

CIMIC GROUP
ANNUAL REVIEW AND
SUSTAINABILITY REPORT

2025



CIMIC GROUP ANNUAL REVIEW AND SUSTAINABILITY REPORT

2025



This image:
West Gate Tunnel, Victoria,
CPB CONTRACTORS and EIC ACTIVITIES

Cover image:
HumeLink West, New South Wales,
CPB CONTRACTORS, UGL and
EIC ACTIVITIES

About this report

CIMIC Group's 2025 Annual Review and Sustainability Report presents our company overview and a detailed Sustainability Statement for the period 1 January to 31 December 2025.

This report can be read alongside our [2025 Annual Report](#) which includes our *Climate-related Financial Disclosures*, prepared in accordance with the *Corporations Act 2001 Cth* and the [Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures](#) (AASB S2).

CIMIC Group has published a voluntary sustainability report annually since 2016, outlining our environmental, social and governance activities and impacts to meet our stakeholders' general information needs.

IN THIS REPORT:

Section 1 – To our Stakeholders

Features a message from CIMIC Group's Executive Chairman and introduces our Board and Executive Leadership Team.

Section 2 – About CIMIC Group

Provides an overview of our company, with key highlights from 2025, and summarises our business model, strategy, operating environment, risk and opportunity management approach, and outlook.

Section 3 – Innovation and digitalisation

Outlines our digital strategy, ICT governance approach, software development capabilities and key digital innovations.

Section 4 – Delivering next generation solutions

Showcases our capabilities across diverse sectors, with examples of selected projects and proprietary software solutions.

Section 5 – Sustainability Statement

Presents our sustainability strategy, governance framework, and approach to managing material environmental, social and governance matters.

Section 6 – Further information

Provides appendices regarding our project portfolio, stakeholders, awards and memberships, with a Global Reporting Initiative (GRI) index.

This is our fourth sustainability report² as a fully owned subsidiary of HOCHTIEF Australia Holdings Limited ABN 17 103 181 675 (HOCHTIEF Australia). It has been reviewed and approved by the Board of CIMIC Group Limited.

Company information and ownership structure

CIMIC is a fully owned subsidiary of HOCHTIEF Australia.³ HOCHTIEF Australia, based in Sydney, is fully owned by Germany based company HOCHTIEF Aktiengesellschaft (HOCHTIEF). Listed on the Deutsche Börse, HOCHTIEF is a global provider of engineering-led, end-to-end infrastructure solutions in North America, Australia and Europe with leading positions in rapidly expanding strategic growth verticals including the AI, Digital & Tech sector as well as the Energy, Defence and Critical Minerals markets supported by its long-standing, local presence in core infrastructure markets. Read more about [HOCHTIEF](#).

The largest shareholder in HOCHTIEF is Spain based company ACS, Actividades de Construcción y Servicios, SA (ACS), listed on the Madrid Stock Exchange, which holds 80%⁴ of the shares in HOCHTIEF. The ACS Group delivers essential infrastructure, combining global scale with local expertise across the full project lifecycle in a broad range of strategic segments, including digital and advanced technology, security, energy, critical minerals and industrial resources, and core civil and urban infrastructure. Read more about [ACS](#).

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

Disclaimer

The information contained in this report is provided for general informational purposes only.

This document includes forward-looking statements regarding CIMIC Group ('the Group') including the plans, strategies, objectives, and commitments of the Group in relation to environmental, social and governance (ESG) and broader sustainability matters. 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 or as otherwise indicated in the document.

Forward-looking statements made in this document are not statements of fact, guarantees or predictions. 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

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

2 All of CIMIC Group's previous sustainability reports are available from [cimic.com.au/Publications](#). From 2016 to 2021 our sustainability reports were included in our Annual Report.

3 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.

4 As at 31 December 2025.

achievements of the Group to differ materially from those expressed or implied in the statements contained in this document.

Readers are cautioned not to place undue reliance on such statements given the limitations and uncertainties identified above and in this document. 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 or likelihood of achievement of any forward-looking information contained in this document.

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

GRI reporting framework

Our 2025 Sustainability Statement (Section 5) has again been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards framework.

Our voluntary use of the GRI framework continues CIMIC Group's publication of reliable, relevant and standardised information that is comparable over time and of value to our stakeholders and our business.

Sustainability Statement boundary and scope

Our Sustainability Statement covers CIMIC Group including our diverse Operating Companies (controlled entities) –

engineering and construction businesses CPB Contractors and Leighton Asia, our integrated solutions providers UGL⁵ and Sedgman, our natural resources business, the Thiess Group (60% ownership)⁶, our development and investment arm Pacific Partnerships, in-house engineering consultancy EIC Activities, property businesses Devine and Leighton Properties, and our commercial software development company IDD Tech.

Material topics

CIMIC Group's reporting on material topics in Section 5 Sustainability Statement remains consistent with our 2024 Sustainability Statement.

Our Sustainability Statement includes an overview of our climate change mitigation and transition approach supported by key metrics. This information can be read alongside our 2025 Annual Report which includes disclosures on climate-related governance, strategy, risk and opportunity management, as well as relevant metrics and targets.⁷

Data collection

Our Group's sustainability related data and information is recorded and tracked at projects, business units and Operating Companies. It is aggregated at an Operating Company level, consolidated and analysed using Group-wide software applications and reported to CIMIC.

This ensures that a consistent approach for tracking data points, such as emissions, and standardised definitions are applied where appropriate, providing reliable and comparable metrics.

5 In December 2025, CIMIC Group announced the formation of a strategic partnership with Sojitz Corporation which was formally completed in January 2026, establishing a 50:50 joint ownership structure for UGL Transport. A division of CIMIC company UGL, UGL Transport is a leading integrated transport services platform operating across Australia and New Zealand. CIMIC will continue to own and operate 100% of UGL's specialist engineering, industrial services and operations across energy, resources, infrastructure, defence, telecommunications and technology.

6 CIMIC Group acquired an additional 10% of the equity in Thiess Group Holdings Pty Limited from Elliott Advisors (UK) Ltd (Elliott) in April 2024. The acquisition increased CIMIC's ownership of the Thiess Group to 60%. Consequently, CIMIC has fully consolidated the Thiess Group in its financial accounts from acquisition date 23 April 2024. Thiess Group ESG information has been disclosed for the full twelve-month period in our 2024 and 2025 reports. The put option for the remaining 40% is exercisable between April 2025 and December 2026.

7 In accordance with the Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures – [Australian Accounting Standards Board AASB S2](#).

Mineral processing, Canada,
SEDGMAN



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The Thiess Group's⁸ ESG results for the full year are consolidated into CIMIC Group's 2025 ESG results, as they were in 2024, having been excluded in 2022 and 2023 when CIMIC Group did not have a controlling interest in the business.⁶

As well as being included in CIMIC's *Sustainability Statement*, the Thiess Group continues to prepare a separate Sustainability Report for its stakeholders.⁹

Financial related data included in our company overview (Sections 1 to 4) and *Sustainability Statement* (Section 5) has been drawn from CIMIC Group's audited *2025 Annual Report*.

Relevant CIMIC Group ESG data, inclusive of the Thiess Group⁶, is reported to HOCHTIEF and is used to meet HOCHTIEF and ACS Group's European reporting requirements.

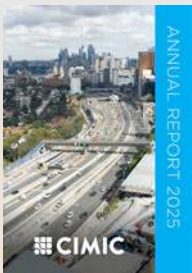
All monetary amounts are presented in Australian dollars, unless otherwise specified.

Outlook on Australian sustainability reporting standards

CIMIC Group, headquartered in Australia, 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.

Further reference

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



8 In this document a reference to 'Thiess Group' is a reference to Thiess Group Holdings Pty Limited ABN 34 646 054 757 and the entities that it controls unless otherwise stated. A reference to 'Thiess' is a reference to Thiess Pty Ltd, PT Thiess Contractors Indonesia, Thiess Mining USA Inc, Thiess Mining Canada Ltd, Thiess Mongolia LLC, Thiess Khishig Arvin LLC, Thiess Chile SpA, and Thiess India Pvt Ltd unless otherwise stated.

9 The Thiess Group's Sustainability Report is available on their website Sustainability - Thiess



HumeLink West, New South Wales,
CPB CONTRACTORS, UGL and EIC ACTIVITIES



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Our Group at a glance

Trusted experience. End-to-end solutions.

At CIMIC Group we're using our engineering-led capabilities and advanced technologies to deliver end-to-end solutions for sustainable high-performing assets, infrastructure and resources projects.

Our companies are leaders in the engineering and construction, integrated solutions, natural resources and investment market segments.

We are passionate about connecting people to better services and opportunities with data centres and community-shaping projects like solar farms, major metro rail networks, water treatment plants, hospitals and schools.

We continue to expand what we achieve and how we shape the future by adding value for our clients, achieving sustainable returns, developing and keeping our team members safe and maintaining a reliable and trusted supply chain.

Commitments

We respect human rights and acknowledge 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.

Our approach to evolving our business and improving environmental, social and governance outcomes is informed by key international principles and standards such as the UN Guiding Principles on Business and Human Rights, the UN Global Compact, the UN Sustainable Development Goals (SDGs) and the International Labour Organisation's standards.

Sustainability ratings

As a fully owned subsidiary of HOCHTIEF Australia, CIMIC Group contributes to HOCHTIEF's and ACS Group's sustainability ratings, as shown by the examples in Figure 1. For further information on these ratings see Section 5 *Sustainability Statement – Sustainability at CIMIC Group*.

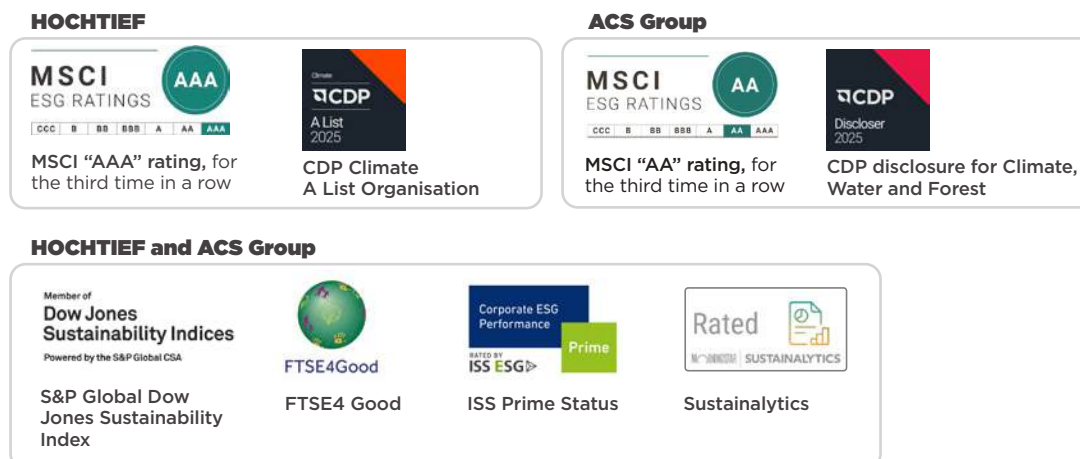


Figure 1 - HOCHTIEF's and ACS Group's 2025 sustainability ratings

Awards

In 2025, CIMIC Group has again been recognised for delivering outstanding projects and services including the following awards. See Section 6 *Further information – 2025 awards list* for details of awards received in the reporting year.

- **CPB Contractors** – Bruce Highway Upgrade – Cooroy to Curra Section D2 (Gympie Bypass) was recognised with the Contractor Excellence Award by Infrastructure Partnerships Australia
- **Pacific Partnerships, CPB Contractors and UGL** – Sydney Metro City & Southwest PPP: OTS2 PPP and Sydney Metro won Project of the Year at the Infrastructure Partnerships Australia National Infrastructure Awards
- **Sedgman** – was recognised at the Sustainable Industrial Manufacturing Asia Pacific Conference (SIM-PAC) for Mitigating the Effects of Mining. The SIM-PAC award highlighted Sedgman's contribution to collaboration in developing innovative processing approaches to reduced energy and water footprints, and circular economy solutions
- **Leighton Asia** - STT Fairview 1 Data Centre Joint Venture in the Philippines was recognised with the Top Performing Contractor in High-risk Safety Surveillance and the Safety Leadership Measurement awards by the Greater Capital Railway Consortium
- **Thiess Group** – The Thiess Balikpapan Support Facility achieved an Occupational Health and Safety Management System Gold rating from the Indonesian Ministry of Manpower.



At CIMIC Group we're using our engineering-led capabilities and advanced technologies to deliver end-to-end solutions for sustainable high-performing assets, infrastructure, and resources projects.

Queensland Resources Common User Facility, Queensland, SEDGMAN

CASE STUDY

ACS GROUP EXPANDS STRATEGIC PARTNERSHIP WITH VULCAN TO DELIVER EUROPE'S LARGEST LITHIUM PROJECT

Germany, Sedgman and HOCHTIEF

ACS Group has expanded its partnership with Germany-focused Vulcan Energy, the world's first sustainable lithium and renewable energy business, and will have an end-to-end role in developing its lithium production and processing infrastructure.

Through its company Sedgman, ACS has 45 years' experience processing and delivering critical minerals essential to clean energy, advanced manufacturing, and digital infrastructure, including delivering more than 630 studies and projects in the sector globally.

ACS's strategy is to expand across the critical minerals and energy transition value chain, building an integrated presence in investment, extraction, processing and infrastructure. In line with this strategy, ACS announced that:

- Sedgman and HOCHTIEF Infrastructure have been appointed as the Engineering, Procurement and Construction Management contractor for Vulcan's Phase One Lionheart Project, delivering

an end-to-end solution for the €397 million Lithium Extraction Plant and €337 million Central Lithium Plant

- HOCHTIEF has agreed to an investment in Vulcan of €169 million, comprising a €39 million investment in the Lionheart Project and a subscription of up to €130 million in Vulcan shares, becoming a cornerstone investor
- HOCHTIEF has been named as preferred supplier for the Project's civil construction works.

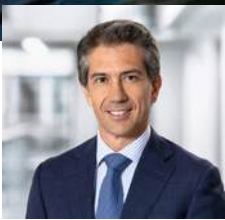
About the Lionheart Project

Located in the Upper Rhine Valley, the Lionheart Project will have a production capacity of 24,000 tons of battery-quality lithium hydroxide monohydrate (LHM) from geothermal brine and simultaneously generate renewable heat and power. The project has been awarded EU Strategic Project status under the Critical Raw Materials Act, recognising its transformative potential for Europe's clean energy future and lithium independence.



TO OUR STAKEHOLDERS

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Message from the Executive Chairman

I am delighted to present to you CIMIC's *Annual Review and Sustainability Report* which provides an overview of our business, financial performance and evolving project portfolio, with a particular focus on our ESG strategy. In 2025, the Group achieved a solid set of operational and financial results. In addition, we have made further advances in our strategic delivery, including our ambitious sustainability targets.

In today's dynamic, technology-driven world, our projects create opportunities to make a lasting impact. We drive innovation, technical excellence and sustainability across our operations – focused on generating value for our stakeholders and for the environment. This commitment underpins our global strategy and continues to support growth for the Group.

Financial performance

In 2025, operational profit before tax was \$829 million with revenue of \$18.6 billion. We generated \$1.3 billion of cash flow from operations, maintained an investment grade balance sheet and grew work in hand to \$38.4 billion, up 6% year-on-year on a comparable basis.¹⁰

Strategic progress

We have advanced to become a leader in rapidly expanding strategic growth verticals including the AI, Digital & Tech sector as well as Energy, Critical Minerals and Defence, where demand for advanced infrastructure continues to accelerate. This momentum builds on our long-established, locally embedded presence in our core infrastructure markets, which remains the foundation of our competitive strength and our ability to scale into these next-generation markets as a life-cycle partner.

Growth verticals now represent more than 50% of our work in hand, and across our business, we continue to deliver solutions that enhance resilience, support communities and drive sustainable economic growth. Our agility, advanced digital capabilities and disciplined approach to execution and investment position us for sustained growth.

Partnerships and future opportunities

During the year, we advanced initiatives to unlock value and accelerate growth as part of our disciplined capital allocation policy.

¹⁰ Prior year work in hand has been restated to show the impact of establishing a 50:50 joint ownership structure for UGL Transport with Sojitz Corporation – see *Partnerships and future opportunities* in this message.



West Gate Tunnel, Victoria,
CPB CONTRACTORS and EIC ACTIVITIES

We established a strategic partnership with Sojitz Corporation, which was formally completed in January 2026, establishing a 50:50 joint ownership structure for UGL Transport.¹¹ Together, we will expand into new markets and technologies, including Asia Pacific opportunities in collaboration with Leighton Asia, while continuing to support Australia's transport networks.

We accelerated integration of the companies acquired in 2024. These targeted acquisitions strengthen our advanced technology offering and broaden our presence in the sector. In mining and minerals processing services, our acquisitions drive commodities diversification and support our strategic expansion into critical minerals. Our integration processes embed our safety culture, governance, compliance, procurement and people frameworks – always building One Group, One Team.

Sustainability and culture

We have set an ambitious target to achieve net zero by 2045. In 2025, we achieved our interim goal of reducing Scope 1 (primarily fuels) and 2 (purchased electricity) emissions by 20% compared to 2019 levels. We are now focused on achieving net zero for these scopes by 2038.¹²

Our culture – safe, respectful and innovative – is central to our success. By investing in skills development, expanding participation and supporting local supply chains, we create opportunities that strengthen communities and build a sustainable skills base.

Our progress reflects the strength of our partnerships with clients, communities, suppliers and our people. Together, we share the same goal: delivering long-term economic, social and environmental value for current and future generations.

Thank you for your support.

Juan Santamaría
CIMIC Group Executive Chairman
ACS Group and HOCHTIEF AG Chief Executive Officer

¹¹ UGL Transport, a division of CIMIC company UGL, is a leading integrated transport services platform operating across Australia and New Zealand. Following regulatory approvals and the fulfillment of customary conditions, Sojitz Corporation has acquired a 50% equity interest in UGL Transport, establishing the joint ownership structure.

¹² These targets exclude the Thiess Group.

Leadership

CIMIC Group Board

Executive Chairman

Juan Santamaría

Appointed Executive Chairman of CIMIC Group on 6 November 2020. Juan was Chief Executive Officer and Managing Director of CIMIC between February 2020 and June 2022. He formerly held positions as the Managing Director of CPB Contractors (CIMIC's construction business) with responsibility for CPB Contractors, Leighton Asia and Broad in all geographies including Australia, New Zealand, Papua New Guinea, India and Asia.

Prior to that, Juan held roles as the Managing Director of UGL (CIMIC's services business) and Executive General Manager of Public Private Partnerships and Construction West at CPB Contractors.

Juan also holds positions as Chief Executive Officer of ACS Group, a global civil and engineering construction group listed on Spain's IBEX 35; and Chief Executive Officer of HOCHTIEF, a global infrastructure company listed on the German MDAX.

He was Chief Executive Officer of Iridium (an ACS Group Company) between 2014 and 2015, and he was Chief Executive Officer and Chief Operating Officer of ACS Infrastructure North America and Canada between 2006 and 2013.

Juan holds a Master of Science in Civil Engineering from the Polytechnic University of Madrid and has held a variety of positions in the construction industry during the past 20 years.

Juan has extensive international experience in the delivery of large and complex construction, services and PPP projects, and has been responsible for projects and businesses in Australia, Europe, North America, Latin America and South Africa.

Directors

Juan Santamaría	Executive Chairman, MEng (Civil)
Roberto Gallardo	President and Executive Director, BSc Civil Eng (Appointed 12 February 2026)
Christa Andresky	Non-executive Director, BA Accounting, LCPA (Appointed 9 December 2025)
Russell Chenu	Independent Non-executive Director, BCom, MBA, CPA
José-Luis del Valle Pérez	Non-executive Director, LLB
Emilio Grande	Non-executive Director, LLB BA MFin (Appointed 9 December 2025)
Pedro López Jiménez	Non-executive Director, MEng (Civil), MBA
David Robinson	Non-executive Director, MCom, BEc, FCA, CTA
Robert Seidler AM	Non-executive Director, LLB
Kathryn Spargo	Independent Non-executive Director, LLB (Hons), BA, FAICD

Note: Mr Pedro Vicente Maese resigned as a Director on 12 February 2026. Mr Peter-Wilhelm Sassenfeld resigned as a Director on 30 June 2025.

Executive leaders

Juan Santamaría	CIMIC Group Executive Chairman, MEng (Civil)
Roberto Gallardo	President and Executive Director, BSc Civil Eng
Jason Spears	Chief Executive Officer, BEng Civil (Hons)
Brad Davey	Leighton Asia Managing Director, B Juris, LLB
Grant Fraser	Sedgman Managing Director, NHD Eng (Mechanical) GAICD
Sam Goldsmith	UGL Managing Director, BEng Chemical, B.Sc. GAICD
Don Johnson	EIC Activities Managing Director, BEng Civil (Hons)
Craig Nuttall	CPB Contractors Managing Director, BEng Civil and Computing (Hons), Commercial Builder CB-L 24823, MAICD
Graham Whitson	Pacific Partnerships Managing Director, BEng (Civil), CertBusAdmin, CertAppFin
Michael Wright	Thiess Group Executive Chair and Chief Executive Officer, BEng (Civil), MEng Sc (Env)

Further details regarding CIMIC Group leaders are available at cimic.com.au/our-leaders



A sample of our experience



150+ social and health infrastructure projects delivered **CPB CONTRACTORS**



10,000 km+ of rail track and 80+ stations **CPB CONTRACTORS**



336 km+ next generation tunnels **CPB CONTRACTORS**



400+ projects delivered since 1995 **LEIGHTON ASIA**



Delivering the largest current hospital expansion project in Hong Kong **LEIGHTON ASIA**



12,500+ hectares of land rehabilitated since 2007 **THIESS GROUP**



30% of electricity from renewable sources in 2025 **THIESS GROUP**



630+ studies and projects in critical and precious minerals **SEDGMAN**



450+ studies and projects - in critical minerals alone **SEDGMAN**



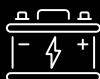
250+ processing facilities delivered globally **SEDGMAN**



25 locomotives built and delivered in 2025 **UGL**



100+ water and wastewater projects delivered since 1990 **UGL**



~3.86 GWh BESS with additional 2.9 GWh in construction **UGL**



30+ PPPs valued at over \$70bn delivered over the past 25 years **CIMIC Group**



8 major public infrastructure assets developed and owned across the transport, social, and energy infrastructure and digital sectors **PACIFIC PARTNERSHIPS**



Over 2 GW of renewable energy projects under development, with 130 MWdc solar generation in operations across Australia **PACIFIC PARTNERSHIPS**

CASE STUDY

SHAPING SYDNEY'S FUTURE: CIMIC AND SYDNEY METRO DELIVERY

New South Wales, Pacific Partnerships, CPB Contractors, UGL, and EIC Activities

Sydney Metro's network of four metro lines, 46 stations and 113 kilometres of new metro rail is revolutionising how Australia's biggest city travels.

CIMIC Group companies are delivering solutions across Sydney Metro's program, spanning the operational M1 Line and three projects currently under construction.

M1 Line

CPB Contractors and UGL, with partners, delivered stage one of the M1 Line, from Tallawong to Chatswood (opened 2019), and the city section from Chatswood to Sydenham (opened 2024). Additionally, CPB Contractors delivered Gadigal Station in the CBD (6-Star Green Star certified), along with two over station developments, while UGL delivered the project's radio communications package.

Pacific Partnerships, as an equity partner in the Northwest Rapid Transit Consortium, and UGL, through its role in Metro Trains Sydney, are responsible for operating and maintaining the M1 Line. The line currently spans more than 50 kilometres and 21 stations, running from Tallawong to Sydenham. Upon completion of the Sydenham to Bankstown section, the network will extend to 66 kilometres and 31 stations.

Sydney Metro Southwest extension

CPB Contractors and UGL have constructed a new traction power system for the southwest section, including five new substations.

Western Sydney Airport Line

CPB Contractors is delivering civil infrastructure between St Marys Metro Station and Bradfield Station as part of the Sydney Metro Western Sydney Airport Project and completed the Station Boxes and Tunnels package (2025).

West Line

On the West Line, linking Westmead to the Sydney CBD, CPB Contractors, in a joint venture, is delivering the Eastern Tunnelling Package. Works include 3.5 kilometres of twin metro rail tunnels between The Bays and Hunter Street and excavating the Pymont and Hunter Street metro stations.

CIMIC Group's end-to-end capabilities are shaping a more connected, sustainable future for Sydney's transport network.





2

CIMIC GROUP

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About CIMIC Group

We are part of a global network



Figure 2 – ACS and HOCHTIEF Group brands

CIMIC Group is a fully owned subsidiary of HOCHTIEF Australia. HOCHTIEF Australia, based in Sydney, is fully owned by Germany based company HOCHTIEF Aktiengesellschaft (HOCHTIEF). The largest shareholder in HOCHTIEF is Spain based company ACS, Actividades de Construcción y Servicios, SA (ACS), which holds 80%¹³ of the shares in HOCHTIEF.

ACS Group

ACS Group delivers essential infrastructure that supports prosperity, driven by innovative thinking and the expertise of its people. The Group combines global scale with local expertise across the full project lifecycle – as an investor, developer, deliverer and operator – to create resilient, secure, and future-ready outcomes for clients, economies and communities.

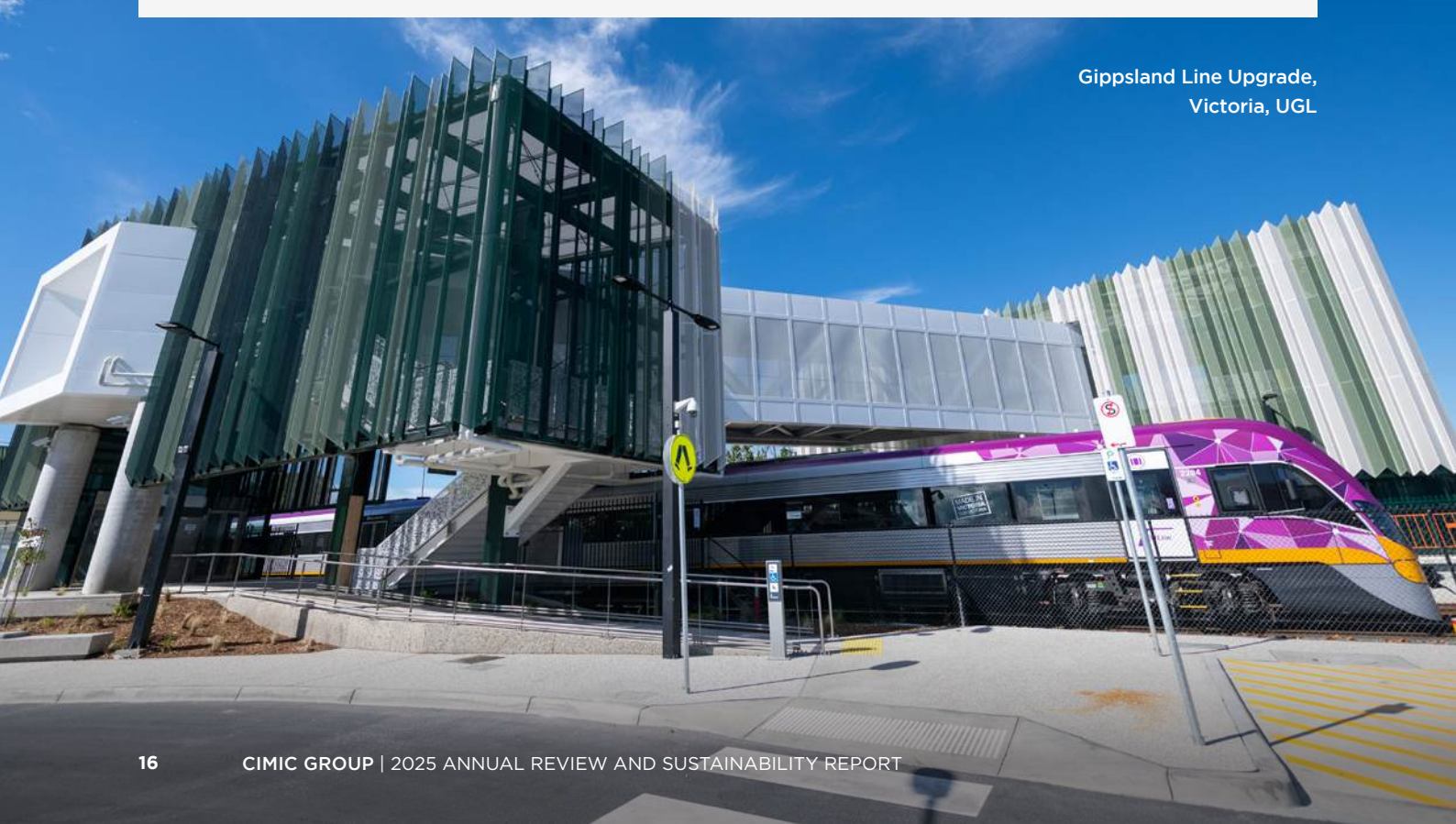
The ACS Group is a collaboration of over 167,800 employees who work in an integrated manner, generating synergies and ensuring that ACS is present along the entire value chain, with sales of EUR 49,848 million in 2025 and order backlog of EUR 92,858 million at year-end.

The Group's leading companies deliver across a broad range of sectors, from social infrastructure and advanced manufacturing to digital and advanced technology systems that power the global economy. The Group supports defence, security, emergency response, transport, energy, and critical minerals through complex engineering and program delivery expertise. Together, these capabilities strengthen communities and provide the infrastructure backbone for sustainable, resilient growth.

With an approach based on adapting to the various markets and each project's needs, the Group's companies have a common corporate culture and values geared towards excellence, added value creation, profit generation and innovation, which contributes to the advancement of the communities in which it operates.

13 As at 31 December 2025.

Gippsland Line Upgrade, Victoria, UGL



Industrial services, construction, natural resources

CIMIC Group is an engineering-led services, construction and natural resources leader with a history dating back to 1899.

Powered by around 40,000 people, and pioneering technology and engineering, we deliver high-value and sustainable end-to-end solutions across assets, infrastructure and resources projects in around 20 countries.

Operating companies

CIMIC Group comprises our engineering and construction businesses CPB Contractors and Leighton Asia, our integrated solutions providers UGL and Sedgman, our natural resources business, the Thies Group (60% ownership), and our development and investment arm Pacific Partnerships, all supported by our in-house engineering consultancy EIC Activities.

Our collective experience spans diverse sectors including:

- **Digital and advanced technology** – data centres, telecommunications networks, digitalisation and data visualisation software
- **Energy infrastructure** – renewable assets, power transmission lines and energy storage systems
- **Transport infrastructure and sustainable mobility** – roads, rail, aviation infrastructure, metro, light rail and intermodal networks

- **Biopharma, health, education and other social infrastructure** – biopharma, healthcare and education assets, and cultural, recreational and justice facilities
- **Critical minerals and natural resources** – mining services, mineral processing, resources infrastructure and mine rehabilitation
- **Defence and other essential infrastructure** – defence, water and wastewater.

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.

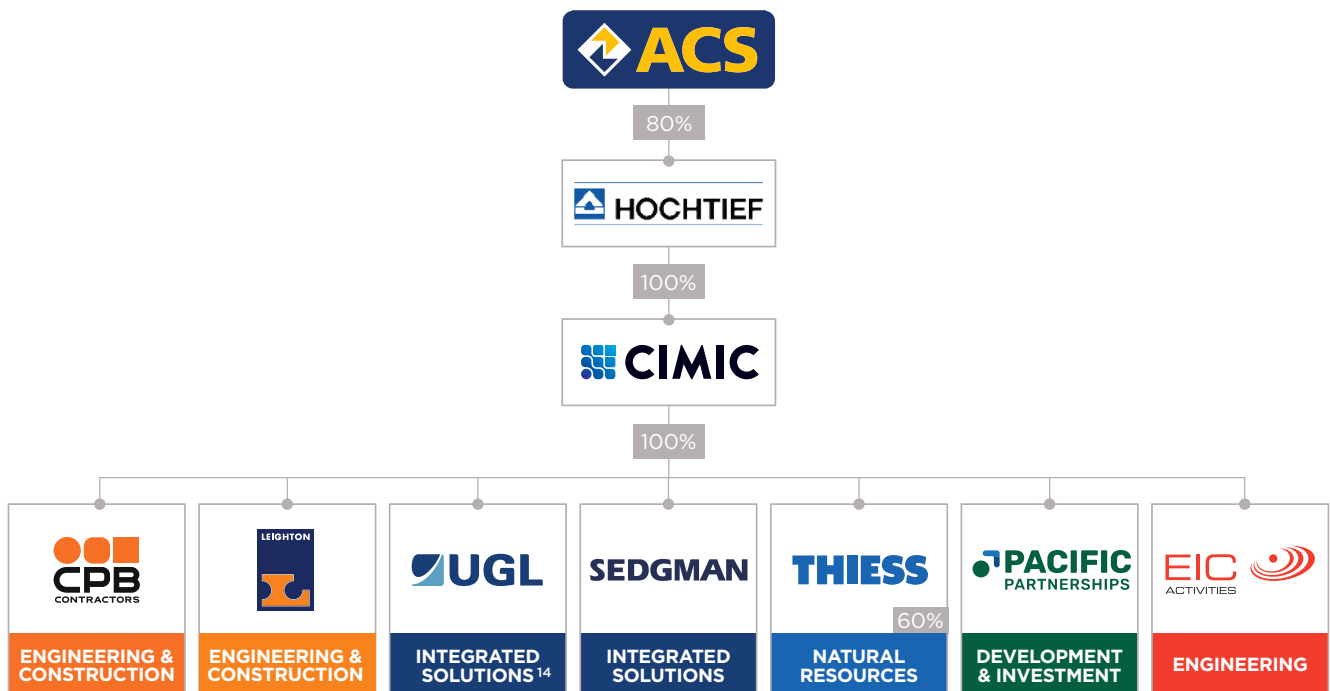


Figure 3 – CIMIC Group simplified structure of key operations

¹⁴ In December 2025, CIMIC Group announced the formation of a strategic partnership with Sojitz Corporation which was formally completed in January 2026, establishing a 50:50 joint ownership structure for UGL Transport. CIMIC will continue to own and operate 100% of UGL's specialist engineering, industrial services and operations across energy, resources, infrastructure, defence, telecommunications and technology.

Mission

Our mission is to generate sustainable returns by delivering innovative and competitive solutions for clients and safe, fulfilling careers for our people. We strive to be known for our principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety, detailed in Figure 4.

Our first priority is to ensure the safety of our teams and the people we interact with, including our clients, partners, suppliers and communities.

Governance Framework

Led by our Board, which includes Independent Directors, our governance approach and framework are based on our principles. Our Code of Conduct sets our standard of expected behaviour. A comprehensive series of policies, procedures, and management systems define our operating parameters, roles and responsibilities, and shape how we work. We use them to drive and track our operations, performance, risk management, continuous improvements, compliance, and integration of environmental, social and governance (ESG) considerations into our decision making. See Section 5 *Sustainability Statement – General disclosures* for further detail.

Geographies and communities

We operate in developed and developing countries where we aim to contribute to a climate-resilient future and amplify project benefits to create an enduring social and economic legacy. In diverse locations across Australia, France, Germany, Hong Kong, India, Macau, Mongolia, New Zealand, Papua New Guinea, South-East Asia, and North and South America, we consistently maintain local employment at more than 90%. We are also investing in local leadership development and succession planning to ensure our workforces reflect the diverse communities in which we operate. See Section 2 *CIMIC Group – Business model and activities* for more information about our international presence.

Our strong engagement of local suppliers¹⁵ further boosts regional economic growth and skills that will support future development. In 2025, about 79% of 21,569 active direct suppliers we worked with were local to our projects.

We focus on creating equitable opportunities for Indigenous communities to participate in employment and business supply chains. In Australia in 2025, 1.9% of employees identified as Aboriginal or Torres Strait Islander and we spent \$181 million with Indigenous businesses.¹⁶

PRINCIPLES



INTEGRITY: being respectful and honest with ourselves, our colleagues, our clients, our partners, our suppliers and other stakeholders



ACCOUNTABILITY: committing to what we are responsible for



INNOVATION: continually adapting and evolving for the future



DELIVERY: amplifying our ability to deliver to drive our reputation and credibility.

Underpinning these Principles is the **SAFETY** of our people and the communities we work within.

Figure 4 – CIMIC Group Principles



North-South Transportation Corridor (N103), Singapore, LEIGHTON ASIA

¹⁵ A supplier within a country that is using an Australian Business Number, or equivalent identifier associated with that country, is considered a local supplier.

¹⁶ Indigenous suppliers are identified in jurisdictions with an established certification/registration mechanism. Indigenous suppliers are those registered or certified with recognised indigenous business directories or verification bodies.



2025 highlights

Our Group's safety record, financial strength, disciplined risk management, engineering expertise, digital transformation and sustainability performance enable us to secure large, complex and technologically advanced projects. Consistently exceeding stakeholder expectations, we have earned our reputation as a trusted partner through the quality, reliability and value delivered across our businesses.

The following summary presents highlights of our 2025 performance, including key financial results, major milestones and sustainability achievements.

Performance

Disciplined operations underpin our financial performance and work in hand.



Revenue
\$18.6 billion



Operational profit before tax rising to \$829.1 million



Investment grade rating by S&P (BBB-/A-3/Outlook Stable) and Moody's (Baa3/Outlook Stable)



New work of
\$22.3 billion¹⁷



Strong balance sheet supported by \$6.4 billion of liquidity¹⁸



More than 50% of work in hand in high value-added growth verticals¹⁹

\$36.4
billion

DEC 24²⁰

\$38.4
billion

DEC 25

Work in hand²¹

Sustainability

Our ESG commitment and actions are core to generating value and leaving an enduring legacy for the future.²²



~79% of revenue aligned with UN Sustainable Development Goals



~34 kt CO₂-e reduction in Scope 1 and 2 emissions, a 17% decrease compared to 2024



Thiess Group revenue from thermal coal reduced to 26% at the end of 2025, from 29% at the end of 2024



Met target to reduce our Scope 1 and 2 emissions by 20% by 2025, from a 2019 base



\$181 million spent with Indigenous suppliers in Australia



152 sustainability certifications across infrastructure and building projects since 2013



79% of 21,569 direct suppliers we worked with in 2025 are local to our projects



145.3 million hours worked



76% waste diverted from landfill



952,892 hours training delivered



27.6% of our Australian salaried employees are women



100% of suppliers actively engaged in 2025 were risk assessed



Greater than 85% client repeat rate



94 average annual Safety Leadership Score, against a target of 85

¹⁷ New work in 2025. This includes new contracts and contract extensions and variations and other work in hand (WIH) adjustments. New work excludes the impact of foreign exchange rate movements. Foreign exchange rate movements account for (\$0.5) billion of total new work won in 2025.

¹⁸ As at 31 December 2025. Liquidity includes gross cash of \$3.4 billion on balance sheet, plus \$3.0 billion of undrawn bank facilities.

¹⁹ High value-added growth verticals such as AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools.

²⁰ Prior year work in hand has been restated to show the impact of the establishment of a 50:50 joint ownership structure for UGL Transport with Sojitz Corporation.

²¹ WIH includes CIMIC Group's share of work in hand from joint ventures and associates.

²² See Section 5 - *Sustainability Statement* for details of our sustainability strategy, governance framework, and approach to managing material environment, social and governance matters.

Milestones

During 2025 we continued to reliably deliver our projects, consolidate our capabilities, and grow our business. A selection²³ of highlights and headlines from the year include:

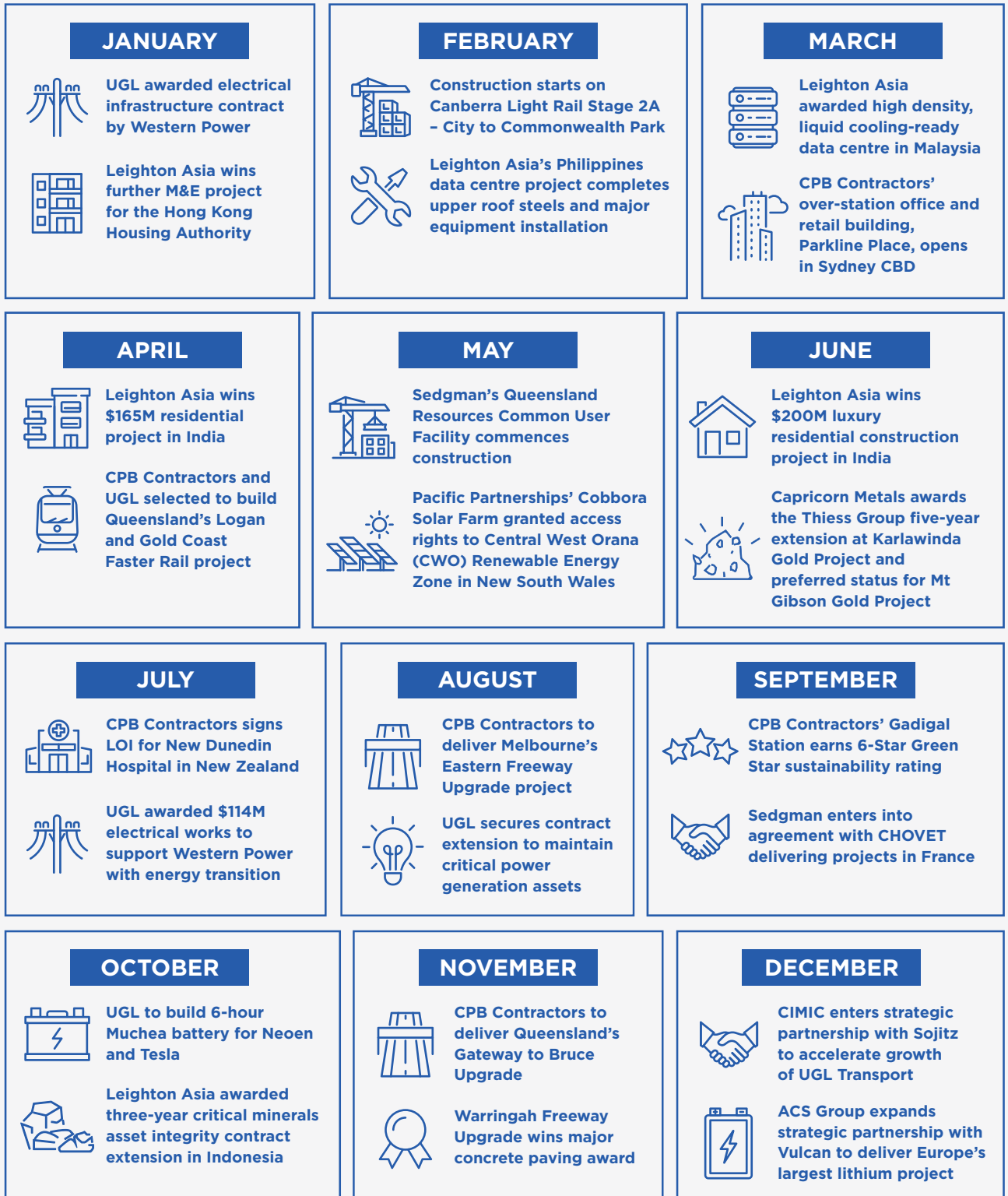


Figure 5 - CIMIC Group highlights

23 See Section 6 Further information - Appendix 1, 2025 Selected major project wins for more information about 2025 project wins.

Cross River Rail, Queensland,
PACIFIC PARTNERSHIPS, CPB CONTRACTORS,
UGL and EIC ACTIVITIES



Business model and activities

CIMIC Group's business model, summarised in Figure 6, focuses our operations across four segments: engineering and construction, integrated solutions, natural resources and investments.

Our diversified businesses hold leadership positions in their core segments and work together integrating their specialist capabilities to deliver end-to-end solutions across a wide range of sectors.

As a Group, we develop, invest in, engineer, deliver, operate and own assets.

Our technical expertise, centralised systems and advanced digitalisation enable seamless collaboration throughout

each delivery stage – generating synergies, greater certainty and value for our clients and communities.

We are uniquely positioned for high-tech and major projects in diverse sectors including digital and advanced technology; energy infrastructure; transport infrastructure and sustainable mobility; biopharma, health, education and other social infrastructure; critical minerals and natural resources; defence and other essential infrastructure.

Our structure provides clear visibility of our growth verticals²⁴, supporting optimal capital allocation and deeper operational integration – driving efficiency, returns and value for all stakeholders.



