



SUSTAINABILITY REPORT

2025





Acknowledgement of Country

Macmahon acknowledges the Traditional Custodians on whose lands we live and work. We recognise and respect their continuing connection to land, waters and community. We pay respect to all Aboriginal and Torres Strait Islander peoples throughout Australia, and to their Elders past and present.



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FY25 ESG Highlights



243 leaders completed The Macmahon **Winning Way/Pit Stop** training

Progressed Decmil's **Innovate RAP** and maintained **Supply Nation** membership

331

New suppliers screened for sustainable procurement practices



Completed external readiness review against **AASB S2**, in preparation for FY26

Compliance with applicable **ESG legislative requirements**



Respect@Macmahon

Roadmap delivered for the fourth consecutive year

2.99 TRIFR
down from 3.64
in FY24



33%
of our **Executive**
team are female

Female workforce
representation
increased from

14% to 16%
(Australia: 18% to 19%)

56 New **Wellness**
Champions trained
across Australia





Letter from the Chair and Managing Director & Chief Executive Officer

On behalf of the Board, I'm pleased to provide you with Macmahon's FY25 Sustainability Report, which outlines our ongoing efforts to embed sustainability into our strategy, planning, operations and culture.

Our focus remains on building long-term resilience by addressing the evolving risks and opportunities that are material to our business.

Macmahon has embraced the introduction of the Australian Sustainability Reporting Standards (ASRS), and FY25 has been a foundational year preparing for the new mandatory requirements of AASB S2 Climate-related Disclosures (AASB S2), which take effect from FY26.

To support this transition, we commissioned an external third-party review to assess our readiness for the ASRS. This review provided an independent assessment of the robustness of our current systems and identified key areas to support future compliance and assurance readiness as our corporate structure evolves. As such, this year's Report is positioned as a voluntary transitional disclosure to the ASRS, outlining the voluntary actions we have taken to strengthen our reporting systems, review

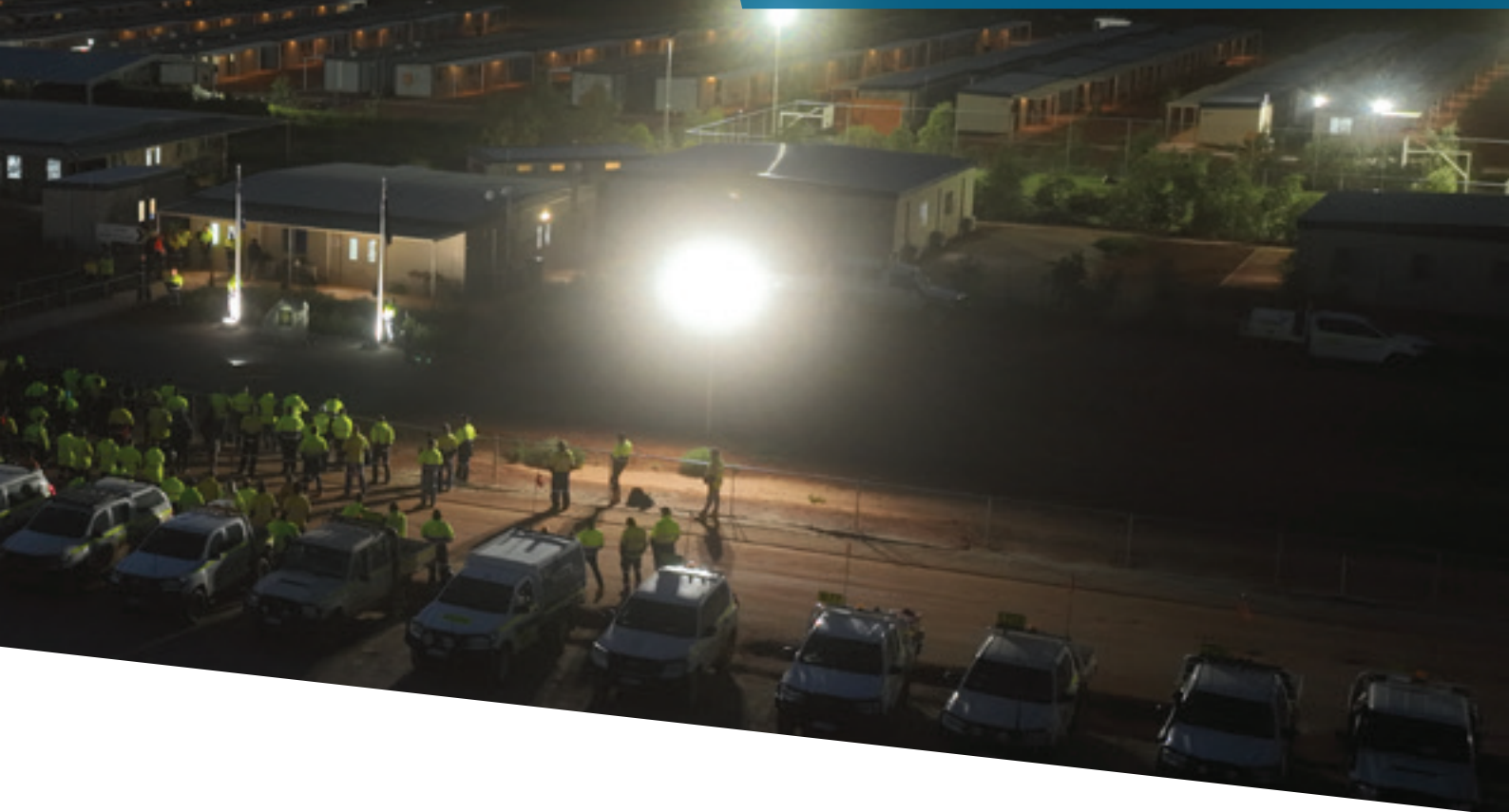
emissions boundaries, and enhance internal capabilities and oversight. These efforts not only ensure that our future reporting is credible and aligned with emerging standards but also create a more resilient and value-driven sustainability reporting culture that supports better decision-making across the business.

This year, we continued our efforts to mature our critical risk standards, support employee mental health and delivered our annual Respect@Macmahon roadmap to maintain a safe, respectful and inclusive culture. We also continued the roll out of 'The Macmahon Winning Way', a bespoke leadership program to enhance effective leadership and promote psychosocially safe work environments. Since the program's launch in FY24, over 350 leaders have completed this training. During the year, we rolled out Winning Way Pit Stops – one-day learning sessions to support content embedment and the continuous development of our leaders.

“

Our FY25 Sustainability Report reflects our journey towards being a sustainable mining services business and I'm proud of the work completed by our team this year.

”



Looking ahead, we remain focused on evolving and executing our sustainability roadmap. This is central to strengthening our overall business sustainability performance, ensuring regulatory readiness, creating value through strategic client partnerships, safeguarding our social licence to

operate, and maintaining a competitive edge in a changing market. We look forward to keeping you informed of our continued progress and the steps we are taking to meet our obligations with care, integrity and transparency.

HAMISH TYRWHITT
*Independent,
Non-Executive Chair*



MICHAEL FINNEGAN
*Managing Director and
Chief Executive Officer*



About this Report

This FY25 Sustainability Report provides an overview of Macmahon's environmental, social and governance (ESG) practices and performance for the reporting period 1 July 2024 to 30 June 2025. The content is limited to ESG-related activities undertaken or completed within the reporting year and is presented as a voluntary disclosure that has not been subject to external assurance. However, all data presented has been subject to internal review and verification by management.

This FY25 Sustainability Report has been prepared as a voluntary transitional disclosure in preparation for Macmahon's alignment with the ASRS, which come into effect from FY26. It outlines Macmahon's progress in building readiness for future compliance with these standards.

While previous Macmahon reports were informed by the Global Reporting Initiative (GRI) Standards, this FY25 report is not presented in accordance with any voluntary sustainability reporting framework. However, the content remains guided by GRI's core principles of materiality, stakeholder inclusiveness, and transparency.

From FY26 onwards, Macmahon will adopt the mandatory requirements of ASRS, specifically AASB S2. This new standard aligns with global disclosure frameworks, including those of the International Sustainability Standards Board (ISSB) and Task Force on Climate-related Financial Disclosures (TCFD).

This Report is intended for a broad range of stakeholders, including employees, shareholders, clients, investors, regulatory authorities, business partners, suppliers, financial institutions, and the communities in which we operate.

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

IMPORTANT INFORMATION

Macmahon Holdings Limited (ACN 007 634 406) is the parent company of the Macmahon Group of companies. In this Report, unless otherwise stated, references to 'Macmahon' or the 'Company' refer to Macmahon Holdings Limited and its controlled entities.

