)	303-1 Interactions with water as a shared resource	S3. Improving ESG outcomes - Environment, Water protection
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
Material topics: Biodiversity and ecosystems		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Environment
GRI 304 Biodiversity (2016)	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
	304-2 Significant impacts of activities, products, and services on biodiversity	S3. Improving ESG outcomes - Environment, Biodiversity and ecosystems
Material topics: Sustainable products and services		
GRI 3 Material topics (2021)	3-3 Management of material topics	S2. Evolving our business - Sustainable solutions S3. Improving ESG outcomes - Environment
GRI 203 Indirect economic impacts (2016)	203-1 Infrastructure investment and services supported	S3. Improving ESG outcomes - Environment - Sustainable products and services S3. Improving ESG outcomes - Governance - Sustainable finance
Material topics: Health and safety		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Social, Health and Safety

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 403 Occupational health and safety (2018)	403-1 Occupational health and safety management system	S3. Improving ESG outcomes - Social, Health and safety
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
Material topics: Qualified employees		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Social, Working environment
GRI 404 Training and education (2016)	404-1 Average hours of training per year per employee	S3. Improving ESG outcomes - Social, Training and development
Material topics: Diversity		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Social
GRI 405 Diversity and equal opportunity (2016)	405-1 Diversity of governance bodies and employees	S3. Improving ESG outcomes - Social, Working environment, Diversity and inclusion
Material topics: Working environment		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Social
Material topics: Social activities		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Social
GRI 413 Local communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programs	S3. Improving ESG outcomes - Social, Community activities
Material topics: Anti-corruption and Anti-bribery		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Governance

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 205 Anti-corruption (2016)	205-1 Operations assessed for risks related to corruption	S3. Improving ESG outcomes - Governance, Sustainability governance S3. Improving ESG outcomes - Governance, Anti-corruption and anti-bribery
	205-2 Communication and training about anti-corruption policies and procedures	
GRI 206 Anti-competitive behavior (2016)	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	S3. Improving ESG outcomes - Governance, Anti-corruption and anti-bribery
GRI 415 Public Policy (2016)	415-1 Political contributions	
Material topics: Responsible supply chain		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Governance
GRI 204 Procurement practices (2016)	204-1 Proportion of spending on local suppliers	S3. Improving ESG outcomes - Governance, Responsible supply chain
GRI 414 Supplier social assessment (2016)	414-1 New suppliers screened using social criteria	
Material topics: Sustainable finance		
GRI 3 Material topics (2021)	3-3 Management of material topics	S3. Improving ESG outcomes - Governance
GRI 201 Economic performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	www.cimic.com.au/Climate change report
Material topics: Digitisation and Innovation		
GRI 3 Material topics (2021)	3-3 Management of material topics	S2. Evolving our business - Digitisation, innovation and collaboration



Mackay manufacturing site,
Queensland, UGL



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