Figure 6 - CIMIC Group business model and activities

24 High value-added growth verticals such as AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools.

Key operations

Engineering and construction



CPB Contractors has been delivering complex infrastructure and building projects across key sectors of the construction industry for more than 90 years. Supported by proven delivery systems, technology and digital tools that are combined with best practice construction methodology, the company's experienced project teams are trusted to deliver roads, rail, tunnelling, defence, building, health, renewables and energy resources infrastructure.



Leighton Asia is an established international construction company, delivering a portfolio of high-profile infrastructure projects throughout Asia. Established in 1974 and headquartered in Hong Kong, Leighton Asia is a proven leader in the delivery of complex tunnel, rail and road networks, as well as data centres. The company offers a comprehensive range of services across key sectors, including civil infrastructure, advanced technology, buildings, energy and resources, and Mechanical, Electrical and Plumbing (MEP).

Integrated solutions



UGL is specialist end-to-end engineering, services and operations provider, with a rich history dating back to 1899. Helping to play a role in people's lives every day, UGL keeps Australia moving through its transport manufacturing, maintenance and operations offering, and supports the energy sector through its renewables, power generation, resources and transmission operations. UGL is shaping the country through major infrastructure projects and preparing for the future with its new energy, defence, telecommunications and technology expertise.



Sedgman is a provider of minerals processing and associated infrastructure solutions to the global resources industry. It delivers services in critical and new economy minerals including cobalt, lithium (hard-rock and brine), nickel, rare earth minerals and vanadium, as well as in bulk minerals, precious and base metals, and industrial minerals. Sedgman partners with clients throughout the full project lifecycle, from initial concept design to delivery, ongoing operations and asset optimisation. Its capabilities are deployed at each stage to ensure project success and long-term value.

Natural resources

THIESS

The **Thiess Group** provides services for the mining, infrastructure and resources sectors across Australia, Asia and the Americas. Its capabilities extend across the mine life cycle from engineering, asset management and maintenance services, extraction and haulage, civil and infrastructure, crushing and processing, and rehabilitation. The Thiess Group partners with clients and communities across geographies, commodities and cultures to deliver scalable and sustainable solutions in mining and beyond.

Corporate and investment

PACIFIC PARTNERSHIPS

Pacific Partnerships is an experienced lead sponsor, developer and investor in infrastructure across Australasia, building on CIMIC Group's 25-year track record in Public Private Partnership (PPP) development. With a focus on sustainable solutions and unlocking value for clients and communities, the company has created, funded, owned, delivered and operated core transport and social infrastructure, and is well positioned to capture growth in transmission asset PPPs. Pacific Partnerships continues to develop renewable energy sources to support the transition to net zero. In the global digital and advanced technology sector, it is supporting ACS Group's capability across North America, Europe and Asia-Pacific.

EIC

EIC Activities is CIMIC Group's engineering and technical services business. Its engineering, design and risk mitigation expertise provides CIMIC Group with a competitive advantage for winning and delivering profitable projects that also generate value for clients. EIC Activities ensures that the Group's collective experience, technical capabilities, innovations and leading-edge technology applications are leveraged to deliver our clients' objectives.

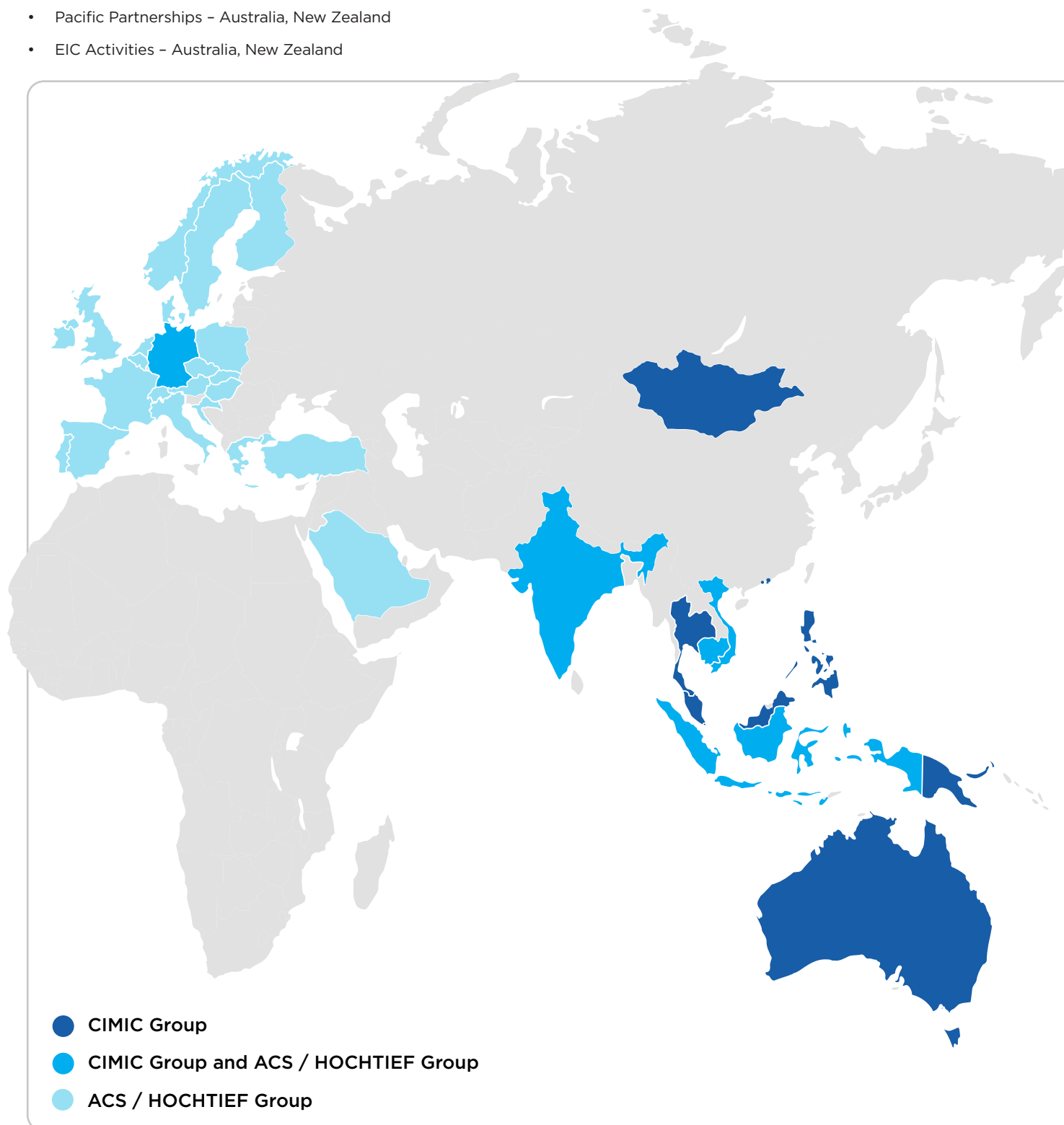
West Gate Tunnel, Victoria,
CPB CONTRACTORS

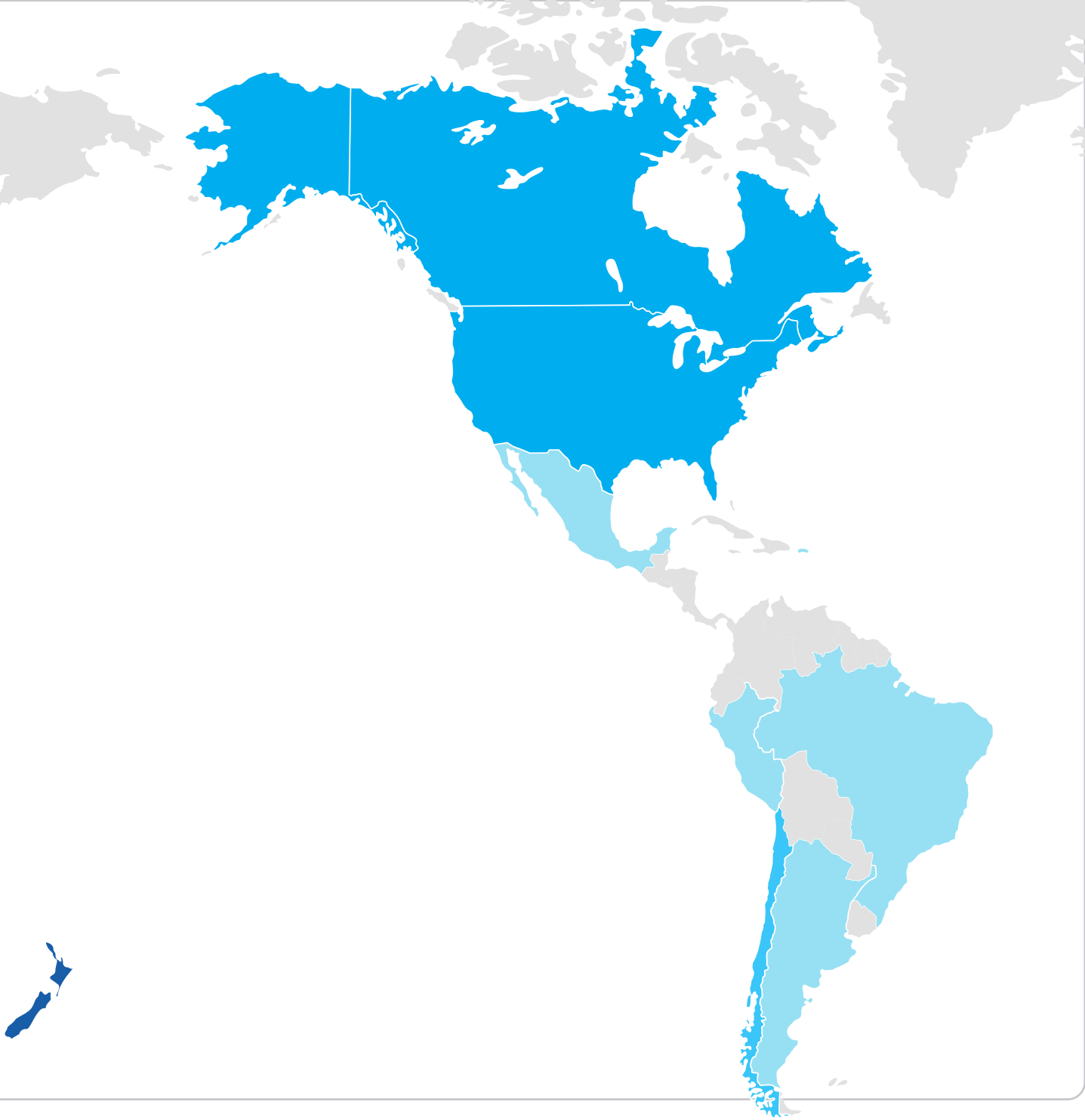


Key operating locations

CIMIC Group operating locations for its key operations, illustrated in Figure 7, include:

- CPB Contractors – Australia, New Zealand, Papua New Guinea
- Leighton Asia – Hong Kong, India, Indonesia, Macau, Malaysia, Singapore, Thailand, the Philippines
- UGL – Australia, New Zealand
- Sedgman – Australia, Canada, Germany, United States of America
- The Thiess Group – Australia, Canada, Cambodia, Chile, India, Indonesia, Mongolia, Singapore, United States of America
- Pacific Partnerships – Australia, New Zealand
- EIC Activities – Australia, New Zealand







Warringah Freeway Upgrade,
New South Wales,
CPB CONTRACTORS

Strategy

CIMIC Group's strategy is to deliver shared value for all stakeholders while generating long-term growth and sustainable returns – ensuring that shareholders and investors, clients and communities, our people, partners and suppliers continue to trust in the future of our Group.

Driving growth and value generation

As an integrated, digitised, engineering-led business, we anticipate the evolving needs of established and emerging sectors and markets. These are increasingly shaped by global trends such as digitalisation, energy demand, demographic shifts, deglobalisation, and defence priorities. In response, we leverage our global reach and experience, combining scale with deep local knowledge to deliver end-to-end solutions that are innovative, resilient, and create long-term value.²⁵

Our forward order book of approximately \$38.4 billion is underpinned by high-quality counterparties, with more than 90% of work in hand classified as lower risk.²⁶ We are well diversified across segments and sectors. Our agility, digitisation, and disciplined approach to execution and investment position us to deliver sustained growth and contribute to a better future.²⁷

We continue to evolve and grow. We're expanding our capabilities, diversifying the sectors we serve, deepening our involvement across the value chain and every project stage, and strengthening our strategic presence internationally.

Further, our strategy includes three key priorities. We are:

- advancing leadership in high-growth, high value-added sectors
- reducing our risk profile
- investing in infrastructure and capabilities.

Our strategy and these priorities are supported by our established competitive strengths (see page 29), diverse market segments and capabilities (see page 31), and robust risk and opportunity management (see page 35).

Strategy priorities

Advancing leadership in high-growth, high value-added sectors

CIMIC Group continues to expand in fast-growing, high-tech and high value-added sectors, while strengthening our leadership in essential infrastructure. These sectors are integral to the global shift toward digital connectivity, energy transition, infrastructure modernisation and urban resilience.

Our current growth verticals include AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools. Projects linked to these verticals represent more than 50% of work in hand. See Section 4 *Delivering next generation solutions* for more information about our sectors and projects.

²⁵ See Section 2 *CIMIC Group - Markets and Operating Environments* for further information about the trends driving demand for CIMIC Group's offering.

²⁶ Contracts CIMIC Group considers as having a lower risk profile due to the application of risk-sharing and collaborative delivery methods. These contract models better align the interests of the contractor and owner, provide greater transparency to the client and reduce the risks borne by the contractor. For more information, see following – *Strategy priorities and Risk and opportunity management*.

²⁷ See Section 3 *Innovation and digitalisation* for information about our digital transformation. Section 4 *Delivering next generation solutions* provides information about our sectors and projects. An overview of our current project portfolio is available in Section 6 *Further information - Appendix 1, 2025 selected major project wins and Appendix 2, 2025 selected major projects in delivery*.

Reducing our risk profile

CIMIC Group continues to rigorously assess and manage both financial and non-financial risks through a disciplined governance approach. We use risk-sharing and collaborative delivery methods to reduce our risk profile, primarily entering into contracts in the risk shared²⁸ and risk transferred categories.²⁹

At 31 December 2025, more than 90% of our work in hand, including our share of work in hand of associates and joint ventures, was under contracts that we consider as having a lower risk profile. This reflects a consistent trend: approximately 90% at 31 December 2024, 80% at 31 December 2023 and 70% at 31 December 2022. See Section 2 *CIMIC Group – Risk and opportunity management* for further information about our risk approach.

Investing in infrastructure and capabilities

CIMIC Group takes a disciplined approach to strategic investment, unlocking growth opportunities and extending our capabilities, while maintaining capital discipline and preserving balance sheet strength.

By leveraging our strong balance sheet and the broader ACS Group's support, we pursue an investment strategy that drives sustainable growth and long-term profitability. Our investments in large-scale infrastructure developments have created new opportunities in energy transition, sustainable mobility and social infrastructure, while targeted acquisitions have expanded the Group's capabilities in natural resources and advanced technology.

Unlocking growth opportunities

In December 2025, CIMIC Group announced the formation of a strategic partnership with Sojitz Corporation which was formally completed in January 2026, establishing a 50:50 joint ownership structure for UGL Transport.³⁰ The agreement marks a significant milestone in CIMIC's strategy to unlock value and accelerate growth across its transport portfolio. The partnership with Sojitz – a general trading company headquartered in Tokyo, Japan – will enable UGL Transport to broaden its service offering and expand into new markets, including Asia-Pacific opportunities in collaboration with CIMIC, HOCHTIEF and ACS companies such as Leighton Asia. CIMIC will continue to own and operate 100% of UGL's specialist engineering, industrial services and operations across energy, resources, infrastructure, defence, telecommunications and technology.

Infrastructure investments

CIMIC Group has delivered more than 30 public private partnerships (PPPs) valued at over \$70 billion over the past 25 years.

Through Pacific Partnerships, CIMIC invests in privately funded developments and PPPs, creating opportunities for the Group to develop, engineer, deliver, operate and own a diverse range of assets.

Pacific Partnerships currently has a portfolio of projects under development in Australia and New Zealand valued at more than \$28 billion which is split across energy transmission assets (47%), transport and social infrastructure (40%) and renewable energy sources (13%).

Existing investments in next generation assets³¹ include three solar farm developments each with battery energy storage systems, as well as major metro and light rail projects supporting sustainable mobility.

Capability investments

To deliver on our strategy, CIMIC continues to identify and pursue strategic acquisitions that strengthen our capabilities and market positioning. These initiatives are rigorously assessed to enhance our specialised engineering and systems capabilities. They reinforce our technical depth, delivery capacity, and operational integration, while strengthening our agility and focus across targeted segments and sectors.

Strengths

Our key strengths enable us to achieve our strategy and deliver long-term value in an evolving global landscape. These include:

- Leading brands and end-to-end capabilities
- Diversified businesses and economies of scale
- Intelligent systems and digital excellence
- ESG leadership
- Strong order book and sustainable growth and returns
- Talented team supported by fair and respectful workplaces
- Global expertise and opportunity.

Leading brands and end-to-end capabilities

We have developed strong brands and a reputation for delivering large, complex projects that integrate advanced technologies, backed by proven technical expertise, disciplined project management and end-to-end lifecycle capabilities.

This differentiation enables us to consistently secure new contract awards and renewals. Our client repeat rate, an important measure of satisfaction with the quality, reliability and value we deliver, remains above 85%.³²

28 Risk shared – we and the customer share the risk. These contracts generally include a mechanism whereby savings and cost overruns are shared between the customer and us and/or a key performance indicator is used whereby we are rewarded or penalised based on our achievement of certain outcomes. These contracts may also include a guaranteed maximum price, whereby we may become responsible for some or all of the cost overrun if this maximum price is exceeded.

29 Risk transferred – the customer largely retains the risk of the project. In this category of contracts, we are generally engaged on a cost reimbursable basis, whereby the contract price is based upon reimbursement of the actual costs we incur plus a fixed fee to cover project overheads and our profit margin.

30 UGL Transport, a division of CIMIC company UGL, is a leading integrated transport services platform operating across Australia and New Zealand.

31 Next-generation assets and solutions deliver higher performance, sustainability and resilience than legacy approaches by leveraging advanced capabilities, integrated technologies, smarter design and more efficient ways of working.

32 For more information about our client repeat rate see Section 5 *Governance – Client satisfaction*.

Diversified businesses and economies of scale

The scale and diversity of our businesses enhance agility and generate efficiencies across operations.

Our broad capabilities position us to respond effectively to market cycles and emerging opportunities across sectors, supported by a balanced portfolio of short-, medium- and long-term contracts and long-term investments.

Our organisational reach, enabled by digitalised and centralised systems and processes, allows us to aggregate performance data, improve tendering accuracy, and strengthen both financial and ESG outcomes.

It also supports more effective supply chain management, purchasing power, workforce optimisation, and talent attraction through varied development and career path offerings. These competitive advantages help us mitigate broader challenges such as inflation, supply chain pressures and labour shortages.

Intelligent systems and digital excellence

CIMIC is a data-driven business, and our One Digital operating environment connects people, systems and technologies to drive innovation and performance.

Through integrated tools and AI-enabled processes, we enhance decision-making, safety, sustainability, compliance and productivity. Our digital capability supports successful delivery of complex projects in high-tech, high value-added sectors such as energy transition, defence and critical minerals. See Section 3 *Innovation and digitalisation* for more information.

ESG leadership

We engage with our clients and communities to develop and deliver solutions that generate enduring economic, social and environmental value.

In 2025, around 79% of our revenue came from projects aligned to the UN Sustainable Development Goals. Since 2013, we have built a portfolio of infrastructure and building projects across multiple sectors that have achieved 149 sustainability ratings or certifications, with three additional certifications initiated in 2025.

We are committed to achieving net zero for Scope 1 (primary fuels) and 2 (purchased electricity) by 2038 and achieving net zero for Scope 3 by 2045. We have met our target to reduce our Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.³³

We continue to improve ESG outcomes by decarbonising our operations and minimising our environmental footprint, providing safe and respectful workplaces, developing our people, supporting our communities, and acting as a responsible business.

We also contribute to HOCHTIEF's and ACS Group's sustainability ratings. In 2025 HOCHTIEF's achievements included its listing in the Dow Jones Sustainability Index

by S&P Global and its MSCI ESG rating at AAA, the highest rating under this index. ACS Group is included in the Dow Jones Sustainability Index for Europe by S&P Global and has an AA rating in MSCI.

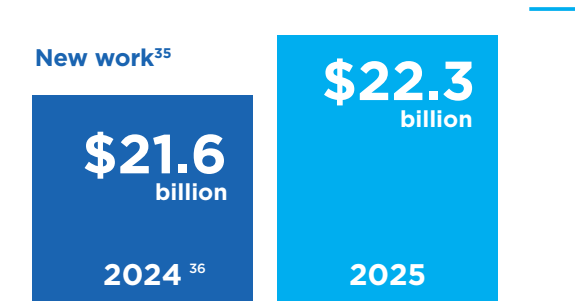
See Section 5 *Sustainability Statement* for details of CIMIC Group's Sustainability Strategy, net zero pathway and ESG performance as well as HOCHTIEF's and ACS Group's sustainability ratings.

Strong order book and sustainable growth and returns

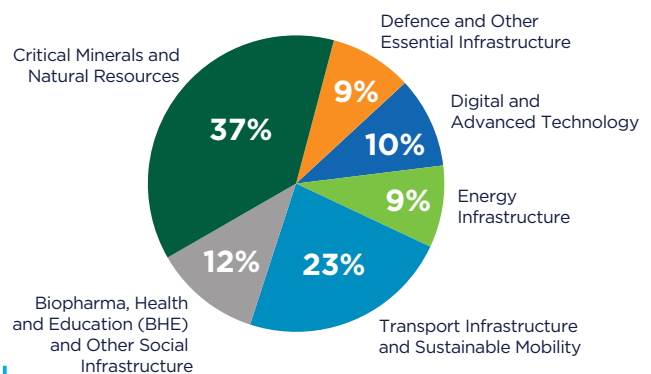
We maintain an investment grade balance sheet, with a focus on generating cash-backed profit through active cash and balance sheet management and disciplined capital allocation.

In 2025, CIMIC Group achieved revenue of \$18.6 billion, with operational profit before tax of \$829.1 million. Our forward order book provides visibility of future revenue. During the year, we secured \$22.3 billion in new work lifting our work in hand to \$38.4 billion, up 6% year-on-year on a comparable basis, as adjusted for the establishment of a 50:50 joint ownership structure for UGL Transport with Sojitz Corporation. At December 2025, our work in hand is equivalent to more than two years of total revenue, with more than 50% in high value-added growth verticals.³⁴

We are well diversified across the engineering and construction, integrated solutions and natural resources segments and related sectors. The charts below show our new work awarded and work in hand by segment for 2024 and 2025.



Work in hand by sector



³³ These targets exclude the Thiess Group

³⁴ High value-added growth verticals such as AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools.

³⁵ New work includes new contracts and contract extensions and variations and other WIH adjustments. New work excludes the impact of foreign exchange rate movements. Foreign exchange rate movements account for (\$0.5) billion of total new work won in 2025 and \$0.4 billion of total new work won in 2024.

³⁶ 2024 comparable new work has been restated to include Thiess from 1 January 2024.



STT Fairview Data Centre,
the Philippines, LEIGHTON ASIA

At 31 December 2025, our work in hand was attributable to high-quality counterparties including government bodies (~50%) and private clients (~50%) including top-tier (blue chip) organisations.

Geographically, our work in hand is primarily located in Australia, where counterparties mainly comprise government and public private partnership clients.

Our financial performance supports our investment-grade credit profile. In 2025, we were rated Baa3/Outlook stable by Moody's Investment Service Pty Ltd and BBB-/A-3/Outlook Stable by S&P Global Ratings Australia Pty Ltd.

Talented team supported by fair and respectful workplaces

We recognise that our success is built on teamwork. We create safe, fair and inclusive workplaces for our people and subcontractors.

We actively support our employees to meet operational demands, build fulfilling careers, and balance personal responsibilities. Our approach focuses on developing

our people and leaders, recognising performance and reinforcing our culture and Code of Conduct, helping us to attract, develop and retain talent.

Global expertise and opportunity

As part of the global ACS and HOCHTIEF Group, CIMIC has access to international expertise and opportunities.

Companies of the ACS Group: HOCHTIEF, Turner, CIMIC, Dragados, FlatironDragados, Iridium and Abertis continually share knowledge regarding engineering excellence and digital innovation.

Our global group also leverages its cohesive operational model to deliver end-to-end solutions across borders for global clients. Sedgman and HOCHTIEF are currently collaborating to deliver Europe's largest lithium production project for Vulcan Energy in Germany. Their end-to-end role in developing the Lionheart Project's lithium production and processing infrastructure reflects the Group's unique capability to deliver projects of international scale and significance.

Markets and operating environments

CIMIC Group has a proven track record in engineering and technological excellence, innovation, disciplined project delivery, sustainability leadership, and robust risk management.

By leveraging this expertise, together with our financial strength, investment experience, and international reach, we are well positioned to continue responding to evolving market drivers across diverse operating environments, creating long-term value.

Market segment drivers

Our regions' exposure to global megatrends, including energy demand, digitalisation, demographic shifts, deglobalisation, and defence priorities, as shown in Figure 8, is driving demand for CIMIC Group's capabilities.

In Australia, the composition of construction spending is evolving. Demand for renewable energy and data centres is increasing, while government budgets have pivoted towards healthcare, particularly hospitals, and defence. Transport infrastructure investment continues, although several mega road and rail projects are nearing completion.

The country's expanding infrastructure asset base and the associated rise in outsourcing are creating opportunities in our Integrated Solutions segment.

In South-East Asia and India engineering and construction activity continues to be supported by a large and rapidly urbanising population creating demand for infrastructure and utilities.³⁷

By 2040, South-East Asia's population alone is expected to increase by 52 million people, from 643 million currently, to 695 million with the urbanisation rate expected to rise from 55% currently, to 64%.³⁸

37 Australian Government, Department of Foreign Affairs and Trade, Invested: Australia's Southeast Asia Economic Strategy to 2040, Chapter 6: Infrastructure.
38 World Bank, DataBank, Population estimates and projections, February 2025. Note, data is as of February 2025 for Cambodia, Hong Kong, Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam.

Population growth, infrastructure deficits, and increasing digitalisation of South-East Asian countries are expected to continue driving activity and investment.

In India, the population is expected to increase from 1,464 million currently to 1,623 million in 2040 with the urbanisation rate expected to increase from 36.9% to 46.4% over the same period.³⁹

Across our regions, population growth, urbanisation, rising living standards, and the infrastructure needs of the energy and advanced technology sectors continue to drive demand for critical minerals and natural resources. Together with the imperative for reliable resources supply and supply chain resilience, these forces are generating demand for CIMIC Group's mining and mineral processing services and expertise across a diverse range of commodities. They are also creating investment opportunities for our Group.

Megatrends and drivers	CIMIC Group offering
<p>Digitalisation</p> <ul style="list-style-type: none"> • Data demand of Cloud services, Artificial Intelligence • Smart infrastructure • 5G rollouts • Data sovereignty • Automation and robotics • Demand for digital and AI-driven improvements in infrastructure and resources sectors 	<ul style="list-style-type: none"> • Data Centres • Hyperscale data centre campuses • High-capacity performance facilities leveraging automation, modular architecture and energy efficient design • Integrated renewable energy and advanced liquid cooling systems to achieve high-efficiency low-carbon outcomes • Communication infrastructure and networks for the telecommunications, utilities, defence, transport, resources, government and enterprise sectors • Digitalisation and software development – harnessing new and emerging technologies including AI, Internet of Things, automation and simulation
<p>Energy demand</p> <ul style="list-style-type: none"> • Climate change • Energy transition • Decarbonisation • Digitisation 	<ul style="list-style-type: none"> • Climate – resilient infrastructure • Renewable energy solutions (generation, storage, transmission) • Transmission lines and grid control • Mining and minerals processing services for transition commodities • Delivering efficient sustainable energy for data centres • Energy infrastructure investment
<p>Demographic shifts</p> <ul style="list-style-type: none"> • Population aging • Population expansion • Urbanisation • Regional and remote infrastructure needs 	<ul style="list-style-type: none"> • Transport and sustainable mobility (road, rail, aviation, light rail, metro and intermodal transport networks) • Biopharma, health, education and other social infrastructure (sporting, recreational, cultural, and correctional facilities) • Essential infrastructure and services (power, water, telecommunications) • Asset upgrades, and operations and maintenance • Infrastructure investment
<p>Deglobalisation</p> <ul style="list-style-type: none"> • Onshoring and reshoring industries • Sovereignty (energy/digital) • Supply chain resilience • Electrification 	<ul style="list-style-type: none"> • Domestic manufacturing capabilities and facilities • High-tech infrastructure and systems • Resilient supply chains • Supply chain logistics • Data centres • Telecommunications • Transport
<p>Defence priorities</p> <ul style="list-style-type: none"> • Sovereignty • Expansion and modernisation of defence infrastructure 	<ul style="list-style-type: none"> • Defence infrastructure – new builds and redevelopments • Asset refit and repair services • National fleet and equipment maintenance • C3 - Communications, Command and Control - infrastructure capability • Land and littoral capability • Fuel asset management

Figure 8 – Global megatrends driving demand for CIMIC Group's offering.

³⁹ World Bank, DataBank, Population estimates and projections, February 2025.



Engineering and construction

Our Engineering and Construction operating segment comprises CPB Contractors and Leighton Asia.

We use our advanced engineering and construction expertise and the latest technology to deliver complex projects. These provide communities with essential economic and social infrastructure including data centres, power and renewable energy, roads, railways, airports, ports, hospitals, schools, resources infrastructure, dams and water treatment plants, and defence facilities.

In Australia, the construction market was valued at ~\$205 billion in 2025 and is expected to increase to ~\$239 billion in 2028.⁴⁰

With a three-year compound annual growth rate (CAGR) of 18.8%, energy transition spending is expected to be a key driver of growth reaching \$34.3 billion by 2028.⁴¹ As new grid connections and planning approvals progress, the pace of construction across wind, solar and transmission infrastructure is anticipated to accelerate significantly.⁴² This growth also supports our Integrated Solutions segment.

State Governments in Queensland, New South Wales, Victoria and South Australia are delivering a strong pipeline of upgraded and newly commissioned hospitals. This is in response to the health care system deficiencies highlighted by the COVID-19 pandemic and the additional capacity needed to support their growing and aging populations. Between 2016 and 2020, Australia's average annual spending on hospitals was ~\$5.5 billion. In 2025, this increased to \$10.7 billion.⁴³ Spending is expected to peak in 2026 at \$15.8 billion before easing to \$14.0 billion by 2028.⁴⁴

While absolute construction spending for data centres in Australia remains relatively low at \$5.6 billion in 2025, spending is expected to accelerate sharply as demand grows. Total Australian data centre capacity is expected to increase from approximately 1,663 MW in 2025 to 3,140 MW in 2028, with data centre construction spending expected to increase to \$10.8 billion in 2028.⁴⁵

The Brisbane 2032 Olympics is increasing demand for social and transport infrastructure in Queensland with estimates of more than \$9.6 billion⁴⁶ to be spent on upgrading, refurbishing or building new venues, and more than \$16.0 billion⁴⁷ worth of transport infrastructure projects, currently in planning or delivery phases, to be accelerated.

40 Macromonitor, *Australian Construction Outlook Overview*, December 2025. Note, data excludes residential construction and has been adjusted for inflation.

41 Macromonitor, *Australian Construction Outlook Series, Utilities*, December 2025. Note, data has been adjusted for inflation.

42 Macromonitor, *Australian Construction Outlook Series, Utilities*, December 2025.

43 Macromonitor, *Australian Construction Outlook Series*, January 2026

44 Macromonitor, *Australian Construction Outlook Series*, January 2026

45 Macromonitor, *Australian Data Centre Construction Outlook*, February 2026.

46 Macromonitor, *Australian Construction Outlook, Non-Residential Building*, February 2026.

47 Macromonitor, *Australian Construction Outlook, Transport Infrastructure*, January 2026.

Australia's defence spending is expected to lift from 2.1% of gross domestic product (GDP) in 2024/2025 to 2.4% of GDP by 2033/2034.⁴⁸ A significant portion of Australia's National Defence Budget has been allocated to improve and develop new infrastructure.

The South-East Asia construction market is one of the fastest growing, with regional growth expected to reach 5.7% and 5.9% in 2026 and 2027, respectively.⁴⁹ Momentum is supported by strong public budgets, rising Foreign Direct Investment (FDI), and large pipelines in transport, energy, manufacturing, and digital infrastructure. Data centre demand continues to accelerate, with the pipeline more than doubling to US\$102 billion⁵⁰ since 2024.

In India, construction activity will be supported by investments in energy and industrial projects and government emphasis on regional connectivity. The market is expected to grow by 6.4% and 6.2% in 2026 and 2027, respectively, from a base of \$968 billion in 2025.⁵¹ India's pipeline for data centres is US\$81 billion, up from US\$60 billion in 2024.⁵²

Integrated solutions

UGL and Sedgman are pioneers in delivering engineering-led integrated solutions for clients in energy, utilities, mobility and natural resources. UGL's industrial services activities range from high-tech projects such as telecommunications networks, and energy transition-related projects (renewable energy assets, power transmission lines and energy storage systems) to solutions for defence, and industrial manufacturing. Sedgman provides minerals processing and associated infrastructure solutions to the global resources industry.

With a CAGR of 7.1% over the past 10 years, the Australian outsourced maintenance and industrial services market has shown consistent growth. In 2026 and 2027, it is expected to grow by 7.4% and 3.4%⁵³ respectively, with sector expansion across transport, utilities and resources. Contracts are typically long-term in nature, providing stability to UGL and Sedgman.

The market, as it relates to UGL⁵⁴, continues to benefit from infrastructure investments, driven by population changes and aging assets. Asset owners are also increasingly outsourcing maintenance and services for cost efficiency. Greater exposure to extreme weather-related events, like flooding and cyclones, further supports demand.

As demand for cloud computing and AI accelerates (see previous section - Engineering and construction), UGL's services supporting data centre delivery is expected to grow.

Both UGL and Sedgman benefit from resource related

construction, operations and maintenance activities. In 2026 and 2027, operations and maintenance activities in the resources sector are expected to increase by 4.3% and 3.9%⁵⁵ respectively, partly driven by a larger asset base associated with mining and mineral processing services for commodities such as iron ore and gold.

Natural resources

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 extraction.

CIMIC Group's 60% owned Thiess Group is a global leader in diversified and sustainable mining services and operations.

The Thiess Group acquired a Western Australia based contracting group providing services to the mining, infrastructure and construction sectors in 2022, and a specialist in metalliferous underground hard rock mining in 2024, expanding its offering to clients. These acquisitions have built on the Thiess Group's metals and minerals capability, and further progressed its diversification strategy across commodities, geographies and services which include rehabilitation services.

Increasingly, Australia is a major producer and exporter of key commodities including critical minerals, essential to strategic sectors such as clean energy, electronics, telecommunications and defence. The country has the world's second largest lithium reserves and copper resources⁵⁶ and the fourth largest reserves of rare earths.⁵⁷ With the focus on resource supply chain resilience increasing, Australia's production and importance in the sector is likely to increase.⁵⁸

In the Americas, Thiess operates in Chile, the world's largest producer of copper and Canada, a significant producer of precious metals. In Asia, Thiess operates in Indonesia, the world's largest nickel producer and Mongolia, which has one of the world's largest copper and gold deposits.

Investments

Pacific Partnerships, our development and investment arm extends our Group's value offering and unique ability to provide lifecycle solutions by partnering with CPB Contractors and UGL.

Meeting demand for infrastructure development, we invest in major projects with our clients and partners, prioritising investment in growth areas including energy transition and other essential infrastructure.

48 Australian Government, Department of Defence, *2024 National Defence Strategy and Integrated Investment Program*, April 2024.

49 Global Data, *Global Construction Outlook to 2029 (Q4 2025)*, December 2025.

50 Global Data, *Project Insight - Global Data Centre Construction Projects (Q4 2025)*.

51 Global Data, *Global Construction Outlook to 2029 (Q4 2025)*, December 2025.

52 Global Data, *Project Insight - Global Data Centre Construction Projects*, December 2025.

53 Oxford Economics Australia, *Market Study and Industry Analysis*, July 2025.

54 UGL is exposed to this segment to the extent that it provides operations and maintenance services for complex transport systems and infrastructure, and the utilities and resources sectors.

55 Oxford Economics Australia, *Market Study and Industry Analysis*, July 2025.

56 Australian Government, Department of Industry, Science and Resources, *Resources and Energy Quarterly*, December 2025.

57 US Geological Society, *Minerals Commodity Summaries 2025 - Rare Earths*

58 Bloomfield, Jenny, 'Can Rare Earths Be Australia's Next Mining Boom?' *The Interpreter*, Lowy Institute, 22 October 2025.



Risk and opportunity management

CIMIC Group's robust performance is reinforced by our governance framework and disciplined approach to tendering, delivery, cost control and risk and opportunity management.

Key controls include our Group's Strategy, Risk Management, Approval to Operate Internationally, Tendering and Sustainability policies, as well as the Group Delegations of Authority.

Our risk management framework⁵⁹ is tailored to our business, embedded largely within existing processes and aligned with both short- and long-term objectives. Through this framework, we proactively identify, assess and manage risks with the potential to materially impact our operations, people, and reputation, the environment and communities in which we work, and our financial prospects.

To operate in a more controlled risk environment, we have

made risk sharing and collaborative delivery methods core to how we operate. These models better align contractor and client interests, increase transparency and reduce the risk exposure borne by the contractor.⁶⁰ They support more reliable forecasting of project margins and delivery timelines.

CIMIC Group is committed to maintaining an investment grade credit rating through a Board-supported financial policy that manages net debt levels.

We systematically assess our operating environment and business strategy to identify and pursue new opportunities (See - *Strategy*).

See Section 5 *Sustainability Statement - General Disclosures* for more information about our governance framework.

Looking ahead

Across our operating locations, CIMIC Group is an established leader in the delivery of large-scale, complex and technology-driven projects.

We maintain an excellent reputation through consistent performance and offer unparalleled expertise in diverse sectors.

Our competitive advantage includes end-to-end capabilities, high-quality counterparties, a strong work in hand position with more than 90% classified as lower risk⁶¹, an extensive client network and a positive pipeline of opportunities.

We are well diversified across segments and sectors and our disciplined approach to operations, innovation, risk management and capital allocation underpins our agility, resilience, and continued delivery of sustainable value.

We are positioned to continue developing, investing in and delivering infrastructure solutions that meet evolving public and private sector needs.

We have the right capabilities, people and planning in place to achieve our strategy and leverage further growth potential in 2026 and beyond.

⁵⁹ Our risk management processes are aligned to the requirements of the ISO 31000.

⁶⁰ For more information see previous, *Strategy priorities - Reducing our risk profile*.

⁶¹ Contracts CIMIC Group considers as having a lower risk profile due to the application of risk-sharing and collaborative delivery methods. These contract models better align the interests of the contractor and owner, provide greater transparency to the client and reduce the risks borne by the contractor. For more information see previous - *Strategy priorities - Reducing our risk profile*.

CASE STUDY

AI RULES-BASED METRICS DRIVING OPERATIONAL EFFICIENCY

CIMIC Group

CIMIC Group has developed and implemented an AI-powered, rules-based application that applies expert-defined logic to interrogate operational data. Using predefined rules derived from subject matter experts, the application reviews reports at scheduled intervals, flags any areas for improvement and notifies relevant users.

Staff access a dedicated portal to review and action flagged reports.

This breakthrough application has significantly enhanced our capability by delivering continuous accelerated, and accurate reviews that improve quality and reduce cost. It enhances visibility and transparency, empowering staff to make timely, informed decisions to ensure compliance. Building further on these strengths, our Group is applying a suite of selected metrics that are being carefully created and enhanced to embed AI at the heart of our business and continue to improve operational and ESG outcomes.



HumeLink West, New South Wales,
CPB CONTRACTORS and UGL

3

INNOVATION AND DIGITALISATION

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Digital strategy

CIMIC Group's One Digital operating environment is a central pillar of our digital transformation – connecting people, systems, technologies and processes across the organisation.

Our data-driven business is underpinned by sustained investment in new and emerging technologies, integrated digital delivery, innovation and research. One Digital enables a seamless flow of data, connecting our advances in Artificial Intelligence (AI), robotics, autonomy, IoT, automation, simulation and extended reality, with our business systems, engineering processes, proprietary software solutions and tools such as Building Information Modelling (BIM), Geographic Information Systems (GIS), Reality Capture and Virtual Design and Construction.

Our disciplined, regulated and expanding integration of AI into One Digital equips us to work efficiently and accurately with vast connected datasets and powerful analytics. This marks a strategic evolution, redefining how CIMIC operates and delivers value.

With AI, One Digital strengthens our ability to analyse, plan, forecast and make informed decisions across the project lifecycle. This enhances safety, risk mitigation, productivity, predictability, profitability, innovation and sustainability.

One Digital also supports compliance with evolving legislative and reporting requirements, helps us meet emissions and sustainability targets, and positions CIMIC to grow in both established and emerging high-tech, high value-added sectors.

AI implementation

CIMIC Group is committed to ethical and lawful use of AI technologies, aligned with our Principles. We leverage AI to enhance safety, sustainability and operations, while protecting stakeholder rights and privacy through clear governance and oversight mechanisms.

AI is now embedded in daily workflows across the business – through enterprise-wide platforms and Microsoft Copilot as well as solution-specific tools and predictive analytics systems. These technologies do more than automate routine tasks; they enable our people to focus on higher-value work, and generate real-time insights that enhance performance, reduce risk and accelerate innovation.

All staff have access to AI tools including Microsoft's 365 Copilot and tailored AI Agents. The Agents integrate with business systems and perform specific tasks. The Group has deployed or is developing approximately 150 AI Agents, enabling our people to apply AI to both routine and specialist work. The Agents support diverse business functions. Examples include:

- Safety – the Toolbox Talk Agent helps safety and project teams deliver concise, practical and engaging toolbox talks with structured content tailored to frontline crews, ensuring clarity, relevance and alignment with safety standards.
- Commercial – the Project Performance Agent assists Project Managers to review Project Performance

Reports, focusing on key information including risks and opportunities, and related tasks.

- Procurement – the Equipment Hire Agent assists identification of equipment hire requirements and target pricing based on historical data.

Complementing these are AI-enhanced solution-specific tools such as our proprietary solution Sedgmetrix®, which monitors and optimises asset performance in sectors such as renewable energy, mining and mineral processing.

Strategy enablers

Our digital strategy is anchored in disciplined Information and Communication Technology (ICT) governance and robust cyber security – ensuring innovation is delivered responsibly and securely. Progress is supported by our centres of excellence, in-house software development capabilities and strategic research partnerships.