The information in this Report covers all offices, sites, and facilities wholly owned and operated by Macmahon, including the operational footprint that covers Macmahon Holdings Limited and its subsidiaries.

This Sustainability Report should be read in conjunction with Macmahon's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (ASX), including the FY25 Annual Report, FY25 Corporate Governance Statement and latest Modern Slavery Statement, all of which are available at www.macmahon.com.au.

FEEDBACK

Please forward any comments or requests for additional information to:

Email	investors@macmahon.com.au
Post	Investor Relations PO Box 198, Cannington WA 6987
Visit	www.macmahon.com.au www.facebook.com/macmahonmining www.linkedin.com/company/macmahon



Reporting Scope and Boundaries

Macmahon assesses its obligations under the *National Greenhouse and Energy Reporting Act 2007* (Cth) on an annual basis. This includes determining whether the Group exceeds any reporting thresholds for Greenhouse Gas (GHG) emissions, energy consumption, or energy production within Australia, based on operational control. Macmahon did not exceed any reporting thresholds for mandatory reporting in FY25.

Macmahon has defined its reporting boundaries in accordance with the NGER framework. This assessment includes facilities where Macmahon has operational control, including selected project sites and corporate facilities, within Australia only.

The FY25 reporting boundary includes:

- **Scope 1:** Emissions and energy consumption from fuels, explosives, and hydrocarbons purchased and used
- **Scope 2:** Emissions and energy consumption from electricity purchased and used

During FY25, Macmahon commenced work to define its Scope 3 boundaries and begin establishing a baseline. This activity remains in progress, with initial boundary-setting and data mapping well progressed, and further refinement planned in FY26.

Industry and Other Organisations

Macmahon is a member of the following industries and other organisations:



About Us

Who We Are

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

As an ASX-listed company, we support some of the largest resource and infrastructure projects in Australia and Southeast Asia. Since our founding in 1963, Macmahon has partnered with major resource clients across a broad range of commodities.

Our end-to-end mining services for our contract partners encompass mine development and materials delivery through to engineering, construction, on-site mining services, rehabilitation, site remediation, training and equipment maintenance and refurbishment services. Additionally, through its wholly owned subsidiary Decmil, the Company delivers civil and construction services across the infrastructure, resources, and renewable energy sectors.

Macmahon's mining services operate under a service delivery model, and in no circumstance is it the proprietor, lessee, or occupier of any mine. We work in collaboration with our clients to support their operations, and where Macmahon holds operational control, we report on environmental and social impacts accordingly.

CREATING VALUE THROUGH SUSTAINABILITY

Macmahon is committed to sustainability. We recognise that the impacts we have on the environment and the communities in which we operate require active and responsible management. We prioritise the health, safety, and wellbeing of our people, and continue to manage our environmental and social footprint in line with evolving expectations and regulatory requirements. Our approach to sustainability is focused on creating long-term value for clients and shareholders, strengthening operational performance, and enhancing business resilience.



Our Vision, Values and Strategy

Macmahon is focused on expanding and improving its end-to-end mining and civil infrastructure service capabilities to achieve sustainable growth and optimised financial returns.

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

Vision

To be the preferred contracting and services company

FOR EMPLOYEES TO WORK FOR
FOR CUSTOMERS TO USE
FOR SHAREHOLDERS TO INVEST IN

Values

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



UNITED

Be Inclusive
Work Together
Support Each Other



COURAGE

Be Brave
Speak Up
Challenge Yourself



INTEGRITY

Be Honest
Respect People
Be Accountable



PRIDE

Be Humble
Work Hard
Celebrate Wins

Strategy

IMPROVE

Improve margins and execution

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

INVEST

Invest in our competitive advantage and future relevance

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

EXPAND

Focused expansion in current markets

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

DIVERSIFY

Position for the next wave of growth

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

FY25 Breakdown

Southeast Asia

MALAYSIA

- Kuala Lumpur
- Langkawi

INDONESIA

- Jakarta
- Awak Mas
- Batu Hijau
- Martabe
- Poboya
- Toka Tinding
- Poboya
- Tujuh Bukit



Australia

WESTERN AUSTRALIA

- Perth (Head Office)
- Perth
- Greenbushes
- KCGM
- King of the Hills
- Telfer
- Tropicana
- Boston Shaker
- Daisy Milano
- Deflector
- Granny Smith
- Gwalia
- King of the Hills
- Ulysses
- McPhee Creek
- Perdaman CERES
- Telfer
- Warradarge Wind Farm



QUEENSLAND

- Brisbane
- Byerwen
- Dawson South
- Foxleigh
- Borumba Dam
- Eva Copper Camp
- Girrahween Logistics Hub
- Peak Downs
- Lycullin Workshop
- Homeground Gladstone

NEW SOUTH WALES

- Sydney
- Sunraysia

SOUTH AUSTRALIA

- Adelaide
- Olympic Dam

VICTORIA

- Melbourne
- Campbellfield
- Fosterville
- Gippsland Line
- Ison Road

38

Total Sites

8

Offices

5

Workshops

7

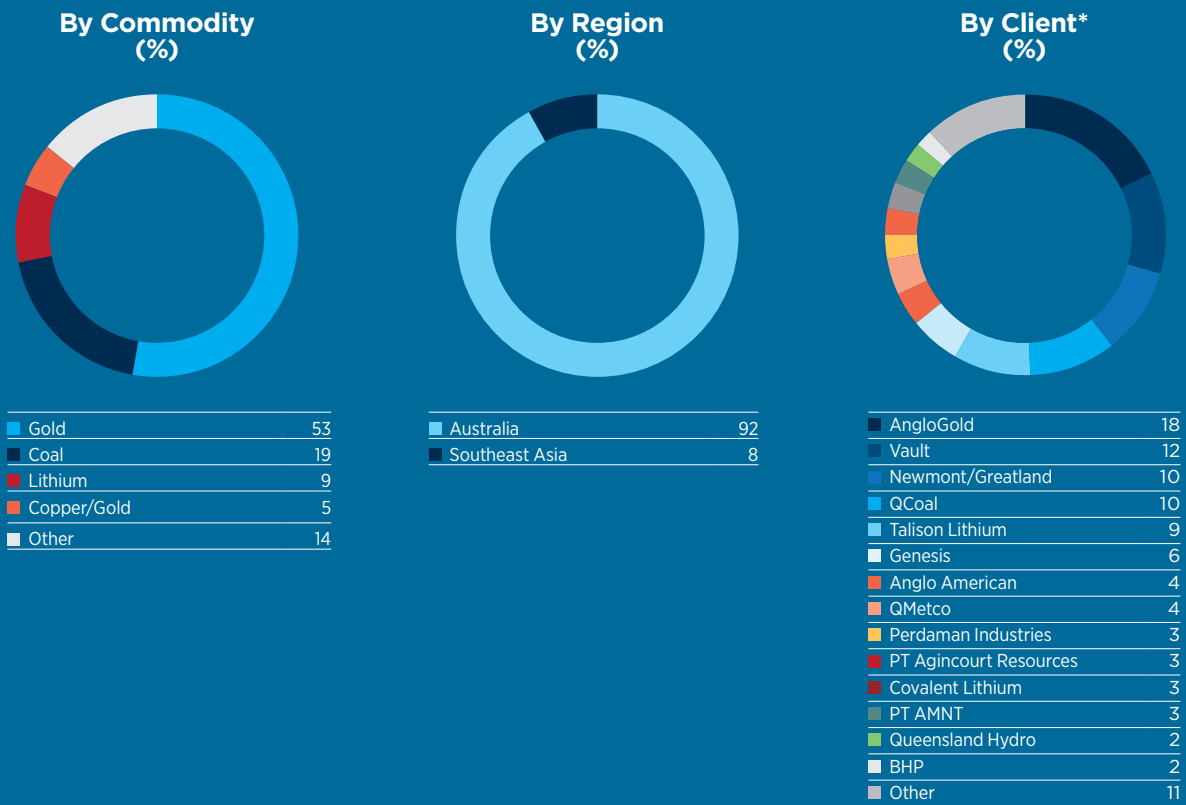
Commodities

Offices Workshops Surface Underground Civil Infrastructure Accommodation Village

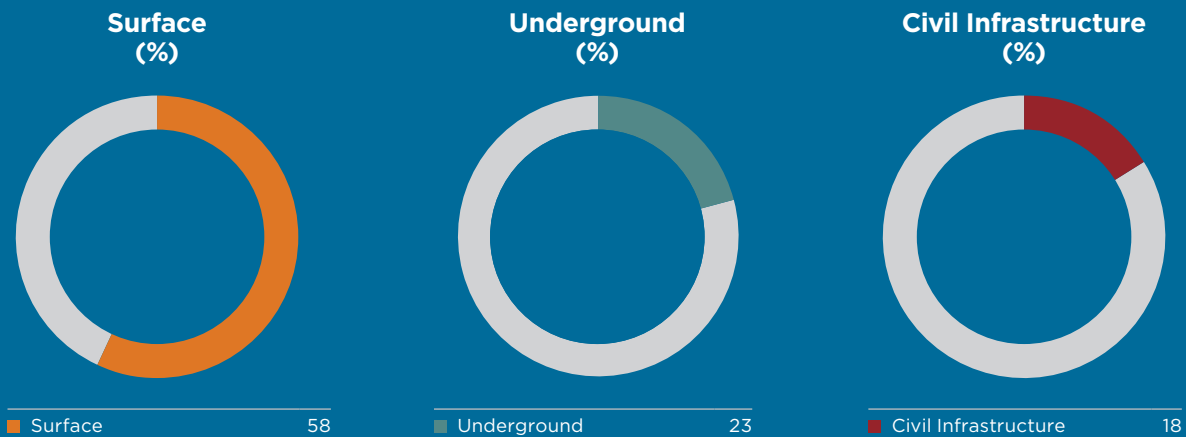
Due to formatting, map positioning is for illustration purposes only.

A breakdown of the services, projects and clients is provided in our FY25 Annual Report.

REVENUE DIVERSIFICATION



* Figures may not sum due to rounding



1% unallocated related to Homeground Gladstone, workshop and other items



Sustainability at Macmahon

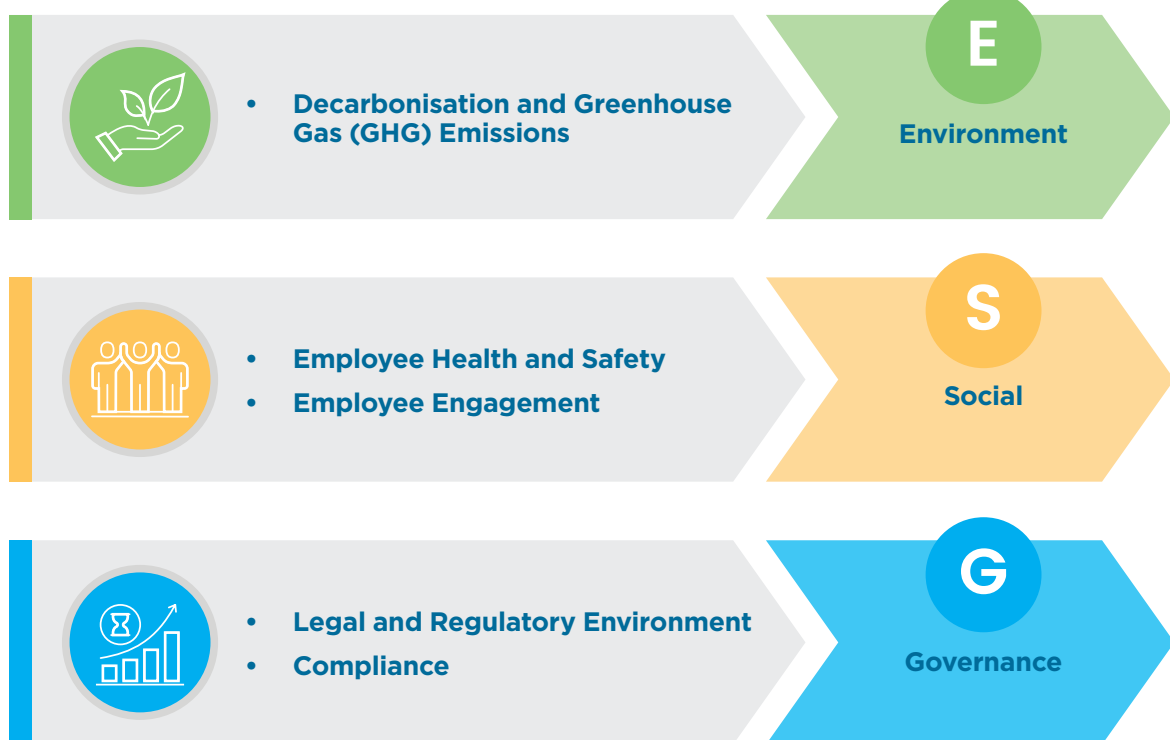
Macmahon is committed to building a sustainable business by minimising our environmental footprint, making a positive social impact, and applying ethical business and governance practices.

Materiality

Following the acquisition of Decmil in FY25, Macmahon reviewed the materiality assessment to reflect its expanded operations across mining and civil infrastructure. The assessment considered both financial and impact materiality in line with the principle of double materiality, and considered feedback from both internal and external stakeholders.

The outcomes continue to guide Macmahon's evolving ESG strategy and disclosure priorities over the coming years, and ensure the sustainability agenda reflects the expectations of both internal and external stakeholders.

THE TOP 5 MATERIAL TOPICS IDENTIFIED FOR MACMAHON



Macmahon's FY25 ESG Performance Overview



DECARBONISATION AND GHG EMISSIONS

ACHIEVED

Climate-related Disclosure Readiness Assessment

2025 Performance

Commissioned an independent review to assess alignment with AASB S2 and strengthen assurance readiness.



EMPLOYEE HEALTH AND SAFETY

ACHIEVED

Expand our HSEQ risk management and opportunities identification process

2025 Performance

Introduced a compliance verification process, improved safety data reporting, and completed critical control management training to strengthen risk oversight and performance.



EMPLOYEE ENGAGEMENT AND INCLUSION

ACHIEVED

Development and delivery of the FY25 Respect@Macmahon Roadmap and site-specific plans

2025 Performance

Delivered the FY25 Respect@Macmahon Roadmap for the fourth consecutive year, supported by site-specific plans tailored to local engagement survey results. Initiatives focused on eliminating sexual harassment and promoting a respectful, psychologically safe workplace.



ONGOING

Scope 1, 2 and 3 Emissions Frameworks

2025 Performance

Improved the accuracy of Scope 1 and 2 emissions data and progressed Scope 3 boundary definition and data mapping across all operating companies.

ONGOING

Aligning ESG Roadmap and Risk Frameworks

2025 Performance

Refined ESG roadmap and assessed climate-related risks and opportunities to strengthen disclosure readiness and climate resilience planning. Integration across all operating companies will continue throughout FY26.

ACHIEVED

Strong Minds, Strong Mines program rollout, including Strong Mines, Strong Schools

2025 Performance

56 new Wellness Champions trained and program activities extending to local communities to promote mental health and psychological safety.

ONGOING

Deliver psychosocial harm risk management and assurance

2025 Performance

Implemented a revised governance framework and embedded psychosocial risk into Group-wide assurance systems.

ACHIEVED

Develop and deliver the FY25 Diversity, Equity and Inclusion Roadmap

2025 Performance

Implemented the FY25 DEI Roadmap to support a diverse and inclusive workforce reflective of the communities in which we operate. Key initiatives included gender equity programs, inclusive recruitment practices, and extending paid parental leave to all Australian mining operations.

ONGOING

Ensure consideration of supply chain and employment opportunities for local First Nations suppliers

2025 Performance

Continued efforts to increase the participation of Aboriginal and Torres Strait Islander people and businesses across operations. Engagement is ongoing through initiatives such as Decmil's Innovate RAP, Supply Nation partnerships, and client collaborations to support local economic inclusion.

Environment

Macmahon is committed to improving environmental performance across its operations, with a focus on energy efficiency, emissions reduction, and alignment with evolving client expectations and regulatory requirements. This includes exploring emerging technologies and innovative practices to support more sustainable outcomes on project sites.





FY25 Performance

Continued work to enhance the availability and accuracy of Scope 1 and 2 emissions data across all Macmahon entities.

Initiated an external review to assess assurance readiness for future climate-related disclosures.

Progressed the definition of Scope 3 boundaries and mapped key data sources.

Re-evaluated the existing ESG roadmap to align with AASB S2 reporting requirements, which comes into effect in FY26.

Assessed climate risk and opportunity frameworks to support enterprise risk management.

Zero environmental prosecutions or infringements made against Macmahon.

Climate Adaptation, Resilience and Transition

Macmahon continues to monitor and report Scope 1 and 2 GHG emissions to improve visibility of our operational impacts and strengthen alignment with emerging requirements under AASB S2.

Climate Change

Macmahon recognises the operational and strategic risks posed by climate change and the increasing need to support a low-carbon economy. We are working to reduce our emissions footprint by improving data quality, identifying energy efficiency opportunities, and collaborating with clients on decarbonisation efforts. As a contractor to critical mineral and infrastructure projects, we also contribute to the global energy transition.