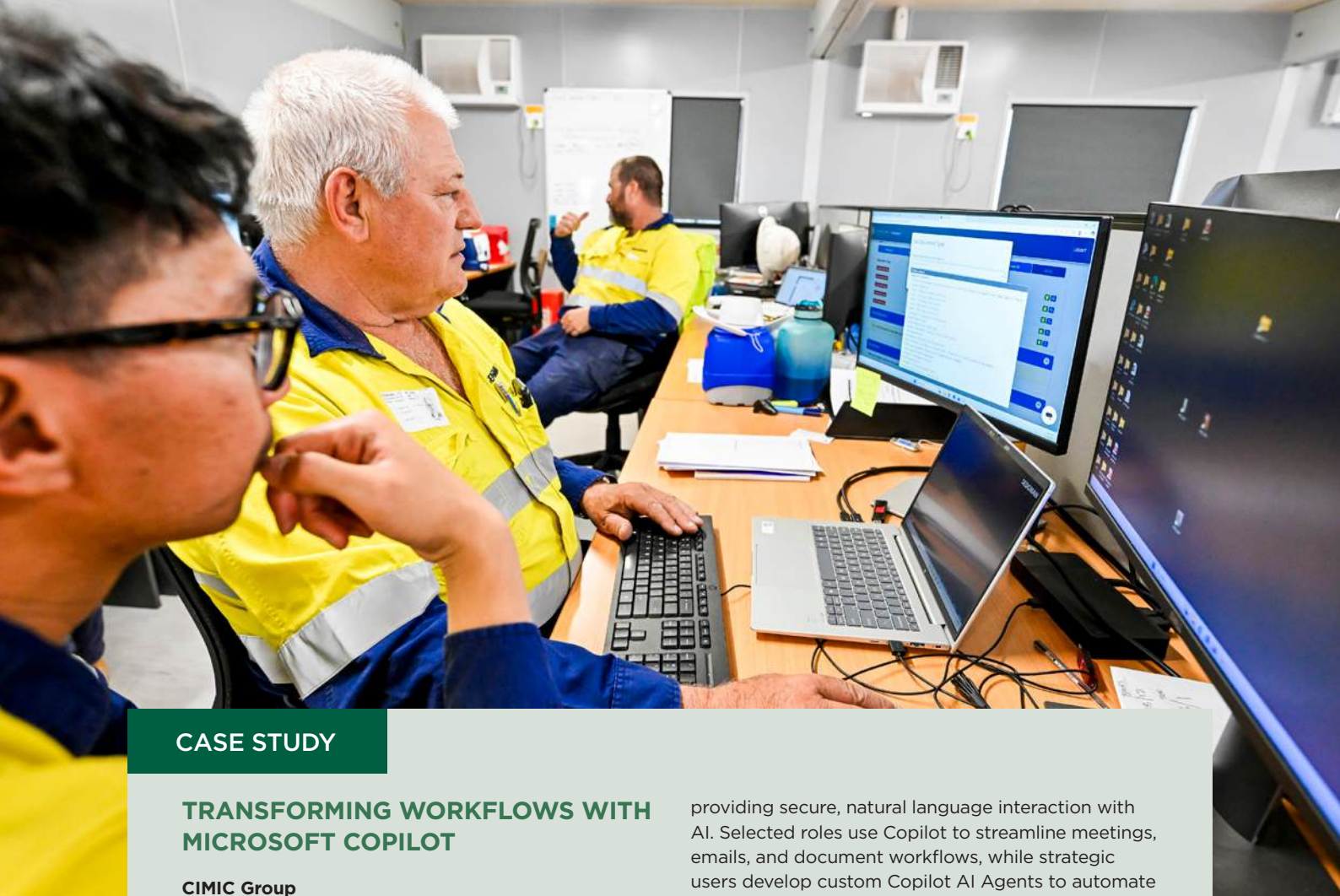
CASE STUDY

CIMIC COMMAND CENTRE – NEAR REAL-TIME DIGITAL VIEW OF PROJECTS

CIMIC Group

The CIMIC Command Centre is a cornerstone of our ToBe Twin® and ToBe Builder® solutions, providing a near real-time digital view of our construction projects. By combining 4D models with live tracking of plant and resources, it delivers actionable insights and AI-driven alerts to highlight priorities, accelerate decisions and improve transparency.

Integrating data from multiple sources, the Command Centre supports proactive risk management and cost control. Together with 4D planning capabilities, it creates a connected ecosystem that integrates design and execution – driving collaboration and efficiency across all project phases.



CASE STUDY

TRANSFORMING WORKFLOWS WITH MICROSOFT COPILOT

CIMIC Group

CIMIC Group's partnership with Microsoft is enhancing our operations through the adoption of the Copilot ecosystem. Integrated across Microsoft 365 apps, Copilot automates routine tasks, boosts productivity and enables strategic focus, while

providing secure, natural language interaction with AI. Selected roles use Copilot to streamline meetings, emails, and document workflows, while strategic users develop custom Copilot AI Agents to automate complex tasks using CIMIC's internal knowledge. Central to our broader AI strategy, this AI-driven transformation supports faster decision-making, improves efficiency, drives innovation and empowers staff at all levels.

ICT governance

Our One Digital strategy - driving integrated digital delivery and the rollout of AI - is guided by a collaborative partnership involving CIMIC Group's Project Controls, Audit and Transformation functions and our unified technology function, One IT, with involvement of all Operating Companies.

Our ICT governance framework fosters collaboration and ensures strategic investment in systems, innovation and cyber security to support both corporate and project teams. It continually advances our ability to interrogate intelligent data, analyse trends and manage increasing complexity.

Cyber security

Cyber security is foundational to our ongoing digital transformation and is underpinned by our ISO/IEC 27001:2022 certification⁶² - the international standard for information security management systems (ISMS).

Our Group Information Security Policy, previously called the Group Cyber Security Policy, was updated in 2025. The policy defines the requirements for applying information security controls across our ICT products and services, including hardware, software, business systems, networks and data centres. It also outlines our structured approach to incident response.

Also in 2025, we updated our Group Acceptable Use of ICT Policy which provides our requirements for the use of our ICT products and services.

We take a proactive and systematic approach to managing information security risks. Our ISMS safeguards data confidentiality, integrity and availability, while addressing evolving cybersecurity threats and emerging technologies - including supply chain security and incident response.

Certification to ISO/IEC 27001:202263 reflects our commitment to advanced information management, cybersecurity and data protection - supporting our operations, clients, partners and the development of proprietary digital solutions.

62 CIMIC Group companies - CIMIC, CPB Contractors, Leighton Asia, UGL, Sedgman, Pacific Partnerships, EIC Activities, and IDD Tech - have achieved ISO/IEC 27001:2022 accreditation, the latest version of the international standard for Information Security Management.

63 ISO/IEC 27001:2022, Information security, cybersecurity and privacy protection - Information security management systems - Requirements. [iso.org](https://www.iso.org)

Centres of excellence

CIMIC Group's combined expertise in software development, digitalisation, engineering and digital engineering is available to all Operating Companies and projects through our centres of excellence. These include One IT; our in-house engineering and technical services consultancy EIC Activities; Leighton Asia's One Digital Construction Services unit; and our commercial software business IDD Tech.

One IT

One IT drives CIMIC Group's digital transformation by leveraging:

- **Group-wide reach** as a unified function, with oversight of the digital business operating system, and the ability to embed innovations and digital solutions at scale
- **Deep knowledge** of emerging technologies, industry trends and future-state opportunities
- **Expertise** across digital innovation, transformation and operations, with a strong track record in developing industry-leading technology solutions
- **Established collaboration networks** with Operating Companies to deliver tailored solutions
- **Strategic relationships** with CIMIC Group's centres of excellence, HOCHTIEF and its subsidiary Nexlore (a software innovation leader), ACS Group and external partners including industry innovators and research bodies.

EIC Activities

EIC Activities is an ISO 9001-accredited engineering design consultancy providing inhouse services to CIMIC Group companies. Its multi-disciplinary expertise spans geotechnical, structural, tunnelling, civil, mechanical and electrical engineering across infrastructure and buildings sectors.

EIC Activities contributes to risk mitigation, engineering excellence and delivery of digital and technical solutions. It supports tenders and projects with integrated design services that are innovative, cost-effective and constructible – tailored to complex infrastructure and resource assets.

Software development and digital innovation

We develop proprietary software solutions and innovate with a broad range of technologies including virtual, augmented and extended reality, Internet of Things (IoT), AI, automation and simulation. Priority areas for innovation include advanced planning, materials tracking, reality capture, visualisation, robotics, data-driven insights and decarbonisation. We currently have 113 digital innovations, including software developments, improvements and enhancements, progressing through a rigorous assessment and development process from ideation to implementation.

Its subject matter experts, including some of the industry's most respected engineers and academics, are often engaged to challenge and improve clients' and partners' concept designs, construction methods and operations and maintenance practices – delivering more efficient and effective outcomes.

EIC Activities also champions innovation across CIMIC Group, supporting digital transformation, contributing to decarbonisation initiatives, and advancing the use of AI in engineering workflows.

One Digital Construction Services (OneDCS)

One DCS provides integrated digital construction solutions to CIMIC Operating Companies and collaborates across the wider ACS Group. Headquartered in Singapore, with offices in the Philippines, India and Malaysia, OneDCS delivers technical services including:

- Digital engineering
- Planning and quantity surveying
- Estimating and reporting
- Systems integration and other digital services.

OneDCS also shares innovations via the Group's Spotlight webinar series, profiling new technologies and solutions.

IDD Tech

IDD Tech is CIMIC Group's commercial software development business, delivering Integrated Digital Delivery software solutions for our Group and clients across the construction, resources and services sectors.

ISO 27001 certified, IDD Tech meets rigorous standards for product performance, digital connectivity, information security and innovation to improve lifecycle performance and outcomes.

Its first proprietary products to market have been proven on hundreds of major projects. Visit IDD Tech for more information.

Of these, eight address decarbonisation. In 2025, a total of 50 of our digital innovations reached implementation milestones and of these, four address decarbonisation. Our proprietary software solutions are in use across the Group and some are made available to industry through IDD Tech, our commercial software business. Figure 9 summarises our key proprietary solutions. See Section 4: *Delivering next generation solutions* for case studies profiling key proprietary solutions and innovations in use across our sectors.

CIMIC Command Centre, a key feature of our ToBe Suite, provides a near real-time digital twin of construction projects. It merges 4D model data with live tracking of plant and resources to create a comprehensive, actionable view of project performance.

CIMIC's AI-powered application that uses expert-defined rules to detect anomalies in operational data, reducing manual work, improving accuracy and enabling informed, scalable, and timely decisions.

SEDGMETRIX® remotely monitors the status and optimises the performance of any operation or asset in sectors such as renewable energy, mining, mineral processing, oil and gas, and supply chain logistics.

ToBe Suite is an integrated suite of visualisation tools, supporting project planning and delivery with an immersive 4D collaboration environment. Key components include **ToBe Builder®**, a planning tool; **ToBeMaps®**, an AR app; **ToBe XR**, a Meta Quest VR and AR headset app; and **ToBe Twin®**, a web-based 4D collaboration portal.

CIMIC's intelligent multi-source solution for ESG data capture, analysis and reporting is designed to track and advance decarbonisation and sustainable operations. It supports compliance with business, client and government monitoring and reporting requirements.

Pit Companion is a real-time interval control tool supporting mining fleet management, developed by Thies. The solution extracts, cleans and analyses data from fleet management systems to improve operational performance and reduce unproductive operating hours in the mine pit – thereby bringing down emissions.

Powerflow E-Form transforms paper forms, Excel spreadsheets and other documents into digital E-Forms, streamlining data collection, storage and review. Integration with business intelligence tools enables advanced reporting and data analysis.

Minerva is an e-subcontract management platform. The solution automates, streamlines and de-risks vendor contract management, delivering greater transparency and control. Delivery partners benefit from reduced paperwork and administration.

Siterover® is a consolidated record management, reporting and productivity tool used on any device. It supports engineers' mobility, accurately capturing time and quantities (materials, plant and labour hours), and increasing the transparency of key data including daily costing and accruals.

Cats Computer Aided Tendering System® is used across our construction, resources and services operations. It equips teams to build competitive tenders and add whole-of-life value throughout post-estimate forecasting and facilities management.

UGL's scalable, reliable rail solution integrates with modern and legacy infrastructure, enabling real-time tracking, automated routing, incident management and safety monitoring, all of which boost network performance, streamline workflows and enhance operational productivity.

INTEGRA®, an Operations Management and Asset Optimisation Platform, monitors and controls asset functions such as usage volumes, security, energy usage, lighting levels, ventilation quality, environmental management and communications.

Figure 9 – Select key proprietary solutions and innovations

Karlawinda Gold Project,
Western Australia,
THE THIESS GROUP



CASE STUDY

TOBE SUITE PROVIDING IMMERSIVE 4D COLLABORATION ENVIRONMENT

CIMIC Group

CIMIC Group's ToBe Suite is an integrated software suite of visualisation tools that enables teams to align on what needs to be built, plan optimal solutions and track the movement of plant, equipment and materials. The suite comprises four key components:

- ToBe Builder® is a planning tool integrating GIS and BIM with schedule and resources information to visually simulate construction options and align stakeholders for effective collaboration.
- ToBeMaps® is an AR app enabling 4D BIM visualisation on mobile devices, enhancing site understanding, risk management and stakeholder engagement through real-world overlays.
- ToBe XR is a Meta Quest VR and AR headset app enabling immersive 3D/4D BIM visualisation, helping users explore construction methods at real-world scale in a virtual environment.
- ToBe Twin® is a web-based 4D collaboration portal combining the full capability of ToBe Builder projects with GIS, BIM, schedule and resources information, and live data to monitor IoT performance in real time and support informed project decisions.



Engaging our people

Driving innovation

The Innovation Influencers program at CIMIC Group upskills and connects employees passionate about innovation, fostering learning and collaboration across teams, projects and regions. The program promotes a culture of innovation, supports idea generation, empowers change agents to drive strategic initiatives and advances our people's digital and AI proficiency. Innovation briefings showcase emerging trends, while discovery, challenge and development events engage team members in identifying, assessing and developing new solutions. Internally developed Spotlight webinars encourage knowledge sharing and build skills that align with the Group's One Digital work environment and broader innovation and digitalisation strategy.

In 2025, Spotlight webinar topics were attended by groups of up to 1000 employees for key topics such as Microsoft Copilot, drone technology, the CIMIC Command Centre, AI and visual planning workflows.

Advancing our AI capabilities

During 2025, we commenced the development of our AI

Champions network, building in-house expertise to use and develop AI agents across our operational and functional disciplines.

Our AI training strategy targets Executives, operational disciplines—such as Commercial, Pre-contracts and Engineering—and functional disciplines including Finance, and People and Culture. The training is advancing the effective use of AI agents in role specific contexts.

We also provide self-paced learning opportunities for beginner, intermediate and advanced users to strengthen people-led AI collaboration capability across the organisation.

ACS University, our global learning and capability development engine, enables our people to harness the combined expertise of ACS Group, including in AI and technology. E-learning modules such as Data Analytics and AI in Construction are sharing international experience and fast-tracking proficiency in new technologies. For more information about ACS University see Section 5 *Social - Training and skills development*.

In 2026, we will continue rolling out AI training for all staff where applicable to their work.

Research and collaboration

We're working with our clients, universities, and industry bodies to advance research and development and bring better solutions to industry practice. We support initiatives and collaborations to enhance safety, productivity and risk management, and to improve ESG outcomes. We are currently partnering with the University of Technology

Sydney (Nutrients in the Circular Economy (NiCE) hub research), Western Sydney University (research into the alkaline-activated treatment of Bringelly shale) and Torrens University Australia through an innovation partnership with IDD Tech which is investigating AI projects.



CASE STUDY

POWERFLOW E-FORM - REPLACING MANUAL DATA PROCESSING

CIMIC Group

CIMIC Group's Powerflow E-Form solution transforms paper forms, Excel spreadsheets and other documents into digital E-Forms, streamlining data collection, storage and review. By replacing manual processes, it improves the speed, consistency and quality of record keeping and compliance with business and regulatory requirements. To date, the solution has digitised approximately 890 customised forms and captured more than 63,000 entries.

Beyond enhancing efficiency and quality, Powerflow E-Form integrates seamlessly with business intelligence tools, enabling advanced reporting and data analysis.

CASE STUDY

BUILDING A GREENER GRID: SOLAR FARM MILESTONES

**Victoria, New South Wales, Queensland,
Pacific Partnerships and UGL**

CIMIC Group is powering up Australia's energy transition.

In regional Victoria, Glenrowan Solar Farm has marked one year of clean energy generation, producing 201 GWh in the last year alone —enough to power 40,000 homes and avoid 250,000 tonnes of CO₂ emissions. The farm showcases high-efficiency bifacial panels and data-driven performance optimisation.

Meanwhile, the Cobbora Project in NSW has secured access to the Central West Orana Renewable Energy Zone. With a planned 700 MW solar facility and 400 MW / 1600 MWh battery system, it will power 280,000 homes and drive local economic benefits. Recognised as a project of State Significance, Cobbora is set to begin construction in 2027.

Hopeland Solar Farm and BESS in Queensland, strategically located in the Western Downs Renewable Energy Zone, has secured investment certainty with the solar farm being accepted into the federal government's Capacity Investment Scheme.

All three solar farms have been developed by Pacific Partnerships with UGL as the delivery and operating partner.





4

DELIVERING NEXT GENERATION SOLUTIONS

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Delivering next generation solutions

CIMIC Group is delivering the next generation⁶⁴ of sustainable, technologically advanced assets, infrastructure and resources projects.

Our end-to-end solutions enable digital connectivity and energy transition and modernise infrastructure across multiple sectors including defence. We deliver essential transport networks and social infrastructure, such as hospitals, schools and cultural centres that strengthen communities. Together, these solutions enhance resilience and support sustainable economic growth.

We help clients achieve their business objectives, including sustainability goals such as emissions reduction, renewable energy adoption and climate-resilience. We also mitigate operational and regulatory risks to ensure long-term performance and compliance.

Leveraging unmatched technical expertise, scale efficiencies, advanced digital capabilities and trusted supply chain relationships, we deliver reliability and create long-term value in every project.

Our leadership in the digitalisation of the construction, resources and energy sectors includes developing and deploying data analytics, IoT, AI and automation tools for engineering, project management or operations and maintenance. These capabilities are integral to advancing sustainable development including smart cities and infrastructure, smart grids, intelligent transport systems, sensor-enabled utilities, predictive maintenance and fuel-efficient machinery.

Since 2013, we have built a portfolio of infrastructure and building projects across multiple sectors that have achieved 149 sustainability ratings or certifications, with three additional certifications initiated in 2025.⁶⁵

This section highlights key achievements from 2025, including notable contract wins, major milestones and case studies that showcase innovation and the impact of our work.

Digital and advanced technology



CIMIC Group's integrated capabilities, digitalisation, and software development expertise uniquely position us to deliver high-tech solutions such as data centres and telecommunications networks supporting the connectivity evolution.

Data centres

As demand for artificial intelligence and cloud services accelerates, our expertise in designing and constructing specialist facilities to stringent compliance standards is critical for delivering resilient, future-ready data centre infrastructure.

Across Asia, Leighton Asia is a leading provider of hyperscale data centre delivery, creating campuses that combine scalability, reliability and high-capacity performance through automation, modular architecture and energy-efficient design.

Its integrated capabilities in advanced construction, digital engineering and mechanical and electrical systems enable tailored solutions that enhance operational efficiency and support clients' sustainability goals. This includes the integration of renewable energy and advanced liquid cooling systems to achieve high-efficiency, lower-carbon outcomes.

In 2025, Leighton Asia was awarded the first phase of the design and construction of a high-density, liquid cooling-ready data centre in Cyberjaya, Malaysia. Liquid cooling delivers energy savings, supporting scalable and sustainable

growth for the sector. This project adds to Leighton Asia's portfolio of completed and active data centre projects across the region in Hong Kong, Malaysia, India, Indonesia, Macau, the Philippines and Singapore.

CIMIC Group's end-to-end capabilities position us to support growing demand for large, complex data centres across Australia and the Asia Pacific. Building on Leighton Asia's success, we are combining Pacific Partnerships' development expertise; with CPB Contractors and UGL's construction capability; and UGL's power systems expertise including solar and battery systems. These end-to-end capabilities enable the rapid delivery of energy-efficient data facilities that strengthen the digital economy and meet the needs of AI-driven markets.

Pacific Partnerships is providing global support for the ACS Group Data Centre Platform (see below). Leighton Asia continues to grow its data centre portfolio in South East Asia and India. CPB Contractors and UGL have commenced data centre projects in Australia, with a pipeline of opportunities ahead in Australia and New Zealand.

In 2025, ACS Group in partnership with Global Infrastructure Partners, part of BlackRock, established a global platform to invest in and develop data centres. This expands ACS Group's fully integrated data centre services across the entire value chain, combining engineering, project management, and the execution of highly complex facilities with an active role as developer and long-term investor in data centre assets.

⁶⁴ Next-generation assets and solutions deliver higher performance, sustainability and resilience than legacy approaches by leveraging advanced capabilities, integrated technologies, smarter design and more efficient ways of working.

⁶⁵ Certifications include ISC (Design, As-Built, and Operation); Green Star (Design, As-Built, Interiors, and Performance); BEAM Plus; LEED; Green Mark; and Green Roads.



CASE STUDY

ENGINEERING COLLABORATION IN STT FAIRVIEW 1 DATA CENTRE DELIVERY

Philippines, Leighton Asia and EIC Activities

Leighton Asia, in joint venture with First Balfour, is delivering Phase 1 of the STT Fairview 1 data centre in Quezon City, Philippines. This phase includes civil, structural, architectural, and mechanical, electrical, plumbing and fire protection (MEPF) works, with a 28 MW capacity. Upon completion of all four phases, the centre will offer 124 MW of IT load capacity for enterprises and hyperscalers – providers of massive-scale cloud computing infrastructure and services. EIC Activities supported Leighton Asia by contributing innovative engineering solutions, showcasing the combined expertise of the two companies in advanced technology construction.

Telecommunications

UGL is a leading Australian provider of comprehensive communication infrastructure solutions, serving a broad range of sectors including utilities, defence, transport, telecommunications, resources, government and enterprise.

UGL is delivering full lifecycle 5G and wireless infrastructure services for Australia's major telecommunications carriers. This spans everything from site acquisition and engineering to design, construction and ongoing operations and maintenance.

Across fibre, wireless and satellite telecommunications, UGL leverages its integrated capabilities to build, upgrade and maintain networks nationwide - ensuring robust, future-ready connectivity across Australia.

In 2025, UGL extended its long relationship with NBN Co and was awarded a 3.5-year contract under nbn's program to upgrade the remaining Fibre to the Node network.



Energy infrastructure



CIMIC Group companies are advancing Australia's energy transition and lower-carbon economy by developing, delivering and operating renewable energy assets including solar and energy storage.

We also build infrastructure that enables the integration of diverse energy sources and helps maintain grid stability in a rapidly evolving energy landscape.

In parallel, we are supplying critical minerals—such as vanadium, lithium, rare earths and nickel—and essential metals, including copper and iron ore, through our mining, mineral processing and resources infrastructure services. For details see Section 4 *Delivering next generation solutions - Critical minerals and natural resources*.

Figure 10 provides a sample of our Group's key energy transition contribution statistics.

In 2025, CIMIC Group supported the development of an Australian Financial Review Insights report, [Energising Change: Accelerating Australia's Energy Transition Infrastructure](#), which outlines practical strategies to fast-track the delivery of clean energy infrastructure across Australia. By supporting this independent research, our aim is to share practical insights, highlight successful project models, and foster collaboration across industry, government and communities to drive Australia's transition to a net zero future.



CASE STUDY

UGL TO DELIVER STAGE 3 OF NEOEN'S WESTERN DOWNS BATTERY

Queensland, UGL

UGL has been selected by Neoen and Tesla to construct Stage 3 of Neoen's Western Downs Battery in Queensland, a major renewable energy storage project with a capacity of 305 MW / 1,220 MWh.

The award builds on UGL's successful delivery of Stage 1 and the recent early completion of Stage 2 (270 MW / 540 MWh) in November 2025. Together, Stages 1 and 2 provide 540 MW / 1,080 MWh of storage capacity. Once Stage 3 becomes operational – expected in the Australian summer of 2027/28 – the Western Downs Battery will offer a combined total of 845 MW / 2.3 GWh, strengthening grid stability and supporting Australia's clean energy transition.

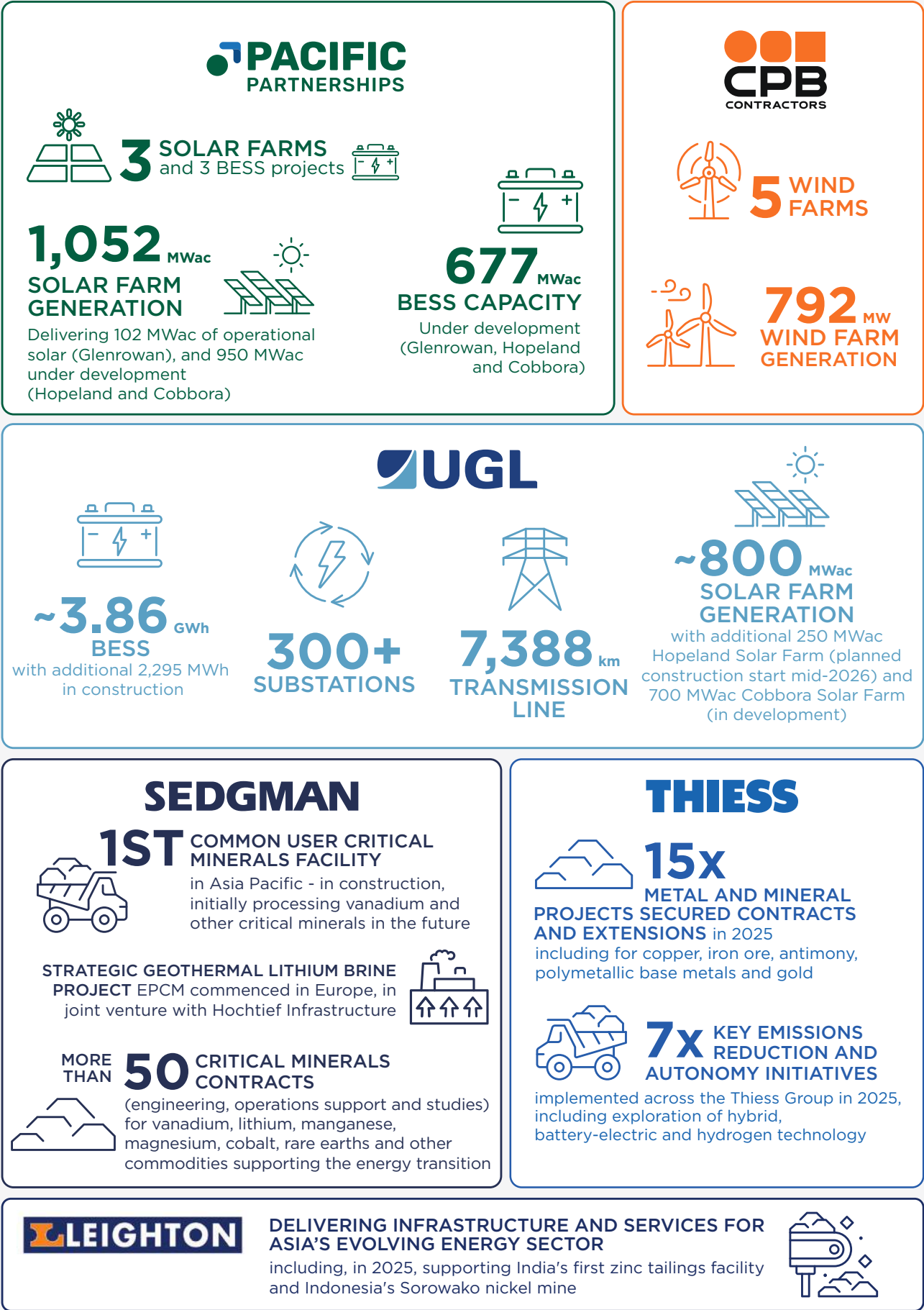


Figure 10 – CIMIC Group's key energy transition contribution statistics

Generation

Pacific Partnerships is the owner of the development rights for three solar farms with associated BESS. The 700 MWac Cobbora Solar Farm in New South Wales is in development. The 102 MWac Glenrowan Solar Farm in Victoria has celebrated its first year of operations. Hopeland Solar Farm in Queensland is anticipated to start construction in mid-2026. UGL is the delivery and operations partner for each project.

A leader in the design, construction and commissioning of renewable energy assets across Australia, UGL has constructed 13 solar farms with approximately 800 MWac capacity.

In 2025, UGL also secured a three-year contract extension to maintain critical power generation assets supplying electricity to businesses and households across eastern Australia – Queensland’s Stanwell, Tarong and Tarong North Power Stations, which UGL has supported for more than a decade.

CPB Contractors has a track record in successfully delivering wind farm projects across Australia and significant experience managing the resource and logistical challenges of constructing infrastructure in regional and remote areas that host energy zones.

CASE STUDY

SIX-HOUR MUCHEA BATTERY FOR NEOEN AND TESLA

Western Australia, UGL

UGL has been selected by Neoen, a world-leading producer of exclusively renewable energy, and Tesla, a global leader in battery storage and sustainable energy solutions, to construct the 164 MW / 905 MWh Muchea Battery, north-east of Perth in Western Australia.

Muchea Battery is Neoen’s first six-hour long-duration storage asset and will be equipped to support the State’s energy reliability and transition to renewables.

This project comes immediately after UGL’s successful delivery of Neoen’s 341 MW / 1,363 MWh Collie Battery 2 (pictured), also located in Western Australia. Collie Battery 2 commenced operations – four months ahead of schedule.

Storage and transmission

UGL has delivered eight battery energy storage systems (BESS) projects across Australia, including five flagship big batteries for Neoen, a world-leading producer of exclusively renewable energy, and Tesla. These include the Victorian Big Battery, Collie Battery 1 and 2 in Western Australia, and Western Downs Battery 1 and 2 in Queensland.

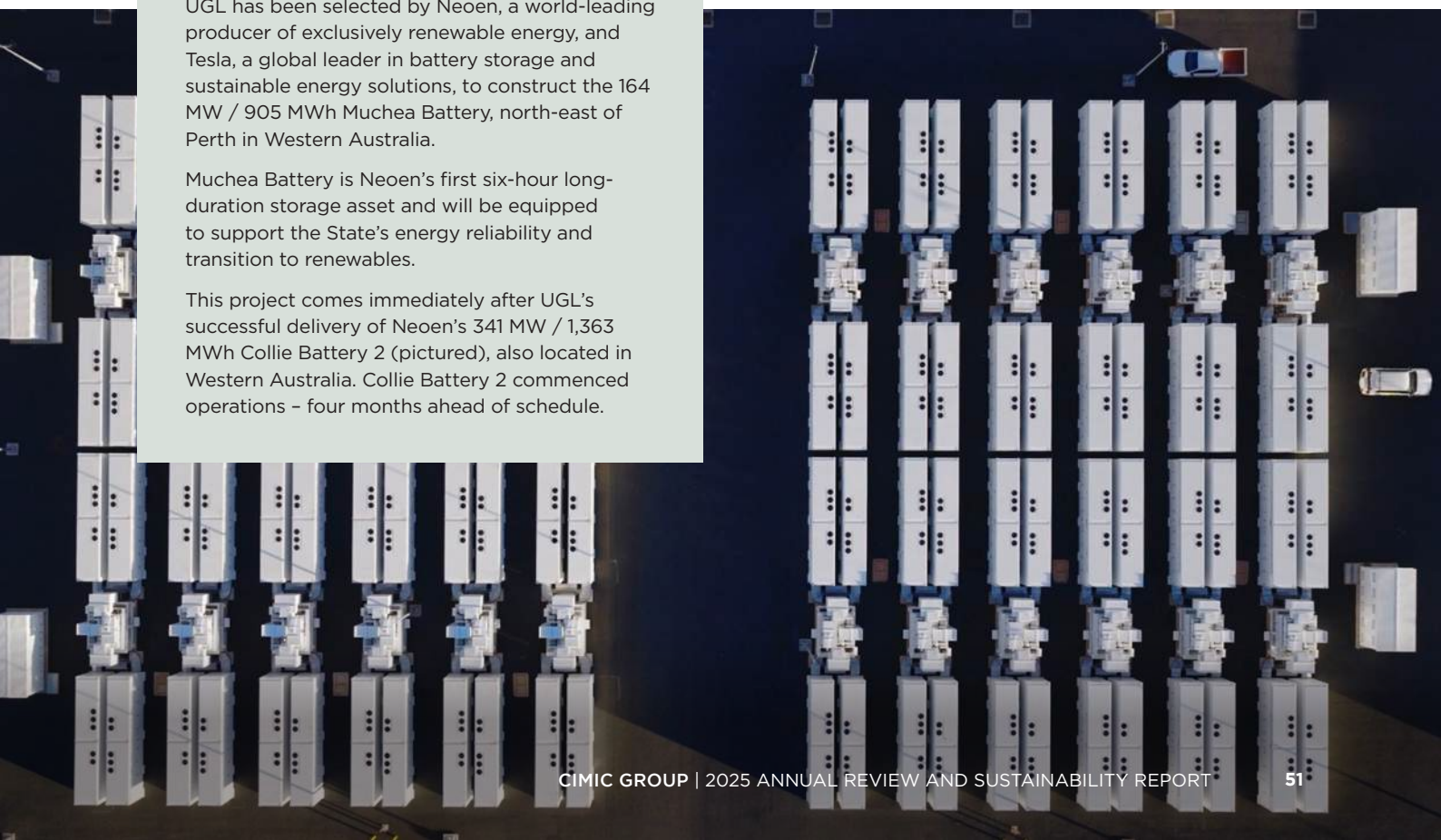
In 2025, UGL secured three further contracts with Neoen and Tesla to construct the 305 MW / 1,220 MWh Stage 3 of the Western Downs Battery, the 164 MW / 905 MWh Muchea Battery in Western Australia, and the 200MW/800 MWh Goyder BESS in South Australia – marking eight partnerships with Neoen and Tesla.

UGL has constructed more than 7,388 kilometres of high voltage transmission lines and more than 300 substations since 1950. UGL and CPB Contractors are working in joint partnership on HumeLink West, a high voltage electricity transmission project in New South Wales (see case study for details).

In Kosciusko National Park, New South Wales, UGL continues work on its Maragle project – the connection point for Snowy Hydro 2.0 to the National Electricity Market that will facilitate the supply of 350,000 MWh of large-scale energy storage.

UGL’s Genex Kidston Connection project in Queensland reached completion in late 2025. The 275kV 186-kilometre transmission line now connects the Kidston Clean Energy Hub to the national electricity grid.

In 2025, UGL was awarded two contracts to deliver key electricity infrastructure works for Western Power, as it readies for large-scale renewable energy generation as part of the WA Government funded Clean Energy Link- North project.





CASE STUDY

A NATION-BUILDING ENERGY INFRASTRUCTURE PROJECT

New South Wales, CPB Contractors, UGL, EIC Activities

UGL and CPB Contractors, in joint venture for Transgrid, are delivering HumeLink West, with EIC Activities' support. The Joint Venture is responsible for the engineering, procurement, construction and commissioning for the western portion of HumeLink, including 148 kilometres of 500kV transmission lines, from the Snowy 2.0 connection at Maragle to Wagga Wagga. It will also construct two new

500kV substations at Gugaa and Maragle, and an augmentation at the existing 330kV substation at Wagga Wagga. The project leverages a range of CIMIC Group's proprietary digital solutions including the CIMIC Command Centre and ToBe Suite which together provide a near real-time digital view of the project, integrating design and execution. See Section 3 *Innovation and digitalisation* for details of these solutions.

HumeLink is one of NSW's largest energy infrastructure projects, enhancing grid reliability across eastern Australia and supporting regional growth.

Transport infrastructure and sustainable mobility



Major transport network upgrades and sustainable mobility projects transform how communities connect and move. With unmatched expertise, leveraging our advanced digital

capability and innovations, we've successfully delivered landmark transport projects across Australia, New Zealand and Asia.



CASE STUDY

ACCELERATING RAIL CONNECTIVITY IN SOUTH-EAST QUEENSLAND

Queensland, CPB Contractors, UGL and EIC Activities

The Logan and Gold Coast Faster Rail project marks a major step in enhancing public transport between Brisbane and the Gold Coast. CPB Contractors and UGL are delivering design and construction for the project's major rail works package, as part of the ActivUs Alliance.

The project will double the tracks between Kuraby

and Beenleigh from two to four, upgrade stations, integrate advanced rail systems, remove level crossings and improve access and connectivity along the 20-kilometre project corridor. These improvements will boost transport capacity, accessibility and commuter experience. The project supports regional growth and prepares infrastructure for the Brisbane 2032 Olympic and Paralympic Games. EIC Activities is supporting the project delivering geotechnical interpretation and design services, as well as virtual construction services using the Group's ToBe Builder®.

Transport infrastructure

Roads

In 2025, CPB Contractors was selected to deliver Queensland's Gateway to Bruce Upgrade – a transformative project to improve safety, connectivity and resilience across the Gateway Motorway and Bruce Highway corridors. CPB Contractors was also selected, as part of the Synergy consortium, to deliver Melbourne's Eastern Freeway Upgrades between Tram and Springvale roads. The project aims to cut travel times and improve connectivity in the city's north-east.

We are also delivering Victoria's Big Build road projects North East Link and West Gate Tunnel. These projects will improve the connectivity of Melbourne's growing communities and reshape how the city grows in the decades ahead.

In New South Wales we are currently delivering city transforming mega road projects such as Sydney's Warringah Freeway Upgrade, M12 Motorway Project (western package), and the Western Harbour Tunnel.

In South Australia, CPB Contractors completed construction of the new dual-lane, northbound section of Augusta Highway between Port Wakefield and Lochiel in South Australia. Work continued for the delivery of Stage 2 of the Main South Road Duplication.

Leighton Asia continues major road projects across Asia including Contract N103 of the North-South Transportation Corridor project, part of Singapore's first integrated transport corridor.

Aviation

CIMIC Group has extensive aviation infrastructure expertise and a track record for delivering complex operational road, transport and pedestrian infrastructure for major airport projects essential to the growth of the aviation industry. Our core capabilities include early and bulk earthworks, airfield construction, runways and pavements, airside services, building and civil infrastructure.

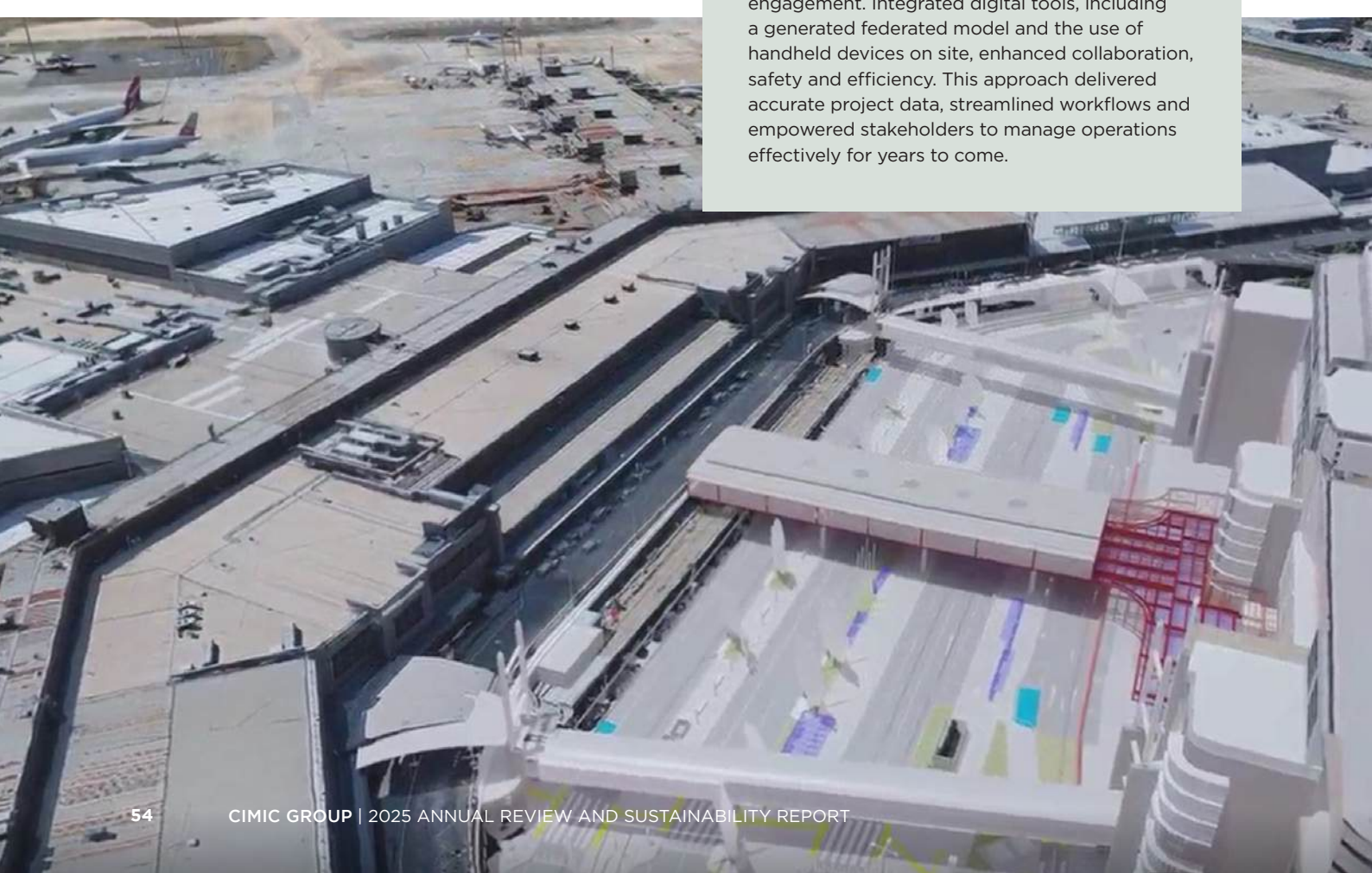
In 2025, CPB Contractors completed the delivery of the Western Sydney Airport – Earthworks and Airside Works. Work continued at the Brisbane Airport International Terminal Security and Retail Upgrade, and Stage 2 of Melbourne Airport Naarm Way Project.

CASE STUDY

DIGITAL ENGINEERING DRIVES SUCCESS AT MELBOURNE AIRPORT

Melbourne, CPB Contractors

CIMIC Group's ToBe Builder®, a 4D virtual construction platform, enabled CPB Contractors to safely construct Melbourne Airport's new central pedestrian bridge with minimal disruption to over 100,000 daily travellers and surrounding stakeholders including Qantas, security screening, valet services, Park Royal Hotel, ground transport, retail tenants and airport operations. By visually simulating construction, the team improved communication, planning and stakeholder engagement. Integrated digital tools, including a generated federated model and the use of handheld devices on site, enhanced collaboration, safety and efficiency. This approach delivered accurate project data, streamlined workflows and empowered stakeholders to manage operations effectively for years to come.



Tunnelling

Our tunnelling capability underpins our successful delivery of major road and rail projects and extends to specialised applications for essential water, power and utilities projects, supporting resilient urban infrastructure. We deliver end-to-end tunnelling services from design and geotechnical investigations to excavation, lining and systems integration. Australia's biggest transport projects including Sydney Metro, WestConnex and Cross River Rail have relied on CPB Contractors' tunnelling expertise and UGL's systems capabilities.

CASE STUDY

DRONES ELEVATE INNOVATION ACROSS CIMIC GROUP

CPB Contractors, Leighton Asia, Thiess and Sedgman

CIMIC Group is transforming operations with drone technology, enhancing safety, efficiency, and data accuracy for major infrastructure and resources projects. CPB Contractors integrates drones into design and construction workflows, while Thiess conducts flights to streamline survey processes, improving access and safety outcomes for mine and rehabilitation planning. Leighton Asia is pioneering robotic safety tools including underwater drones to conduct inspections and surveys for silt curtains, and Sedgman boosts design precision with drone photogrammetry.

Enhancing our drone advantage, CIMIC Group leverages the expertise of Skyports Drone Services, part of the ACS Group. Skyports centralises drone operations across ACS Group, expanding extended- and beyond-visual line-of-sight drone services (EVL0S/BVL0S) capabilities in Australia. Together, these innovations are reshaping infrastructure delivery and advancing CIMIC's digital transformation.

Sustainable mobility

Inter-modal transport networks, light rail, passenger rail and metro rail continue to be key activities. 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.

Metro

CIMIC Group companies – Pacific Partnerships, CPB Contractors and UGL, supported by EIC Activities – continue to play a pivotal role in Sydney Metro, Australia's biggest public transport project. Delivering end-to-end solutions, we have invested in, designed, constructed, delivered and are now operating this sustainable mobility project.

Key achievements in 2025 included CPB Contractors completing the Sydney Metro – Western Sydney Airport Station Boxes and Tunnels (SBT) project, which included 5.5 kilometres of southern tunnels, 4.3 kilometres of northern tunnels, and five station boxes.

CPB Contractors' delivery of Gadigal Station in Sydney's CBD achieved a world leading 6-Star Green Star As-Built certification from the Green Building Council of Australia. Work continued on our other Sydney Metro packages. Our *Shaping Sydney's Future* case study provides an overview of CIMIC Group's role across Sydney Metro's M1, Southwest, Western Sydney Airport, and West lines. See Section Two *CIMIC Group*.



Rail

During the year we continued to deliver an expansive portfolio of passenger rail projects in Australia and Asia, including the following examples.

In Queensland, CPB Contractors and UGL were awarded the design and pre-construction contract for the main works package on the Logan and Gold Coast Faster Rail project, supported by EIC Activities. With Pacific Partnerships, they continued to deliver Brisbane's Cross River Rail.

The UGL Transport division's capabilities span rolling stock manufacturing and servicing, network management, transport operations, and advanced signalling and communications systems. During the year, they delivered the 30th Australian Made C44ACi to Aurizon. They also launched the Evolution "Evo" Locomotive (C94), Australia's most fuel-efficient, long-haul freight locomotive - Australian made for Australian conditions.

In Victoria, CPB Contractors, as part of the Suburban Connect consortium, is delivering Melbourne's Suburban

Rail Loop East project which includes a 16-kilometre section of twin tunnels and two new underground station boxes. EIC Activities is supporting the project by delivering geotechnical, tunnels and structures design works.