GHG Emissions and Energy

In FY25, we completed a review of our GHG emissions reporting boundaries and calculation methodology to ensure alignment across the Group following the acquisition of Decmil and internal business restructuring, and to meet evolving reporting requirements.

We report Scope 1 and Scope 2 GHG emissions and energy consumed from Australian activities under our operational control, as defined by the **NGER framework**, or otherwise accepted through contractual obligations.

The Decmil acquisition led to a notable increase in Macmahon's GHG emissions and energy use in FY25, primarily due to operational control of several civil and infrastructure projects.

Despite this increase, Macmahon did not meet the thresholds for mandatory reporting under the *National Greenhouse and Energy Reporting Act 2007* (Cth) in FY25.

All data was internally verified by management.

Scope 1 and 2 Emissions

Scope 1: 9,301 t CO₂-e

*Scope 1 refers to direct GHG emissions and associated energy consumption from activities under Macmahon's operational control.

Scope 2: 3,203 t CO₂-e

*Scope 2 refers to indirect GHG emissions and associated energy consumption from electricity purchased and used at facilities under Macmahon's operational control.

TABLE 1: GHG EMISSIONS AND ENERGY UNDER MACMAHON'S OPERATIONAL CONTROL

	UNIT	FY25	FY24*	FY23*
GHG emissions - Scope 1	t CO ₂ -e	9,301	894	1,091
GHG emissions - Scope 2	t CO ₂ -e	3,203	977	913
Total GHG emissions (Scope 1 and 2)	t CO₂-e	12,504	1,871	2,004
Energy consumed	GJ	155,422	19,726	22,148

**Note: Emissions and energy from previous reporting periods are from Macmahon's previously reported totals and does not include activities associated with Decmil. As a principal contractor, Decmil may periodically assume operational control, consistent with industry practice where clients delegate day-to-day management and operational authority during the construction phase.*

Climate Strategy

Macmahon's direct GHG emissions and energy use are closely tied to the number and type of projects where we hold operational control. In the civil and infrastructure sector, this control is typically more variable due to shorter project durations and differing contractual responsibilities compared to mining projects. To respond, we have focused on improving data quality, clarifying emissions boundaries, and identifying opportunities for efficiency at sites where we hold operational control.

Macmahon also recognises the importance of understanding and addressing indirect

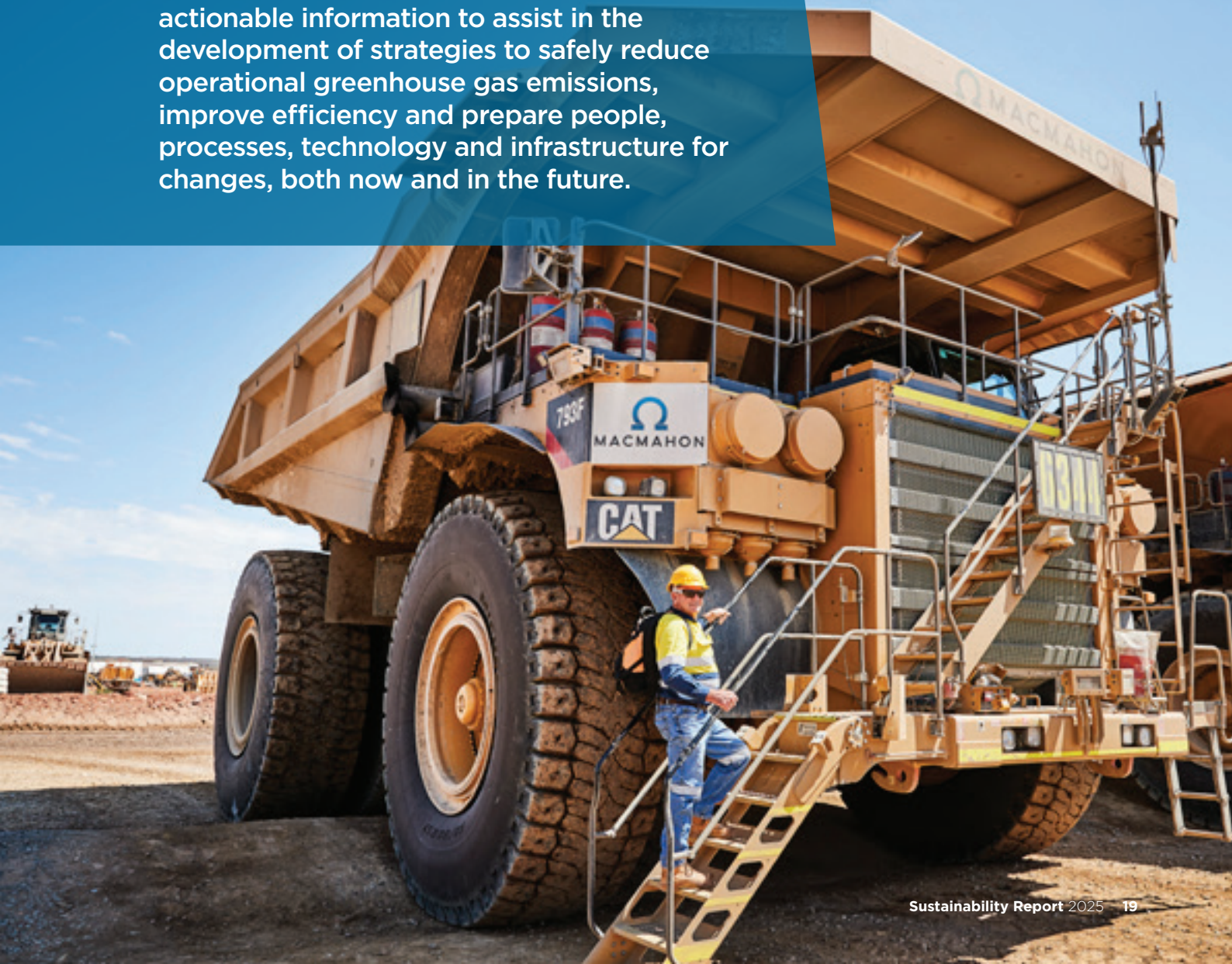
(Scope 3) GHG emissions. This includes engaging with clients and suppliers to identify opportunities for carbon reduction across project delivery.

One example is our participation in Caterpillar's Pathways to Sustainability' program.

Climate-related emissions targets will be considered as part of Macmahon's broader approach to emissions management, following completion of Group-wide Scope 1, 2 and 3 baseline assessments, including those arising from the integration of Decmil.

Caterpillar's Pathways to Sustainability is a four-year collaborative experience that provides participants with holistic learning opportunities, project advisement and additional benefits related to sustainable product access.

The program aims to gather and share actionable information to assist in the development of strategies to safely reduce operational greenhouse gas emissions, improve efficiency and prepare people, processes, technology and infrastructure for changes, both now and in the future.



Case Study

Barwon Heads Road Upgrade: Achieves Excellence Rating for As-Built

In August 2024, the Barwon Heads Road Upgrade (Work Package 1) achieved an 'Excellent' Infrastructure Sustainability (IS) As-Built rating from the Infrastructure Sustainability Council (ISC). This marked Decmil's first sustainability rating as Principal Contractor and demonstrates our commitment to embedding sustainability into infrastructure delivery.

The project's successful integration of environmental, social and economic sustainability principles, from planning through to delivery, has been independently verified by the ISC. Some of the key outcomes included a 33% reduction in water usage, the reuse of 100% of topsoil and subsoil on site, and a trial coffee grounds initiative to enhance soil health. The project also delivered significant ecological benefits and ensured habitat connectivity at Waurin Ponds Creek was maintained during bridge demolition and construction. Cultural heritage values were actively preserved, and the project contributed positively to community health and wellbeing.

What is the IS Rating Scheme?

The IS Rating Scheme is Australia and New Zealand's only comprehensive whole-of-life

sustainability performance framework for infrastructure. The scheme assesses projects against stringent environmental, social, and economic benchmarks, and promotes continuous improvement through innovation, efficiency, and transparency.

To achieve an 'Excellent' As-Built rating, a project must demonstrate outstanding leadership and performance beyond business as usual across its identified material issues, in alignment with the criteria set out in the IS framework.

This 'Excellent' rating reflects the collaborative efforts of the project team and stakeholders and sets a strong example of our ongoing commitment to delivering infrastructure that is resilient, responsible, and aligned with leading sustainability practices.



Case Study

Repair Over Replace: Sustainable Tyre Management in Action

At the Tropicana Gold Mine, tyres are among the largest consumables in our surface mining operations. Given the demanding conditions, wear and tear are inevitable, but rather than discarding tyres once they reach the end of their initial use, we've adopted a more sustainable approach: repair, reuse, and reduce waste.

Over the past five years, our tyre repair team has completed 909 repairs across 677 tyres of various sizes, with many tyres receiving multiple repairs. On average, each repaired tyre gains an additional 1,200 hours of operational life, reducing the demand for new tyres and contributing to significant cost savings.

To put the impact in context:

- A single Bridgestone 46/90R57 truck tyre costs approximately \$45,000
- An underground mining tyre averages around \$10,000
- Each tyre typically runs between 2,500 and 3,500 hours, depending on site conditions and maintenance

Extending tyre life is not only a financial win – it significantly reduces the environmental footprint associated with manufacturing, transporting, and disposing of large mining tyres. In fact, this initiative has saved approximately 1,700 t CO₂-e* lifetime GHG emissions from reducing tyre waste disposal to landfill over the five-year period.

* Indicative estimate based on internal calculations; not externally verified.

Efficient repairs, onsite and on time

A key strength of the program is our ability to repair tyres onsite at Tropicana. By doing so, we avoid the need to transport tyres to Perth for third-party repairs – a process that can take up to three months. In contrast, our onsite team completes most repairs within three days, dramatically reducing downtime and keeping our fleet operating efficiently.

The tyre maintenance team is a highly skilled and coordinated unit. Working together, they take a hands-on approach to each repair, often designing and building custom patches tailored to the specific damage and operational requirements.

This initiative reflects Macmahon's broader commitment to operational sustainability – where smarter processes reduce environmental impact, extend the lifecycle of high-value resources, and maintain safe operations on site. By investing in local capability and valuing resource recovery, we're keeping materials in use longer and supporting a more circular approach to mining operations.

Each repair is unique, and our ability to design custom patches makes a big difference in the longevity of the tyre.



Social

Macmahon remains dedicated to the health, safety and wellbeing of our people. Macmahon's workplaces are inclusive and offer numerous opportunities for growth and development. Through our operations, Macmahon seeks to build strong relationships and make a contribution to nearby communities.





Our Approach to Social Responsibility

Macmahon's social priorities focus on creating safe, inclusive and respectful workplaces, and building strong relationships with the communities where we operate. We recognise that our people are central to our success and invest in their health, safety, wellbeing, skills and leadership.

Our approach combines Group-wide programs with site-specific initiatives to foster diversity, equity and inclusion, support mental health, provide career pathways and strengthen cultural awareness. We also work with local and First Nations businesses to create lasting economic opportunities.

By embedding these commitments into our operations, we aim to deliver positive social outcomes, maintain our social licence to operate and create value for our workforce, partners, clients and the broader community.

People and Culture

At Macmahon, our winning culture is built on respect, inclusion and values-driven behaviours that sustain long-term success. Through the Macmahon Winning Way, our leaders undertake tailored development programs designed for our unique operating environment, giving them the tools, confidence, and mindset to build strong, effective teams.

We invest in developing talent from within, strengthening our leadership pipeline and supporting the careers of our people. By living our values, fostering a high-performance mindset, and rewarding performance the right way, we create an environment where everyone can thrive. Winning at Macmahon is not just an outcome - it's how we work every day.

Macmahon has a variety of mechanisms established that support our employees' wellbeing. These include an Employee Assistance Provider (EAP), an award-winning mental, physical, and social health program, 'Strong Minds, Strong Mines' and on-site gyms across the majority of our workplaces. Macmahon provides structured opportunities for employees to develop their skills and competencies. Additionally, Respect@Macmahon continues to support our respectful and inclusive culture.

FY25 saw the continued rollout of The Macmahon Winning Way leadership development training. This training includes specific modules on psychologically safe environments, as well as practical steps that leaders can take to foster an inclusive culture. In addition to the core program, in FY25, Macmahon developed and launched Winning Way Pit Stops, which have been purposefully designed to support content embedment into day-to-day operations whilst continuing the leaders learning journey. Thirty Winning Way Pit Stop sessions were held throughout FY25, with leaders from across Australia participating. Since its inception in FY24, over 350 leaders have progressed through The Macmahon Winning Way development training.

Case Study

Empowering Leadership: The Macmahon Winning Way



FY25 marked Macmahon's second year of rolling out The Macmahon Winning Way leadership development training. Since its launch in FY24, over 350 Macmahon leaders have progressed through this structured development.

The course is held in key locations, selected for their accessibility to our operational leaders, including the Perth Head Office, the Queensland Training Centre near Coppabella, and the Greenbushes Training Centre in Western Australia.

The Macmahon Winning Way spans three days, each focusing on different aspects of leadership:

Winning Leader

This module helps leaders inspire and guide their teams, using tools like DISC Profiles to encourage self-reflection and interpersonal awareness.

Winning Relationships

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

Winning Culture

It focuses on creating a positive, productive workplace culture, emphasising the importance of a psychologically safe environment.

Following a leader's completion of The Macmahon Winning Way, they are then enrolled to complete Macmahon's Winning Way Pit Stops. A Pit Stop is a one-day session that supports the embedment of learning content while also continuing to build upon the leader's learning journey. Three Pit Stop topics were developed during FY25, with 30 Pit Stop sessions held across Western Australia, Queensland, and virtually.

The Winning Way Pit Stop topics included:

- **Capability and Retention**

Focuses on techniques to develop individual and team capability whilst exploring strategies to retain talent and reduce employee turnover.

- **Engagement and Results**

Explores ways to engage and motivate team members whilst driving results safely and sustainably.

- **Communication and Talent Attraction**

This module examines effective communication techniques for a leader's various stakeholder groups, as well as approaches to strengthen the talent pipeline.

All learning content is designed and facilitated with key business outcomes in mind: improved employee engagement, enhanced talent attraction and retention and reduced employee misconduct events. This reflects Macmahon's continued investment in our people and organisational effectiveness, and stability more broadly.



Case Study

Championing Inclusion Through Sport: Macmahon And Perth Football Club

As part of our broader commitment to inclusion and community wellbeing, Macmahon is proud to have deepened our partnership with the Perth Football Club (PFC) in a significant step forward for gender equity in sport.

Since 2020, we have proudly supported PFC's schools program, helping to engage and inspire young athletes across Western Australia. Our commitment expanded in recent years to include sponsorship of the Rogers Cup under-17s girls team—reflecting our dedication to supporting pathways for young women in sport.

In 2025, we elevated this relationship further by becoming the major sponsor of women's sports at PFC, including the club's inaugural WAFLW team. This historic milestone marks a new chapter for both the club and our partnership, reinforcing our shared values of United, Integrity, Courage, and Pride.

What sets this partnership apart is its depth. Before expanding our support, we worked closely with PFC to gain a clear understanding of their operations, culture, and commitment to respect and inclusion. It was vital to us that our involvement went beyond financial support—to create a partnership based on genuine alignment and impact.

Through this collaboration, Macmahon is not only investing in grassroots and elite women's sport, we are also:

- Providing executive-level mentoring to support club leadership and development
- Sharing access to our mental health and leadership programs, helping to build resilience and support wellbeing across the PFC community

By taking a hands-on approach, we are helping create a more inclusive and empowered sporting environment—one that mirrors our efforts to build an inclusive workplace culture across all Macmahon sites.

This partnership is a powerful example of how business and community can work together to drive meaningful change. We are proud to stand alongside PFC in championing the future of women's sport in Western Australia.



Safety, Health and Wellbeing

Macmahon adheres to the values of United, Courage, Integrity, and Pride. By promoting an inclusive and supportive environment, encouraging open conversations, and maintaining accountability, the Company ensures focus on managing the safety, health and wellbeing of its employees.

FY25 Highlights

- Completed the roll out of leader training and verifications for critical control management.
- Improved data reporting capability and transparency for safety metrics.
- Introduction of the compliance verification process to monitor the health of our systems and identify opportunities for improvement.
- Implementation of an injury management early intervention program.
- No prosecutions or fines issued against Macmahon under applicable Work Health and Safety Acts.

Integrated Management Systems

Macmahon's success relies on a safe, healthy workplace. Our Integrated Management System (IMS), certified to ISO 45001, ISO 14001, and ISO 9001, supports the management of safety, environmental, and quality risks. This system is implemented across both Macmahon and its civil contracting subsidiary, Decmil, which also operates under its own independently certified management system. In addition, Decmil holds accreditation under the Australian Government's Office of the Federal Safety Commissioner (OFSC) scheme. These systems enable our teams to deliver safe, high-quality work across complex civil and mining environments.