As part of the Rail Network Alliance, CPB Contractors is delivering major rail infrastructure and rail systems packages for the Victorian government's \$11 billion Metro Tunnel Project. UGL is also supporting Metro Tunnel through its role in Metro Trains Melbourne.

In Western Australia, the Thornlie-Cockburn Line opened in June 2025, delivered by CPB Contractors as part of the NWest Alliance. As Perth's first east-west rail link, the line features new stations, upgraded infrastructure, twin tunnels and direct access to Optus Stadium.

In the Philippines, Leighton Asia achieved an important milestone for the North South Commuter Railway - South Commuter Railway Project CP S-03B - with the successful completion of the Dorset Bridge Removal. EIC Activities is delivering the detailed design services for the major temporary works to be constructed in this project.

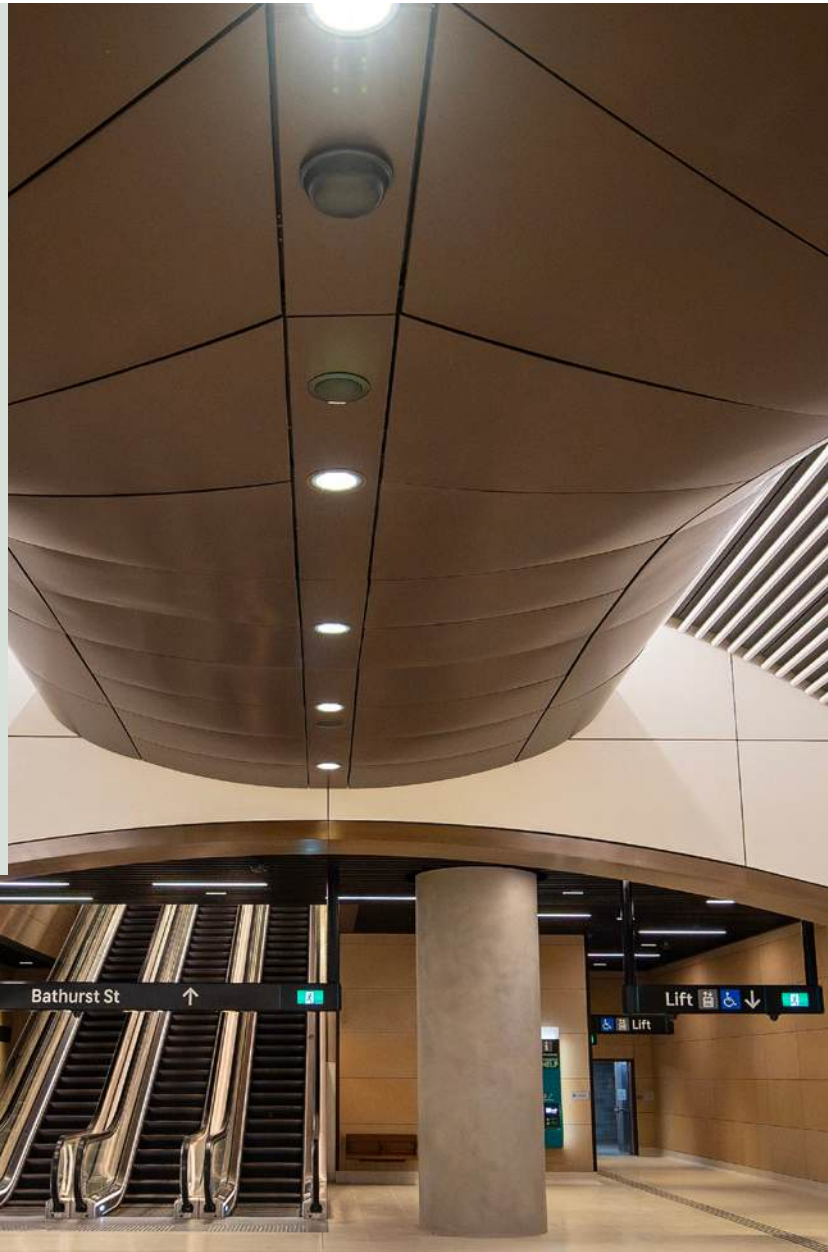
CASE STUDY

GADIGAL STATION SETS BENCHMARK IN SUSTAINABLE INFRASTRUCTURE

New South Wales, CPB Contractors

Gadigal Station, delivered by CPB Contractors for Sydney Metro City & Southwest, earned a 6-Star Green Star As-Built rating from the Green Building Council of Australia—surpassing the 5-Star contractual requirement and securing a World Leadership rating. The rating reflects exceptional outcomes in carbon reduction, resource efficiency, and social inclusion.

The project enhanced local employment, with 33% of workers living within 12 kilometres, and invested \$24 million in Indigenous and Social Enterprise suppliers. Community initiatives including food drives, educational site tours and volunteer programs were aligned with local wellbeing goals. A global benchmark, Gadigal Station now stands as a socially inclusive and environmentally responsible transport asset in Sydney's CBD.



Light rail

In Canberra, construction commenced for Stage 2A of Canberra Light Rail, our third package for the city's world class light rail system.

This project adds three new stops between the City and Commonwealth Park, with our companies Pacific Partnerships, CPB Contractors and UGL again involved in its finance, design, build and operations.

Intermodal

The Leighton Asia led IEC Boardwalk Joint Venture completed the western section of the Boardwalk beneath the Island Eastern Corridor. The section features two movable bridges made from marine-grade S690 steel and a final span weighing 269.7 tonnes which links it to the eastern section.

Applying Design for Manufacture and Assembly (DfMA) methods, prefabricated components were used to support

efficient construction and reduce on-site waste and emissions. The project exemplifies sustainable engineering and enhances connectivity for pedestrians and cyclists along approximately 2.2 kilometres of Hong Kong Island's northern shoreline.

CASE STUDY

UGL C44 AURIZON LOCOMOTIVE LAUNCHED

New South Wales, UGL

UGL has successfully delivered the 30th Australian Made C44ACi to Aurizon from our Broadmeadow site in Newcastle. The C44ACi, a co-original equipment manufacturer (co-OEM) design between UGL and alliance partner Wabtec, is a standard gauge locomotive and will meet Aurizon's expanding freight task across Australia. Aurizon is Australia's largest publicly listed freight company.

In the past six years, Broadmeadow has built over 60 C44 locomotives, with more locomotives – including the Evolution class – now rolling off the production line.

UGL has actively engaged with government and the private sector in building supply chain resilience, all to deepen the nation's sovereign manufacturing capability.



Biopharma, health, education and other social infrastructure



We continue to provide lasting benefits for local communities, through social infrastructure projects including hospitals and schools, as well as recreational, residential, cultural and correctional facilities. These projects connect communities to essential services and improve liveability, enabling them to thrive.

Healthcare

In healthcare, we contribute advanced facilities and functionality and enhance patient and staff amenity, supporting medical excellence.

In 2025, Leighton Asia, in joint venture, continued to work on Hong Kong's \$4.3 billion North District Hospital expansion project.

CPB Contractors was chosen to construct the New Dunedin Hospital Inpatients building for Health New Zealand Te Whatu Ora. It will be New Zealand's largest hospital project to date, with CPB Contractors to construct an eleven-storey efficient and patient-centred hospital, with 371 beds on opening and 58 emergency department spaces.

In Sydney, CPB Contractors topped out the Nepean Hospital Redevelopment Stage 2, marking a major milestone. The seven-storey facility will include advanced medical services and community spaces, with completion due in late 2026. Work continued on our other CPB Contractors' healthcare projects: the redevelopment of the Royal Prince Alfred Hospital at Camperdown, Sydney; and the Bundaberg Hospital and the Rockhampton Hospital Adult Mental Health Inpatient Unit building, both in Queensland.



CASE STUDY

VISUALISING HOSPITAL EXPANSION WITH TOBE SUITE

Hong Kong, Leighton Asia

Leighton Asia used CIMIC's ToBe Suite to optimise planning and stakeholder alignment for the A\$4.3 billion North District Hospital expansion in Hong Kong. The suite's ToBe Builder®, ToBe Maps® and ToBe Twin® tools enabled immersive 4D BIM visualisation, real-time materials tracking and collaborative decision-making. This digital-first approach is supporting the delivery of a 20-storey acute block and 1,500 new beds, enhancing health infrastructure and patient care in the region. For more information about ToBe Suite see Section 3 *Innovation and digitisation*.



CASE STUDY

ROBOTICS AND MANUFACTURING CENTRE SUPPORTS SKILLS GROWTH

Queensland, CPB Contractors

TAFE Queensland officially opened its new Robotics and Advanced Manufacturing Centre at the Eagle Farm campus in Brisbane. The 6,000m² building, delivered by CPB Contractors, brings a major boost to vocational education and skills growth to the State.

With more than 3,600 students completing training on the Eagle Farm campus in FY 2024-25, the new facility will further boost training availability in North Brisbane particularly in key trades such as electrical. The facility enhances TAFE Queensland's role in training over 70 percent of the state's electrical apprentices and complements current campuses in Bundamba, Bohle and Cairns.

Education

We are specialists in delivering world-class educational facilities, providing for the integration of advanced technologies and delivering indoor and outdoor spaces that are inclusive and accessible to all. In 2025, CPB Contractors completed TAFE Queensland's Robotics and Advanced Manufacturing Centre and the Kalamunda Senior High School redevelopment in Western Australia. Work continued on Brisbane Catholic Education's new Notre Dame College at Bells Creek on the Sunshine Coast in Queensland a new contract was secured for the East Perth Primary School in Western Australia.

Residential

We combine our dynamic capabilities, deep understanding of client expectations, and expertise in innovative construction methods to deliver exceptional residential projects.

In 2025, Leighton Asia was awarded a contract to construct high-rise residential towers in Mumbai, India, comprising six residential towers (44-storeys each) to be delivered across two phases. Leighton Asia was also awarded a contract to

deliver a luxury residential project in Gurugram, India. The project, known as Elan The Emperor, involves construction of 10 towers, and is located in the same area where Leighton Asia is currently constructing an eight-tower development, Elan The Presidential.

Justice

Pacific Partnerships and CPB Contractors' development and delivery capabilities meet the state-of-the-art requirements expected of modern rehabilitation facilities. In 2025, as part of the Cornerstone Infrastructure Partners consortium, they delivered the Waikeria Prison Development – a 500-bed facility complemented by 96-bed mental health and addiction centre. The centre provides a new level of care, service and educational access to men in custody with complex needs. During delivery, the project provided training and employment opportunities for prisoners, supported local businesses and created sustainable jobs. Pacific Partnerships led the development and is providing equity financing for 25 years. The facility is operated by the New Zealand Department of Corrections.



CASE STUDY

PRECISION AT SCALE: BUILDING INDIA'S PREMIER RESIDENTIAL TOWERS

India, Leighton Asia

Leighton Asia achieved a major milestone on Elan The Presidential, a luxury residential project in Gurugram, India, by placing 16,650 cubic meters of concrete in one month – equal to six Olympic-sized pools or 2,500 concrete trucks. Meticulous planning, efficient execution, and seamless coordination of team members and suppliers focused on the highest standards of safety and quality.

Targeting Indian Green Building Council (IGBC) Leadership in Energy and Environmental Design (LEED) Gold certification, the development features eight 32-storey towers with 728 apartments.

One of India's leading real estate developers, the Elan Group has also selected Leighton Asia to deliver Elan The Imperial, a mixed-use project in Gurgaon, and Elan the Emperor, a luxury residential project in Gurugram, India.

Critical minerals and natural resources

THIESS **SEDGMAN**

In the resources sector, CIMIC Group companies are supporting the growing demand for commodities that assist the global energy transition.

Diversified commodities and services

The Thiess Group delivers solutions across the mine life cycle from engineering, asset management and maintenance services, extraction and haulage, civil and infrastructure, crushing and processing, and rehabilitation.

The Group is growing its commodities portfolio to include metals and minerals critical to the energy transition and developing services to enable sustainable mining, including asset management, autonomous mining (haulage and drilling), remote operating centres, truck and component rebuilds, digital fleet management, and land rehabilitation.

Thiess Group furthered commodities diversification in 2025, securing:

- a contract extension for mining and asset management works at the Iron Bridge magnetite mine in Western Australia (WA), operated by Fortescue in a joint venture with Formosa Steel.
- a contract with existing client Fenix Resources for drill, blast, load, haul and crushing services at Beebyn-W11 Iron Ore project in WA
- a five-year contract extension at Capricorn Metals' Karlawinda Gold Project in WA's Pilbara for full mining services, with an option to extend beyond 2030.
- a contract at BHP's Prominent Hill copper mine, South Australia, supporting mine expansion
- an alliance agreement with Harmony to deliver multiple packages of work at the greenfield Eva Copper Mine Project in North West Queensland, Australia.

CASE STUDY

PIT COMPANION – DRIVING MINING FLEET EFFICIENCY

Australia, Thiess Group

Pit Companion, a real-time interval control tool developed by Thiess, empowers fleet controllers and supervisors with data-driven insights and decision making. The solution extracts, cleans and analyses data from fleet management systems to optimise operational performance and reduce unproductive operating hours in the mine pit – thereby bringing down emissions.

In 2025, the Thiess Group expanded its use of Pit Companion across sites in Australia, focussed on engine idle management across the mining fleet. Pit Companion draws detailed data from the fleet management system to provide trends in engine idle performance, enabling fleet controllers to take corrective action to eliminate unproductive engine idle hours. In the first ten months of 2025, Pit Companion delivered a reduction of almost 10,444 engine idle hours compared to the same period in 2024 – saving approximately 706,000 litres of diesel and cutting over 1,900 tonnes of CO₂-e.



The Thies Group's approach to decarbonisation includes initiatives to reduce or replace diesel used in equipment and vehicles, increase the energy efficiency of workshops and offices, and increase the use of renewables. It also continues strong collaboration with industry partners to drive technological development on a commercial scale.

Minerals processing

Sedgman is a full service, global provider in the extraction and refining of minerals essential to the rapidly growing clean energy technologies – including lithium, copper, high purity alumina, vanadium, cobalt, rare earths, uranium and nickel.

Well established in Australia, Canada and the United States of America, Sedgman is expanding in Europe, with projects in Germany and France, and continues to build its portfolio of lithium-related projects in the region.

In December 2025, Sedgman and HOCHTIEF Infrastructure were appointed as the Engineering, Procurement and Construction Management contractor for Vulcan's Phase One Lionheart Project, in Germany, delivering an end-to-end solution for the €397 million Lithium Extraction

Plant and €337 million Central Lithium Plant. The project is a flagship initiative for Europe's clean energy future – combining lithium production with renewable energy generation. Sedgman and HOCHTIEF Infrastructure will manage – from engineering, through construction, to commissioning – the Lithium Extraction Plant and Central Lithium Plant, which together will produce enough battery-quality lithium hydroxide monohydrate for approximately 500,000 electric vehicle batteries per year, with zero fossil fuels used in the production process. For more information see a case study about the Lionheart Project in Section 1 To our Stakeholders.

In September 2025, Sedgman established a partnership with CHOVET, an industrial engineering company, to deliver projects across the minerals and metals processing, and battery recycling sectors, in France. Sedgman was also selected to deliver front-end engineering design services for Lithium de France's Program, a major lithium project.

In Australia, Sedgman continues work on delivering the Queensland Resources Common User Facility – a critical minerals processing facility initially intended to be operational for vanadium processing, with capacity to expand over time to encompass processing other critical minerals like cobalt and rare earth elements.



CASE STUDY

FRONT-END ENGINEERING DESIGN FOR LITHIUM DE FRANCE'S PROGRAM

France, Sedgman

Continuing to expand its European services, Sedgman has been selected to provide the front-end engineering design (FEED) work for Lithium de France's Program, a major lithium project in the Rhine Valley region of France, deployed by Arverne.

Under the contract, Sedgman will provide engineering design services to develop Lithium de France's concentration and refining processing plants to produce a battery grade lithium carbonate.

The project is strategically aligned with the European Union's Critical Raw Materials Act and France's growing commitment to securing access to essential minerals.

Resources infrastructure

CPB Contractors, Leighton Asia, the Thiess Group, Sedgman and UGL, supported by EIC Activities, have a demonstrated track record for seamlessly delivering major resources infrastructure projects. Across the natural resources sector, we strive to reliably provide clients with safe, on-time, on-budget delivery of major resources infrastructure projects, supporting a smooth transition to operations, full production, and effective lifecycle asset management. Our experience with pit-to-port infrastructure includes site preparation and major bulk earthworks, gas gathering infrastructure, the full spectrum of structural, mechanical, piping, electrical and instrumentation services, and process facilities. We also deliver power solutions and supporting infrastructure such as roads, bridges, and marine works.

In 2025, UGL secured new contracts and extensions in Western Australia for key clients Alcoa, Chevron, bp, and Woodside Energy. Services span maintenance, construction, and technical support across mining, energy, and infrastructure sectors, reinforcing UGL's strong industry presence.

Sedgman and Leighton Asia were awarded separate contracts by Hindustan Zinc Limited to support the delivery of India's first zinc tailings recycling facility.

Leighton Asia secured contracts from BP Berau Ltd. for Indonesia's Tangguh UCC Onshore Project. It will build camp facilities in two phases, providing modular housing and recreational facilities for 1,500 workers, including mechanical and electrical systems, furnishings, and shared amenities.

Sedgman and CPB Contractors continued work on the delivery of the Western Ridge Crusher project in a joint venture. Works involve an end-to-end solution for the design and construction of a new 30 Mtpa primary crusher (separately procured by BHP) and a 12-kilometre overland conveyor, radial stacker and associated stockpiling systems with a capacity of 30 Mtpa.

CASE STUDY

SEDGMETRIX® - TRANSFORMING ASSET PERFORMANCE WITH AI-POWERED IOT

Sedgman

Sedgman's SEDGMETRIX, is an AI-powered IoT platform that monitors any operation or asset 24/7. It detects anomalies and drives continuous improvement across industries such as renewable energy, mining, mineral processing, oil and gas, and supply chain logistics.

SEDGMETRIX is a data source and commodity agnostic solution that empowers clients with real-time insights, predictive analytics and expert remote support - enhancing operational efficiency, reliability and decision-making. A digital twin provides operational and supply-chain digital models for scenario and live optimisation simulations.



Defence and other essential infrastructure



With world-leading expertise in civil engineering, structures, buildings, high-tech systems and industrial services we are a trusted partner across diverse sectors including defence and essential services including water.

Defence

Our relationship with Australia's Department of Defence stretches over decades, built on more than 40 projects delivered or in delivery. Our companies play crucial roles in supporting the Australian Defence Force. We are experienced in delivering significant projects and services across major army, air force and naval bases throughout Australia. These include some of the nation's most complex infrastructure and asset fit and repair services, delivered in line with all operational and security requirements.

CPB Contractors' defence capabilities include design and construction, telecommunications and new technology, asset and facilities management, new builds and significant redevelopments. In 2025, CPB Contractors began construction for the Army Aviation Program of Works at the Royal Australian Air Force Base Townsville, supporting the Australian Defence Force's evolving aviation capabilities. Other recent experience includes supporting upgrades to RAAF Bases Curtin and Learmonth in Western Australia, as well as the Riverina Redevelopment Project in New South Wales and Victoria, upgrading accommodation, training and communal facilities as well as infrastructure services at multiple Defence bases.

UGL's defence support capabilities include national fleet and equipment maintenance, C3 (Communications, Command and Control) infrastructure capability, land and littoral capability, fuels asset management, mine countermeasures and military survey. In 2025, UGL continued to provide all operations and maintenance services throughout the Australian Defence Force's (ADF) fuel network.

CASE STUDY

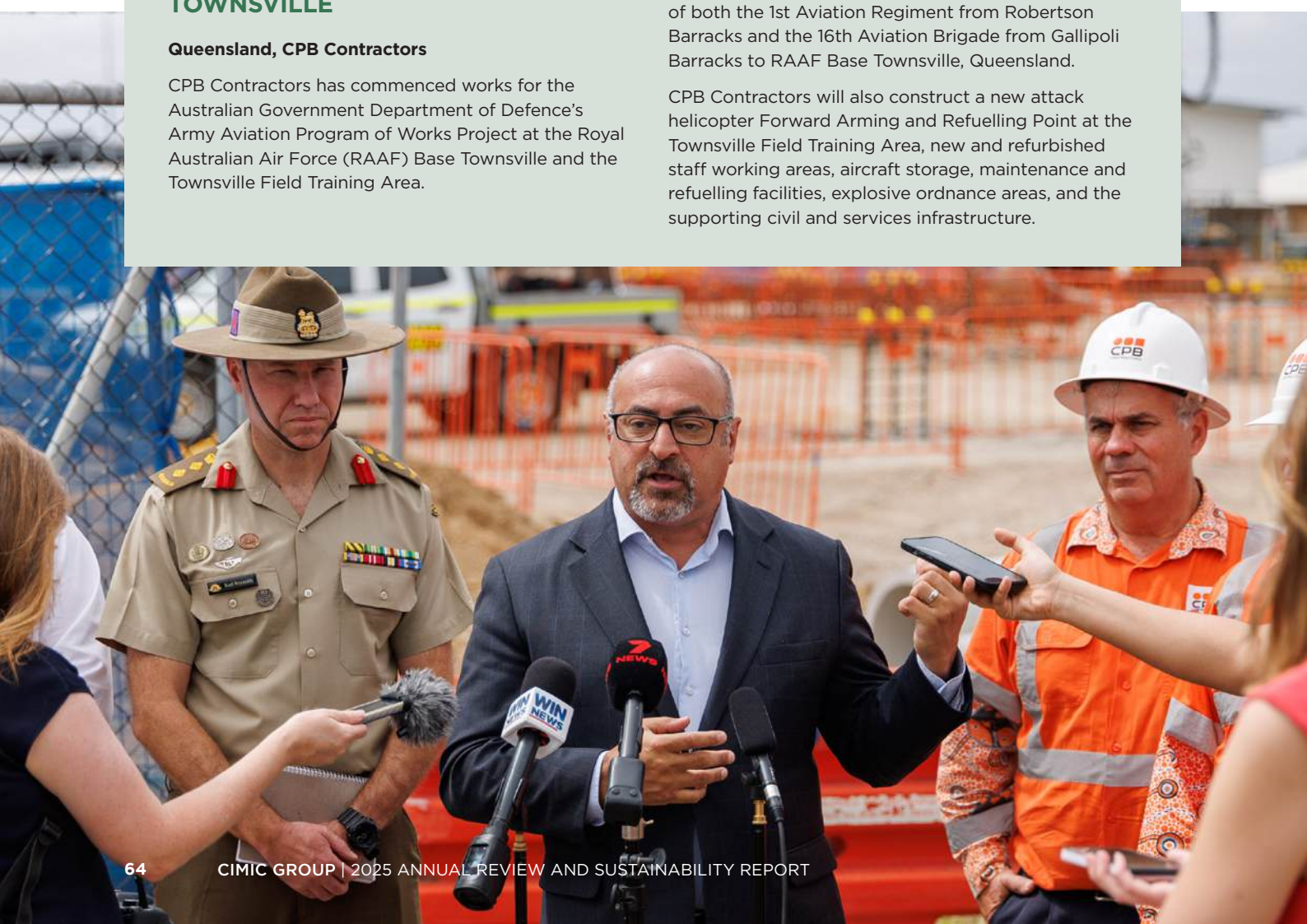
DEFENCE DEPARTMENT'S ARMY AVIATION PROGRAM OF WORKS IN TOWNSVILLE

Queensland, CPB Contractors

CPB Contractors has commenced works for the Australian Government Department of Defence's Army Aviation Program of Works Project at the Royal Australian Air Force (RAAF) Base Townsville and the Townsville Field Training Area.

In line with the objectives of the Defence Strategic Review, works include the upgrade or rebuild of infrastructure and facilities to support the relocation of both the 1st Aviation Regiment from Robertson Barracks and the 16th Aviation Brigade from Gallipoli Barracks to RAAF Base Townsville, Queensland.

CPB Contractors will also construct a new attack helicopter Forward Arming and Refuelling Point at the Townsville Field Training Area, new and refurbished staff working areas, aircraft storage, maintenance and refuelling facilities, explosive ordnance areas, and the supporting civil and services infrastructure.



Water

Our proven expertise in delivering advanced water treatment technologies and smart infrastructure for storage, wastewater treatment plants, pipelines and networks ensures long-term value and performance certainty.

In 2025, UGL and CPB Contractors, in an alliance partnership, continued to manage the delivery of TasWater’s Capital Works Program to support and develop Tasmania’s water and wastewater infrastructure and major regional water projects.

Leighton Asia continued the reconstruction of Singapore’s Choa Chu Kang Waterworks. The scope of works includes Mechanical, Electrical, Instrumentation, Control & Automation (MEICA) Works, along with associated building services, civil and temporary works, services diversion, testing and commissioning and plant proving of the reconstructed plant. Its water treatment and environmental infrastructure capabilities also secured a new contract for works on Lantau Island in Hong Kong.

CASE STUDY

ADVANCING ENVIRONMENTAL INFRASTRUCTURE

Hong Kong, Leighton Asia

Leighton Asia is delivering a replacement deodorisation and ventilation system for a solid waste transfer station on Lantau Island in Hong Kong, for Canvest, a subsidiary of Grandblue Environment. The project includes replacing four deodorisation units, installing a UV sterilisation system with related ventilation, upgrading the station’s ventilation system, and replacing chemical dosing and sewage treatment facilities.

The works are being executed by Leighton Asia’s specialist water treatment team which has been engaged for 120 orders and contracts in sewage treatment and solid waste management for environmental infrastructure projects, over the past 24 months.



CASE STUDY

AUSTRALIAN DEFENCE FORCE FUEL NETWORK

Australia, UGL

UGL is supporting the Australian Defence Force (ADF) Fuel Network. Through the contract, UGL provides strategic advice, planning, supply management and

operations and maintenance for the ADF fuel network.

UGL is providing all operations and maintenance services throughout the Defence Fuel Network nationally, as well as strategic asset advice and assurance services, and management and coordination of ADF’s fuel supply requirements across Australia.





CASE STUDY

TASWATER'S SELFS POINT SEWAGE TREATMENT PLANT EXPANDING TO SUPPORT GROWING POPULATION

Tasmania, CPB Contractors and UGL

The TasWater Alliance, a partnership between TasWater, UGL, CPB Contractors, and WSP Australia, continues to progress delivery of water infrastructure projects across Tasmania.

The expansion of TasWater's Selfs Point Sewage Treatment Plant is underway, introducing state-of-the-art facilities and treatment technologies to support Hobart's growing population. Once operational, the plant's treatment capacity will increase from 10.4 megalitres a day to 25 megalitres a day, improving water quality and reducing nutrient discharge into the Derwent River by 50%.



CASE STUDY

BRUCE HIGHWAY UPGRADE SETS BENCHMARK IN SUSTAINABLE WATER MANAGEMENT

Queensland, CPB Contractors

CPB Contractors, delivering the Bruce Highway Upgrade – Cooroy to Curra Section D, implemented robust water quality controls to meet strict environmental standards. Using 115 high-efficiency sediment basins and a pipeline from the Mary River, over 99% of water used was sustainably sourced. Weekly inspections, CPESC-certified oversight, and tailored erosion and sediment controls ensured compliance and protected ecosystems. This approach exemplified sustainable construction, conserving local water supplies while supporting critical infrastructure development. CPB Contractors was recognised by Infrastructure Partnerships Australia with the 2025 Contractor of the Year Award for its work on this project.



5

SUSTAINABILITY STATEMENT

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Sustainability at CIMIC Group

CIMIC Group welcomes the global commitment of governments, communities and businesses to advancing decarbonisation and a more sustainable future.

Our Sustainability Policy sets out the Group's sustainability commitments and objectives including our contribution to the UN Sustainable Development Goals (SDGs) and support for both the principles of the UN Global Compact and the Australian Government's climate change commitments.

Our 2025 *Sustainability Statement* presents our sustainability strategy and general disclosures regarding our Statement preparation and governance framework. It also reports on our management of material environmental, social and governance topics.

The Statement can be read in conjunction with Section 2 *CIMIC Group* which provides information about CIMIC's corporate strategy, risk management, business model, and markets and operating environments, and Section 3 *Innovation and digitisation*

Building a better future

We contribute to sustainability by unlocking the transformative potential of assets, infrastructure and resources to generate lasting economic, social and environmental value.

We develop, invest in, engineer, deliver, operate and own assets, in traditional and high value-added sectors including

digital and advanced technology, energy infrastructure, transport and sustainable mobility, biopharma, health, education and other social infrastructure, critical minerals and natural resources, defence and other essential infrastructure.

As a provider of end-to-end solutions, CIMIC Group is positioned to make meaningful contributions to sustainable development - creating value and delivering projects aligned with the SDGs. Our commitment is demonstrated through HOCHTIEF's and ACS Group's international sustainability ratings and rankings, to which CIMIC Group actively contributes.

Creating value

We create value with and for our stakeholders, as shown in Figure 11.

Supporting the Sustainable Development Goals

CIMIC Group's project portfolio includes multiple projects that directly align with one, or more, of the SDGs, shown in Figure 12. Where projects may not directly align with the SDGs, we endeavour to work with our clients and value chain to maximise sustainability goals.

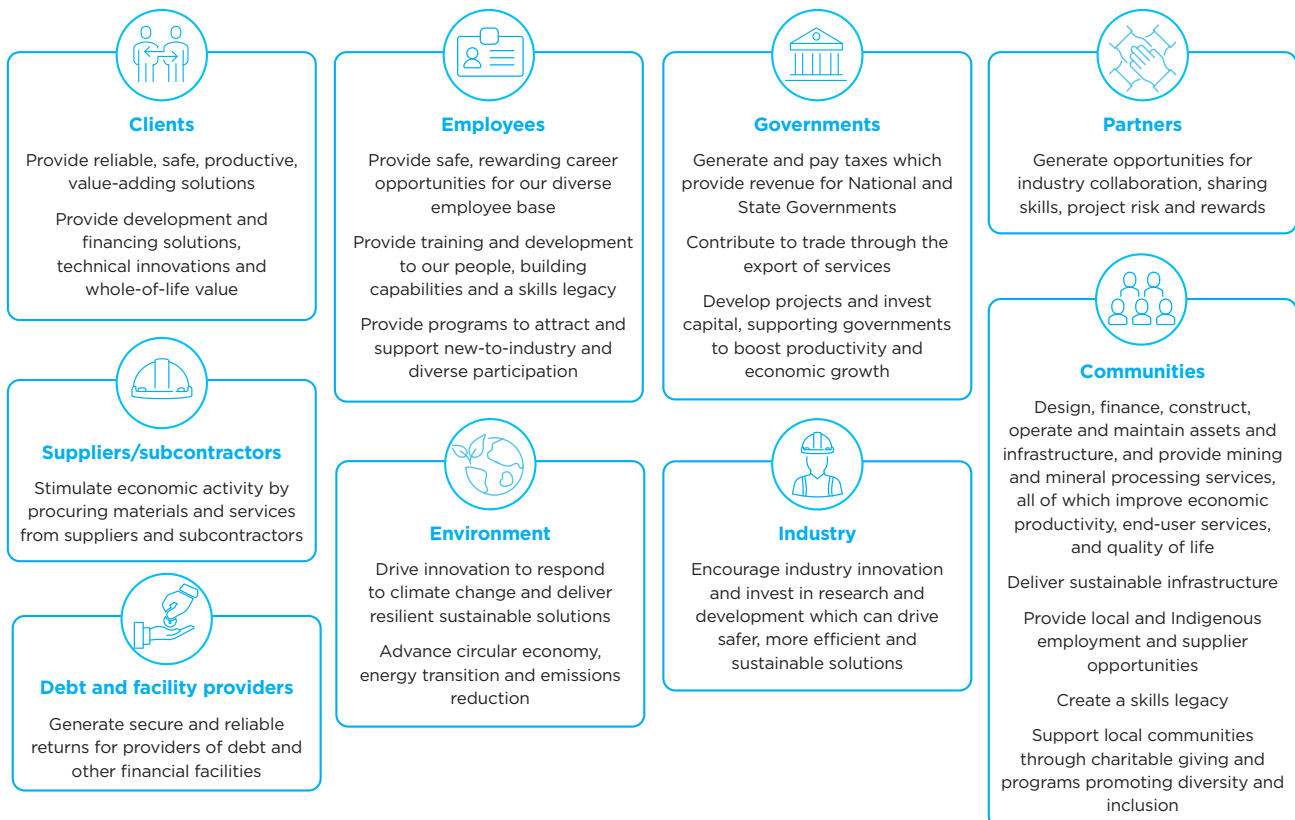


Figure 11 - CIMIC Group's value creation (overview)

3 GOOD HEALTH AND WELL-BEING	<p>Ensure healthy lives and promote wellbeing for all at all ages</p> <ul style="list-style-type: none"> • Construction and operations and maintenance (O&M) of infrastructure including hospitals and health facilities, community sporting, aquatic and recreation hubs, and transport solutions integrating pedestrian and cycle paths
4 QUALITY EDUCATION	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <ul style="list-style-type: none"> • Construction and O&M of educational facilities including for universities, technical colleges, and schools • Provision of training programs to develop our people and upskill new-to-industry employees, increasing local and diverse participation
6 CLEAN WATER AND SANITATION	<p>Ensure availability and sustainable management of water and sanitation for all</p> <ul style="list-style-type: none"> • 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
7 AFFORDABLE AND CLEAN ENERGY	<p>Ensure access to affordable, reliable, sustainable and modern energy for all</p> <ul style="list-style-type: none"> • 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 • Mining and minerals processing services delivering critical minerals and metals essential for energy transition
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	<p>Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <ul style="list-style-type: none"> • 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 • Supporting clients with more sustainable mining and minerals processing services and solutions • Investment in innovation and digitisation
11 SUSTAINABLE CITIES AND COMMUNITIES	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p> <ul style="list-style-type: none"> • 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
13 CLIMATE ACTION	<p>Take urgent action to combat climate change and its impacts</p> <ul style="list-style-type: none"> • Construction and O&M of projects specifically addressing climate change
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <ul style="list-style-type: none"> • Construction and O&M of projects that promote the rule of law such as defence facilities, courts and correctional facilities

Figure 12 – Sustainable Development Goals – project portfolio alignment

Sustainability ratings and rankings

As a fully owned subsidiary of HOCHTIEF Australia, CIMIC Group contributes to HOCHTIEF's and ACS Group's sustainability ratings.

HOCHTIEF has been included in the renowned Dow Jones Sustainability Indices since 2006. This recognises HOCHTIEF's achievements in the areas of economic/governance, environment, and social issues. The company has achieved top rankings in all dimensions of sustainability—environmental, social, and governance and economic.

In 2025, HOCHTIEF has received the "AAA" rating from MSCI for the third time in a row. This is the highest rating under this index and is awarded to companies that demonstrate exemplary management of ESG. HOCHTIEF was awarded "Prime" status by the rating agency ISS in 2025.

Once again in 2025, HOCHTIEF was recognised by the CDP (Climate Disclosure Project) for its contribution to climate protection, achieving an "A" (Leadership level) rating and recognition as a CDP Climate A List Organisation. HOCHTIEF achieved "A-" (Leadership level) in the CDP Water Security category, and "B" (Management level) in its Forest category. In addition, HOCHTIEF was successfully listed during the reporting year in the following ratings or evaluated positively for its ESG performance: Sustainalytics

(ESG Risk Rating of 26.4), FTSE4Good ESG rating (Score 3.5), and EcoVadis (gold medal).

ACS Group's sustainability ratings similarly include its membership in the S&P Global Dow Jones Sustainability Europe Index. Inclusion in these DJSI indices represents recognition of the commitment and ongoing efforts made by all companies within the ACS Group in terms of sustainability and the creation of shared value for society as a whole.

The ACS Group's CDP ratings include "A-" (Leadership level) for Climate, and "B" (Management level) in the Water Security and Forest categories. In 2025, ACS received the "AA" rating from MSCI for the third year in a row, was awarded "Prime" status by the ISS rating agency and was recognised by Sustainalytics as an Industry Leader (ESG Risk Rating of 24.9).

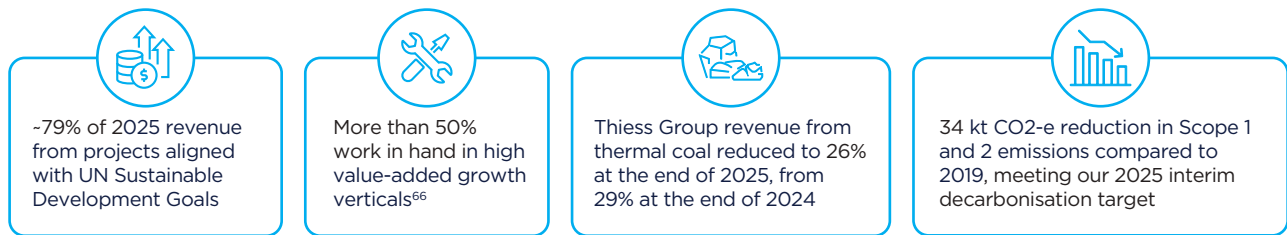
In addition, ACS was successfully listed during the reporting year in the following ratings or evaluated positively for its ESG performance: FTSE4Good ESG rating (Score 4) and Vigeo.

Prior to becoming fully owned by HOCHTIEF, CIMIC was included in the Dow Jones Sustainability Index Australia for eight consecutive years from 2013 to 2020, and was the only Australian construction and engineering company included in the Index during that period.

West Gate Tunnel, Victoria,
CPB CONTRACTORS



Sustainability strategy



CIMIC Group's sustainability strategy is aligned with our corporate mission and strategy with consideration of our stakeholders' priorities⁶⁷, climate action, and select SDGs.

The strategy is anchored in six core goals that focus on meeting the needs of a changing world, shown in Figure 13. We create long-term value by delivering responsible, future-ready solutions and driving improved ESG outcomes.

Delivering on our sustainability strategy

We deliver on our sustainability strategy through environmental stewardship, social responsibility and governance integrity.⁶⁸ These pillars are supported by enabling cross-levers including innovation and digitisation, data and reporting governance, and stakeholder engagement.

SUSTAINABILITY GOALS

- 1 Delivering sustainable solutions**
 Lead the delivery of sustainable solutions to our clients
- 2 Pursuing renewable and other sustainability opportunities across our sectors**
 Actively pursue the emerging opportunities driven by enhanced ESG focus
- 3 Resourcing the future**
 Support the transition to resources and minerals integral to advances in energy, technology and sustainable development
- 4 Minimising our environmental footprint**
 Minimise our environmental footprint and support the circular economy
- 5 Supporting safety, our people and communities**
 Build a safe and respectful workplace culture and invest in our people and communities
- 6 Acting with integrity**
 Act with integrity as a trusted partner to clients, partners, suppliers, communities and wider stakeholders

Environmental stewardship

We promote sustainable solutions that are climate-resilient, resource efficient and designed to minimise emissions and environmental impacts across the lifecycle.

Our environmental priorities include decarbonisation, commodities diversification, circularity and environmental protection.

Social responsibility

We contribute to communities' social and economic development by supporting productivity (job creation, skills development, economic growth), digital connectivity (data centres, telecommunications, infrastructure technology), and improved living standards (essential utilities, transport systems, social infrastructure).

Our social priorities include safe and fair working conditions for our people and in our supply chain, investing in training and development, and engaging with communities to enhance project outcomes.

Governance integrity

Our governance framework drives a culture of ethical business conduct and enhances our positive impacts.

Governance priorities include embedding the Code of Conduct, ensuring legal and policy compliance, and applying disciplined due diligence across whistleblower protection, procurement, supplier management and anti-corruption efforts.

Figure 13 – CIMIC Group's sustainability goals

⁶⁶ High value-added growth verticals such as AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools.

⁶⁷ More information about our Stakeholder engagement channels and priorities is available in Section 6 *Further information - Appendix 3*.

⁶⁸ Section 5 *Sustainability Statement* presents further detail on our ESG management approach, in the General Disclosures, Environment, Social, and Governance sections.



Cross-levers supporting sustainability

The cross-levers we use to support our sustainability strategy include innovation and digitalisation, data governance, and stakeholder dialogue and engagement. These enablers strengthen our sustainability pillars by supporting informed decision-making, agile responses to emerging challenges and opportunities, and stakeholder relationships that generate shared insights and lasting value.

Innovation and digitalisation

CIMIC Group's innovation and digitalisation strategy, supported by our One Digital work environment, enhances data connectivity, analytics and reporting capabilities.

These capabilities support sustainability performance through data capture, process optimisation, the integration of emerging technologies, and advances in research and software development. For further information see Section 3 *Innovation and digitalisation*.

Data governance

CIMIC's data governance approach enhances the quality, consistency and reliability of sustainability-related information and reporting across the Group. Key elements include digitalisation, centralised control, governance processes, information security and our ISO 27001 accreditation. High-quality connected data enables informed decision-making, strengthens risk management, and contributes to meeting regulatory requirements. For further information see this section's *General disclosures – Sustainability reporting controls*.

Stakeholder dialogue and engagement

Engaging with stakeholders and communities helps optimise valued project outcomes, mitigate negative delivery impacts, and identify shared interests and

opportunities to advance positive ESG outcomes. For further information, see this section's *Social – Community engagement activities*. Also refer to Section 6 *Appendix 3 – Stakeholder engagement channels and priorities* and *Appendix 5 – Key industry memberships and community partnerships*.

Progress against key priorities

CIMIC Group is accelerating progress in delivering sustainable and next generation solutions, diversifying commodities and cutting emissions – clear signs of our commitment to sustainability.

Expanding sustainable and next generation solutions

Our expanded delivery of sustainable solutions is reflected in our project portfolio and work in hand. Approximately 79% of revenue in 2025 was assessed as being aligned with one or more UN Sustainable Development Goals, based on the nature of project outcomes.

More than 50% of work in hand is related to high value-added verticals such as AI, digital and technology, defence, energy, critical minerals, sustainable mobility, water, hospitals and schools.

Since 2013, we have built a portfolio of infrastructure and building projects across multiple sectors that have achieved 149 sustainability ratings or certifications, with three additional certifications initiated in 2025.

Each year, we aim to grow the proportion of sustainability-rated construction projects – such as those rated by the Infrastructure Sustainability Council (ISC)⁶⁹ – and target achieving greater than 50% of construction revenue from these projects.

In 2025, about 41% of construction and related revenue⁷⁰ was earned from projects that are pursuing or have received sustainability rating certifications and equivalent.

69 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.

70 Determined by the ratio of revenue from projects with, or pursuing, sustainability certifications or equivalent, to total engineering and construction and integrated solutions revenue.



Minerals processing, Australia,
SEDGMAN

While this is below our target, the outcome reflects this year's mix of projects and their eligibility for formal rating schemes. Although some of our projects are not eligible for rating schemes, we continue to place high importance on sustainability outcomes across all projects.

Commodities diversification

Supporting the energy transition, we are diversifying the commodities for which we provide mining and minerals processing services, including critical minerals.

The Thiess Group continues to rebalance its thermal coal portfolio, expanding in critical minerals, precious metals, rare earths and other commodities, as well as in rehabilitation, asset maintenance and other associated services.

Sedgman is delivering projects that enable sustainability through the production of high purity elements that support battery longevity and energy alternatives.

In our integrated solutions segment, UGL provides services to the traditional and renewable energy sectors.

Our approach is to provide sustainable services that maintain energy reliability as energy solutions and markets evolve.

Commodities diversification progress

The Thiess Group's proportion of revenue from thermal coal reduced from 29%⁷¹ to 26% at the end of 2025.

As the Thiess Group was a 100% consolidated subsidiary of CIMIC Group during 2025, CIMIC's revenue from thermal coal operations represented approximately 9.0% of our total consolidated revenue.

⁷¹ At the end of 2024.

⁷² These targets exclude the Thiess Group.

⁷³ Further information is also available in our [2025 Annual Report](#) which includes mandatory disclosure of the Group's climate-related plans, financial risks and opportunities, including information derived from climate scenario analysis - in accordance with the Australian Accounting Standards Board Sustainability Reporting Standard AASB S2 Climate-related Disclosures.

Decarbonisation

We are actively decarbonising our business with a commitment to net zero for Scope 1 (primary fuels) and 2 (purchased electricity) emissions by 2038 and for Scope 3 emissions by 2045, as shown in Figure 14.⁷²

The Thiess Group has its own decarbonisation targets, having regard to the nature of their business. For more information about its sustainability performance, including emissions results, refer to the Thiess Group's [2025 Sustainability Report](#).

CIMIC Group continues to work with the Thiess Group to advance decarbonisation by sharing strategies, initiatives and knowledge.

Reducing emissions

In 2025, CIMIC Group achieved 168 kt CO₂-e reduction in Scope 1 and 2 emissions compared to 2019, successfully meeting its interim target.

To further reduce Scope 1 and 2 emissions, we are working with our clients and partners and prioritising process efficiency improvements, fuel switching, and the adoption of green energy. Additionally, for Scope 3 emissions, our focus is on improving design and planning to increase circular economy, investing in renewable energy, and, where appropriate, considering lower-carbon procurement. For details of our emissions mitigation activities, see this Statement's *Environment - Climate change* section.⁷³

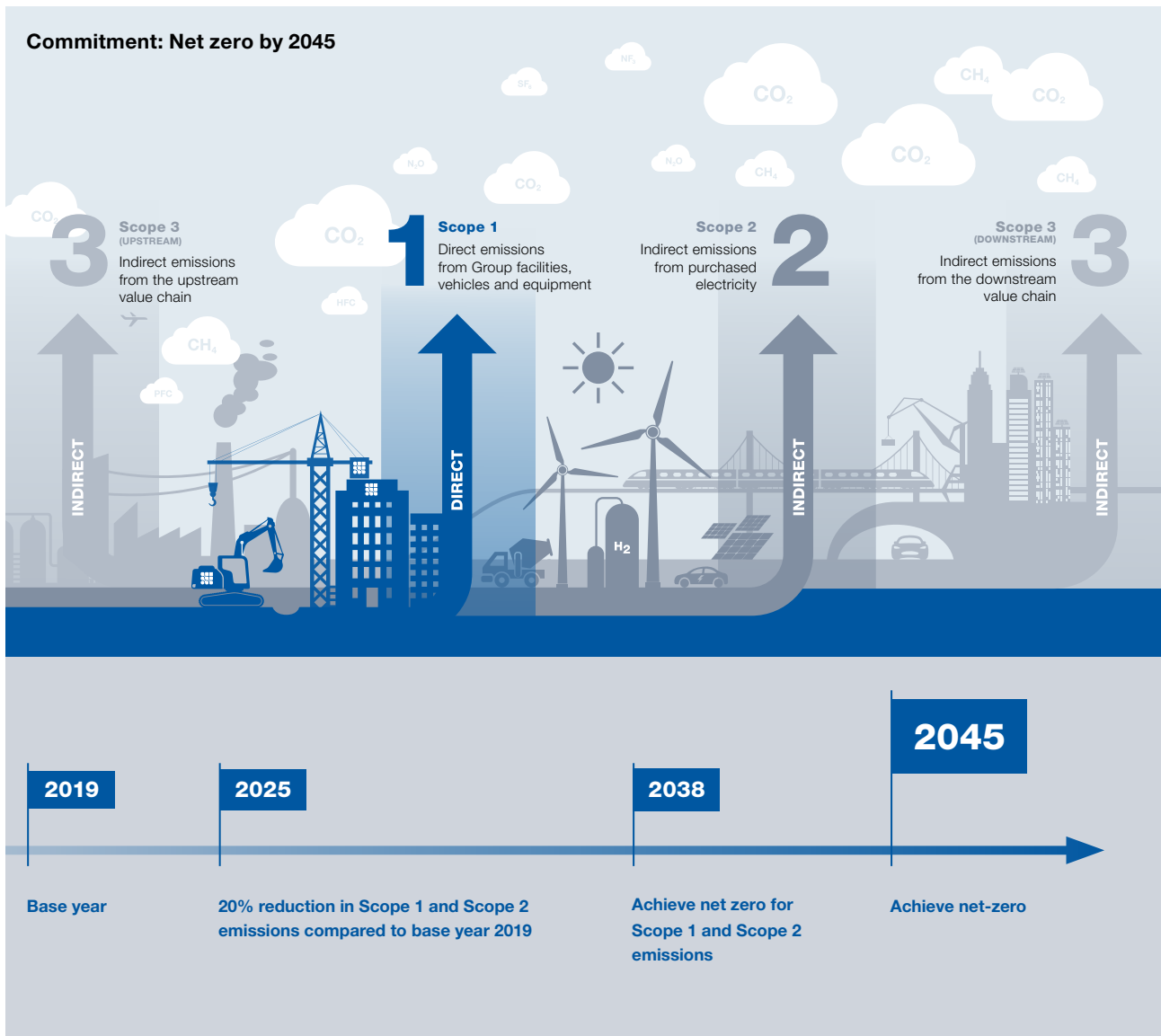


Figure 14 - CIMIC Group's commitment: Net zero by 2045

General disclosures

These *General disclosures* include an overview of CIMIC Group's 2025 *Sustainability Statement* preparation process, governance framework, approach to sustainability impact, risk and opportunity management, and our identification of material ESG matters.

Reporting

The *Sustainability Statement* is an annual report for the period 1 January to 31 December 2025. It has been voluntarily prepared with reference to the Global Reporting Initiative (GRI) and approved by the Board of CIMIC Group Limited.

Consolidation and data scope

This Statement has been prepared on a consolidated basis. The scope of consolidation aligns with CIMIC Group's financial statements which include CIMIC Group Limited and its controlled entities (the Consolidated Entity or Group) and considers the organisational reporting boundaries, where appropriate. Controlled entities include our engineering and construction businesses CPB Contractors and Leighton Asia, our integrated solutions providers UGL and Sedgman, our natural resources company Thiess (60% ownership)⁷⁴, our development and investment arm Pacific Partnerships, in-house engineering consultancy EIC Activities, property businesses Devine and Leighton Properties, and commercial software company IDD Tech.

⁷⁴ CIMIC Group acquired an additional 10% of the equity in Thiess Group Holdings Pty Limited from Elliott Advisors (UK) Ltd (Elliott) in April 2024. The acquisition increased CIMIC's ownership of the Thiess Group to 60%. Consequently, CIMIC has fully consolidated the Thiess Group in its financial accounts from acquisition date 23 April 2024. Thiess Group ESG information has been disclosed for the full twelve-month period in our 2024 and 2025 reports. CIMIC sold 50% of the Thiess Group to Elliott in 2020, with a put option back to CIMIC exercisable between January 2024 and December 2026. Following this transaction, the put option for the remaining 40% is exercisable between April 2025 and December 2026.

Where primary data is not available, some data points may be based on assessments and estimates. We regularly assess our use of estimates and judgements drawing on experience, industry practices, developments in ESG reporting, and other relevant factors.

Where previously reported ESG data points require restatement, this is clearly indicated in the relevant sections.

All monetary amounts are presented in Australian dollars, unless otherwise specified.

Time horizons referenced in the Statement are defined as:

- **short term** - up to one year
- **medium term** - up to five years
- **long term** - more than five years.

CIMIC Group governance framework

CIMIC Group's governance approach is founded in our Principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety. Our governance framework and Code of Conduct establish the overall operating parameters for our entities and guide our people and decisions.

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

CIMIC Group substantially retains the governance of a listed company⁷⁵ and is supported by a highly experienced Board and management team.

Ultimate accountability rests with the Board of CIMIC Group Limited. The Board delegates specific responsibilities to the Ethics, Compliance and Sustainability Committee (ECSC) and to management, under the leadership of the Chief Executive Officer (CEO).

Our Code of Conduct, Board Charter, ECSC Charter, Delegations of Authority and key policies⁷⁶ establish that the Board, ECSC and management bodies have oversight of sustainability-related impacts, risks and opportunities, including environment, social and governance matters, with defined roles in setting targets and reviewing progress.

Management's preparation and analysis of quarterly and annual reporting and accompanying papers for the ECSC and Board's review and approval, is key to ongoing evaluation of our sustainability strategy, targets, requirements and performance.

Thiess Group governance

In 2024, CIMIC Group acquired an additional 10% of the equity in Thiess Group Holdings, increasing its ownership to 60% and strengthening its governance over the day-to-day operations of the company.

The Thiess Group has its own independent governance structure which is aligned to CIMIC's governance structure and adapted where necessary to suit their business.

The Thiess Group Holdings Board, which includes CIMIC Group representatives, has overall responsibility for setting the company's sustainability and governance approach.

The governance structure includes cross-functional Board Committees for strategic oversight and input, Management Committees to support the CEO and Executives, and Working Groups to support the business. Each level of the governance structure provides input into critical sustainability risks and opportunities.

The Thiess Group's governance framework and governance system architecture include policies and charters, standards, company-wide procedures, tools and knowledge and project-wide procedures, tools and knowledge. For further information about the Thiess Group's governance please see the [2025 Thiess Group Sustainability Report](#) and [Thiess Group | Corporate Governance](#).

CIMIC Group's Board

CIMIC Group's Board is responsible for the overall strategy, governance and performance of the Group, and oversees a tiered system of responsibility and accountability.

The Board is led by the Executive Chairman and includes one additional Executive Director, six Non-executive directors and two Independent Non-executive Directors.⁷⁷

Our Board members bring international and regional experience across public and private sector organisations, serving as directors of both listed and unlisted companies. Their diverse educational backgrounds span engineering, science, law, finance, commerce, arts, and accounting. Collectively, their experience and expertise spans sectors such as infrastructure, energy, banking, finance, development and investment, health, aged care, education, sport, automotive electronics, insurance, and retail. They provide the breadth of insight necessary to set the strategic direction of our business, oversee management's implementation of the Group's strategy, and enhance corporate performance.

⁷⁵ CIMIC Group is 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.

⁷⁶ CIMIC Group's Code of Conduct, Constitution, Board Charter, ECSC charter, External Auditor Independence Charter and key policies are available on our website's Governance pages at [CIMIC Group | Corporate Governance](#)

⁷⁷ Board members are listed in Section 1 of this document with further details available on our website [Board Members | CIMIC Group Board | CIMIC Group Limited](#)

Functional staff, Australia,
CIMIC GROUP



The Board's role and responsibilities are established by the CIMIC Group Board Charter, which establishes that the Board and each Director will at all times have regard to the Constitution and the Group's frameworks, policies, codes, standards, rules and processes, the Corporations Act, and all other applicable laws.

ESG priorities are an integral part of the Board's decision-making across a range of matters including but not limited to corporate strategy and direction, capital expenditure, acquisitions and divestitures, policies, risk management, audit, our integrity process and significant operational activities.

The Board, together with the CIMIC Disclosure Committee, oversees the Group's Disclosure and Communications Framework, which provides ongoing disclosure of information concerning CIMIC to HOCHTIEF, the Singapore Exchange Securities Trading Limited (SGX) and other stakeholders to whom certain information must be disclosed.

Ethics, Compliance and Sustainability Committee (ECSC)

The ECSC assists the Board in fulfilling its corporate governance and oversight responsibilities and compliance with all applicable legal and regulatory requirements and internal policies.

Comprising five Board members, the ECSC monitors and reviews the Group's ethical standards and practices,

including compliance with the Group's Code of Conduct, Workplace Behaviour Policy, Whistleblower Policy and Anti-Bribery and Corruption Policy. The Committee's scope includes consideration of impacts, risks and opportunities; compliance; and performance in areas such as health and safety, diversity and social inclusion, human rights (including modern slavery), the environment, sustainability and business conduct.

Chief Executive Officer (CEO) and Executive Leadership Team

The CIMIC Board delegates responsibility for the day-to-day management of the Group to the CEO. The CEO is responsible for developing, presenting and proposing the strategic direction for the business, and for achieving the strategic and operational objectives. The CEO is supported by CIMIC's Executive Leadership Team (ELT).⁷⁸

Each Operating Company's ELT is responsible for planning, directing and coordinating the activities of their business unit to deliver on the Group's strategic goals. These responsibilities are shaped by the nature of their operations' projects, industries and geographical locations. Each Operating Company functions as a distinct business under the direction of its ELT and is managed by a head corporate entity. The Operating Company ELT and Functional leads report to CIMIC's ELT and Functional leads as required.

⁷⁸ In February 2026, a new additional role of President and Executive Director of CIMIC Group was established which will lead strategic direction, governance and long-term growth.

Supporting these responsibilities, CIMIC's governance framework provides a comprehensive suite of integrated frameworks, policies, procedures and standards for the Group. These cover key areas such as corporate governance, compliance, ethics, people, safety, environment, sustainability, legal, communications, finance, operations including tendering and procurement, strategy, mergers and acquisitions, risk, information technology and innovation.

ELTs at CIMIC and each Operating Company apply our governance framework to drive due diligence and compliance in support of consistent sustainable value creation for our clients and communities and our business.

Governance is further supported by CIMIC's and each Operating Company's Business Conduct Representative⁷⁹ (BCR) and their Reportable Conduct Group⁸⁰ (RCG), as well as the Group's Internal Audit and Compliance functions. These are complemented by a network of cross-Operating Company working groups and management committees. See this section – *Oversight and communication of sustainability matters*.

Key policies and procedures

A comprehensive suite of policies and procedures guide how we operate across the Group. These include:

- **Group Strategy Policy** – drives a coordinated approach to evaluating new opportunities including any potential new work, ventures, strategic partnerships or businesses. It guides the assessment and decision-making processes to consider value creation, profit generation and risk assessment.
- **Group Risk and Risk Management Policies** – set out the requirements to identify, analyse, evaluate, treat, monitor, review and report risks that have the potential to impact the Group. These risks may relate to our people, third parties, the general public, the communities in which we work, the environment, our operations, financial outcomes, reputation and other areas of exposure. These policies are aligned with the ACS Group's Risk Management approach and ISO 31000.
- **Group 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. The Policy mandates a comprehensive assessment to rate a country's approval status or its perceived risk, supported by a Country Risk Assessment template. 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.

- **Group Sustainability Policy and Group Sustainability Procedure** – sets out the Group's commitments and objectives for sustainability, including the integration of environmental, social (including human rights and modern slavery matters), and governance factors into decision making and the management of sustainability risks and opportunities.⁸¹
- **Group Environmental Policy** – outlines our commitment to manage environmental risks and opportunities through the application of our One HSE Culture model. It includes the Group commitment to environmental responsibility and stewardship, and to minimise the environmental impact of our operations.
- **Group Tendering Policy and Group Tendering Procedure** – document the requirements for pursuing new work opportunities. Key elements of our risk assessment process for tendering include due diligence to assess country and partner risks and ensure the Group is not exposed to any integrity risks or reputational damage. It also includes a four-stage gate approval process, financial assessments, commercial and contract risk assessments, and the requirement to form a Tender Risk Management Committee to review important opportunities. All contracts must be approved in accordance with the Group Delegations of Authority which sets out the authority levels that have been delegated to the management and employees of CIMIC Group across aspects of our business.
- **Group Compliance Policy and Group Compliance Procedure** – set out the Group requirements and processes to adhere to both external and internal compliance obligations and mitigate compliance risk to ensure the Group's mission and principles are achieved.

Additional key policies support our sustainability governance in areas of anti-corruption and anti-bribery, whistleblowing, responsible procurement and human rights. These include our Code of Conduct, Anti-Bribery and Corruption Policy, Whistleblower Policy, Third Parties Policy⁸², Procurement Policy and Human Rights Policy. See Section 5 *Sustainability Statement – Governance* for further information.

Key policies focused on social outcomes include our Health and Safety Policy and a range of people policies that shape our work environment and conditions, including our Diversity and Inclusion Policy, Flexible Working Policy, Human Rights Policy, Parental Leave Policy and Workplace Behaviour Policy. See Section 5 *Sustainability Statement – Social* for further information.

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

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

81 In 2025, we updated the Sustainability Policy and introduced a new Sustainability Procedure. For further information about the update see Section 5 *Sustainability Statement – Environment*.

82 In 2025, we updated the Third Parties Policy and introduced a new Third Parties Procedure. For further information about the update see Section 5 *Sustainability Statement – Governance*.



Management systems certification and verification

Our ongoing engagement with external certification bodies provides assurance of certain key management systems through independent assessments.

Our environmental, quality, safety, digital engineering and information security management systems are certified to ISO Standards. Others, such as our risk management system⁸³, are aligned to the relevant ISO standards.

ISO CERTIFICATIONS

Quality management⁸⁴ – ISO 9001

Environmental management⁸⁵ – ISO 14001

Digital engineering/BIM⁸⁶ – ISO 19650-1:2018 and ISO 19650-2:2018

Information Security Management⁸⁷ – ISO/IEC 27001:2022

Safety management⁸⁸ – ISO 45001, ISO 18001 and/or AS/ NZS 4801

Oversight and communication of sustainability matters

Material sustainability matters addressed by CIMIC Group's Board, ECSC and ELT relate to implementing our sustainability strategy goals, which are outlined in Section 5 *Sustainability Statement – Sustainability strategy*.

A range of activities drive the flow of information about material matters to CIMIC Group's Board, ECSC and ELT, supporting their consideration of impacts, risks and opportunities.

Information and insights are provided by our comprehensive data management and reporting regime and specialist committees, working groups and functions which implement due diligence and assess the results and effectiveness of policies, actions, metrics and targets.

The Board and ECSC receive comprehensive quarterly and annual reports, addressing financial and sustainability-related performance. The reports allow their oversight of the Group's sustainability strategy, ESG performance and targets. The ECSC also reviews the Group's Annual Report, which from 2026 will include our Climate-related Financial Disclosures⁸⁹, the Annual Review and Sustainability Report, and the Modern Slavery Statement ahead of review and approval of the reports by the Board.

Under our Internal Audit Charter, our Internal Audit function reports directly to the CIMIC Chief Executive Officer on all administrative matters and functionally to the CIMIC Board on audit planning, progress and output.

83 Our risk management processes are aligned to the requirements of the ISO 31000.

84 CPB Contractors, Leighton Asia, UGL, Thiess, Sedgman and EIC Activities.

85 CPB Contractors, Leighton Asia, UGL, Thiess and Sedgman.

86 CPB Contractors, Leighton Asia, UGL, Sedgman, Pacific Partnerships and EIC Activities.

87 CIMIC Group companies CIMIC, CPB Contractors, Leighton Asia, UGL, Sedgman, Pacific Partnerships, EIC Activities, and IDD Tech have achieved ISO/IEC 27001:2022 accreditation – the latest version of international standard for Information Security Management.

88 CPB Contractors, Leighton Asia, UGL, Thiess, Sedgman, EIC Activities and CIMIC Admin.

89 Prepared in accordance with the *Corporations Act 2001 Cth* and the Australian Sustainability Reporting Standard AASB S2 *Climate-related disclosures* (AASB S2). CIMIC Group's first reporting year period under the new mandatory climate-related financial reporting regime is 1 January to 31 December 2025.



The function operates in two work streams: Group Internal Audit and Forensics, and Data Analytics – with access to key functions, records, property and personnel of the Group. It 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.

The Compliance function oversees requirements to adhere to both external and internal compliance obligations and mitigate compliance risk, guided by our Group Compliance Policy and Procedure.

The CIMIC ELT’s oversight of sustainability and their communication of ESG matters to the ECSC and Board is further supported by their engagement with and reports from our cross-Operating Company working groups and management committees including:

- **Reportable Conduct Groups (RCG)** – are in place at CIMIC and each Operating Company. They review ethical matters, and periodically (but at least quarterly) the CIMIC RCG is provided with reports about matters reported, actions taken, and the success or otherwise of systems in place to support compliance with the Code of Conduct. The CIMIC RCG reports quarterly to the ECSC.
- **CIMIC Disclosure Committee (CDC)** – comprises CIMIC’s Disclosure Officers and the Group General Counsel and is chaired by the Chief Financial Officer. The CDC reviews information for the purpose of determining whether it should be disclosed and oversees compliance with CIMIC’s ongoing disclosure requirements. To support the CDC in identifying information that may need to be disclosed each Operating Company has Information Disclosure Officers, the Managing Director and Chief Financial Officer.
- **Tender Risk Management Committee** – involves CIMIC and Operating Company management in regular reviews of tenders and contracts. Reviews ensure development and submission of competitive sustainable solutions and proactive management of risk and projects’ financial, commercial and sustainability performance. Activities are guided by the Risk Management, Approval to Operate Internationally, Sustainability, Tendering, Third Parties, Environment and Quality Management Policies, and are aligned with the ACS Group’s Risk Management approach.
- **Sustainability Forum** – led by CIMIC, brings all Operating Company and HOCHTIEF sustainability leads together in a monthly forum, and focuses on sustainability strategy, policy, risk mitigation, controls, digitalisation, reporting, innovation and continuous improvement. Activities are guided by the Business Resilience, Environment, Health and Safety, Diversity and Inclusion, Procurement, Risk Management and Sustainability Policies.
- **Human Rights Committee** – comprising representatives from CIMIC and each Operating Company, including Human Rights Coordinators, and representatives from functional areas relevant to the subject topics within the Committee’s scope, for example human resources, legal, compliance, procurement, safety and communications representatives. The objective of this Committee is to discuss, assess and plan for relevant activities associated with addressing and assessing human rights risks across the Group. Activities are guided by the Human Rights Policy and Human Rights Procedure.
- **Diversity and Inclusion Forums** – are in place at each Operating Company. They set strategy and review social performance in areas including gender equality, social inclusion, Indigenous and First Nations participation and local and national inclusion. Activities are guided by our full range of people policies including Diversity and Inclusion, Health and Safety, Recruitment and Professional Development.
- **Compliance Working Group** – consisting of the Group Manager Compliance and each of the Operating Companies General Counsels (or their delegates). The Group reviews, discusses and actions compliance activities and reporting requirements. Activities are guided by the Compliance Policy and Compliance Procedure.



Functional staff, Australia,
CIMIC GROUP

Sustainability reporting controls

CIMIC considers timely and reliable reporting as being integral to proactively managing sustainability.

We have implemented data-driven systems and internal control processes to manage risks related to data governance and sustainability reporting (outlined below), while continuing to invest in ongoing system improvements.

Our digital reporting capability equips our project teams and internal functions to mitigate risk and improve safety, operational and ESG performance. Our businesses extract and analyse aggregated data to improve solutions, tendering, operations and outcomes. It also equips our Group to meet evolving internal, client and legislative reporting and compliance requirements.

Our data governance and sustainability reporting risk management controls include:

- **Digitalisation** – CIMIC’s Integrated Digital Delivery systems and technology solutions collect vast quantities of connected data, undertake complex analysis and share real or near real-time information in visual form. Digitalisation supports control and transparency and improves reporting consistency, efficiency and accuracy.
- **Centralised control** – CIMIC’s Project Controls, Audit and Transformation function leads the Group’s cross-Operating Company Sustainability Forum and oversees project controls and systems which drive reliable and timely monthly, quarterly and annual sustainability reporting. The function collaborates with HOCHTIEF and ACS to support the review and consolidation of CIMIC’s data into their systems, as well as their auditing and reporting processes.
- **Governance processes** – CIMIC’s key sustainability metrics are reviewed and monitored by CIMIC, HOCHTIEF and ACS. Information and data for our Annual Report, which from 2026 will include our Climate-related Financial Disclosures, and for this Annual Review and Sustainability Report is developed by relevant internal ESG subject matter experts with

CIMIC’s and each Operating Company’s sustainability functions. These Reports are submitted for review by CIMIC’s ELT, ECSC and Board, as well as HOCHTIEF and ACS executive management, and they are approved by the CIMIC Board. Where required by regulations or reporting requirements, some key metrics are subject to direct or indirect external assurance.

- **Information security** – CIMIC’s advanced information management, cyber security and data protection are supported by our Group Information Security Policy and Procedure and Group Acceptable Use of ICT Policy and Procedure.⁹⁰
- **ISO 27001 accreditation** – Our reporting is backed by a secure digital work environment that meets the international standard for Information Security Management. This provides the advanced information management, cyber security and data protection needed to develop and connect digital solutions and support interoperability across secure interfaces.

Sustainability impact, risk and opportunity management

Our sustainability impact, risk and opportunity management process considers the Group’s operations, our business relationships, the upstream and downstream value chain and our stakeholders.

Impacts, risks and opportunities are addressed in our business strategy, business model and operations, supported by disciplined compliance frameworks for managing financial, environmental, social and governance matters.

For more information about our risk and opportunity management approach see Section 2 *CIMIC Group – Risk and opportunity management*.

⁹⁰ In 2025, we updated the Group Information Security Policy and Procedure and the Group Acceptable Use of ICT Policy and Procedure. For further information about the update see Section 3 *Innovation and digitisation*.

Material topics

CIMIC's ongoing appraisal of environmental, social and governance matters identifies sustainability topics, shown in Figure 15, that are material to our business and our stakeholders.

Our materiality assessment process, shown in Figure 16, considers matters to be material where they have the potential to, either positively or negatively, materially impact the environment and communities in which we work; our people, operations, and reputation; and the financial prospects of the Group.

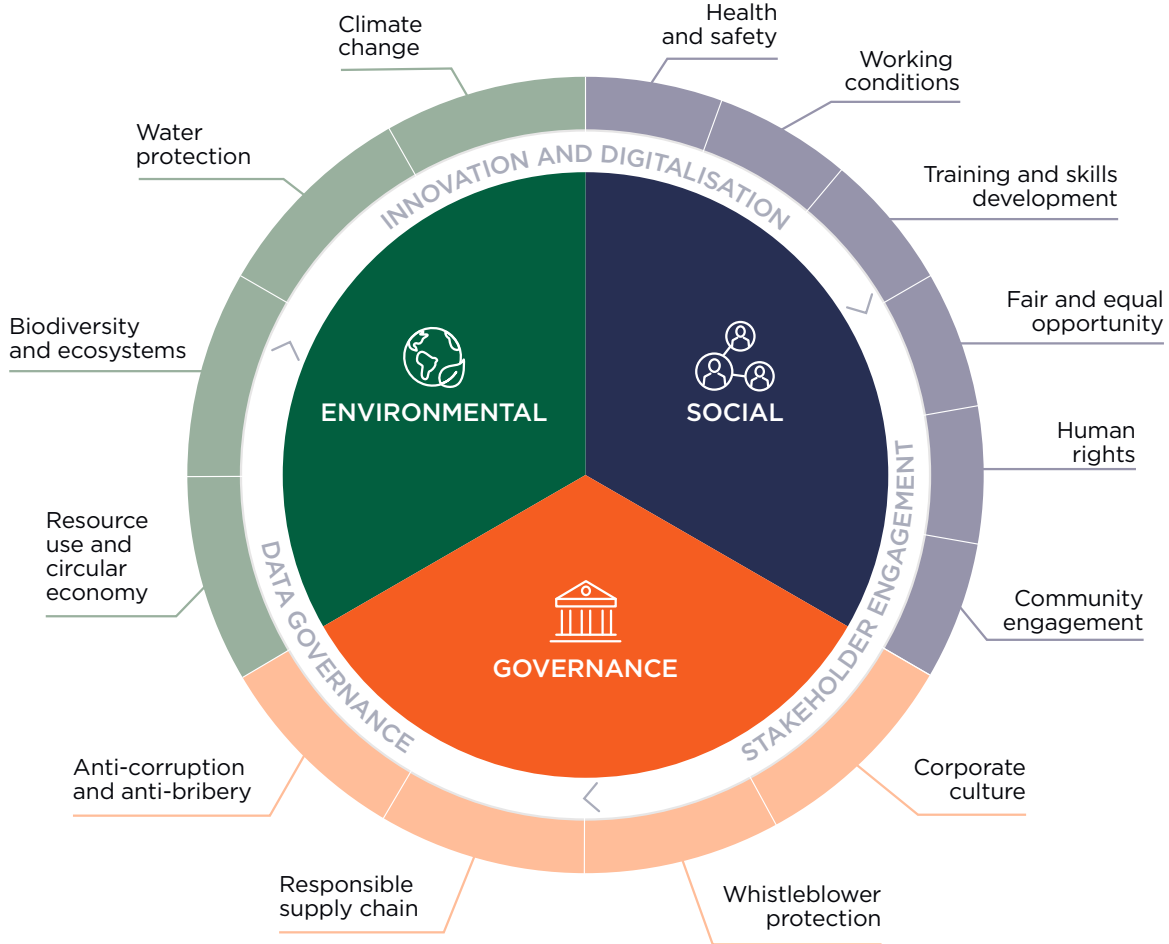


Figure 15 - CIMIC Group's material sustainability topics



Figure 16 - CIMIC Group's materiality assessment process

Materiality assessment process

Our materiality assessment process, outlined in Figure 16, guides us to identify and assess impacts on an ongoing basis and determine material topics for reporting and management.

We continue to monitor the material topics and their potential impacts to our stakeholders and our Group's financial and sustainability performance, identifying opportunities to mitigate potential negative impacts and generate value.

Our material topics for 2025 largely align with topics we have reported on in previous Sustainability Reports.

Our Sustainability Statement's Environment, Social and Governance sections address our material topics with reference to the Global Reporting Initiative (GRI). For a map of where GRI disclosure requirements have been addressed see Section 6 *Further information - Global Reporting Initiative index table*.

91 Impacts refers to significant effects of the organisation - actual and potential and positive and negative impacts.

CASE STUDY

SUSTAINABLE DELIVERY ON THE THORNLIE-COCKBURN LINK

Perth, Western Australia, CPB Contractors

The Thornlie-Cockburn Link, delivered by CPB Contractors within the NEWest Alliance, exemplifies sustainable infrastructure. Over 27,200 tonnes of recycled materials, including steel, concrete, and plastic pipes, were repurposed, while 99.7% of inert spoil and 98.1% of construction waste were diverted from landfill. Innovative water management replaced 98.5% of potable water use, and 148 megalitres of groundwater were treated and reinfiltated. Environmental training empowered teams to protect local fauna, relocating animals safely. The project also exceeded Indigenous participation targets, awarding over \$88 million in contracts to Aboriginal businesses, demonstrating a holistic commitment to environmental and social sustainability.





5

SUSTAINABILITY STATEMENT - ENVIRONMENT

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Goal

Minimise our environmental footprint and support the circular economy.

Our approach

We respect the environmentally diverse and rich regions in which we work and continue to innovate to deliver more sustainable solutions that address climate change adaptation and mitigation.

Our environmental priorities focus on:

- Improving resource efficiency
- Advancing decarbonisation
- Protecting natural ecosystems and water resources
- Minimising, repurposing and reusing waste throughout the project lifecycle.

CIMIC's Environmental Policy and certified Environmental Management Systems underpin our compliance with applicable legislation, regulations and standards. To reduce our footprint across all lifecycle phases, we apply scientific and technical expertise, leverage data-driven systems and analytics, and pioneer new energy sources, materials and methods.

Our proven sustainable practices enable us to secure and deliver large complex projects and services contracts. Continually improving our climate and environmental performance is building our business and opportunities to make a difference in sustainable development and resources activities.

Our proactive environment and sustainability training initiatives is ongoing, upskilling and engaging our people in reducing our environmental footprint.

This section reports on our approach to environmental management, our material environmental matters, and our EU Taxonomy results. Unless otherwise stated, data presented in the tables and accompanying narrative in this section relates to activities where the Group has operational control.

This chapter can be read in conjunction with Section 2 *CIMIC Group – Strategy*, Section 2 *CIMIC Group – Markets and operating environment*, and Section 3 *Sustainability Statement – General disclosures*.

ACTIONS AND PRIORITIES: 2025 - 2026

Key environment initiatives and achievements in 2025

- Achieved 34 kt CO₂-e reduction in Scope 1 and 2 emissions compared to 2019, meeting 2025 targets
- Maintained a strong portfolio of 152 sustainability certifications across infrastructure and building projects since 2013⁹²
- Reduced electricity consumption by 15%, with 11 GWh sourced from green power
- Consumed -880 kl of bio-petrol and biodiesel, in place of fossil fuels
- Achieved an 11% water recycling rate
- Reduced waste volumes by 55%, with approximately 76% of waste diverted from landfill
- Rehabilitated 421 ha of land across the Thiess Group operations
- Reported in accordance with the new Australia mandatory climate-related requirements

Key environment priorities in 2026

- Expand sustainability offerings to clients, including decarbonisation, climate resilience and project lifecycle management solutions
- Broaden critical minerals-related offerings, supporting the delivery of transition-enabling resources and infrastructure
- Further embed consideration of physical and transition climate risks in project planning and delivery
- Continue building environmental capability through targeted training, development and certification
- Monitor efficiency opportunities across plant, equipment, fuels and materials, informed by emerging technologies
- Mature Scope 3 emissions reporting and environmental data governance to meet expanding regulatory reporting requirements

⁹² Certifications include ISC (Design, As-Built; and Operation); Green Star (Design, As-Built, Interiors, and Performance); BEAM Plus; LEED; Green Mark; and Green Roads or equivalent certifications. In 2025, three new certifications were initiated.



Thornlie-Cockburn Link,
Western Australia,
CPB CONTRACTORS

Environmental management



100% of our operating companies are certified to ISO 14001⁹¹



152 sustainability certifications across infrastructure and building projects since 2013

CIMIC requires each of its Operating Companies to maintain a management system that ensures compliance with Group requirements as well as the specific operating and compliance requirements of each business.

Operating Companies that deliver works in the field, including CPB Contractors, Leighton Asia, UGL, Thiess and Sedgman, maintain management systems certified to ISO 14001.⁹³

All projects are required to implement Environmental Management Plans (EMPs) which integrate environmental obligations and client environmental requirements during project delivery. For large or complex infrastructure projects, Operating Companies increasingly implement Sustainability Management Plans, which may include Climate Resilience Sub-Plans and formalised Climate Risk Assessments.

Across the Group, we engage 164 environmental experts and 42 biodiversity specialists to support project teams with environmental planning and performance, training and targeted initiatives. These initiatives address risk and create value in interrelated areas such as energy efficiency and emissions reduction, water protection, biodiversity and ecosystems, and circular economy.

Sustainability-rated projects

Sustainability ratings⁹² for building and infrastructure projects drive energy efficiency and waste reduction, lowering lifecycle costs and delivering long-term environmental, social and economic benefits for asset owners and users.

In 2025, CPB Contractors generated 75% of its revenue from sustainability-rated projects, while UGL delivered 13% and Leighton Asia delivered 41% of their revenue from projects in these categories.⁹⁴

Since 2013, CPB Contractors has delivered projects achieving 64 certifications and is currently pursuing a further seven certifications across existing projects. Leighton Asia and UGL continue to expand their portfolios of sustainability-rated projects.

SUSTAINABILITY RATING SYSTEMS	CUMULATIVE CERTIFICATIONS SINCE 2013
IS ⁶⁹	71
Green Star ⁹⁵	72
BEAM Plus ⁹⁶	10
LEED ⁹⁷	9
Green Mark ⁹⁸	2

93 Excludes entities newly acquired in 2024.

94 Determined by the ratio of revenue from projects with or pursuing sustainability certifications to total operating company revenue.

95 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.

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

97 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.

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



CASE STUDY

TRIPLE DIAMOND WIN AT INTERNATIONAL TRAINING AWARDS

Australia, UGL

UGL has been recognised for its Environment and Sustainability (E&S) Project Fundamentals training program, receiving three Diamond Awards at the 2025 LearnX Awards.

LearnX, which promotes global excellence in learning and development, presented UGL with awards for:

- Best learning and development capability uplift project

- Best learning and development environmental education
- Best learning and development environmental, social, and governance (ESG) training

UGL's training program, an example of similar initiatives across the Group, builds team members' ability to manage environmental risks and opportunities in the delivery of major infrastructure projects – part of a proactive approach to environmental stewardship and continuous improvement.

Climate change



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

Guided by our Sustainability and Environmental Policies, climate change mitigation transition and adaptation create opportunities for CIMIC, including enhanced resource efficiency, adoption of lower-emission energy sources, development of new products and services, access to emerging markets, and building a more resilient supply chain.

We are extending our work in areas such as energy infrastructure and critical minerals collaborating with clients and partners to deliver more sustainable solutions and reduce emissions from our projects. In mining and minerals processing services, we are diversifying into energy transition commodities, optimising operations and resource recovery, and developing approaches that minimise lifecycle emissions, water use and environmental impact.

To mitigate climate change, we support clients in achieving their emission targets and have set our own targets for emissions sources that the Group controls or can influence. We met our first interim emissions target to reduce our Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.⁹⁹ We are committed to progressing this positive

traction to net zero for Scope 1 (primarily fuels) and 2 (purchased electricity) emissions by 2038 and for Scope 3 emissions by 2045.

Scope 1 and Scope 2 emissions are largely influenced by CIMIC's operational decisions and activity levels. We focus on improving energy efficiency, to reduce climate impact and lower costs, because efficiency is good for the environment and good for business.

Scope 3 emissions are predominantly generated from purchased goods and services (such as concrete, steel and asphalt), use of sold products and services, waste disposal from construction projects, fuel used in mining fleets, and capital goods. CIMIC collaborates with clients, suppliers and partners to reduce these emissions wherever possible.

Absolute emissions can vary year-on-year due to factors such as acquisitions, portfolio diversity, client requirements and variations in project scope, energy use and emissions profiles across geographies and sectors. CIMIC manages emissions with a long-term focus, embedding a disciplined approach to efficiency and emissions management across operations so that short-term variability does not undermine longer-term strategic objectives.

Refer to Section 4 *Delivering next generation solutions - Energy infrastructure* for information about our energy infrastructure capabilities and projects.

⁹⁹ All targets and data apply to CIMIC's construction, minerals processing and services businesses. The 2019 base excludes historic Thiess data.

CASE STUDY

RENEWABLE WIND ENERGY INNOVATION TRIAL

South Australia, CPB Contractors

In an Australian-first, CPB Contractors trialled a 6KW vertical axis wind turbine (VAWT) by Adelaide's VAWT-X Energy, in collaboration with Firestone Hybrid Generators and Flinders University. Installed at the Fleurieu Connections Alliance project, the turbine is being tested for performance and hybrid integration. Designed for quiet, flexible use, it supports clean energy on construction sites. CPB views this as a step towards energy self-sufficiency and reduced fossil fuel use, advancing distributed wind energy for regional and urban Australia.



Climate change mitigation, transition and adaptation



-880 kl of bio-diesel and bio-petrol consumed, in place of fossil fuels



-11 GWH of green power consumed, in place of traditional energy sources

Our climate change mitigation and adaptation measures are embedded in our Group's strategy and business model. To adapt to climate change, we continue to innovate in how we develop, design, build, operate and maintain assets, while advancing digitisation.

Investing in emissions abatement practices, technologies and solutions remains our first priority for achieving our 2038 net zero target for Scope 1 and 2 emissions.¹⁰⁰

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.

Some emissions abatement initiatives 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 continue to work with suppliers to trial and commercialise developments.

Energy efficiency and emissions reduction

CIMIC is committed to a target of achieving annual reductions in the emissions intensity. We also work with clients, where appropriate, to develop energy and emissions targets that are relevant to individual projects.

We met our target to reduce Scope 1 and 2 emissions by 20% by 2025, from a 2019 base.¹⁰⁰

Our 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 and by the Thiess Group, primarily for fuel used in rebuild centres and civil projects.

In 2025, some of the Group's major emission contributors included works at the West Gate Tunnel, Western Sydney Airport airside civil and pavement works and Warringah Freeway Upgrade.

Our Scope 1 emissions decreased by 10%, compared to 2024, due to fuel efficiency initiatives and changes in construction activities 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.

The Group systematically tracks and reports on its energy usage and calculates the resultant greenhouse gas (GHG) emissions.

In 2025, we again 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 external limited assurance of the FY25 NGER data.

For the first time, the Group also prepared its Australian Sustainability Reporting Standard (ASRS) S2-aligned climate-related disclosures, which were subject to partial limited external assurance, establishing a foundation for enhanced climate-related governance, risk management and reporting in line with emerging Australian sustainability reporting requirements.

CIMIC is standardising digital processes to report Scope 3 emissions, as required by our clients and other external stakeholders, including statutory bodies. As part of the HOCHTIEF Group, based in the European Union, CIMIC reported activity data to HOCHTIEF in 2025 to meet their emission reporting requirements.

CIMIC continues its efforts to gather Scope 3 emission data in accordance with the internationally recognised Greenhouse Gas Protocol.

CIMIC will continue improving data capture and disclosure of Scope 3 emissions, incorporating reporting standards from regulatory bodies and guidance from industry groups, while working with our clients and supply chain partners to identify opportunities to meet our decarbonisation targets.

SCOPE 1 AND SCOPE 2 EMISSIONS ¹⁰¹ (kt CO2-e)	2025	2024
Scope 1	95.9	107.3
Scope 2 (location-based)	62.5	85.6

¹⁰⁰ All targets and data apply to CIMIC's construction, minerals processing and services businesses. The 2019 base excludes historic Thiess data.

¹⁰¹ In alignment with ASRS requirements, the 2025 Scope 1 and Scope 2 emissions from activities in Australia are measured in accordance with the National Greenhouse and Energy Reporting Act 2007 (Cth), including consideration of any applicable reporting transfer certificates. Scope 1 and Scope 2 emissions from activities outside Australia are measured in accordance with the Greenhouse Gas Protocol. Both methodologies apply the operational control approach.



CASE STUDY

NORTH EAST LINK ACHIEVES AUSTRALIAN-FIRST SUSTAINABILITY MILESTONE

Victoria, CPB Contractors, Pacific Partnerships

CPB Contractors and Pacific Partnerships, as part of the SPARK consortium, achieved an Australian-first for the North East Link project - the first infrastructure project in the country to receive PAS2080 certification.

PAS2080 is the globally recognised standard for managing carbon in infrastructure and is awarded to projects demonstrating measurable, whole-of-life carbon reduction.

This certification recognises the team's collaborative approach to embedding carbon awareness and accountability across all project stages. Measures include using 100% renewable electricity during construction, supplementing concrete with low-carbon recycled materials, and committing to net zero emissions in operations and maintenance.

Energy

In 2025, the Group's cumulative energy emissions from fuel and electricity usage slightly declined in comparison to the previous year due to the use of renewable energy sources and mix of project activities.

Scope 1 and 2 emissions 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 ¹⁰² (kt. CO ₂ -e/\$m)	2025	2024
Engineering and Construction (includes CPB Contractors and Leighton Asia)	0.0158	0.0193
Integrated Solutions (includes UGL and Sedgman)	0.0054	0.0049
Natural resources (includes the Thiess Group)	0.0012	0.0020

¹⁰² Emissions intensity is calculated as total Scope 1 and Scope 2 greenhouse gas emissions divided by financial accounting revenue, while emissions are reported on an operational control basis. As a result, emissions intensity metrics are indicative and intended to support trend analysis over time.

Materials

In relation to the Group's construction activities, the materials we procure play a crucial role in our environmental impact, particularly from upstream indirect emissions. By focusing on sustainable procurement practices, we aim to reduce our carbon footprint and promote a circular economy.

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

MATERIALS ¹⁰³ %	2025	2024
Concrete and Cement	85.7	78.2
Steel	5.5	3.8
Asphalt	8.9	8.0

¹⁰³ The material quantities are estimated based on typical industry rates applied to total spend for key material suppliers. This information excludes the Thies Group which is primarily a mining services business and does not use significant volumes of construction materials.