OH&S Training and Contractor Management

Macmahon requires all personnel to complete inductions and minimum training before starting work. Training systems, content, and processes are reviewed to ensure the delivery of current, position-specific safety and health

information. Subcontractors, service providers, and suppliers are engaged, monitored, and evaluated through specific processes to ensure competency of workers and compliance with Macmahon's standards.

Sexual Harassment

Macmahon remains committed to preventing and eliminating sexual harassment in our workplaces. In addition to our induction and ongoing training programs, Respect@Macmahon continued throughout FY25, marking four years of deliberate, concentrated work to address all forms of sexual harassment. Respect@Macmahon is a cross-functional program that includes specific activities aligned with eliminating sexual harassment, driving the Macmahon Winning Values, and supporting an inclusive and respectful culture. Respect@Macmahon also incorporates targeted activities that promote a psychologically safe workplace environment.

In FY25, Respect@Macmahon was guided by a Group-led Roadmap that outlined key deliverables. Individual, site-specific plans complemented the Group Roadmap. These site-specific plans were informed by the unique results of the FY24 Engagement Survey, ensuring that actions taken directly address the priorities and feedback from each site's workforce.

Examples of the activities undertaken as part of the Respect@Macmahon Roadmap include:

- Internal communication and procedural reviews
- Training and development
- Improvements to our onboarding processes
- Integration of the Macmahon Winning Values into Decmil

To ensure the ongoing effectiveness of Respect@Macmahon, our FY25 Roadmap included a Pulse Check focused on confidence to speak up and bystander effectiveness, along with an all-company engagement survey. These activities provided vital insights from across the business to help ensure our initiatives are rolled out in a meaningful and impactful way.

Respect@Macmahon will continue into FY26 as the foundation for fostering our respectful and inclusive culture and for eliminating sexual harassment.

Case Study

Strong Minds, Strong Mines Corporate Boxing Event: **Strength with Purpose**

The Corporate Boxing Event (CBE) offers a rare and powerful opportunity for business leaders, government officials, athletes and public figures to step outside their comfort zones and enter the boxing ring – all in support of mental health and wellbeing initiatives. Participants undergo weeks of intensive training to develop both physical fitness and mental resilience.

More than just learning how to throw a punch, the program challenges individuals to face their fears, push personal boundaries, and build inner strength. Each participant is matched with a professional athlete, allowing them to showcase

their newfound skills in a safe and highly anticipated annual event. But CBE is about more than just a fight. It's about growth, connection, and purpose. Through group training sessions and mentoring by experienced coaches, participants develop camaraderie, confidence and life skills such as discipline, focus and perseverance – all of which translate into their personal and professional lives.

Since its inception in 2021, CBE has raised a remarkable \$480,593 – a testament to what's possible when purpose-driven people come together for a shared cause.

Each glove raised, each drop of sweat, and each dollar donated has contributed to a movement that's changing lives, proving that strength isn't just physical. It's mental, emotional and collective.

**2024
CBE raised
\$101,171**

\$64,734
Lifeline, LIVIN,
Epilepsy WA, Kids
Cancer Support Group

\$36,437
The Blue Tree Project
(helping support
mental health)

Health Management

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

Macmahon also has an Early Intervention Program, which focuses on responding to reports of injury or illness in the workplace by providing medical treatment to support a worker's recovery and return to work. The program aims to:

- Reduce the impact and duration of a worker's injury or illness
- Optimise recovery outcomes
- Strengthen a worker's capacity to remain at work
- Promote a supportive and productive work environment

Access to the program is only available for Macmahon employees who have sustained an injury or illness at work or where pre-existing injuries or illnesses have been exacerbated in the course of employment. The program does not impact a worker's ability to lodge a workers'

compensation claim, and participation is voluntary. Workers may withdraw from the program at any time.

To further promote health and wellness, an additional 56 Wellness Champions were trained in FY25, bringing the total to 104 across our Australian offices and sites. The presence of Wellness Champions is key to maintaining our ability to support the management of risks associated with all aspects of worker health, including psychosocial factors. The training provides team members with the support to continue the work undertaken by the Strong Minds, Strong Mines program, ensuring a continued focus on an area of great importance. The provision of EAPs, online wellbeing advice and resources has contributed to the successful increase in awareness surrounding mental health and wellbeing.

Workforce Consultation and Safety Engagement

Engaging our personnel is key to our risk management efforts. Macmahon has various consultative processes at different levels, including elected health and safety representatives, Health, Safety, Environment and Quality (HSEQ) professionals, committee meetings, risk reviews, and executive management review meetings.

FY25 OH&S Performance

MACMAHON'S SAFETY PERFORMANCE

Total Recordable Injury Frequency Rate (TRIFR) decreased from 3.64 in FY24 to 2.99 in FY25.

Lost Time Injury Frequency Rate (LTIFR) increased from 0.32 in FY24 to 0.43 in FY25.

TABLE 2: WORK-RELATED INJURIES DURING THE REPORTING PERIOD

WORK-RELATED INJURY	TOTAL	EMPLOYEES	CONTRACTORS
Lost Time Injuries (LTIs)	12	11	1
Recordable Injuries (MTI and RWI)	72	60	12
Hours Worked (million hours worked)	28.1	19.9	8.2

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

Case Study

Promoting Gender Diversity: Technical Roles at Martabe



At our Martabe project in Indonesia, the Fleet Management Systems and Dispatch team is proving that innovation and inclusion go hand in hand.

Traditionally majority male-occupied, this technical team now includes 12 women – a direct result of targeted efforts to create pathways for female participation in non-traditional roles.

While the team continues to roll out smarter, real-time fleet tools and streamline communication systems, they're also reshaping workplace culture. Their success is a powerful example of how diversity drives stronger outcomes and fresh thinking on-site.

What's working:

Inclusive hiring and local development

Strong site leadership support

A focus on equal opportunity in technical roles



Diversity, Equity and Inclusion

A diverse and inclusive culture ensures our people feel valued, respected and have access to equal opportunities. This supports full participation and productivity at work whilst unlocking new perspectives and ways of solving problems to generate creativity and innovation, producing more sustainable and effective outcomes for everyone.

FY25 Highlights

- Paid Parental Leave extended to all Australian Mining Operations.
- Female representation increased from 14% to 16% company-wide (Australia: 18% to 19%), with female turnover in Australia reduced from 36% to 28% (12-month rolling average).
- Reduction in First Nations employee turnover from 39% to 33% (12-month rolling average).

TABLE 3: DIVERSITY TARGETS AND PROGRESS IN FY25

	FY25 TARGET (%)	FY25 ACTUAL (%)	FY24 TARGET (%)	FY24 ACTUAL (%)
First Nations Peoples	6	4.2	6	4.4
Percentage of female Non-Executive Directors	40*	16.7	33.3	16.7
Percentage of female employees across Australia	20	19	20	18
Percentage of female employees across the whole organisation	15	16	15	14

* The Board is committed to promoting diversity and inclusivity in its composition, processes, and decision-making and has an aspiration for Board gender diversity of 40:40:20.

Promoting Gender Equality

In FY25, Macmahon's Australian-based female participation increased from 18% to 19%. This increase reflects Macmahon's ongoing efforts to support women in pursuing traditionally majority male occupied positions and industries. Throughout FY25, Macmahon continued to see strong female representation in the New to Industry Trainee Programs. This is mainly due to the proactive approach taken to ensure all candidates are given a fair opportunity to demonstrate their suitability during the recruitment process.

Macmahon provided its 2024-25 report to the Workplace Gender Equality Agency (WGEA) in May 2025. Macmahon is in full compliance with the *Workplace Gender Equality Act 2012* (Cth) reporting requirements. The public report is available to view on our website.

Gender Diversity - Southeast Asia

Internationally, Macmahon's ongoing recruitment activities at the Poboya site in Indonesia continued to demonstrate high levels of female representation, with women representing 39% of the local workforce. In FY25, Macmahon had an increase in total female representation in Southeast Asia operations.

TABLE 4: FEMALE DIVERSITY PROGRESS IN SOUTHEAST ASIA

	FY25 ACTUAL (%)	FY24 ACTUAL (%)	FY23 ACTUAL (%)
Percentage of female employees - Jakarta Office	38.5	45	47.3
Percentage of female employees - Martabe workforce	30.1	31.1	31.9
Percentage of female employees - Poboya	39	36	N/A
Percentage of female employees - Batu Hijau	3.9	3	4.3

First Nations Peoples Diversity

We are committed to increasing Aboriginal and Torres Strait Islander participation across our business and acknowledge the value that this adds to our organisation. We develop partnerships and initiatives with local communities to encourage Aboriginal and Torres Strait Islander participation.