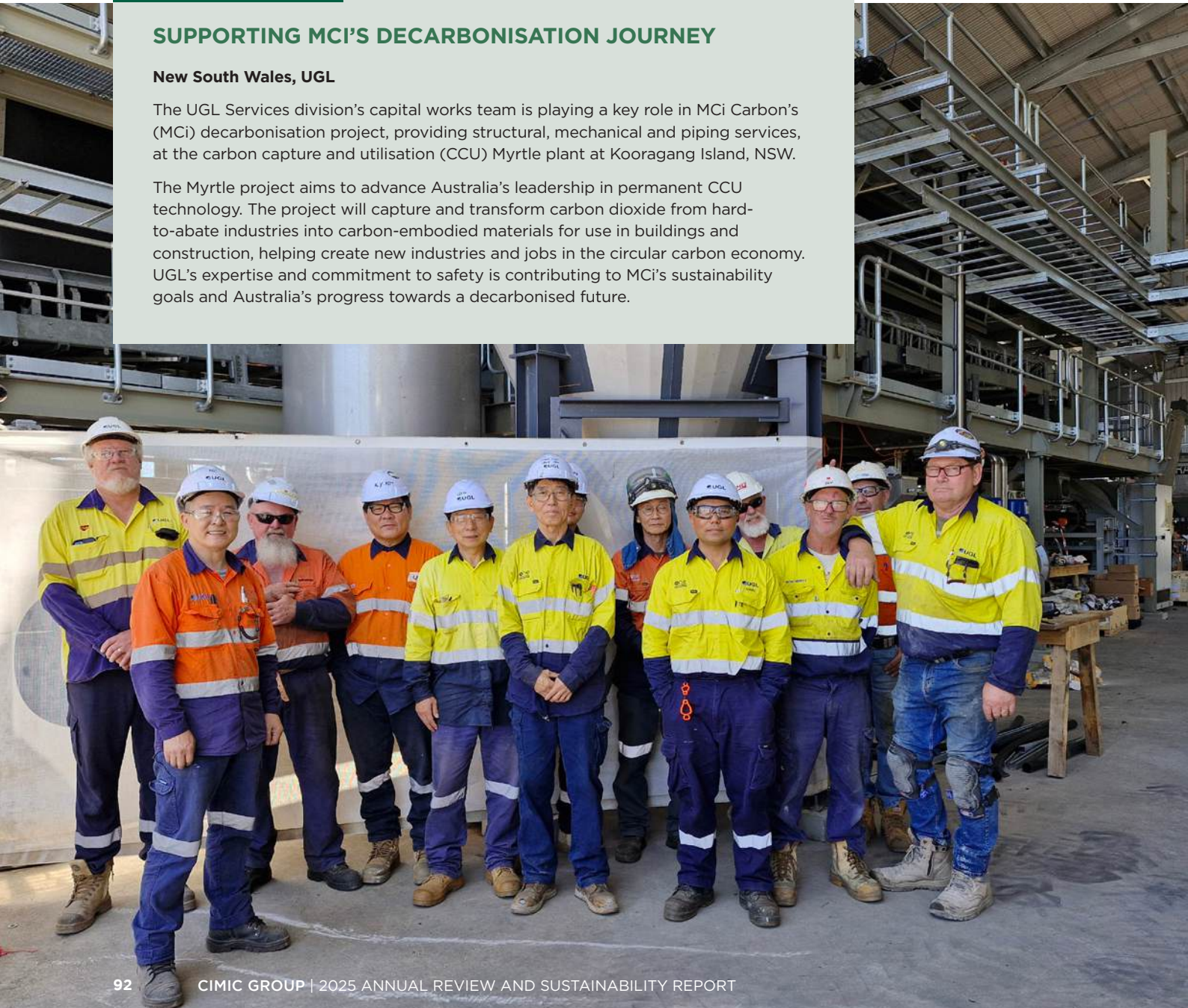
CASE STUDY

SUPPORTING MCI'S DECARBONISATION JOURNEY

New South Wales, UGL

The UGL Services division's capital works team is playing a key role in MCI Carbon's (MCI) decarbonisation project, providing structural, mechanical and piping services, at the carbon capture and utilisation (CCU) Myrtle plant at Kooragang Island, NSW.

The Myrtle project aims to advance Australia's leadership in permanent CCU technology. The project will capture and transform carbon dioxide from hard-to-abate industries into carbon-embodied materials for use in buildings and construction, helping create new industries and jobs in the circular carbon economy. UGL's expertise and commitment to safety is contributing to MCI's sustainability goals and Australia's progress towards a decarbonised future.



Water protection



1,943 ML of water from reused or recycled sources

Sourcing, storage, use, reuse and eventual disposal of water is a crucial component of our construction and resources activities.

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

The quantity and quality of water required in construction and resources activities can vary depending on the project scope and complexity.

Activities requiring water use include meeting safety and environmental obligations such as dust suppression on mining services and construction projects, washing down and cleaning different types of equipment, and for construction works (e.g. earthworks and machine cooling).

To address water use and conservation, our project Environmental Management Plans (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.

Examples of water management initiatives include the implementation of water harvesting practices and the installation of site-based water treatment plants.

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

In 2025, our focus on water conservation resulted in 1,943 megalitres being sourced from recycling or reusing water, and a recycling-reuse percentage¹⁰⁴ of 11%.

WATER USAGE AND CONSUMPTION ¹⁰⁵	2025	2024
Withdrawals (ML)	18,470	17,919
Discharge (ML)	1,090	1,804
Consumption (ML)	17,379	16,115
Recycled-reused (ML)	1,943	2,508
Recycled-reused (%)	11%	14%

We have a strong focus on water protection and conservation in water-stressed areas and manage this through the implementation of environmental and water management plans and measures, including water treatment prior to discharge. In 2025, we had 38 projects or offices in water-stressed areas which accounted for approximately 10% of the Group's net water consumption.

Refer to Section 4 *Delivering next generation solutions - Defence and other essential infrastructure* for information about our water capabilities and projects.

¹⁰⁴ Total water recycled and reused / (Total water recycled and reused + Total water withdrawals)

¹⁰⁵ The Thies Group's water data includes mining-related water activities outside of their operational control boundary.



CASE STUDY

REVERSE CIRCULATION DRILLING AT VICTORIA HARBOUR

Hong Kong, Leighton Asia

Leighton Asia used a reverse circulation head system (RCH) to drill for marine piling in the Boardwalk Underneath Island Eastern Corridor project, Hong Kong. The RCH compact design and wastewater collection system suited the site's low clearance and pollution-sensitive environment. Wastewater was collected by airlifting with a connecting pipe from the drill bit to a wastewater barge for further treatment and discharge. Marine piling for the project was successfully achieved minimising water pollution and complying with local ordinances.

Biodiversity and ecosystem



100% of projects managing environmentally sensitive areas have biodiversity management plans in place

Our environmental management approach supports biodiversity and ecosystem protection and the progressive return of self-sustaining environments at the projects where we operate.

Using certified systems, we proactively meet evolving regulations and operate effectively in sensitive environments and ecosystems.

We engage with our people, clients and suppliers from the start of each project to reduce the risk of environmental impacts and incidents, and undertake proactive conservation and recovery. By applying the mitigation hierarchy (avoid, minimise, rehabilitate), including stakeholder engagement as appropriate, we maintain or enhance the viability of each site's biodiversity value.

Project Environmental Management Plans integrate biodiversity management plans, typically considering 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, followed by rehabilitation.

In 2025, we had 13 projects in biodiversity sensitive areas¹⁰⁶ across 13,904 ha, which we managed through the implementation of related EMPs.

Resources land management

In partnership with clients, Thiess Group rehabilitated 421 hectares of post-mining land in 2025.

Thiess' standalone rehabilitation service, Thiess Rehabilitation, launched in 2022, covers the full lifecycle of mine rehabilitation services. With expertise across progressive mine rehabilitation, mine closure, including infrastructure removal, abandoned mines and contaminated land requirements, Thiess Rehabilitation provides key rehabilitation services in Australia and Indonesia and has established a base in North America.

¹⁰⁶ Biodiversity sensitive areas refer to key biodiversity areas identified by the UNESCO World Heritage, as well as other protected areas identified by the Protected Planet, International Union for Conservation of Nature and BirdLife.

CASE STUDY

SUSTAINABLE LAND TRANSFORMATION AT MUSWELLBROOK

New South Wales, Thiess

Thiess completed post-mining land restoration works at the Muswellbrook Coal Mine Rehabilitation Project in 2025, completing a lifecycle of work after the Thiess Brothers were awarded the initial open cut mining contract at the project in 1944. The rehabilitation project included engineering, design, bulk earthworks, civil works, and seeding. By optimising the reference design and applying effective risk controls, the team reduced material movement by 20%, achieved cost savings, and met design tolerances using a quality control approach recognised by the NSW Resource Regulator as leading practice. Over the two-year project, 156 hectares of land was restored to a combination of pasture and native ecosystems, with the rehabilitation completed on time and recordable injury free.

Resource use and circular economy



76% of waste diverted from landfill mainly for reuse



1.3 Mt of waste reused, composted or recycled

Maximising the useful life of products and materials is both an economic opportunity and an environmental need.

Construction, mining and resource recovery are among the top five industries providing Australia with the most potential to build globally competitive products or services in a more circular global economy. This is due to the significant amounts of raw materials or products that can be reused or recycled, as well as the potential for reducing negative environmental impacts.

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

In construction our circular economy activities include the use of lower-carbon concrete and local sourcing (reducing transport impacts).

In our mining and minerals processing services we prioritise lower impact solutions that improve resource yields and recovery, and reduce lifecycle emissions, net water usage and environmental footprint. Key circular economy initiatives include rebuilding trucks and components, and reuse and recycling of scrap tyres.



Waste reuse and recycling

CIMIC Group targets a waste reuse/recycling rate of greater than 75%.

In 2025, the Group generated a total of 1.7 million tonnes of waste. This was largely spoil (waste earth, rock and debris) from major road and rail projects.

We met our target in 2025, achieving a reuse/recycling rate of more than 76%, equivalent to 1.3 million tonnes diverted from landfill, mainly for reuse as fill material on other commercial and residential developments. The Group has exceeded its reuse/recycle target over the past five years.

In 2025, approximately 24% of waste was disposed to landfill.

The Group has a stretch target limiting waste disposed to landfill to less than 10%. While this target was not met, the volume of waste sent to landfill decreased by approximately 70% compared to 2024, reflecting a significant year-on-year improvement.

The higher proportion of landfill disposal in 2025 primarily reflects the scale and nature of tunnelling spoil generated during the year, where reuse and recycling options are influenced by project location, material specifications and market demand.

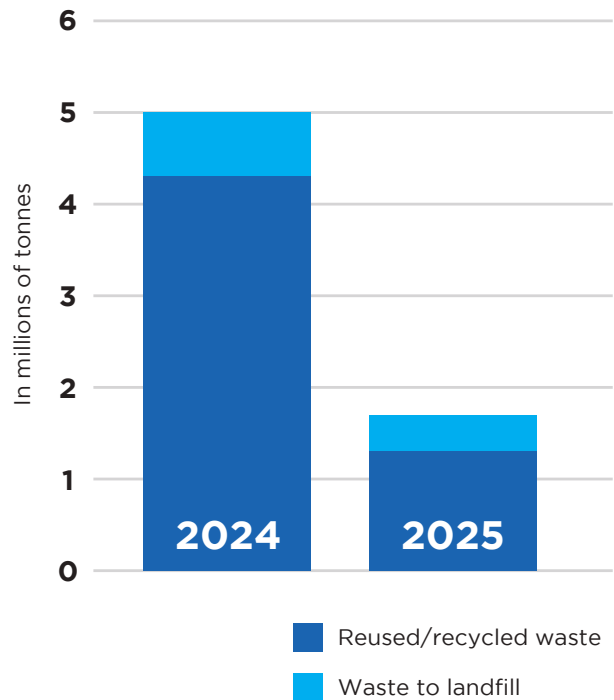


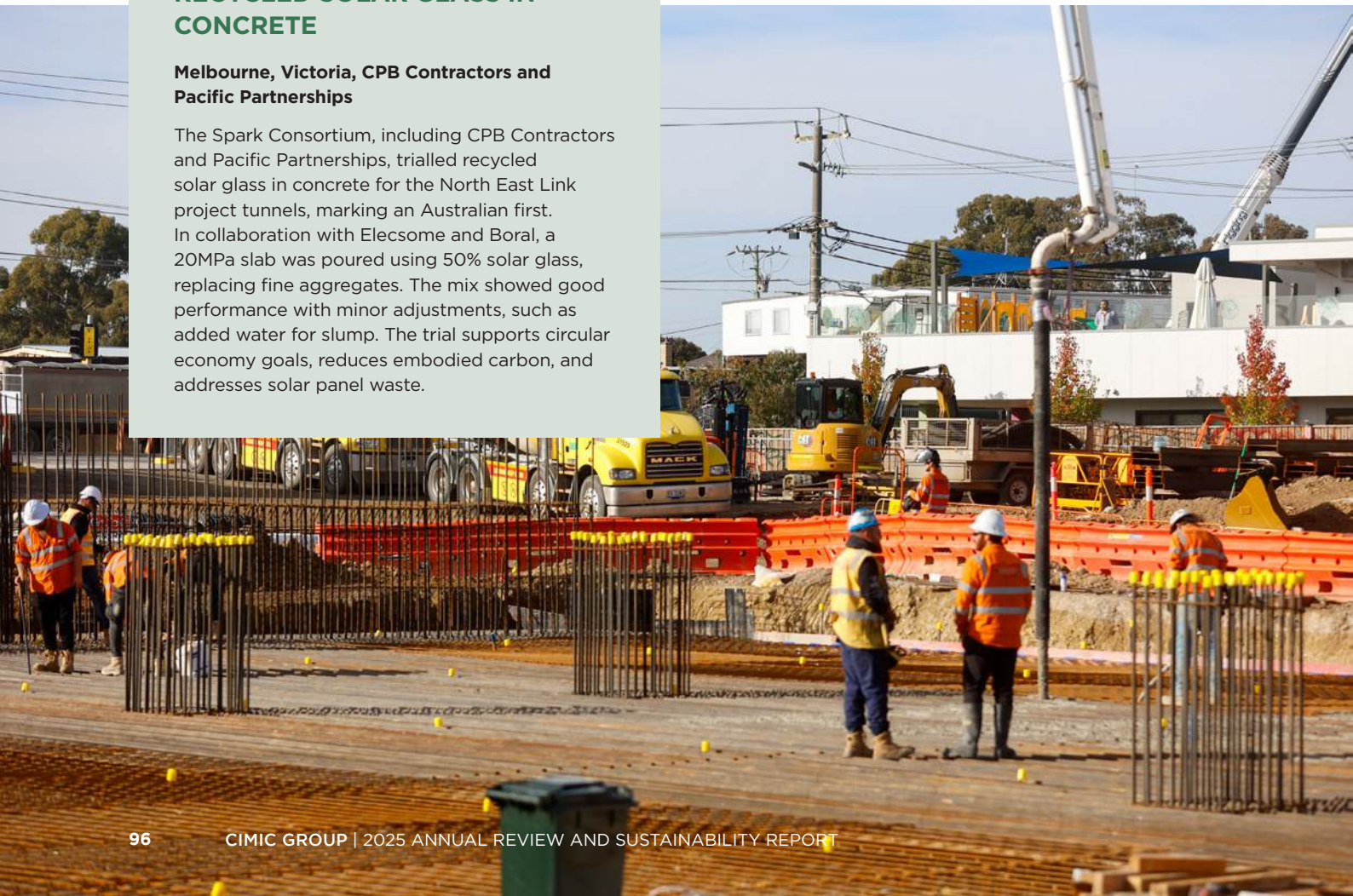
Figure 17 - Waste reused/recycled and to landfill

CASE STUDY

AUSTRALIA-FIRST TRIAL USING RECYCLED SOLAR GLASS IN CONCRETE

Melbourne, Victoria, CPB Contractors and Pacific Partnerships

The Spark Consortium, including CPB Contractors and Pacific Partnerships, trialed recycled solar glass in concrete for the North East Link project tunnels, marking an Australian first. In collaboration with Elecsome and Boral, a 20MPa slab was poured using 50% solar glass, replacing fine aggregates. The mix showed good performance with minor adjustments, such as added water for slump. The trial supports circular economy goals, reduces embodied carbon, and addresses solar panel waste.



Hazardous waste

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.¹⁰⁷

During the year, the Group managed 406 kt of hazardous waste, up from 133 kt in 2024. The increase is primarily driven by in situ waste and other chemical contaminated materials removed during the early and ongoing tunnelling works at a major project.

The Group continues to seek opportunities to reduce self-generated hazardous waste and ensures all waste is managed and disposed of in compliance with regulatory requirements.

WASTE GENERATED (TONNES)	2025	2024
In situ	381,224	80,406
Self-generated	24,549	52,310
Total	405,773	132,716

¹⁰⁷ 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).



CASE STUDY

THIESS REBUILD CENTRE DRIVING CIRCULARITY

Indonesia, Thies

Since it was opened in 2024, the Thies Rebuild Centre on Batam Island has rebuilt 54 haul trucks, incorporating product updates, technology enhancements and composite solutions to improve productivity and extend asset life. These rebuilds have reused 1,671 tonnes of steel in major components, avoiding up to 2,986 tonnes of CO2 emissions compared to manufacturing new trucks. Of the remaining 7.2 tonnes of steel in the components, 6.5 tonnes were recycled. This approach, to prioritise reuse and recycling over replacing, reduces emissions, costs and supply chain risks while supporting circular economy principles. The Centre plays a critical role in extending asset life and advancing sustainability outcomes for the Thies Group.

Environmental incidents

Focused on environmental outcomes, we continue working to reduce our Environmental Incident Frequency Rate (EIFR)¹⁰⁸, targeting the delivery of projects with no Level 1 or 2 environmental incidents, and minimise legal breaches, fines or penalties.

In 2025, our Group continued to prevent any high severity (Level 1) environmental incidents and reduced the number of moderate severity (Level 2) environmental incidents.

In 2025, there were 314 low severity (Level 3) incidents, down from 524 in 2024. The decline reflects the Group's efforts to minimise environmental incidents through preventative controls.

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

The Group did not incur any material fines for any of the environmental breaches, which related to matters such as water runoffs, work outside of approved hours, spills and mosquito breeding.

ENVIRONMENTAL INCIDENTS ¹⁰⁹	2025	2024
Level 1 (#)	0	0
Level 2 (#)	7	19
EIFR (#MhW)	0.05	0.13
Number of breaches (#)	16	25 ¹¹⁰

¹⁰⁸ EIFR is calculated as the number of Level 1 and 2 incidents divided by the total million of hours worked (MhW) of CIMIC Group employees and subcontractors.

¹⁰⁹ 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) which are fully reversible in the long term; Level 3 - low severity impacts on the community and environment in the short term (<1 month) which are fully reversible with no residual impacts. Includes nuisance level impacts.

¹¹⁰ In 2024, mulch allegedly containing minor asbestos fragments was detected at one of the Group's projects delivered under a joint venture. On 23 March 2026, the joint venture partners entered into an Enforceable Undertaking with the NSW Environment Protection Authority (EPA) on a non-admission basis. The undertaking includes a monetary obligation for the amount of \$150,000 to be paid by the joint venture (with 50% payable by the Group) to SafeWork NSW to deliver more training to workers on the identification and safe handling of asbestos..



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.¹¹¹

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.

As a fully owned subsidiary of HOCHTIEF Australia, CIMIC Group contributes to HOCHTIEF's EU Taxonomy results which are presented in the [HOCHTIEF 2025 Group Report](#) and in the [ACS Group 2025 Annual Report](#).

¹¹¹ European Commission, [EU taxonomy for sustainable activities](#)

HumeLink West, New South Wales,
CPB CONTRACTORS





CASE STUDY

SAFETY: EVERY JOB, EVERY DAY

CIMIC Group

National Safe Work Month, held annually in October across Australia, is an opportunity our companies leverage to reinforce CIMIC Group's One HSE culture with team members and contractors.

In 2025, CPB Contractors launched a communication campaign to promote the industry-wide initiative's theme – Safety: Every Job, Every Day.

CPB Contractors used the theme to reinforce that

safety underpins everything we do, and to raise awareness that safe work means:

- Identifying and controlling critical risks before they become incidents
- Living our One HSE Culture – every role, every site, every day
- Embedding our Safety Essentials – the tools, procedures and field guides that ensure consistent protection across all roles
- Putting equal weight on health, resilience and mental wellbeing – being fit for work and life.



5

SUSTAINABILITY STATEMENT - SOCIAL

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Goal

Build a safe and respectful workplace culture and invest in our people and communities.

Our approach

CIMIC Group's Safety and People governance frameworks are integrated and significantly support positive social outcomes – for our people, the people we work alongside in our value chain, and the communities where we work.

We believe 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 section reports on our material social matters of working conditions, work-life balance, health and safety, fair and equal opportunity, training and skills development, human rights, and community engagement.

ACTIONS AND PRIORITIES: 2025 - 2026

Key social initiatives and achievements in 2025

Our people

- Introduced Accountable Leadership program
- Continued initiatives to advance women's participation and leadership opportunities
- Continued to roll out ACS University training modules, providing advanced learning opportunities, harnessing best-of-industry expertise of ACS Group companies
- Introduced an internal tool 'One Voice' to support ongoing engagement with our people, gaining feedback to enhance the employee experience
- Continued to embed our Human Rights Policy and Procedure and associated tools
- Raised our people's capability to recognise and report human rights and modern slavery risks and their awareness of CIMIC's grievance mechanism via mandatory Human Rights training and other compliance training modules
- Enhanced our understanding and knowledge of human rights and modern slavery risks, in collaboration with our Operating Companies, HOCHTIEF Australia and HOCHTIEF AG
- Continued to conduct the Group's Human Rights Risk Assessment program, with assessments completed in 2025 in countries including Australia, Cambodia, China, Hong Kong, New Zealand and the Philippines
- Submitted our 2024 Modern Slavery Statement to the Australian Government

Key social priorities in 2026

Our people

- Continue transforming the Group's Human Resources Management systems, including for learning management, payroll and remuneration, with implementation across the Group
- Expand training, development and on-line learning initiatives, including our Accountable Leadership program, ACS University, Compliance training and Graduate development program
- Continue promoting from within by facilitating in-depth talent and succession planning
- Embedding the Group Diversity and Social Inclusion umbrella strategy, providing a framework of standards for all operating companies
- Continue to reinforce a fair and respectful culture and work environment across our projects and offices, in line with our Principles, social expectations and legislative requirements
- Continue to risk assess new suppliers, vendors and business partners using the externally provided third party screening tool and, if necessary, develop and implement appropriate corrective actions plans and/or remediation measures
- Continue to monitor existing suppliers, vendors and business partners using the externally provided third party screening tool to identify, among other things, any breaches, fines or sanctions in relation to modern slavery and other ESG risks
- Continue to raise our people's capability to recognise and report human rights and modern slavery risks and their awareness of CIMIC's grievance mechanism via mandatory Human Rights training and other compliance training modules
- Review our approach to modern slavery risk management with reference to local and international developments
- Maintain a high level of corporate governance regarding human rights

Key social initiatives and achievements in 2025

Safety

- Achieved an average annual Safety Leadership Score of 94.0 against a target of 85
- Achieved a Recordable Injury Frequency Rate of 2.00
- Performed a software system review for the Occupational Health function to ensure CIMIC legislative obligations are met
- Transitioned all Operating Companies to the central CIMIC Group Reporting platform, simplifying and enhancing all Health & Safety reporting requirements

Our communities

- Achieved a spend of \$181 million with Indigenous businesses
- Continued our partnerships with organisations such as Career Trackers, CareerSeekers and the Clontarf Foundation, supporting participation of Indigenous people, refugees and new migrants in our industry
- Continued to integrate community and stakeholder engagement plans in the planning process for relevant projects.

Key social priorities in 2026

Safety

- Continue to exceed our targeted annual Safety Leadership Score of 85
- Develop and deliver a standardised Group training program to support the Safety Leadership Score Program
- Implement a new Occupational Health and Industrial Hygiene system
- Enhance our Safety System, Synergy, to streamline the capture and management of psychosocial events.
- Maintain ongoing training to ensure staff and frontline workers are up to date and well informed about our One HSE framework, proactive safety practices and workplace safety culture

Our communities

- Further embed our Reconciliation Action Plans to continue our reconciliation journey and engagement with Indigenous communities and businesses
- Continue working with industry to drive positive change in areas of safety, work-life balance, wellbeing and diverse participation

CASE STUDY

PSYCHOSOCIAL SAFETY TRAINING COURSE

UGL

Operational managers and leaders across UGL are progressively undertaking a new training module focused on psychosocial safety.

The training is part of UGL's proactive approach to supporting team members and contractors, and enhancing workplace wellbeing, recognising that psychosocial hazards can cause psychological and physical harm.

The eight-hour face-to-face course develops participants' understanding of UGL's Psychosocial Hazard Management Procedure, including UGL's:

- Psychosocial Safety Management Plan
- Psychosocial Risk Management Tool
- Plan for the prevention of sexual harassment



Working conditions



-40,000 PEOPLE in around 20 countries

At CIMIC Group, we value every individual and recognise that our success is built on teamwork. We create safe, fair, and inclusive workplaces for our people and subcontractors. Through people-focused initiatives, we're expanding diverse participation, developing talent and leadership, rewarding performance and sharing our culture and Code of Conduct with our subcontractors.

These efforts are strengthening our capabilities, opening future opportunities and leaving a lasting skills legacy in our business, communities and industry. Our people governance framework ensures consistent, responsible practices across all operations, often exceeding local legal requirements.

Our people framework's policies and supporting procedures include our:

- Diversity and Social Inclusion Policy
- Family and Domestic Violence Policy
- Flexible Working Policy
- Health and Safety Policy
- Human Rights Policy, Procedure and other supplementary tools
- Parental Leave Policy
- Recruitment Policy, procedures and management systems
- Redundancy Policy
- Remuneration Policy
- Workplace Behaviour 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 aspire to be an employer of choice everywhere we operate, and our commitment to maintaining local employment¹¹² at more than 90% remains strong. Our workforce is predominantly composed of permanently employed full time and fixed term employees.

Freedom of association

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.

Collective bargaining

Of the Group's Australian employees, approximately 45.2% are covered by collective bargaining agreements; 17.1% at CPB Contractors, 57.5% at UGL, 15.7% at Sedgman and 52.2% at the Thiess Group.

Employee overview

As at 31 December 2025, CIMIC Group, including the Thiess Group, directly employed 40,093 people¹¹³, 19,391 in Australia and 20,702 in the international operations.

Our total number of Group employees is up from 38,394 last year. The increase can largely be attributed to our growth. In 2025, 94.7% of our people were citizens of the country where they worked.

GROUP EMPLOYEES 2025 (#)			
GENDER	SALARIED	WAGES	TOTAL
Female	3,572	1,888	5,460
Male	10,225	24,407	34,632
Total	13,797	26,295	40,092*

*One gender unspecified salaried employee

¹¹² Local employment refers to engaging people who are citizens of the country where they work.

¹¹³ Total CIMIC Group direct employees, including Thiess Group employees. Direct employees have a contract of employment with CIMIC Group entities. These can include contracts for permanent, part time, maximum term, or casual employment. Direct employees do not include people who have a contract of employment with a subcontractor or a third-party provider.

Work-life balance

We seek to foster a fair and respectful workplace where the unique skills and talents of our people can thrive.

By living our Code of Conduct and Workplace Behaviour Policy, we maintain a zero-tolerance stance on harassment, sexual harassment, discrimination, bullying and any form of victimisation - regardless of race, gender, sexual orientation, age, religion, disability, family responsibilities or other personal attributes.

We actively support our employees - on site and in offices - to meet operational demands, build fulfilling careers, and balance personal responsibilities. Our decentralised approach to flexible working empowers managers to tailor arrangements that best support their teams, including those with parental, disability, elder care or domestic violence-related needs.

Key initiatives include:

- **Extended paid parental leave**, regardless of gender: up to 16 weeks for primary carers, 18 weeks of paid superannuation, and up to 3 weeks of partner leave.¹¹⁴
- **Diverse employee benefits** and a wide range of training programs that reinforce our Code of Conduct and promote cultural awareness.
- **Domestic violence support**, including an e-learning module to raise awareness and guide employees in accessing help for themselves, their families or colleagues.

Our health and wellbeing programs, employee benefits, community partnerships and volunteering initiatives all contribute to a culture of care, teamwork and ESG awareness.

Our mobile-friendly intranet, One, serves as a central hub for Group news, events, career opportunities, tools and systems - strengthening connections across our Operating Companies.

We value open communication and continuous improvement. Through onboarding and exit surveys, and other consultative activities, we gain insights into employee experiences to inform our priorities and actions.

PARENTAL LEAVE TAKEN IN 2024/25 ¹¹⁵	FEMALE	MALE
Managers taking primary or secondary carer's leave	29	89
Non-managers taking primary or secondary carer's leave	201	585
Total taking primary or secondary carer's leave	230	674

114 CIMIC, CPB Contractors, Leighton Asia, Sedgman, UGL, Pacific Partnerships, and EIC Activities. Benefits to Thiess employees are similar.

115 As reported to the Australian Government's Workplace Gender Equality Agency (WGEA) each year.



Queensland Resources Common User Facility, Queensland, SEDGMAN

Health and safety



94 average annual Safety Leadership Score, against a target of 85



2.0 Recordable Injury Frequency Rate achieved in 2025

Safety is our foremost priority - both for our teams and for everyone we engage with, including clients, partners, suppliers and the broader community.

We work to embed a lasting safety legacy in the assets, infrastructure and resource projects we deliver, ensuring the wellbeing of those who will operate, maintain and rely on them for years to come.

Addressing industry-wide challenges, our safety commitment is to:

- eliminate fatalities and permanent disabilities, and the systematic reduction of all other work-related injuries and ill health
- create a workplace that values diversity and is respectful and inclusive to promote employee physical and mental wellbeing
- continuously improve our health and safety culture, approach and performance.

In support of our safety objectives, we continue to strengthen our Group-wide One Health, Safety and Environment (HSE) culture.

This includes advancing initiatives that enhance risk controls, foster innovation, promote both physical and mental wellbeing, and rigorously track our performance through a balanced use of lead and lag indicators.

One HSE culture

Our Health and Safety Policy, together with our One HSE culture, steers our actions to create safe workplaces and to achieve our quality, environmental and operational goals.

The One HSE culture framework guides our focus on risk management, standards, communication and active involvement. It defines the behaviours expected of all individuals - regardless of role - and outlines additional leadership behaviours for supervisors and managers, fostering a shared responsibility for safety.

This culture empowers our teams to work collaboratively, with a strong emphasis on hazard awareness, rule compliance, open communication and proactive engagement.

Through continuous improvement and innovation, our One HSE culture is brought to life via activities such as inductions, audits, incident reviews, leadership development programs and reward and recognition initiatives.

CASE STUDY

INTRODUCING NEW WAYS OF WORKING

CPB Contractors

CPB Contractors is redefining flexibility in construction through its *Ways of Working* guidelines, supporting inclusive, high-performance teams. Options include flexible hours, remote work, job sharing, and leave arrangements - tailored to individual and operational needs. Even small changes, like adjusting start times for family commitments, help employees thrive at work and in life. These initiatives reinforce CPB Contractors' commitment to being an employer of choice while maintaining productivity and delivery excellence.



Safety engagement activities in 2025 included a range of diverse initiatives such as:

- Leighton Asia hosted a Leadership Workshop, attended by senior leaders from across all operational business units. The workshop safety themes included leadership, safety culture, project start up, subcontractor management and the use of new technology.
- UGL hosted its Safety Summit, bringing health and safety leaders together to reset its One HSE Culture - the summit focused on building strong safety leadership, fostering accountability and reinforcing UGL's commitment to physical and mental wellbeing across all operations.
- Thiess is prioritising safety through its partnership with the Minerals Council of Australia on the Fatality Prevention Project, addressing long-standing mining hazards. The team helped interpret research and create multimedia safety resources to improve awareness and communication across the industry.

Risk management systems

Our risk management systems and critical controls are designed to systematically identify, assess and manage risks using the most effective measures available.

These systems prioritise early intervention - ideally during design or planning phases - to eliminate or control risks before they impact operations. Where practicable, we implement hard controls¹⁶; otherwise, risks are mitigated through administrative measures and personal protective equipment (PPE).

Each Operating Company maintains a dedicated safety management system, tailored to its specific industry risks and certified to ISO 45001, ISO 18001, ensuring a consistent yet customised approach to safety across our organisation.

Some key achievements from 2025 which demonstrate our risk management system at work include:

- CPB Contractors' Safety Health, Environment and Sustainability (SHES) team streamlined its operations to better align SHES support to delivery needs by adopting role-based processes, centralised systems and select digital tools.
- Thiess implemented its Safety Essentials initiative for all Thiess Group companies and operations, exploring system enhancements and leveraging efficiency gains using process automation and Group capability hubs.
- Sedgman continued its Safety Essentials Working Groups, led by Executive Leaders and supported by Subject Matter Experts. These regularly review the Operational Risk Assessments that underpin our Safety Essentials and any relevant significant events from Sedgman, CIMIC Group companies and industry, to identify any learnings that can be applied to the Sedgman context.

Innovation supporting safety

Our ONE HSE culture champions innovation at every level, empowering team members to actively contribute to a safer workplace. From reimagined training approaches to activity-based risk mitigation, and the development of smarter tools and equipment, we're constantly evolving. Highlights from 2025 include:

- UGL set a national benchmark in rail safety by completing full design verification of the Corridor Intrusion Detection System (CIDS) and Obstacle Detection System (ODS) for Sydney Metro's Sydenham to Bankstown line, using advanced optical fibre and CCTV technology to support safe Unattended Train Operations - earning finalist recognition in the 2025 Australasian Rail Industry Awards.
- CPB Contractors' advances in aviation technology have included the use of drones to efficiently and safely capture aerial imagery and site data with high accuracy. On the NEWest Alliance project, drones have enabled surveyors to survey project progress in real time, eliminating tasks that traditionally required high-risk work at heights. This innovation has enhanced both safety and operational oversight.
- Leighton Asia completed a major upgrade to its internally developed mobile safety app, enabling leaders and workers to conduct field inspections with a focused approach to managing critical risks. The enhanced data collection capabilities are supported by newly implemented Power BI dashboards, providing improved visibility and insights to strengthen safety performance.

Promoting physical and mental health

CIMIC Group's expanded Psychosocial Risk Management strategy supports our employees and subcontractors' wellbeing. The strategy focuses on:

- **Understanding** - building awareness of psychosocial risks in our industry
- **Engagement** - seeking feedback and providing education and tools that help eliminate psychosocial risk
- **Support** - enabling individuals and teams to apply learnings and tools so that together we're operating in safe work environments.

In 2025, the Operating Companies continued to build on existing processes and practices in relation to psychosocial risk management.

Our Psychosocial Risk Management strategy is underpinned by our ongoing wellbeing programs which support our people while they're building safe, rewarding and fulfilling careers with us. These programs drive a proactive approach to wellbeing, promote physical and mental health and caring for each other, and support access to specialist services.

116 Controls used to eliminate, substitute, isolate, or engineer out the risk and avoid causing harm.



CASE STUDY

INNOVATIONS PUT PUBLIC SAFETY FIRST FOR SYDNEY METRO

New South Wales, Pacific Partnerships, UGL and CPB Contractors, supported by EIC Activities

Innovation and safety are a driving force behind CIMIC Group's work on Sydney Metro - Australia's biggest public transport project.

Current works on the Sydney Metro City & Southwest project by UGL provides examples of our public safety focus.

In a national first, UGL pioneered safety features including the Corridor Intrusion Detection System and Obstacle Detection System, enhancing security for Unattended Train Operations, and earning UGL finalist recognition in the 2025 Australasian Rail Industry Awards. On platforms, UGL installed Platform Screen Doors and mechanical gap fillers to mitigate risk of falls between the train and platform, improving passenger safety.

Examples of physical and mental health promotion include:

- CIMIC Group's Employee Assistance Program (EAP)¹¹⁷ is a free, voluntary and confidential service available 24/7 to all CIMIC Group employees and their immediate families.
- UGL rolled out a Psychosocial Safety training course, for operational managers and leaders focused on its Psychosocial Hazard Management Procedure. The procedure includes a Psychosocial Safety Management Plan, Psychosocial Risk Management Tool and a Plan for the prevention of sexual harassment.
- CPB Contractors has more than 120 Mental Health first aiders across its projects, sites and offices. Its New Zealand operation holds Wellbeing Tick accreditation and is promoting mental health initiatives and training through its Hauora Champions program.

- Sedgman offers proactive health and wellbeing support platforms for its employees, including Sonder (Australia) and Telus Health (International). These platforms allow all employees to proactively access articles, chat and phone support for any issue, including medical or mental wellbeing.

Measuring safety performance

CIMIC Group uses a combination of lead and lag indicators to drive and track safety performance for employees and contractors who in 2025 worked 145.3 million hours.¹¹⁸

Key areas of focus include efforts to exceed our Safety Leadership Score target, reduce our Critical Incident Frequency Rate¹¹⁹ and Total Recordable Injury Frequency Rate¹²⁰, and achieve zero work-related Class 1 events.¹²¹

¹¹⁷ Provided to all Australian and international employees of CIMIC, CPB Contractors, Leighton Asia, Thiess Group, Sedgman, UGL, Pacific Partnerships and EIC Activities.

¹¹⁸ Total hours worked by employees and contractors.

¹¹⁹ Critical Incident Frequency Rate - the number of Potential and Actual Class 1 events per million hours worked (MhW).

¹²⁰ Total Recordable Injury Frequency Rate (TRIFR) - 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.

¹²¹ Fatalities and permanently disabling injuries.



Minerals processing, Australia, SEDGMAN

Lead indicators

In 2025, CIMIC continued to embed the Safety Leadership Score (SLS) program, an industry leading health and safety measure.¹²²

During the reporting year, the SLS program's focus on the quality of critical risk management activities has been further enhanced through the development of a reporting dashboard and analytical tools. These real time tools are used to guide leaders and help them to better understand how to identify and manage project risks, turning data into knowledge.

The average annual Safety Leadership Score across the CIMIC Group finished the year at 94 against a target of 85.

	2025	2024
Safety Leadership Score	94.0	93.1

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 the workplace. All of our lag indicators reflect both direct employee and contractor performance.¹²³

Critical Incident Frequency Rate

The Group's key lag measure is the Critical Incident Frequency Rate (CIFR), which reflects the number of Potential and Actual Class 1¹²⁴ events per million hours worked (MhW), tracking our most significant events across the business.

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

In 2025, the Critical Incident Frequency Rate was 0.31.

CIFR ¹²⁵ (CRIs/MhW)	2025	2024
Employees	0.31	0.39
Contractors	0.33	0.26
Total Group	0.31	0.35

Total Recordable Injury Frequency Rate

Another lag measure, consistently monitored across the Group is the Total Recordable Injury Frequency Rate (TRIFR)¹²⁶, 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 systems are fully implemented to minimise injuries.

TRIFR ¹²⁷ (TRIs/MhW)	2025	2024
Employees	1.78	1.94
Contractors	2.43	2.57
Total Group	2.00	2.15

The Group is not aware of any significant incident or event during 2025 that has resulted in any harm to a member of the public or other external stakeholder.

¹²² 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.

¹²³ Direct employees have a contract of employment with CIMIC Group entities. These can include contracts for permanent, part time, maximum term, or casual employment. Direct employees do not include people who have a contract of employment with a subcontractor or a third-party provider. 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.

¹²⁴ Class 1 events are fatalities and disabling injuries. Potential Class 1 events are near miss or injury events that had the potential to result in a Class 1 outcome.

¹²⁵ Includes employees and contractors.

¹²⁶ 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.

¹²⁷ Includes employees and contractors.

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.

In 2025, CIMIC Group recorded no fatalities or injuries resulting in permanent disability across its operations.

Occupational illness

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.¹²⁸

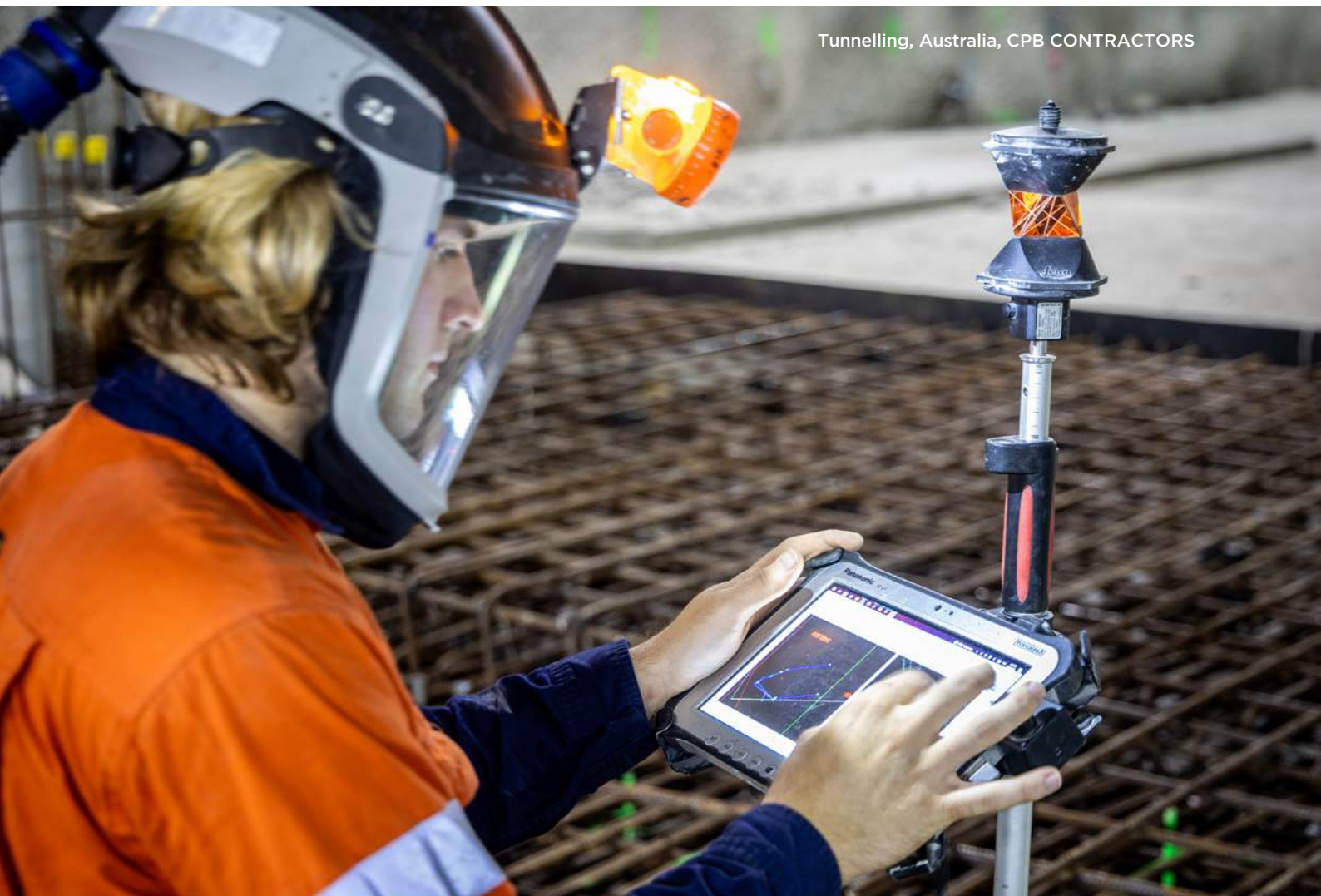
Each project or workplace is required to maintain a record of all new cases of work-related injury or occupational illnesses. In 2025, our Operating Companies reported 42 cases of occupational illnesses among our employees which related to issues including musculoskeletal disorders, dermatitis, hearing impairment, respiratory conditions and allergies.

¹²⁸ 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).

Compliance

Across CIMIC Group in 2025, one penalty notice totalling AUD \$3,600 was imposed for a breach of health and safety requirements. This related to:

- 10 October, CPB Contractors – Cross River Rail, Integration and Systems (RIS) package, failure to ensure that the register of hazardous chemicals was maintained, resulting in a fine of \$3,600.



Fair and equal opportunity

We believe that fair and respectful workplaces - where everyone can contribute their best - unlock innovation and enhance performance, productivity and safety. These benefits are strongest when our workforce reflects the communities we serve, which are also rich sources of talent.

Our Diversity and Inclusion Policy and associated strategies aim to promote fair and equitable remuneration, learning and development opportunities, performance appraisal, attraction, recruitment and selection, retention and promotion. Key priorities include advancing gender equality and increasing Indigenous and First Nations participation, as outlined below.

Gender equality

CIMIC Group is committed to increasing women's participation across both blue- and white-collar roles, with a goal of 20% representation in management and senior leadership.

We promote equal opportunity through initiatives focused on pay equity, participation, retention and career progression.

Guided by key policies and supporting strategies in Diversity and Inclusion, Flexible Working, Parental Leave, and Workplace Behaviour, we're addressing cultural barriers and reshaping workforce composition in traditionally male-dominated sectors like engineering, construction and resources.

Our progress, as at the end of 2025, includes achieving participation of female salaried employees in our workforce at 25.9% in total and 27.6% in Australia.

Pay equity

CIMIC Group takes a comprehensive approach to gender and pay equity, embedding fairness into our systems, processes and decision-making. We engage leaders to ensure equity is considered at every stage of the employment cycle.

Key elements include:

- undertaking formal pay equity reviews annually (since 2013). The remuneration of female employees on a like-by-like basis is compared against their male counterparts undertaking the same role
- using our proprietary pay equity tool that allows us to conduct granular assessment of equal pay
- conducting a review, during the recruitment process, 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
- continuing to review the pay of women at each step of our Human Resources processes including at commencement, performance review, promotion and annual salary reviews
- undertaking a comprehensive annual review with each of our Operating Companies to monitor, understand and action any gender pay gap matters and drivers.¹²⁹

¹²⁹ The gender pay gap shows the difference between the earnings of women and men. The median gender pay gap is the difference between median earnings of men and women expressed as a percentage and relative to the median earnings of men. Wgea.gov.au



CASE STUDY

BUILDING RESPECTFUL WORKPLACES

CPB Contractors

CPB Contractors' Respectful Workplaces training equips employees with the knowledge and tools to foster a respectful, inclusive and safe work environment. Delivered both online and face to face, participants learn how to demonstrate respect, appreciate diverse perspectives and access available support. Refresher training is required every two years to reinforce key principles such as recognition, appreciation and respectful behaviour across all levels of the organisation.