Macmahon's Indigenous Peoples Statement and Diversity and Inclusion Policy underpin

Macmahon's commitment to fostering a diverse and inclusive workplace. We work with our clients to promote positive outcomes for First Nations Peoples and local communities wherever possible.

In FY25, Macmahon's target for First Nations representation was 6% of its total Australian-based employed workforce. At 30 June 2025, Macmahon's Australian-based workforce comprised 170 First Nations Peoples, representing 4.2% of all Australian-based employees.

Macmahon has set its target for First Nations representation at 6% for FY26.



Pathway to Reconciliation

The acquisition of Decmil in FY25 provides further opportunity to strengthen Macmahon Group's overall approach to diversity and inclusion. In line with Macmahon Group's broader commitments to diversity and inclusion, Decmil's standalone *Innovate* Reconciliation Action Plan (RAP) remains active. It has been extended to June 2026 to accommodate recent organisational changes and ensure continuity of its commitments.

The Decmil *Innovate* RAP captures the operating company's approach to reconciliation. Key areas of focus include:

- Enhancing cultural awareness and inclusivity across all parts of Decmil
- Increasing Aboriginal and Torres Strait Islander employment
- Expanding engagement with First Nations businesses in our supply chains
- Partnering with communities to support meaningful local outcomes

These efforts are further underpinned by Macmahon's Indigenous Peoples Statement, reaffirming our broader commitment to diversity, equity, and inclusion.

Case Study

Building Opportunity Through First Nations Engagement: Albany Ring Road Project

As a Macmahon company, Decmil is committed to ensuring our projects deliver meaningful, lasting benefits - not just infrastructure, but real opportunities for people and communities.

The recently completed Albany Ring Road (Menang Drive) is a strong example of how commitment takes shape. From day one, the team focused on working alongside First Nations providers, building genuine relationships that opened doors for employment, training, and business involvement in WA's Great Southern region.

These numbers represent more than just a target - they reflect the trust built with the local community and the effort made by the team to include, mentor, and support individuals throughout the project lifecycle.

"This wasn't just about meeting a requirement. We wanted to make sure the younger members of the local First Nations community had a real chance to be involved, to grow their skills, and to walk away with more options than they started with," said Matt Thomson, Decmil Project Manager.

"By partnering with local Aboriginal providers and staying connected throughout, we've delivered outcomes that matter - for individuals, for families, and for future projects in this region."

By embedding First Nations participation early, supporting it with mentorship, and following through with practical action, we're helping build more inclusive industries and stronger local economies - one project at a time.

Through practical collaboration and strong local partnerships, the project achieved:

10.5%

of total workforce hours completed by First Nations Peoples

78

First Nations individuals directly employed

3

First Nations apprentices/trainees supported onsite

17.9%

of business hours delivered by First Nations-owned businesses



Training and Development

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

EX-DEFENCE PROGRAM

Macmahon established the ex-Defence program in late FY24 to support veterans new to the industry, utilising their transferable skills and completing targeted fast-track trade upgrades, thereby providing new career pathways into the mining industry. The program delivers in-house training and development to provide an induction to mining, and seven formal units of trade competencies, upskilling participants to a national standard for heavy diesel mechanic qualifications.

APPRENTICES

Macmahon's apprenticeship program includes traditional apprenticeships, accelerated pathways, and trade upgrades for ex-Defence personnel. Apprenticeship opportunities were offered across a range of roles, including Heavy Diesel Mechanics, Boilermakers, Light Vehicle Mechanics, Electricians and Auto Electricians.

TRAINEESHIPS

Macmahon's traineeship program offers pathways across a range of operational roles, including truck operators, tyre fitters, and drill and blast trainees. Most trainees commence their traineeship in the

FY25 Highlights

- Delivered accelerated trade upgrade programs for ex-Defence personnel.
- Increased apprenticeship numbers provide further opportunities for both new industry entrants and existing workers to gain a trade qualification.
- Continued to provide a range of traineeships for new-to-industry workers in equipment operation and tyre fitting qualifications.

Training Academies, with considerable attention being given to the required underpinning knowledge specific to the qualification and role in which the trainee is engaged. The program combines structured learning with on-the-job experience, ensuring trainees are well-prepared to meet operational and safety standards.

REGISTERED TRAINING ORGANISATION (RTO)

The RTO team has continued to apply the National Standards for RTOs, including continued quality checks on key products.

LEADERSHIP DEVELOPMENT

The Macmahon Winning Way leadership development training equips our frontline leaders with the skills necessary to lead effective teams while fostering a psychologically safe culture that is respectful, safe, and inclusive.



Apprentices and Trainees

424*
Total

30%
Female
representation

6%
First Nations
representation

Graduates and Interns

32*
Total

2
New Graduates
in FY25

Leadership development

243
Leaders completed The Macmahon
Winning Way and/or a Winning
Way Pit Stop

9%
Female leadership
representation

Ex-Defence

31
Ex-Defence people upskilled and mobilised
to site as Heavy Diesel Mechanics

**Active at 30 June 2025, plus all completed.*



Workforce Management

WORKFORCE

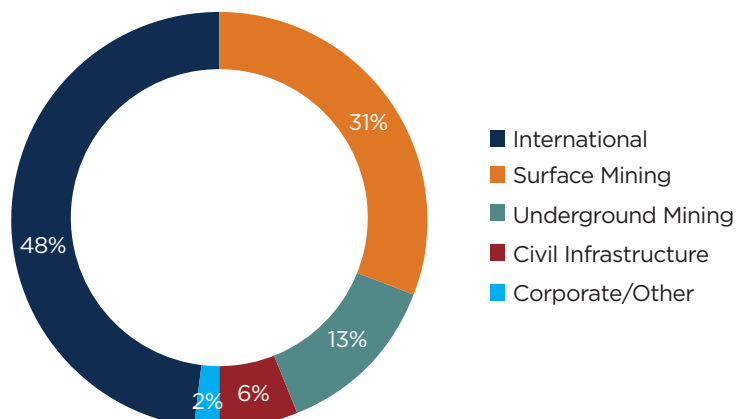
As of 30 June 2025, our workforce totalled 10,220 people, an increase from the 9,676 reported in FY24. These figures include employees and contractors. A breakdown of our workforce is presented in Table 5.

TABLE 5: MACMAHON'S WORKFORCE OVER THE LAST THREE YEARS

	FY25	FY24'	FY23'
Employees	8,723	8,269	7,017
Contractors	1,497	1,407	1,351
Total	10,220	9,676	8,368

**Note: Workforce numbers from previous reporting periods are from Macmahon's previously reported totals and does not include employees and contractors associated with Decmil.*

FIGURE 1: MACMAHON'S WORKFORCE BY BUSINESS DIVISION, AS AT 30 JUNE 2025



Employment Conditions and Benefits

Macmahon has eleven single enterprise agreements in Australia, which determine employment terms and conditions.

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

REWARD AND RECOGNITION

Macmahon has implemented various strategies to reward our people. Reward and recognition initiatives include:

- Retention bonus schemes in agreement with clients
- Competitive remuneration linked to performance, with increase benchmarking biannually
- Monetary leader awards to recognise performance and access to discount benefits
- Paid Parental Leave extended to all Australian Mining Operations
- Access to gym facilities and classes
- Flexible working arrangements, including offering our FIFO and DIDO workforce the flexibility to choose between lifestyle and higher earnings rosters
- Access to an award-winning physical and mental health program, Strong Minds, Strong Mines
- Opportunities for growth and development through our Grow Our Own initiatives



Stakeholder Engagement

At Macmahon, we define our key stakeholders as those who may be affected by our operations or have an interest in or influence over our activities. We have consistently engaged with these stakeholders in the same manner as in previous financial years. Our key stakeholder groups are listed in the table below.

By engaging with our stakeholders, we aim to understand their concerns and priorities and incorporate their feedback into our decision-making processes. This helps us to build strong relationships with our stakeholders and ensure that our operations are conducted in a responsible and sustainable manner.