Participation

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

- **Gender Equality Action Plans (GEAP):** CPB Contractors and UGL have implemented GEAPs to enable continuous review and development of their current diversity initiatives to ensure that a diverse and inclusive workplace is fostered for all employees. The GEAPs include commitments and strategies for progressing gender equality in our workplace.
- **Driving female workforce participation:** Entry level career pathways to enable women to enter our workforce, such as CPB Contractors' women in construction traineeship program and Thiess' dedicated Women's Training Centre in Balikpapan, Indonesia.
- **Delivering specialised leadership programs for women:** Development opportunities include our annual talent identification process, which identifies women for future advancement and supports their development action plans, and our Female Leadership Development program.
- **Mentoring opportunities:** Through our talent processes, we identify women with high potential who would benefit from a mentoring program. We believe that our senior leaders are well placed to share their knowledge and experience, and provide support to assist female employees to reach their potential.
- **Professional pathways:** Our undergraduate and graduate programs provide entry level opportunities for professional women.
- **Women's advisory networks and forums:** These have been established as a consultative opportunity for women to share their experience and converse with leaders regarding initiatives to support women's participation and career progression. Includes: CPB Contractors Women's Advisory Board, Leighton Asia's WOICE (Women in Construction and Engineering), Women@UGL and Sedgman's Lean In Circles.
- **Eliminating all forms of sexual harassment and discrimination:** We deliver ongoing training in Code of Conduct, Acceptable Workplace Behaviours and Equal Employment Opportunity, Respect at Work, Preventing and Responding to Sexual Harassment in the Workplace, and Indigenous cultural awareness.
- **External reporting and accreditation:** Each year CIMIC Group companies report data to the Australian Government's Workplace Gender Equality Agency (WGEA). In 2025, companies within the Group provided employer gender pay gap statements which were published by WGEA.
- **Engaging with industry associations:** We have developed partnerships with industry bodies such as GradConnection, Engineers Australia, the National Association of Women in Construction and the Australian Constructors Association.
- **Women in STEM:** Our Group supports STEM initiatives, working with schools and universities to provide learning, career awareness and networking events, mentoring and scholarships.

Indigenous and First Nations

CIMIC Group respects and acknowledges Traditional Owners and First Nations peoples, actively working to increase their participation across our business and industry.

Guided by our Diversity and Social Inclusion Policy, we aim to create equitable opportunities in employment and supply chains.

Creating opportunities

CPB Contractors and UGL are implementing Stretch Reconciliation Action Plans, while Sedgman and Thiess have Innovate RAPs in place - formalising commitments to inclusion, cultural awareness, education, employment and business development.

In 2025, 1.9% of our employees identified as Aboriginal or Torres Strait Islander. In 2025, CIMIC Group companies procured \$181 million worth of goods and services from Indigenous businesses.

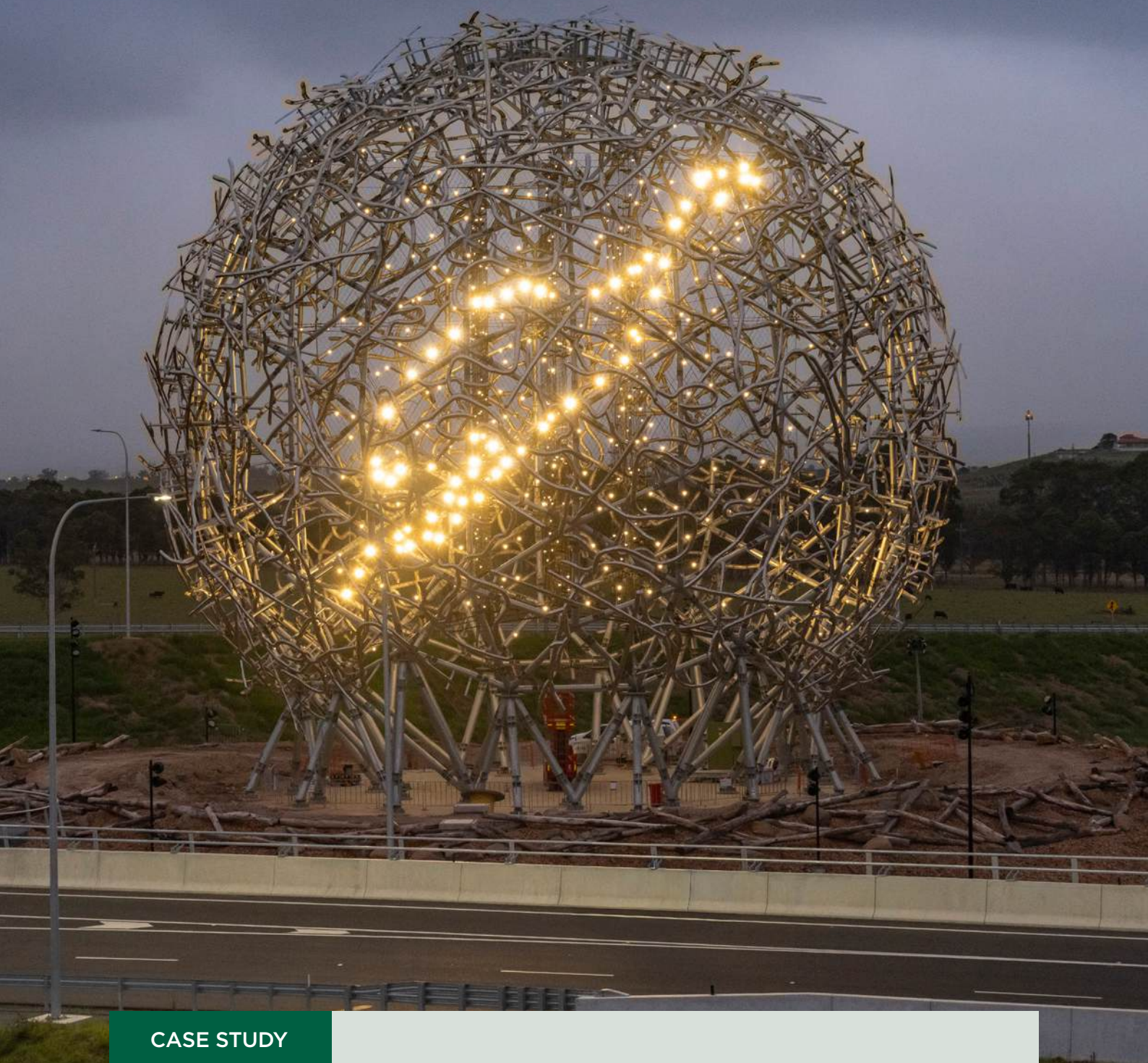
This advance has been achieved by implementing our Indigenous business data bases, which includes approximately 600 Indigenous suppliers who have been assessed and are ready to be engaged by the Group as continuing opportunities arise.

We use tools such as CPB Contractors' Aboriginal and Social Enterprise Playbook and Indigenous supplier forums to share knowledge of our procurement practices and improve participation.

Our engagement with Indigenous businesses is also supported by our ongoing memberships with Supply Nation, which brings together Aboriginal and Torres Strait Islander businesses and procurement teams of Australia's leading organisations, and Kinaway Chamber of Commerce, which fosters the growth and development of Aboriginal and Torres Strait Islander businesses throughout Victoria.

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

- **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. In this time, more than 400 Indigenous students gained employment and industry experience with CIMIC's CPB Contractors, Sedgman, UGL, Pacific Partnerships and EIC Activities. In 2025 the Group provided 15 paid internships, with 6 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.



CASE STUDY

DESIGNING FOR COUNTRY

Sydney, Australia, CPB Contractors

CIMIC Group companies integrate sustainability and cultural heritage into our projects. At the M12 Motorway's Western Sydney Airport Interchange, CPB Contractors is delivering The Great Emu In The Sky - a 30-metre sculpture co-created by the M12 Motorway Aboriginal artist cohort: Danny Eastwood, Jamie

Eastwood, Danielle Mate, Jasmine Seymour, Leanne Watson and Balarinji studio, and was conceived by Balarinji lead artist on the work, Tim Moriarty. The artwork tells the Dharug Dreaming story of the Great Emu constellation, brought to life with dynamic lighting that reflects the six Aboriginal seasons. This project exemplifies how cultural storytelling and infrastructure can come together to honour Country and community.

Training and skills development

We provide a wide range of employment, training and development opportunities across skilled trades, professional roles and graduate pathways. Our offerings include internships, scholarships, apprenticeships, traineeships and paid training programs—designed to support new entrants as they launch their careers.

By attracting, nurturing and retaining talented individuals, our Group strengthens its ability to secure new projects and drive ongoing growth and innovation across the business.

Guided by our Professional Development Policy, we support our people to enhance their skills and qualifications to advance their career. These training and development initiatives are underpinned by our Code of Conduct and compliance training courses which are described in Section 5 – *Governance*.

Training



952,892 training hours, equal to ~23.8 hours per person delivered in 2025

We are delivering an enduring skills legacy for the communities where we work, our business and the industry.

In 2025, we delivered 952,892 hours of training across the Group, which equates to more than 23.8 hours per annum for each direct employee.¹³⁰

Key training initiatives which have supported major projects and built a significant skills legacy for Australia over the past decade include:

- establishing New South Wales' (NSW) first Institute of Applied Technology for Construction (IATC) in partnership with TAFE NSW and Western Sydney University.
- partnering with Construction Skills Queensland to deliver a Virtual Work Experience program that equips students across Australia with insights into construction careers and entry pathways.
- 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.

Development

We empower every team member with clear responsibilities aligned to our Group's strategic priorities, Principles and operational goals. Development begins on the job—guided by experienced colleagues and leaders—and is enhanced through targeted technical training tailored to each role.

Structured learning is a key part of our undergraduate, graduate, traineeship and new entrant programs. Additional opportunities include access to industry experts via interactive webinars.

Our supportive performance and career development framework helps identify growth opportunities, enabling our people to expand their skillsets and build fulfilling, long-term careers.

Our Project Fundamentals training program's nine courses provide knowledge and tools that equip our people to consistently deliver landmark projects.

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.

ACS University

ACS University (ACSU) is our global learning and capability-development engine, empowering our people to harness the combined expertise of ACS Group and excel.

Established in 2024, ACSU learning pathways equip participants to remain at the forefront of sector developments – from AI and data science to energy transition, mobility, defence, nuclear and complex technical infrastructure – and to benefit from shared standards, harmonised capability frameworks and a consistent approach to excellence.

It also delivers leadership and capability development in areas such as management, finance and human resources, building the broad professional foundations needed for a high performing global organisation.

ACSU's Learning Management System (LMS) offers streamlined access for all ACS Group employees, with multilingual features and mobile optimisation enabling our people to learn anytime, anywhere.

Accountable leadership training

In 2025, we introduced our new accountable leadership framework that aims to further improve performance by fostering accountability at every level. It empowers leaders to transform their own behaviour and engage others, promoting leadership consistency, ownership of actions and outcomes, stronger teamwork, and improved results.

Programs are available for all levels, including Accountable Conversations for staff, Leadership Foundations for supervisors and new leaders, and Accountable Leadership for managers.

¹³⁰ Direct employees have a contract of employment with CIMIC Group entities. These can include contracts for permanent, part time, maximum term, or casual employment. Direct employees do not include people who have a contract of employment with a subcontractor or a third-party provider.

CASE STUDY

UNIVERSITY PARTNERSHIP DEVELOPS NEW LEARNING PATHWAYS FOR MINING

Queensland, Thiess

Thiess is partnering with The University of Queensland (UQ) to codesign three new post-graduate qualifications to provide specialised training in mining disciplines and elevate the standard of mining education.

With two graduate certificates and a graduate diploma in resource development on offer, the program is tailored to engineers who want to gain formal qualifications in mining through real world, on the job learning.

This partnership brings together Thiess as a leading mining services provider and UQ as a world class tertiary educator to deliver academically recognised qualifications for engineering professionals wanting to convert across from non-mining disciplines to the mining industry.



Graduate and undergraduate programs

CIMIC Group offers a comprehensive two-year Graduate Program designed to accelerate professional growth through hands-on experience, tailored learning plans, and structured development activities. Graduates gain valuable business insight and enhance their performance capabilities while working on real-world projects.

In 2024, CIMIC launched an industry-first Fast Track Graduate Program—a one-year pathway for candidates with at least two years of undergraduate experience, a minimum designated number of work hours, and strong performance credentials.

Participants complete two rotations across diverse roles, projects, or CIMIC Group companies, gaining exposure to iconic infrastructure, asset and resource developments.

Reflecting CIMIC’s global footprint, the program currently includes graduates from Australia, Canada, Hong Kong, Indonesia and New Zealand, offering a truly international career-building experience.

Accreditation and professional development

Our Group’s partnership with Engineers Australia, established in 2022, provides further professional development and accreditation to our engineers. The partnership supports select engineers 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 2025, 1,927 were filled by existing team members, which equates to 39.8% of available roles being filled with internal candidates. Of these internal appointments 954 were promotions.

CASE STUDY

ACS UNIVERSITY’S EXECUTIVE LEADERSHIP PROGRAM

ACS Group

In 2025, ACS University’s flagship Executive Leadership Program (ELP), delivered in partnership with IESE Business School (University of Navarra, Spain), brought together 35 senior executives from across the ACS Group - including HOCHTIEF, Turner, CIMIC, Iridium, Dragados and FlatironDragados.

This program is a cornerstone of ACS University’s mission to develop globally diverse leaders who can drive strategic impact across our global operations. The ELP is designed to strengthen strategic leadership and foster alignment with our One Group, One Team vision. It also exemplifies ACS University’s broader purpose: to harness the world-leading knowledge across our companies and build a culture of continuous learning, innovation, and operational excellence.

Human rights



19 HUMAN RIGHTS RISK ASSESSMENTS completed since 2017, with seven completed in 2025 and one initiated in 2025 for completion in 2026.¹³¹

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.

We leverage our integrated governance, compliance, procurement and people frameworks, applying a disciplined and consistent approach across our Operating Companies.

We work actively to identify, 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 Risk Assessments (HRRAs) – previously called Human Rights Impact Assessments (HRIA) – which commenced in 2017
- HOCHTIEF's Statement of Principles on Human Rights
- ACS Group's Human Rights Policy
- our ongoing risk analysis, examining salient human rights risks, and the level to which human rights are protected, promoted and respected in each country where we operate.

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 and respectful 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 (ILO) with respect to under-age workers.

CIMIC Group respects the rights of employees to freely associate and collectively bargain in accordance with local laws. 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).

Our Human Rights Policy and Procedure provide the framework to assess and address the risks of human rights, including modern slavery, and set out accountabilities, our operational and supply chain risk controls and the reporting process to which we adhere.

The Policy and its supporting Procedure outline CIMIC Group's commitment to respect applicable internationally recognised human rights. They provide the framework to assess and address human rights risks in our operations and supply chains to avoid causing or contributing to adverse impacts on the human rights of people involved in our global operations.

The Human Rights Policy sets out the CIMIC Group accountabilities and commitments.

Under the Human Rights Procedure, our Operating Companies appoint a Human Rights Coordinator, maintain a Human Rights Action Plan for assessing and addressing human rights risks (revised annually), and participate in the Group Human Rights Committee.

Supporting the governance framework, our Human Rights e-learning module builds upon our team's awareness and skills to identify and report human rights risks or concerns.

Human Rights Risk Assessments

CIMIC Group's HRRAs program, which commenced in 2017, prioritises assessments in geographies where we have a significant workforce and/or where there are potential elevated risks.

The Thiess Group has implemented its equivalent Human Rights Impact Assessment (HRIA) program since 2020.

To date, CIMIC Group, including the Thiess Group since 2024¹³², has carried out HRRAs/HRIAs in countries including Australia, Cambodia, Hong Kong, India, Indonesia, Malaysia, New Zealand, Papua New Guinea and the Philippines.¹³³

¹³¹ Includes the Thiess Group's equivalent Human Rights Impact Assessments (HRIA) since 2024.

¹³² CIMIC Group acquired an additional 10% of the equity in Thiess Group Holdings Pty Limited from Elliott Advisors (UK) Ltd (Elliott) in April 2024. The acquisition increased CIMIC's ownership of the Thiess Group to 60%. Consequently, CIMIC has fully consolidated the Thiess Group's ESG information since 2024.

¹³³ Prior to 2024, the Thiess Group had implemented its equivalent HRIAs in countries including Mongolia and India.

In 2025, CIMIC Group completed HRRAs/HRIAs in:

LOCATION	SECTOR	OPERATING COMPANY	INITIATED
Cambodia	Resources	Thiess Group	2024
New Zealand	Construction – Renewable energy	CPB Contractors	2024
Australia	Defence	UGL	2025
Australia	Transport	CPB Contractors	2025
China	Construction - Procurement	Sedgman	2025
Hong Kong	Social infrastructure	Leighton Asia	2025
the Philippines	Transport	Leighton Asia	2025

In 2025, CIMIC Group initiated the following HRRAs/HRIAs for completion in 2026.

LOCATION	SECTOR	OPERATING COMPANY	EXPECTED COMPLETION
Chile	Mining	Thiess Group	2026

Self-assessment tool

The self-assessment tool which we use to conduct our HRRAs/HRIAs is based on the Human Rights Assessment Quick Check prepared by the Danish Institute for Human Rights (DIHR).¹³⁴

The tool assesses categories including governance and leadership, people management, health and safety, community engagement, security arrangements, country risks and procurement.

Through the process, we assess 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 and interviews, reporting findings, developing action plans and monitoring improvements.

Completed HRRAs 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.

Other key tools and policies, including our Complaints and Investigation Procedure, Workplace Behaviour Policy, Whistleblower Policy and independent Ethics Line, all work together to encourage and reliably manage reporting of any potential unethical practice.

We utilise our supply chain controls to identify, mitigate and manage human rights risks within our supply chain.

These include our third party screening and onboarding process, suite of template commercial contract terms, third party screening tool, Third Party Business Integrity Declaration Form and other supplier questionnaires.

For further information about these controls see Section 5 *Sustainability Statement – Governance – Management of relationships with suppliers.*

Modern Slavery Statement

We comply with the *Australian Modern Slavery Act 2018 (Cth)* and submit our Modern Slavery Statement to the Australian Government annually. Our Group Statements are publicly available on the Australian Government’s Online Register for Modern Slavery Statements. Each Statement profiles CIMIC Group’s commitment to human rights and sustainable development.



134 In 2024, the self-assessment tool was revised taking into account more recent guidance, including from the United Nations and the DIHR.

Our value chain workers

We greatly value the contractors and suppliers who work alongside us. Their contributions strengthen our projects and help deliver lasting benefits to communities, such as employment opportunities, local business activity and skills development.

Our commitment to a trusted and responsible supply chain is underpinned by our procurement framework and governed by our Third Parties and Procurement Policies. This is further reinforced by our people framework, including our Health and Safety Policy, our One HSE culture and our Human Rights Policy.

These governance mechanisms support CIMIC's oversight of contractors and suppliers in line with our legal, ethical and sustainability commitments and standards.

Health and safety

The Group is committed to engaging and supporting our employees, suppliers and contractors in safe workplaces, applying the same safety standards for everyone who works on or visits our projects.

Accordingly, our safety induction and training programs and measurement of lead and lag indicators drive and track both direct employee and contractor safety performance.

Project specific events are held to inform local suppliers of opportunities with major projects.

Engagement and alignment activities include our procurement and onboarding process, inductions and training. All subcontractors are required to undertake health and safety inductions and general health and safety training to ensure legislative compliance and to meet our obligation to provide a safe workplace.

For more information about our One HSE culture and systems supporting our employees and contractors, refer to

Section 5 *Sustainability Statement – Social – Our people – Health and Safety.*

Human rights

The Group procures goods and services from Australia and internationally.

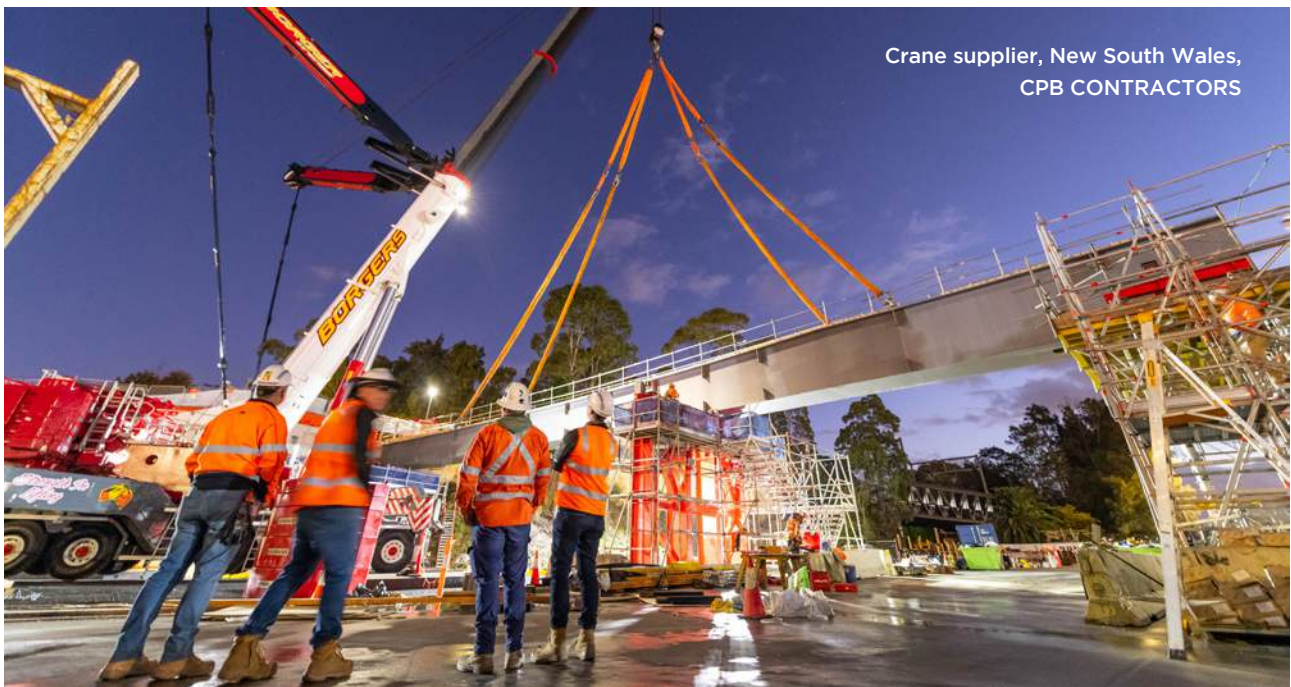
Certain goods and services have a higher risk of human rights risks such as modern slavery. These can include the production of garments, apparel and PPE; the supply of raw materials, electronic products and steel fabrication; solar panel suppliers and the provision of certain services including labour hire, cleaning, freight and logistics.

We remain committed to refraining from purchasing 'at risk' goods and services and inadvertently contributing to modern slavery or other human rights risks. We do this in part through our due diligence processes which include supplier screening and using, wherever possible, a suite of template commercial contracts which include indirect supplier controls.

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 assesses subcontractors, suppliers and third parties engaged by our businesses, and is supported by our e-procurement system.

Of the 21,569 suppliers we worked with during 2025, about 79% were local¹³⁵ to our projects and all were assessed for human rights and other risks.

For further information see Section 5 *Sustainability Statement – Social – Our People – Human rights.* Also see Section 5 *Governance – Management of relationships with suppliers.*



Crane supplier, New South Wales, CPB CONTRACTORS

135 A supplier within a country that is using an ABN (or equivalent) is considered a local supplier.

Community engagement activities

We are invested in delivering lasting, future-shaping projects with and for our communities.

Guided by our Code of Conduct and Sustainability Policy, we seek to provide value to local communities through our community engagement activities and social initiatives relevant to our work.

CASE STUDY

CROSS RIVER RAIL - PART OF THE COMMUNITY

Queensland, Pacific Partnerships, CPB Contractors and UGL

With worksites in some of Brisbane’s busiest precincts, the Cross River Rail Tunnel and Station project’s CBGU Joint Venture is ensuring the community remains informed and involved.

Locally embedded Community Engagement teams lead proactive place-based strategies. Engaging stakeholders and residents within 500 metres of the four station construction zones maintains strong relationships and the project’s social licence.

The scale of the communication effort is highlighted by the following sample of statistics:

- More than 10,900 residents live within 500 metres of the construction worksites
- Over 1,000 tunnelling-impacted properties received early communication
- Roma Street Station is adjacent to live rail, bus services and 2,000 residents
- Albert Street Station is near 12 high-rise towers, 100 businesses and four major office buildings
- The “Experience More on Albert Street” campaign supported 100+ businesses with promotional initiatives
- 2,000 students from 30 schools have been engaged through incursions and excursions.

The Cross River Rail Tunnel, Stations and Development Public Private Partnership package is being delivered by Pulse, a consortium led by Pacific Partnerships. The CBGU Joint Venture includes CPB Contractors delivering the design and construction with Ghella and BAM International, and UGL delivering the mechanical and electrical (M&E) works. UGL will also provide maintenance services for the project over 24 years.

Optimising community outcomes

Engaging with stakeholders and communities helps us to optimise project outcomes, mitigate delivery impacts, and better understand our shared interests and opportunities for advancing positive ESG outcomes.

Community and stakeholder engagement plans are incorporated in the planning process for relevant projects. Our approach includes engaging proactively, being approachable and minimising disruption.

We work to build a platform of trust and positive working relationships that facilitate value-creation initiatives with community members and stakeholders.



Community partnerships

Our community partnerships and initiatives connect us with local communities, deepen our social and cultural understanding, and reinforce our commitment to ESG principles.

We focus on building community resilience by addressing social priorities and encouraging broader participation in our industries. A key part of this effort is our support for Indigenous and First Nations organisations, which helps create employment pathways and unlock business opportunities for local suppliers. For more information see in Section 5 *Sustainability Statement – Social – Fair and equal opportunity*).

We also champion social inclusion and community well-being through a range of awareness-raising events and strategic partnerships with organisations such as:

- **CareerSeekers** – Supporting refugees and asylum seekers who are pursuing university studies or seeking to restart their professional careers in Australia.

- **Harry Perkins Institute of Medical Research** – Supporting innovative research into diseases that impact the community such as cancer, heart disease, diabetes and rare genetic diseases.
- **Social Traders** – Connecting certified social enterprises with businesses and government to create jobs, deliver services, and open opportunities for marginalised groups.

Community and industry memberships

We hold memberships with multiple not-for-profit and industry organisations. These span chambers of commerce and business councils; trade and industry forums and associations; professional societies in areas such as sustainability, engineering, tunnelling, transport and finance; and organisations dedicated to increasing diversity in the industry and its supply chain, and advancing social equity.

CASE STUDY

EMPOWERING COMMUNITIES THROUGH CLEAN WATER ACCESS

Indonesia, Thies

The Thies team in Melak, Indonesia, recently delivered a meaningful community initiative by handing over a refillable drinking water facility, supporting sustainable access to clean water for the Kampung Empakuq community and surrounding areas.

This initiative is a strong example of Thies' commitment to creating lasting, positive impacts in the communities where it operates. By addressing a fundamental need - clean water - the team has contributed to improving health, well-being and sustainability in the region.



Our memberships create opportunities to exchange perspectives, build knowledge and gain a greater understanding of government, client, industry, business and societal priorities.

View a list of some of our industry memberships and community partners in Section 6 *Further information - Appendix 5, Key industry memberships and community partnerships.*

Community donations and sponsorships

Our corporate community investment programs provide donations and sponsorships to our community partners and other organisations that support improved social and environmental outcomes.

In 2025, CIMIC's direct spend amounted to approximately \$1.8 million in donations and sponsorships. This figure 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.



CASE STUDY

SUPPORTING TRILLION TREES IN PERTH

Western Australia, UGL

Our UGL manufacturing and maintenance leadership team from Bassendean and Bayswater helped plant more than 2,000 native trees in bushland near Perth's Swan River, joining other volunteers in local regeneration efforts. This initiative forms part of an ongoing program led by Trillion Trees Australia, which focuses on ecological restoration, education, and community connection. With more than 15 million trees planted to date, these projects play a vital role in combating salinity and soil erosion, improving biodiversity, and creating habitats for native species.



CASE STUDY

MAGNETITE CONTRACT EXTENSION AT IRON BRIDGE

Western Australia, Thiess

Thiess's contract extension for mining and asset management works at the Iron Bridge magnetite mine in Western Australia's Pilbara region reflects CIMIC Group's track record of repeat business with major clients.

The two-year extension, which includes an option to extend a further two years, builds on Thiess' successful operations at the Iron Bridge mine since 2022. Under the new agreement, Thiess will expand delivery of mining and asset management services, mobilising

additional fleet and personnel as the project – operated by Fortescue in a joint venture with Formosa Steel – increases its production profile. Thiess has a long association with Fortescue in critical mine development and, more recently, in asset services and technology.

CIMIC Group uses our client repeat rate as an important indicator of client satisfaction with our business conduct and delivery of quality, reliability and value.

The Iron Bridge project is a key part of Australia's iron ore export profile, introducing magnetite, a premium product line with lower inherent emissions. It also supports the Thiess Group's ongoing strategy to diversify its commodities portfolio.



5

SUSTAINABILITY STATEMENT - GOVERNANCE

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Goal

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

Our approach

CIMIC Group's governance approach and framework support consistent and sustainable value creation for our clients, communities and stakeholders, while ensuring compliance with applicable legal and regulatory requirements.

This section reports on our material governance matters related to business conduct. These include corporate

culture, protection of whistleblowers, management of relationships with suppliers, and controls aimed at preventing corruption and bribery. We also include our taxation payment and disclosure summary.

This chapter can be read in conjunction with Section 5 *ESG Statement - General disclosures*.

ACTIONS AND PRIORITIES: 2025 - 2026

Key business conduct initiatives and achievements in 2025

- Continued to review and update our governance framework, including policies and procedures, to align with changes in law and regulation, and evolving CIMIC processes and practices
- Delivered our ongoing Code of Conduct and broader compliance training program, supporting our people with Code of Conduct compliance and helping them to identify and report any potential unethical practices
- Updated and enhanced our Third Parties Policy and introduced a new Third Parties Procedure
- Introduced our revised Acceptable Use of ICT Policy and Procedure, and Information Security Policy and Procedure
- Embedded new and updated e-learning modules that were introduced in 2024 including Competition Compliance, Code of Conduct acknowledgement, Code of Conduct, Workplace Behaviour & Equal Employment Opportunity, and Whistleblower training
- Ongoing risk analysis and assessment across key compliance areas, including bribery and corruption
- Onboarded 3,842 new suppliers
- Risk assessed 100% new suppliers, vendors and business partners using a third party screening tool. Any identified risk results were subject to further investigation and assessment, and if required, mitigation or corrective action plans were implemented
- Secured a client repeat rate of greater than 85%

Key business conduct priorities in 2026

- Continue to reinforce and maintain Code of Conduct and broader compliance training participation by all employees
- Continue to review and update/expand our governance framework, including policies and procedures, to align with legislative or regulatory changes and evolving CIMIC processes and practices
- Maintain a high level of corporate governance through our internal controls, risk analysis, risk management and monitoring and reporting measures
- Continue to risk assess new suppliers, vendors and business partners, and monitor existing third parties, using the third party screening tool and, if necessary, develop and implement appropriate corrective actions plans and/or remediation measures
- Continue raising employee awareness to build our people's capability to recognise and report risks or potential unethical practices

Business conduct



Greater than 85% client repeat rate

Our Principles of Integrity, Accountability, Innovation and Delivery, underpinned by Safety, shape our corporate culture and business conduct.

As a team, we respect colleagues and our stakeholders and commit to what we are responsible for. We adapt and evolve for the future, always amplifying our ability to deliver.

With our Board overseeing a tiered system of responsibility and accountability, our governance framework and Code of Conduct embed a disciplined approach to business operations and project delivery.



Training and development, Australia, CIMIC GROUP

Corporate culture

Our corporate governance framework, together with our Code of Conduct, reinforces the integration of ethical standards and practices in our work winning and operational activities. This includes compliance with our policies, procedures, management systems and applicable legal and regulatory requirements. As a result, our people are empowered to proactively manage environment, social and governance risks, consider priorities and opportunities in decision-making, and safeguard our reputation as a trusted partner.

Code of Conduct

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

Business conduct policies

Supporting the Code of Conduct, our business conduct policies include:

- Acceptable Use of ICT Policy
- Anti-Bribery and Corruption Policy
- Competition Policy
- Delegations of Authority
- Diversity and Social Inclusion Policy
- Gifts and Hospitality Policy
- Human Rights Policy
- Information Security Policy
- Privacy Policy
- Procurement Policy
- Third Parties Policy
- Workplace Behaviour Policy

Policy updates

In 2025, we reviewed and enhanced our ICT, procurement and sustainability governance frameworks, introducing revised policies and procedures.

The ICT review considered the Group's security objectives, organisational requirements, and ongoing compliance with ISO 27001¹³⁶, in an evaluation of existing and emerging cybersecurity threats, evolving industry practices, and existing ICT policies. Our new and enhanced Acceptable Use of ICT Policy and Procedure, and Information Security Policy and Procedure strengthen the Group's ICT and information security practices. See Section 3 *Innovation and digitalisation* for more information about

our digital strategy and approach to harnessing emerging technologies including AI.

Our updated Third Parties Policy and new Third Parties Procedure guide how CIMIC Group companies engage with external parties, including clients, joint venture partners, business partners, subcontractors, consultants, suppliers and service providers. These processes and measures reinforce our commitment to ethical business practices and risk management. They outline processes to identify, assess, and mitigate third-party risks before formal engagement, and to monitor and manage those risks throughout the relationship. See *Management of relationships with suppliers* for more information about our approach to engaging with third parties.

Our revised Sustainability Policy and new Sustainability Procedure support our Group's requirements, commitments and objectives for ESG, and align our approach with the broader ACS Group. See Section 5 *ESG Statement - Environment* for further information about these documents.

Group Governance System

Our Group Governance System (GGS) is a digital platform that provides our people with easy centralised access to our policies, procedures, standards, tools and knowledge resources, as well as each Operating Company's management system.

In conjunction with our Learning program, which provides mandatory Code of Conduct and other compliance training, the GGS enables our team members to understand Group requirements, how we operate and any changes over time, as requirements evolve.

Fostering our Code of Conduct

Our Learning program includes mandatory staff Code of Conduct training and other compliance training covering our business conduct policies. The training supports our people's awareness, understanding and implementation of the policies and builds their capability to recognise and report risks or potentially unethical practices.¹³⁷

Business conduct training courses delivered in 2025 include:

- Acceptable workplace behaviours and equal opportunity
- Anti-bribery and corruption
- Anti-competitive conduct
- Communications with stakeholders
- Conflicts of interest
- Code of Conduct

¹³⁶ The international standard for information security management systems.

¹³⁷ Code of Conduct training and other compliance training complement CIMIC Group's technical training programs which are detailed in Section 5 ESG Statement - Social.

- Cultural awareness
- Gifts and hospitality
- Health, safety and the environment
- Human rights
- Information and record management
- IT cyber security awareness
- Preventing and responding to sexual harassment in the workplace training for managers
- Privacy
- Recognising and responding to family and domestic violence
- Whistleblower legislation
- Working with third parties.

Code of Conduct training

The Code of Conduct training must be completed by employees within three months of commencement in a role (either as a new hire or by promotion to a relevant role) and then at least every two years thereafter.

In 2025, we embedded an additional Code of Conduct e-learning acknowledgement activity which was introduced in 2024. The module is required to be completed in the alternate year to the above-mentioned Code of Conduct training, ensuring team members refresh their understanding of the Code of Conduct annually.

In addition to the online module, all decision-makers in senior management, and staff considered to be in high-risk roles, are required to undertake a comprehensive face-to-face (where possible) training session. This is delivered by the CIMIC or Operating Company General Counsel or delegate, and reiterates the importance of the Code of Conduct, including prevention of bribery and corruption.

Other compliance training modules which are mandatory and which support the Code of Conduct training include Whistleblower, Workplace Behaviour & Equal Employment Opportunity, Cyber Security and Human Rights training (among others listed earlier).

Client satisfaction

Repeat business is an important indicator of client satisfaction with our business conduct and the quality, reliability and value of the projects our Operating Companies deliver.

CIMIC calculates the client repeat 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 client repeat rate for the Group is consistently in excess of 85%.

CASE STUDY

THREE-YEAR CRITICAL MINERALS ASSET INTEGRITY CONTRACT EXTENSION

Indonesia, Leighton Asia

Leighton Asia has secured a three-year extension to its asset integrity contract with PT Vale Indonesia, a repeat client, supporting operations at the Sorowako nickel mine in South Sulawesi, Indonesia. The scope

includes inspection, maintenance, engineering and construction services for critical production assets, ensuring safe, reliable and efficient operation of mine infrastructure upgrades and expansions. Nickel's role in battery technologies and alloys makes this project vital to global critical minerals supply.

Leighton Asia's more than 30-year partnership with PT Vale Indonesia also includes delivering mine infrastructure works for its Integrated Mines of Pomalaa (IMP) project.

Protection of 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, conflicts of interest and human rights infringements.

Our grievance and reporting mechanism, shown in Figure 18, is accessible, confidential and responsive.

Our Complaints and Investigation Procedure, Workplace Behaviour Policy, Privacy Policy and Whistleblower Policy are complementary. Together with our staff Whistleblower training and the confidential, independent 24/7 Ethics Line they support our processes for investigating, addressing and managing reports or complaints. This integrated approach encourages reporting and supports reliable management of potential unethical practices.

Our Workplace Behaviour 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.

In accordance with the Privacy Act 1988 (Cth), our Privacy

Policy sets out our requirements to protect personal information by ensuring its confidentiality, maintaining security and respecting individual privacy.

Our Whistleblower Policy defines who is a whistleblower, how to make a disclosure, and the 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 Business Conduct Representative (BCR)¹³⁸ who ensures that any disclosure is investigated appropriately, promptly and confidentially.

CIMIC and each Operating Company’s BCR and Reportable Conduct Group (RCG)¹³⁹, further support engagement, monitoring compliance and continuous improvement across the Group.

The Workplace Protection Officer is also responsible for safeguarding the interests of any whistleblower within the organisation.

In 2025, the Group continued to embed staff e-learning modules that were enhanced in 2024, including our Code of Conduct, Workplace Behaviour & Equal Employment Opportunity, and Whistleblower training modules.

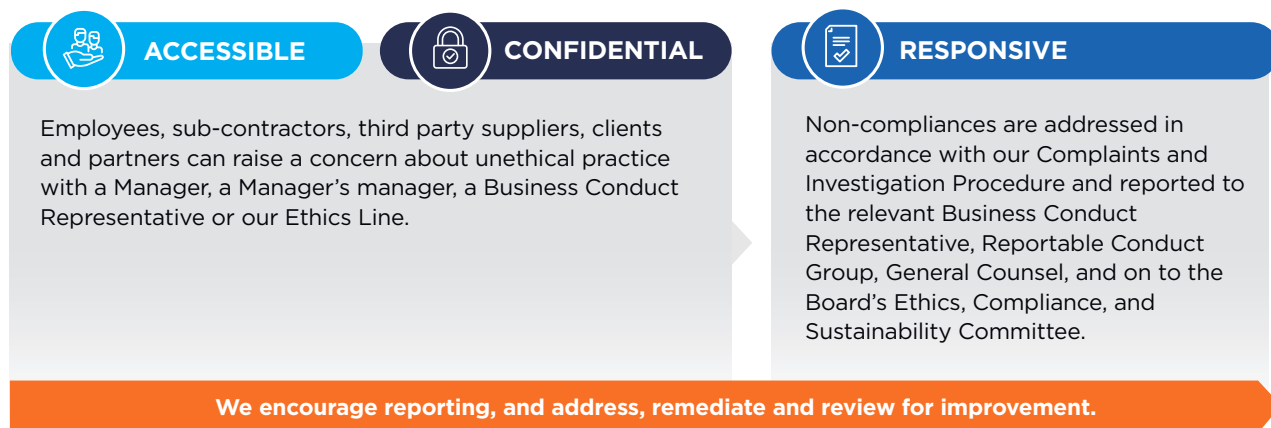


Figure 18 CIMIC Group’s grievance and reporting mechanism. For more information go to [Ethics Line | Sustainability | CIMIC Group Limited](#)

¹³⁸ The Business Conduct Representative is a senior person within the Legal function who supports the operation of the Code of Conduct.

¹³⁹ The Reportable Conduct Group comprises the Chief Executive Officer or Managing Director, Chief Financial Officer, General Counsel, and Head of People.

Management of relationships with suppliers



21,569 Tier 1 (direct) domestic and international suppliers or subcontractors worked with in 2025

Procurement areas

The products and services we procure are those used in development, design, financing, construction, operations and maintenance and management of projects, as well as related corporate functions.

Key areas of spend include:

- professional services
- technology and telecommunications
- personal protective equipment (PPE)
- major plant and equipment such as tunnel boring machines, and mineral processing equipment
- rail componentry and rolling stock
- industrial/engineering consumables such as fuel, lubricants, abrasives, adhesives and sealants
- materials such as concrete, steel, piping and asphalt
- heavy mining equipment
- subcontractors such as electricians, plumbers, glaziers, steel fixers and other tradespeople
- labour hire
- insurance.

The Group procures goods and services from Australia and internationally.

We generally do not manufacture our own products except where CPB Contractors produces precast concrete components for construction projects; UGL manufactures, upgrades and maintains rolling stock and some rail specific componentry; and the Thiess Group rebuilds and reconditions major components and equipment for mining. Parts may be sourced locally or imported.

Our procurement of services includes activities that relate to corporate support, such as facilities and maintenance, accounting, legal and IT services, and to professional consulting services such as design and engineering. All of these complement our internal resources for either short or long-term engagements as required.

In the area of IT, CIMIC Group has dedicated internal resources that support Corporate and project requirements including ONE IT, our unified technology function, and IDD Tech. IDD Tech is our commercial software development company which develops Integrated Digital Delivery software solutions for CIMIC Group and clients across the construction, resources and services sectors.

Our focus on responsibly sourcing products and services improves sustainable project outcomes.

For the local community, our engagement of local suppliers generates jobs and business opportunities which stimulate regional economic growth and build a skills legacy that will support future development.

Across Australia, in metropolitan, regional and remote areas, Indigenous businesses are providing us with services including labour hire, recruitment and training; technology solutions; civil, environmental and remediation works; fleet management and transport; waste management, plumbing, crane and lifting services, as well as PPE supplies, printing, cleaning and catering – to name just a few.

Procurement framework

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 policies, systems and processes to support responsible supply chain management. Activities include identifying and assessing risks by conducting comprehensive vetting of subcontractors, suppliers and third parties engaged by our businesses.

As part of the framework, the Group's Third Parties Policy, Procurement Policy and Human Rights Procedure incorporate:

- the management of risks into our supplier registration – a business integrity check
- the screening and onboarding process
- a suite of template commercial contract terms to be used wherever possible
- a set of requirements for suppliers' management of their own suppliers.

Supplier screening and onboarding

CIMIC has implemented an internationally recognised and externally provided due diligence tool to screen third parties for a range of risk factors.

The tool's comprehensive evaluation leverages information from various global indices (Corruption Perception Index and the Global Slavery Index), watch lists (Politically Exposed Person (PEP) lists), databases and adverse media. The assessment includes but is not limited to risks relating to:

- legal status
- sanctions and enforcements
- adverse litigation
- country and industry risks
- modern slavery, bribery and corruption risks.

Based on a multi-factor risk assessment, each supplier is allocated a risk rating which may trigger additional review and assessment, and then further investigation and due diligence where applicable. Identified risks may lead to the preparation of corrective action plans, imposition of conditions, or, in some cases, the supplier may be rejected from working with CIMIC Group entities. Accepted suppliers and other third parties are subject to continuous monitoring in the tool for any changes in key risks, for example a change in an entity's legal status or any watchlist changes.

Supplementing supplier screening via the tool, and as part of the supplier registration and pre-qualification process, our Operating Companies require suppliers to complete template supplier pre-qualification questionnaires.

Information provided via the questionnaire assists with informing our businesses of any potential vendor risks in areas such as health and safety, quality, financial risks, compliance and relevant modern slavery and ESG factors.

Suppliers are required to comply with applicable law and the CIMIC Code of Conduct (or their own Code containing equivalent standards of behaviour) and to complete a Third Party Business Integrity Declaration Form confirming (among other things):

- no modern slavery, human trafficking, or forced or unlawful child labour has been used anywhere by the third party or, to the best of the third party's knowledge, by any direct contractor or supplier to the third party
- they have not been subject to or received any prosecutions, regulatory notices, tendering restrictions, sanction notices, litigation or arbitration concerning allegations of fraud, bribery, corruption, environmental or safety breaches, modern slavery or human rights breaches or violations, or other unethical business practices by their employees or subcontractors and suppliers
- they have a compliance management program in place to ensure compliance with business integrity laws, regulations and standards.

Suppliers are also required to notify CIMIC if they become aware of any change to any of the matters which they have declared, including any behaviours or conduct within their operations or supply chain that are or may be inconsistent with the CIMIC Group Code of Conduct (or the supplier's own code, where applicable) or in contravention of any relevant laws, regulations or standards.

The Third Party Business Integrity Declaration Form is designed to promote a culture of integrity and compliance with the CIMIC Group Code of Conduct by our third parties.

We require third parties engaged by the Group to complete this Declaration Form as part of onboarding.

Procurement activity

In 2025, CIMIC Group spent approximately \$10.3 billion on procurement of supplies and services, locally, nationally and internationally, for our projects and businesses. Of 21,569 direct suppliers we worked with, about 79% were local¹⁴⁰ to our projects.

In 2025, we procured \$181 million worth of goods and services from Indigenous businesses.¹⁴¹

Due diligence activity

Since implementing the third party screening tool, and as at December 2025 the CIMIC Group, including the Thiess Group, has risk assessed approximately 52,375 third parties including suppliers.¹⁴² Of these, 9,788 were risk assessed in 2025.

The Group has captured estimated supplier information through the due diligence process as follows:

TYPES OF SUPPLIERS	Number of suppliers actively engaged in 2025 (#)	Share of total procurement spend (%)
Tier 1 suppliers ¹⁴³	21,569	100%
Critical Tier 1 suppliers ¹⁴⁴	621	3%
New suppliers	3,842	18%
Local suppliers ¹⁴⁵	17,080	79%
Suppliers risk assessed	21,569	100%

140 A supplier within a country that is using an ABN (or equivalent) associated with that country is considered a local supplier.

141 Result includes the Thiess Group.

142 In addition to the approximately 49,203 suppliers and other third parties who have been accepted by CIMIC (including the Thiess Group), approximately 1,316 applications are pending and CIMIC has rejected approximately 1,671 applications on various grounds. Approximately 185 have expired.

143 Refers to suppliers that directly supply goods, materials or services to the Group.

144 Critical suppliers are those suppliers where the annual spend to CIMIC Group 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.

145 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.

CASE STUDY

STRENGTHENING DELIVERY PARTNERSHIPS AT RPA HOSPITAL

New South Wales, CPB Contractors

As work progresses on the Royal Prince Alfred (RPA) Hospital Redevelopment in Sydney, CPB Contractors hosted a Subcontractor Safety Forum to strengthen project delivery. Held on site, the forum brought together over 40 subcontractor representatives to discuss upcoming activities and safety collaboration. The initiative is part CPB Contractors' proactive strategy to engage industry partners and builds on a previous Indigenous Business Forum.

CPB Contractors' scope at RPA includes a new 15-storey acute services building and major refurbishments to existing infrastructure.



Corruption and bribery

We are committed to abiding by all applicable national and international laws, free and fair competition and avoiding any anti-competitive conduct.

Our governance framework and Code of Conduct, including our Anti-Bribery and Corruption Policy, Competition Policy and Gifts and Hospitality Policy, support our actions to prevent, identify and eliminate bribery and corruption and maintain ethical business practices. This is supplemented by regular Code of Conduct training with our people and ongoing risk analysis.

Our grievance and complaints process, including our Whistleblower Policy and Complaints and Investigation Procedure, also supports our ability to identify, assess and manage any potential issues in these areas.

Anti-Bribery and Corruption Policy

CIMIC prohibits, and has zero tolerance for, all forms of bribery and corruption including facilitation payments.¹⁴⁶

In accordance with CIMIC's Code of Conduct, our Anti-Bribery and Corruption Policy drives our actions to foster a culture of integrity and accountability, ensure management accountability, implement effective recruitment practices, maintain ongoing training and enforcement, conduct periodic risk assessments and uphold strong internal control systems.

In 2024, CIMIC completed a risk analysis of the Group's bribery and corruption mitigation and control measures. In 2025, CIMIC continued its risk analysis relating to bribery and corruption with an ISO 37001 (anti-bribery management systems) readiness assessment completed by an external provider.

Political donations

We do not make political donations. Consistent with our Code of Conduct, none have been made – either directly or in-kind – to political organisations, political parties, politicians, trade unions or conduits to political parties.

Competition Policy

CIMIC introduced its standalone Competition Policy in 2024 to support the Code of Conduct, which also covers competition as a topic.

In 2025 we continued to embed our Competition Compliance e-learning training module which commenced within the Group in Q4 2024. The module is to be

completed by high-risk roles from a competition risk perspective. The training frequency cycle is the same as the Code of Conduct for High Risk Roles training.

Conflicts of interest and gifts and hospitality

Under our Code of Conduct and the Gifts and Hospitality Policy, gifts or hospitality are only to be offered or received for a legitimate business purpose. They require people to disclose to their manager any existing or potential conflict of interest that affects them and to avoid any dealings or relationships that may create a conflict with their obligations to CIMIC Group.

Online registers support employees in managing conflicts of interest and gifts and hospitality matters. The registers provide our people with an efficient, record-based 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 applicable digital registration form automatically directs a request to the appropriate line manager, Executive General Manager or Managing Director (or equivalent) for noting and approval, where required, and records the approval and any approval conditions.

The Reportable Conduct Groups of CIMIC and each Operating Company monitor the recording via these registers.

Reported matters

Of the matters reported in 2025, all were investigated in accordance with the Group's relevant policy and procedure, and the relevant RCGs of CIMIC and each Operating Company and the CIMIC Board's ECSC were apprised of the material matters.

During 2025, there were no 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 or bribery and corruption matters, and there were no significant fines or non-monetary sanctions for breaches of any laws or regulations related to anticompetitive conduct or bribery or corruption matters.¹⁴⁷

¹⁴⁶ 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 custom

¹⁴⁷ 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. On 29 January 2026, that ex-employee pleaded guilty to a charge of failing to take reasonable precautions to ensure that information provided to directors of CIMIC was not misleading. He has been ordered to pay a penalty of AU\$1,000. 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.

Taxation payment and disclosure

Our contribution to a sustainable economy includes our tax and payroll tax contributions.

Our approach to tax transparency and governance is informed by internationally recognised frameworks, including the Global Reporting Initiative (GRI) Tax Standard (GRI 207), OECD principles on tax transparency, and Australian tax transparency expectations.

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's tax strategy and risk appetite are reviewed and approved at executive and Board level, with ongoing oversight embedded in the Group's governance and internal control frameworks.

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.

The Group's transparent engagement with tax authorities forms part of its broader commitment to addressing stakeholder expectations on responsible tax behaviour.

We seek to maintain open and transparent relationships with relevant tax authorities. In Australia, CIMIC and its parent HOCHTIEF Australia are 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 2025, the Group's effective tax rate was 27.3% (versus (0.8)% in 2024), compared to the Australian corporate tax rate of 30%.

The variation to the Australian corporate tax rate is mainly driven by equity accounted joint venture profits. 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. These differences reflect the Group's economic structure and are not the result of aggressive tax planning or artificial arrangements.

In addition to corporate income tax paid, the Group makes a significant contribution through payroll and other taxes and duties reflecting the scale of its Australian workforce and operations, which contribute to the revenue of various national and state governments. For example, in the 2024/25 year CIMIC paid more than \$236 million of state payroll tax in Australia (versus \$165 million in 2023/24).

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.¹⁴⁸

The Group continues to enhance its tax transparency in response to evolving Australian and international public disclosure regimes, including public country by country reporting requirements.



148 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.

CASE STUDY

DELIVERING THE FUTURE OF QUEENSLAND'S CRITICAL MINERALS INDUSTRIES

Queensland, Sedgman

Construction is underway to build the Queensland Resources Common User Facility (QRCUF) at Cleveland Bay Industrial Park in Townsville, Queensland.

Our Sedgman team has been progressing this project in collaboration with the Queensland Government.

The QRCUF will play a vital role in unlocking a new generation of mining and downstream processing projects for Queensland. The innovative facility contains mineral processing, hydrometallurgical and pyrometallurgical processes dominant in many critical minerals processing facilities for the green energy transition. Once operational in late 2026, mining companies will be able to test their mineral processing techniques at the facility and progress samples to market, accelerating commercial development opportunities.



6

FURTHER INFORMATION

Appendices

1. 2025 selected major project wins
2. 2025 selected major projects in delivery
3. Stakeholder engagement channels and priorities
4. 2025 awards list
5. Key industry memberships and community partnerships
6. Global Reporting Initiative (GRI) index table

1. 2025 selected major project wins

Awarded 2025	Company	Sector	Project	Summary	Location
January	Leighton Asia	Biopharma, health and education (BHE) and social infrastructure	Mechanical and electrical works project - Hong Kong Housing Authority	Mechanical and electrical works for three new residential blocks and associated buildings in Kai Tak District.	Hong Kong
February	Thiess Group	Critical minerals and natural resources	Northern Hub operation contract extension - QCoal	Continuing provision of full mining services including statutory control of the site, all mining activities, maintenance and asset management, and rehabilitation works, with revenue of \$590 million. ¹⁴⁹	Queensland
March	Leighton Asia	Digital and advanced technology	High density, liquid cooling-ready data centre	First phase of the design and construction of a 64 MW data centre.	Cyberjaya, Malaysia
April	CPB Contractors and UGL	Transport infrastructure and sustainable mobility	Logan and Gold Coast Faster Rail project - Queensland Government	Design and pre-construction contract for the main works package.	Queensland
April	Leighton Asia	Biopharma, health and education (BHE) and social infrastructure	High-rise residential towers - Godrej Properties	Construction of the reinforced concrete structures for six residential towers (44-storeys each) , with revenue of \$165 million. ¹⁴⁹	Mumbai, India
April	Thiess Group	Critical minerals and natural resources	Beebyn-W11 Iron Ore mine project - Fenix Resources	Delivery of drill and blast, load and haul, and crushing services.	Western Australia
June	Leighton Asia	Biopharma, health and education (BHE) and social infrastructure	Elan The Emperor luxury residential project - Elan Group	Construction of 10 towers, each approximately 145 metres tall, with revenue of \$200 million. ¹⁴⁹	Gurugram, India
June	UGL	Digital and advanced technology	Fibre Upgrade Works - NBN Co	A 3.5-year contract to upgrade the remaining Fibre to the Node network, providing design, access and engagement, construction and installation services.	Queensland and Northern New South Wales
June	Thiess Group	Critical minerals and natural resources	Karlawinda Gold Project - Capricorn Metals	A five-year contract extension covering full mining services, including load and haul, drill and blast, engineering and technical services.	Western Australia
June	Thiess Group	Critical minerals and natural resources	Lake Vermont Mine contract extension - Jellinbah Group	Continued provision of full mining services including statutory operation of the site, with revenue of \$2.3 billion. ¹⁴⁹	Queensland

¹⁴⁹ Revenue share announced at time of project award – amounts in Australian dollars unless otherwise noted.

Awarded 2025	Company	Sector	Project	Summary	Location
July	CPB Contractors	Biopharma, health and education (BHE) and social infrastructure	New Dunedin Hospital Inpatients building - Health New Zealand Te Whatu Ora	Construction of an eleven-storey efficient and patient-centred hospital.	New Zealand
July	UGL	Energy infrastructure	Electrical works - Western Power	Delivery of critical infrastructure supporting network transformation and energy transition, with revenue of \$114 million. ¹⁴⁹	Western Australia
August	CPB Contractors	Transport infrastructure and sustainable mobility	Eastern Freeway Upgrade Project - Major Road Projects Victoria	Delivery of upgrades between Tram and Springvale roads.	Victoria
August	UGL	Energy infrastructure	Maintenance contract extension - Stanwell Corporation	A three-year contract extension for essential maintenance and overhaul services, maintaining critical power generation assets.	Queensland
September	Leighton Asia	Energy infrastructure	Phoenix Camp facilities - BP Berau Ltd (bp)	Delivery of camp facilities for bp's Tangguh Ubadari, CCUS, Compression (UCC) Onshore Project	Indonesia
September	Sedgman	Critical minerals and natural resources	Front-end engineering design (FEED) work - Lithium de France	Provision of engineering design services to develop Lithium de France's extraction, concentration and refining processing plants.	France
September	Thiess Group	Critical minerals and natural resources	Iron Bridge magnetite mine contract extension - Fortescue	A two-year contract extension continuing mining and asset management works.	Western Australia
October	Leighton Asia	Critical minerals and natural resources	Critical minerals asset integrity contract extension - PT Vale	A three-year contract extension including inspection, maintenance, engineering and construction services, supporting operations at the Sorowako nickel mine.	South Sulawesi, Indonesia
October	UGL	Energy infrastructure	Muchea Battery - Neoen and Tesla	Construction of the 164 MW / 905 MWh Muchea Battery.	Western Australia
November	CPB Contractors	Transport infrastructure and sustainable mobility	Gateway to Bruce Upgrade - Queensland Government	Delivery of improved safety, connectivity and resilience across the Gateway Motorway and Bruce Highway corridors.	Queensland

Awarded 2025	Company	Sector	Project	Summary	Location
December	ACS Group	Critical minerals and natural resources	Strategic partnership with Vulcan Energy	Inclusive of Sedgman and HOCHTIEF Infrastructure managing engineering, construction and commissioning of Vulcan's Phase One Lionheart Project.	Upper Rhine Valley, bordering Germany and France
December	CPB Contractors	Transport infrastructure and sustainable mobility	Perth Airport enabling and landside airfield works – Perth Airport	Construction of a new three-kilometre, 45-metre-wide runway and associated taxiways.	Western Australia
December	Sedgman and Leighton Asia	Critical minerals and natural resources	Zinc tailings recycling facility – Hindustan Zinc Limited	Separate contracts with Sedgman delivering engineering services and offshore equipment procurement and Leighton Asia managing the project's construction and onshore procurement, with revenue of \$400 million (combined). ¹⁴⁹	Rajasthan, India
December	Thiess Group	Critical minerals and natural resources	Eva Copper Mine project – Harmony	A five-year alliance agreement for delivery of multiple packages of work including bulk earthworks, workshop construction and mining services, with revenue of \$700 million (mining scope). ¹⁴⁹	Queensland
December	Thiess Group	Critical minerals and natural resources	Hillgrove Antimony-Gold Project – Larvotto Resources	Contracts cover 20 km of underground development and engineering, procurement and construction management (EPCM) for upgrades to the mine's processing plant.	New South Wales
December	Thiess Group	Critical minerals and natural resources	Mount Pleasant Operation – Mach Energy	A six-year contract for continued provision of full mining services at Mount Pleasant Operation to support the mine's expansion.	New South Wales

Western Sydney International Airport Airside Works,
New South Wales, CPB CONTRACTORS



2. 2025 selected major projects in delivery

Company	Sector	Project	Location	Revenue ¹⁵⁰
CPB Contractors	Transport infrastructure and sustainable mobility	West Gate Tunnel	Victoria	\$4.3 billion
Pacific Partnerships, CPB Contractors, UGL	Transport infrastructure and sustainable mobility	North East Link Primary Package PPP	Victoria	\$3.8 billion
Pacific Partnerships, CPB Contractors, UGL	Transport infrastructure and sustainable mobility	Cross River Rail Tunnel, Stations and Development PPP	Queensland	\$2.7 billion
Leighton Asia	Biopharma, health and education (BHE) and social infrastructure	North District Hospital Expansion	Hong Kong	\$2.4 billion
Thiess Group	Critical minerals and natural resources	Lake Vermont Mine contract extension	Queensland	\$2.3 billion
UGL	Transport infrastructure and sustainable mobility	Country Regional Network rail infrastructure maintenance	New South Wales	\$1.5 billion
CPB Contractors	Transport infrastructure and sustainable mobility	Suburban Rail Loop East project	Victoria	\$1.4 billion
UGL, CPB Contractors	Energy infrastructure	HumeLink West transmission project	New South Wales	\$1.4 billion
CPB Contractors, UGL	Digital and advanced technology	Cross River Rail Tunnel, Rail, Integration and Systems	Queensland	\$900 million
Thiess Group	Critical minerals and natural resources	Gruyere Gold Mine	Western Australia	\$850 million
CPB Contractors	Transport infrastructure and sustainable mobility	Warringah Freeway Upgrade	New South Wales	\$800 million
Sedgman, CPB Contractors	Critical minerals and natural resources	Western Ridge Crusher Project	Western Australia	\$757 million
CPB Contractors	Transport infrastructure and sustainable mobility	Sydney Metro West – Eastern Tunnelling Package	New South Wales	\$650 million
CPB Contractors	Biopharma, health and education (BHE) and social infrastructure	Nepean Hospital Redevelopment Stage 2	New South Wales	\$260 million
CPB Contractors	Transport infrastructure and sustainable mobility	M12 Motorway Project – Western Package	New South Wales	\$245 million
Pacific Partnerships, CPB Contractors, UGL	Transport infrastructure and sustainable mobility	Canberra Light Rail Stage 2A	Australian Capital Territory	\$228 million
Leighton Asia	Biopharma, health and education (BHE) and social infrastructure	Elan The Presidential – luxury residential project	India	~\$190 million
UGL	Energy infrastructure	Hunter Power Project	New South Wales	\$185 million

¹⁵⁰ Revenue share announced at time of project award – amounts in Australian dollars unless otherwise noted.

Company	Sector	Project	Location	Revenue ¹⁵⁰
Leighton Asia	Critical minerals and natural resources	Integrated Mines of Pomalaa (IMP) project - mine infrastructure works	Indonesia	\$154 million
UGL, CPB Contractors	Defence and other essential infrastructure	TasWater Capital Works Program	Tasmania	~\$150 million per annum
CPB Contractors	Biopharma, health and education (BHE) and social infrastructure	Royal Prince Alfred Hospital Redevelopment Project	New South Wales	Commercial in confidence
CPB Contractors	Biopharma, health and education (BHE) and social infrastructure	New Dunedin Hospital	New Zealand	Commercial in confidence
CPB Contractors	Defence and other essential infrastructure	Army Aviation Program of Works Project	Queensland	Commercial in confidence
CPB Contractors	Transport infrastructure and sustainable mobility	Western Sydney Airport Stage 1 Cargo Works	New South Wales	Commercial in confidence
Leighton Asia	Digital and advanced technology	Phase 1 of the STT Fairview 1 data centre project	Philippines	Commercial in confidence
Leighton Asia	Digital and advanced technology	Data centre projects	Hong Kong, Malaysia, Singapore and India	Commercial in confidence
Leighton Asia	Energy infrastructure	Phoenix Camp facilities - Tangguh Ubadari, CCUS, Compression (UCC) Onshore Project	Indonesia	Commercial in confidence
Sedgman	Critical minerals and natural resources	Queensland Resources Common User Facility	Queensland	Commercial in confidence
Thiess Group	Critical minerals and natural resources	Iron Bridge magnetite mine	Western Australia	Commercial in confidence
Thiess Group	Critical minerals and natural resources	Karlawinda Gold Project	Western Australia	Commercial in confidence
UGL	Energy infrastructure	Darwin LNG Life Extension project	Australia	Commercial in confidence
UGL	Energy infrastructure	Western Downs Battery Stage 2	Queensland	Commercial in confidence

3. Stakeholder engagement channels and priorities

This table provides a summary of CIMIC Group's stakeholder engagement channels and our stakeholders' priorities which are reflected in our business and sustainability strategies, including our key focus on creating shared value with and for our stakeholders.

Stakeholders	Key engagement channels	Principal stakeholder priorities
Shareholder – HOCHTIEF and ACS Group	<ul style="list-style-type: none"> Strategic planning Financial and ESG reporting Executive management briefings and meetings 	<ul style="list-style-type: none"> Business strategy Financial and ESG results and targets Sustainable returns
Clients (public and private sectors)	<ul style="list-style-type: none"> Executive briefings and project visits Procurement methods and contracts Multi-level contact throughout project delivery and review processes Memberships, conferences and events 	<ul style="list-style-type: none"> Safety Reliable delivery to requirements Innovation, research and development Sustainable solutions Community benefits
Joint venture partners	<ul style="list-style-type: none"> Third party due diligence process Multi-level contact throughout workstream and project delivery and review processes Memberships, conferences and events 	<ul style="list-style-type: none"> Safety Reliable delivery to requirements Pipeline opportunities Industry challenges and advancement
Suppliers and subcontractors	<ul style="list-style-type: none"> Safety and project inductions Regional and project specific supplier briefings Web-based supplier EOI/registration portals Supplier due diligence and registration process Multi-level contact throughout project delivery and contract review processes Independent confidential Ethics Line 	<ul style="list-style-type: none"> Safety Pipeline opportunities Engagement and payment processes
Employees	<ul style="list-style-type: none"> Safety and project inductions Day to day contact with team members, team leaders and managers Leadership communications Intranet based news and knowledge resources Briefings and town hall gatherings Business unit and Functional area summits Inclusion networks Training and development Professional performance and development dialogues 	<ul style="list-style-type: none"> Safety Business and policy updates Recognition Pay equity Professional development Workplace culture and behaviour

Stakeholders	Key engagement channels	Principal stakeholder priorities
Governments – including regulators and policy makers	<ul style="list-style-type: none"> • Feedback on proposed legislation and regulation changes • Memberships, conferences and events 	<ul style="list-style-type: none"> • Value creation and risk mitigation • Regulatory changes and compliance • Industry challenges and advancement • Decarbonisation • Sustainability Reporting
Communities – including communities local to our projects and community organisations that champion social inclusion and equity	<ul style="list-style-type: none"> • Media releases, social media, e-newsletters, website • Project specific community relations programs • Community investment initiatives – including inclusive and Indigenous participation 	<ul style="list-style-type: none"> • Impact mitigation • Benefits optimisation • Environment • Indigenous community involvement
Debt and lending facility providers	<ul style="list-style-type: none"> • Investor presentations and briefings 	<ul style="list-style-type: none"> • Performance • Pipeline opportunities • Risk management • Transparency
Industry – including industry clients and participants, and industry and university research bodies	<ul style="list-style-type: none"> • Industry and professional association memberships • Indigenous business forums and outreach programs • Industry conferences, workshops and events • Research and development partnerships 	<ul style="list-style-type: none"> • Culture • Decarbonisation • Digitalisation and technology • Diversity • Innovation • Knowledge sharing • Practice improvements • Productivity • Skills shortages

4. 2025 awards list

SOLUTIONS

CPB Contractors

- 🏆 Bruce Highway Upgrade - Cooroy to Curra Section D2 (Gympie Bypass) was recognised with the Contractor Excellence Award by Infrastructure Partnerships Australia.
- 🏆 Warringah Freeway Upgrade was recognised for design excellence, winning the Arvo Tinni Award for Best Urban Pavement Infrastructure Design at the Australian Society of Concrete Pavements (ASCP) 8th Annual Pavement Conference.

Pacific Partnerships, CPB Contractors and UGL

- 🏆 Sydney Metro City Line: NRT Group won the Passenger Operations Excellence award at the Australasian Railway Association's annual Rail Industry Awards.
- 🏆 Sydney Metro City & Southwest PPP: OTS2 PPP and Sydney Metro won Project of the Year at the Infrastructure Partnerships Australia National Infrastructure Awards.

Leighton Asia

- 🏆 Leighton Asia's Indonesia team was recognised with The Best Contractor - Construction Award by PT Vale Indonesia.

ENVIRONMENT

CPB Contractors

- 🏆 Fleurieu Connections Alliance delivering Stage 1 of the Main South Road and Victor Harbor Road Duplication, was recognised with the Earth Award for Projects over \$150 million by the Civil Contractors Federation (South Australia).

Thiess

- 🏆 Thiess received a Blue rating in the Indonesian government's Public Disclosure Program for Environmental Compliance (PROPER), an environmental performance assessment program encouraging 'beyond compliance' initiatives.
- 🏆 The Thiess Wahana site received an appreciation award from the Government of Tanah-Bumbu Regency, Satui District, in Indonesia, for its support and participation in ESG program activities in Makmur Jaya Village.

Sedgman

- 🏆 Sedgman was recognised at the Sustainable Industrial Manufacturing Asia Pacific Conference (SIM-PAC) for Mitigating the Effects of Mining. The SIM-PAC award highlighted Sedgman's contribution to collaboration in developing innovative processing approaches to reduced energy and water footprints, and circular economy solutions.

SOCIAL

CPB Contractors

- 🏆 NeWest Alliance, delivering the Yanchep Rail Extension and the Thornlie-Cockburn Link projects, part of Perth's METRONET, was recognised with the Aboriginal Engagement Award by the Civil Contractors Federation (Western Australia).
- 🏆 CPB Contractors was recognised as Corporate Member of the Year by Supply Nation.

Leighton Asia

- 🏆 STT Fairview 1 Data Centre Joint Venture in the Philippines was recognised with the Top Performing Contractor in High-risk Safety Surveillance and the Safety Leadership Measurement awards by the Greater Capital Railway Consortium.
 - 🏆 Leighton Asia's Indonesia team was recognised with The Best OSH in Construction and The Best Continuous Improvement of OSH Management Performance at the OSH Asia Summit 2025.
 - 🏆 Provision of Electrical Services for Road Tunnels TR308 in Singapore won the Gold Award at the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Awards.
 - 🏆 North-South Corridor N103 project in Singapore won the Silver Award at the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Awards.
 - 🏆 Leighton Asia's Singapore team was recognised with an Acknowledgement of Participation - WSH Influencer Programme by Singapore's Workplace Safety and Health Council.
 - 🏆 Leighton Asia and its specialist businesses Pekko Engineers Ltd, Wai Ming M&E Ltd, and ECCO Engineering Co Ltd were recognised with the Proactive Safety Contractor Ward by the Hong Kong Construction Association.
 - 🏆 Leighton Asia's Malaysia team was recognised with the Gold Award - Construction (Construction Engineering) by the National Council for Occupational Safety and Health (NCOSH) and the Department of Occupational Safety and Health (DOSH).
 - 🏆 North District Hospital Joint Venture was recognised with the Gold - Safe Project Team Award by the Lighthouse Club Hong Kong.
 - 🏆 Leighton Asia's M&E arm Pekko Engineers Ltd was recognised with a Highly Commended - Safe Subcontractor Award by the Lighthouse Club Hong Kong.
- #### Thiess
- 🏆 The Thiess Balikpapan Support Facility achieved an Occupational Health and Safety Management System Gold rating from the Indonesian Ministry of Manpower.

- 🏆 Thiess's Santiago head office in Chile received a Health and Safety Management System Gold certification from Mutual de Seguridad for strengthening their commitment to Occupational Safety and Health, accident prevention, and risk control in the workplace.
- 🏆 Thiess was named one of the Top 100 companies in Mongolia for the 11th consecutive year, recognised by the Government of Mongolia and the Mongolian National Chamber of Commerce and Industry for its 2024 financial performance and contribution to the economy and community.

UGL

- 🏆 UGL was awarded three Diamond Awards at the 2025 LearnX Awards for its Environment and Sustainability Project Fundamentals training program, recognising excellence in learning and development.

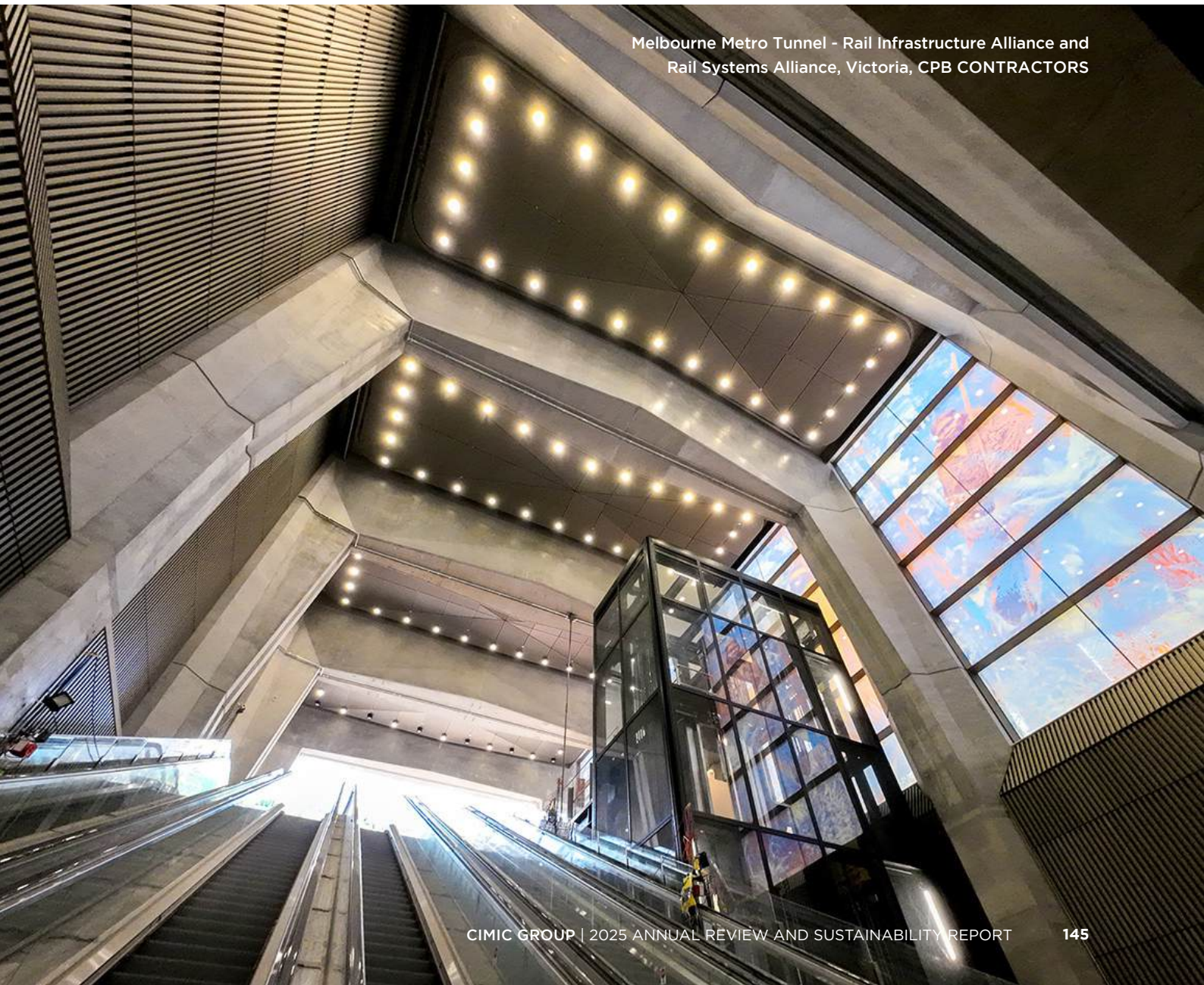
INNOVATION

CPB Contractors

- 🏆 CPB Contractors was recognised by the International Symposium on Ground Freezing for developing a world-first artificial ground freezing design framework to construct tunnel cross passages on the Suburban Rail Loop East project.

Leighton Asia

- 🏆 Leighton Asia was recognised with the Hong Kong Most Innovative Knowledge Enterprise (MIKE) Award, by the Hong Kong Polytechnic University, Behaviour and Knowledge Engineering (BAKE) Research Centre.



Melbourne Metro Tunnel - Rail Infrastructure Alliance and Rail Systems Alliance, Victoria, CPB CONTRACTORS

5. Key industry memberships and community partnerships

The following list provides a sample of some of CIMIC Group's key industry memberships and community partnerships.

Australia

- Association of Mining and Exploration
- Association for Payroll Specialists
- Austmine
- Australasian Railway Association
- Australian Constructors Association
- Australian Indigenous Minority Supplier (Supply Nation)
- Australian Institute of Quantity
- Australian Payroll Association
- Australian Resources and Energy Employer Association
- Australian Water Association
- Business Council of Australia
- Capricorn Helicopter Rescue Service
- CareerSeekers
- CareerTrackers
- Chamber of Commerce and Industry
- Chamber of Minerals and Energy of Western Australia
- Civil Contractors Federation
- Clean Energy Council
- Clontarf Foundation
- Corporate Tax Association of Australia
- Critical Minerals Association of Australia
- Diversity Council of Australia
- EnviroMETS
- Hanrine Foundation
- Harry Perkins Institute of Medical Research
- Hear and Say - Centre for Deaf Children
- Hunternet Co-operative
- Infrastructure Partnerships Australia
- Infrastructure Sustainability Council
- Kinaway Victoria - Indigenous Chamber of Commerce
- Master Builders Association
- Melbourne Mining Club
- Minerals Council of Australia
- Miners' Promise
- National Association of Testing Authorities
- National Association of Women in Construction
- New South Wales Business Chamber (Business Sydney)
- New South Wales Indigenous Chamber of Commerce
- New South Wales Minerals Council
- Permanent Way Institution
- Perth Children's Hospital Foundation
- Property Council of Australia
- Public Transport Association
- Queensland Exploration Council
- Queensland Major Contractors Association
- Queensland Resources Council
- Rail Industry Safety Standards Board
- Roads Australia
- Royal Flying Doctors Service
- Social Traders
- Tactic - Connecting regional industry
- The Prince Charles Hospital Foundation
- TrackSAFE Foundation

New Zealand

- Amotai - Supplier diversity Aotearoa
- Business Leaders Health and Safety Forum
- Business New Zealand
- Civil Contractors New Zealand
- Infrastructure New Zealand

Indonesia

- Australian Business Chamber for Mining Infrastructure Energy & Resources
- German-Indonesian Chamber of Commerce and Industry (EKONID)
- Indonesia Australia Business Council
- Indonesia Business Coalition for Women Empowerment
- Indonesian Coal Mining Association (Asosiasi Pertambangan Batubara Indonesia)
- Indonesian Mining Services Association (Asosiasi Jasa Pertambangan Indonesia)
- Indonesian Nickel Miners Association (Asosiasi Penambang Nikel Indonesia)
- Women in Mining and Energy

Hong Kong

- Australian-New Zealand Chamber of Commerce
- British Chamber of Commerce
- German Chamber of Commerce
- Hong Kong Construction Association
- Hong Kong Federation of Electrical and Mechanical Contractors
- Hong Kong Registered Contractors Association
- Lighthouse Club Hong Kong Branch
- Spanish Chamber of Commerce

The Philippines

- Makati Business Club
- Lighthouse Club Philippines Branch

Singapore

- Australian Chamber of Commerce, Singapore
- Singapore Business Federation
- Singapore Contractors Association
- Swiss Chamber of Commerce and Industry in Singapore
- Tunnelling & Underground Construction Society

Malaysia

- Malaysian Employers Federation

Canada

- Prospectors and Developers Association of Canada

USA

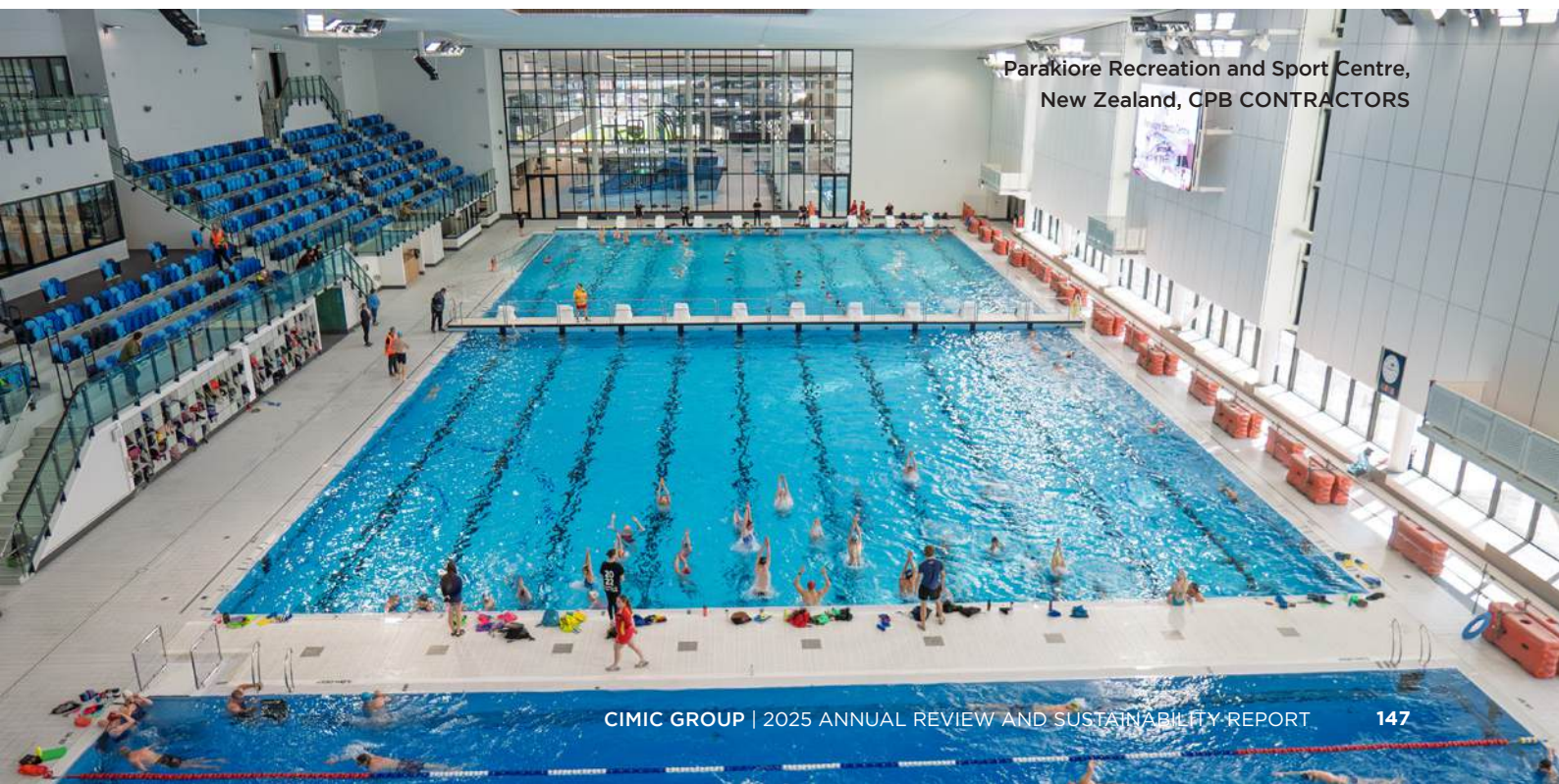
- Craig Chamber of Commerce
- Utah Mining Association
- Women in Mining USA

Mongolia

- American Chamber of Commerce
- Australian Chamber of Commerce Mongolia
- Business Council of Mongolia
- Mongolian National Mining Association

International

- International Association for Public Participation
- International Lithium Association



6. Global reporting initiative (GRI) index table

GRI index table

STATEMENT OF USE	CIMIC Group has reported with reference to the GRI Standards
GRI USED	GRI 1 Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION Report section/CIMIC website
GENERAL DISCLOSURES		
GRI 2 General disclosures (2021)	2-1 Organisational details	Preamble - About this report Section 2 CIMIC Group www.cimic.com.au
	2-2 Entities included in the organisation's sustainability reporting	Preamble - About this report Section 2 CIMIC Group Section 5 Sustainability Statement - General disclosures
	2-3 Reporting period, frequency and contact point	Preamble - About this report Section 5 Sustainability Statement - General disclosures
	2-4 Restatements of information	Section 5 Sustainability Statement - General disclosures
	2-5 External assurance	Sustainability Statement not externally assured
	2-6 Activities, value chain and other business relationships	Section 2 CIMIC Group Section 5 Sustainability Statement - Sustainability at CIMIC Group Section 5 Sustainability Statement - General disclosures Section 5 Sustainability Statement - Governance
	2-7 Employees	Section 5 Sustainability Statement - Social - Our people
	2-8 Workers who are not employees	Section 5 Sustainability Statement - Social - Our value chain workers
	2-9 Governance structure and composition	Section 5 Sustainability Statement - General disclosures
	2-10 Nomination and selection of the highest governance body	Section 5 Sustainability Statement - Governance
	2-11 Chair of the highest governance body	www.cimic.com.au/Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	www.cimic.com.au/Code of Conduct
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	
	2-16 Communication of critical concerns	
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	

GRI STANDARD	DISCLOSURE	LOCATION Report section/CIMIC website
	2-19 Remuneration policies	Section 5 Sustainability Statement – Social – Our people
	2-20 Process to determine remuneration	
	2-21 Annual total compensation ratio	Not reported
	2-22 Statement on sustainable development strategy	Section 5 Sustainability Statement – Sustainability at CIMIC Group www.cimic.com.au/Sustainability
	2-23 Policy commitments	Section 5 Sustainability Statement – General disclosures www.cimic.com.au/Governance
	2-24 Embedding policy commitments	
	2-25 Processes to remediate negative impacts	Section 5 Sustainability Statement – General disclosures
	2-26 Mechanisms for seeking advice and raising concerns	Section 5 Sustainability Statement – General disclosures
	2-27 Compliance with laws and regulations	Section 5 Sustainability Statement – General disclosures
	2-28 Membership associations	Section 5 Sustainability Statement – Social – Our communities
	2-29 Approach to stakeholder engagement	
	2-30 Collective bargaining agreements	Section 5 Sustainability Statement – Social – Our people
MATERIAL TOPICS		
GRI 3 Material topics (2021)	3-1 Process to determine material topics	Section 5 Sustainability Statement – General disclosures
	3-2 List of material topics	
Material topics: Climate change		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Environment – Environmental management
GRI 302 Energy (2016)	302-1 Energy consumption within the organisation	Section 5 Sustainability Statement – Environment – Climate change
GRI 305 Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
Material topics: Circular economy		
GRI 3: Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Environment – Environmental management

GRI STANDARD	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 301 Materials (2016)	301-1 Materials used by weight or volume	Section 5 Sustainability Statement – Environment – Resource use and circular economy
	301-2 Recycled input materials used	
GRI 306 Effluents and waste (2020)	306-1 Waste generation and significant waste-related impacts	
	306-2 Management of significant waste-related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
Material topics: Water protection		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Environment – Environmental management
GRI 303 Water and effluents (2018)	303-1 Interactions with water as a shared resource	Section 5 Sustainability Statement – 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	Section 5 Sustainability Statement – Environment – Environmental management
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	Section 5 Sustainability Statement – Environment – Biodiversity and ecosystems
Material topics: Sustainable products and services		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Environment – Environmental management
GRI 203 Indirect economic impacts (2016)	203-1 Infrastructure investment and services supported	Section 2 CIMIC Group Section 5 Sustainability Statement – Advancing sustainability
Material topics: Health and safety		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Social

GRI STANDARD	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 403 Occupational health and safety (2018)	403-1 Occupational health and safety management system	Section 5 Sustainability Statement – Social – Our people – 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	Section 5 Sustainability Statement – Social
GRI 404 Training and education (2016)	404-1 Average hours of training per year per employee	Section 5 Sustainability Statement – Social – Our People – Training and skills development
Material topics: Diversity		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Social
GRI 405 Diversity and equal opportunity (2016)	405-1 Diversity of governance bodies and employees	Section 5 Sustainability Statement – General disclosures Section 5 Sustainability Statement – Social – Our People – Working conditions
Material topics: Working environment		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Social – Our People – Working conditions
Material topics: Social activities		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Social
GRI 413 Local communities (2016)	413-1 Operations with local community engagement, impact assessments, and development programs	Section 5 Sustainability Statement – Social – Our communities
Material topics: Anti-corruption and Anti-bribery		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 5 Sustainability Statement – Governance

GRI STANDARD	DISCLOSURE	LOCATION Report section/CIMIC website
GRI 205 Anti-corruption (2016)	205-1 Operations assessed for risks related to corruption 205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures	Section 5 Sustainability Statement – Governance – Corruption and bribery
GRI 206 Anti-competitive behaviour (2016)	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	
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	Section 5 Sustainability Statement – Governance
GRI 204 Procurement practices (2016)	204-1 Proportion of spending on local suppliers	Section 5 Sustainability Statement – Governance – Management of relationships with suppliers
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	Section 5 Sustainability Statement – General disclosures
GRI 201 Economic performance (2016)	201-2 Financial implications and other risks and opportunities due to climate change	2025 CIMIC Group Annual Report
Material topics: Digitisation and innovation		
GRI 3 Material topics (2021)	3-3 Management of material topics	Section 3 – Innovation and digitalisation

Fleurieu Connections Main South Road Duplication Project,
South Australia, CPB CONTRACTORS





Sydney Metro – Western Sydney Airport Surface and Civil
Alignment Works Project, New South Wales,
CPB CONTRACTORS





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