TABLE 6: MACMAHON'S KEY STAKEHOLDER AND RELEVANT ENGAGEMENT IN FY25

STAKEHOLDERS	KEY INTERESTS & CONCERNS	FY25 ENGAGEMENT
Local communities and First Nations Peoples	Potential environmental and social impacts associated with operations. As many of our operations are located in remote areas, we have a broad range of local interests and concerns, including local content, employment, and business opportunities.	<ul style="list-style-type: none"> • Community consultation and engagement • Social investment • Project community engagement plans • Jangga Operations (First Nations Group Byerwen in Queensland) • Western Kangoulu (First Nations Partnership in Central Queensland) • QCoal Foundation • Decmil RAP • Kinaway Foundation and Supply Nation Member
Clients	Reliability, quality, cost and delivery.	<ul style="list-style-type: none"> • Regular communications and meetings • Site visits and presentations • Senior management involvement • Performance and contract management meetings • Client feedback and satisfaction reviews • Joint planning and innovation workshops • Project Sustainability Committee on the Ison Road Overpass Project, Victoria
Employees	Company restructuring, health and safety, working conditions, organisational culture, benefits and career development opportunities.	<ul style="list-style-type: none"> • Fortnightly electronic direct mail • Quarterly printed newsletter • Macmahon intranet site • Staff briefings with the CEO • Performance reviews • Personal development plans • Regular communication via a dedicated communications tool - Team MAC • Formal and informal reward and recognition (Managers to employees and peers to peers) • Pre-starts and toolbox talks • Return to work meetings • Strong Minds, Strong Mines monthly toolbox presentations • Various training courses • Online surveys and pulse checks

STAKEHOLDERS	KEY INTERESTS & CONCERNS	FY25 ENGAGEMENT
Supply Chain	Transparent procurement processes, fair commercial terms, safety and quality expectations, compliance with sustainability and modern slavery requirements and long-term relationship opportunities.	<ul style="list-style-type: none"> • Modern Slavery Self-Assessment Questionnaire (SAQ), supplier training and targeted audits • Supplier onboarding and prequalification processes, including integration of the SAQ into the online onboarding system • On-going monitoring, with active initiatives, of Small Business suppliers to align payment terms to 30 days from received date where applicable • Engagement with small suppliers to improve receipting times • Enhanced reporting to support timely invoice matching, with clear escalation avenues
Investors	Delivery of financial returns, mitigation and management of financial and non-financial risks, and ESG reporting.	<ul style="list-style-type: none"> • Regular meetings and contact with financiers, institutional shareholders and investor representatives (brokers, analysts) • Australian Securities Exchange (ASX) announcements • Regular printed and electronic communications, including investor presentations
Industry groups	Collaboration to ensure industry outcomes; for example, coordinating safety data for the industry's benefit.	<p>Active participation in many associations, including:</p> <ul style="list-style-type: none"> • The Chamber of Minerals and Energy • Civil Contractors Federation of Western Australia • Queensland Resources Council • WA School of Mines Alumni • Construction Contractors Association of WA • The National Association of Women in Construction
Regulators	Safety and environmental reportable incidents and breaches.	<ul style="list-style-type: none"> • Australian Securities Exchange (ASX) • Workplace Health and Safety Regulators* • Environmental Regulators* • State and Territory Anti-Discrimination Bodies*

*These names vary across different states, and the direct relationship is often with the client, depending on jurisdictions

Governance

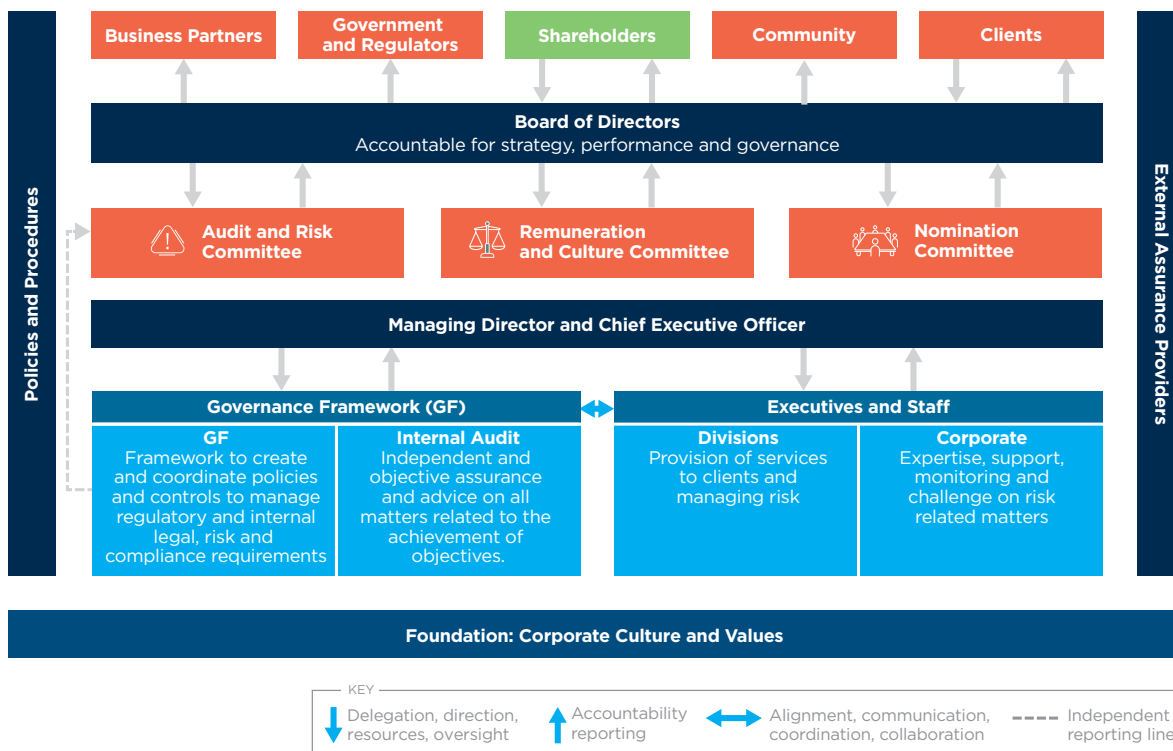


At Macmahon, strong governance is fundamental to sustaining our social licence to operate and delivering long-term business resilience. Our governance framework and supporting policies promote ethical conduct, accountability, and transparency across the organisation, reinforcing our values and responsibilities to stakeholders.

The Macmahon Board of Directors, the Company's highest governing body, retains oversight of material sustainability risks, ensuring these are appropriately integrated into our business strategy and risk management processes.



CORPORATE GOVERNANCE FRAMEWORK



Corporate Governance

Macmahon is committed to upholding robust corporate governance best practices that align with stakeholder expectations and support long-term value creation. These practices guide how we deliver on our strategy, manage risk, and uphold our values.

During FY25, Macmahon undertook an external pre-assurance review to assess its readiness for mandatory reporting under the ASRS, specifically AASB S2. This work reflects the Board's commitment to continuous improvement and proactive governance in preparation for new disclosure obligations.

The Board considers that Macmahon's governance arrangements are consistent with the fourth edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

The Corporate Governance Statement outlines Macmahon's current corporate governance framework and practices, as well as those of its subsidiaries, and is available on our website.

THE BOARD



HAMISH TYRWHITT

Independent,
Non-Executive Chair



MICHAEL FINNEGAN

Managing Director and
Chief Executive Officer



MAREE ARNASON

Independent,
Non-Executive Director



DHARMA CHANDRAN

Independent,
Non-Executive Director



GREG EVANS

Independent,
Non-Executive Director



DAVID GIBBS

Non-Independent,
Non-Executive Director



GRAHAME WHITE

Independent,
Non-Executive Director

The Board is the highest governing body of Macmahon and is responsible for making decisions in the best interest of Macmahon, its shareholders, and stakeholders. The Board oversees the approval and updates to Macmahon's purpose, values, policies, and strategies, ensuring Macmahon's commitment to excellence in corporate governance, transparency, and accountability.

Macmahon's Board of Directors is ultimately responsible for the Group's strategic direction on

sustainability, including oversight of the Group's sustainability-related risks and opportunities, which encompass ESG matters. The Board approves the resources needed for effective management of sustainability-related initiatives. The Board ensures that sustainability is integrated into the Group's overall corporate strategy. In particular, the Board considers climate-related risks and opportunities when reviewing strategy, performance objectives, and risk management processes and policies.

EXECUTIVES



MICHAEL FINNEGAN
Managing Director and
Chief Executive Officer



URSULA LUMMIS
Chief Financial Officer



PETER POLLARD
Chief Corporate
Development Officer



NICOLA HAMILTON
Chief People Officer



JASON MCCALLUM
Managing Director –
Surface Mining Australia



LUKE REYMOND
Managing Director –
Underground Mining
Australia



ROD HEALE
Managing Director –
Decmil



DOUG HAMILTON
General Manager –
Asia



MAHA CHAAR
General Counsel and
Company Secretary

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

The Board Charter is available on our website.

BOARD COMPOSITION

In FY25, Macmahon experienced several changes to its Board of Directors:

1. Non-Executive Director Ms Denise McComish resigned from the Board to rebalance her board portfolio
2. Macmahon welcomed Ms Maree Arnason and Mr Greg Evans as new Independent Non-Executive Directors

COMMITTEES OF THE BOARD

Committees of Macmahon's Board include the Audit and Risk Committee, the Remuneration and Culture Committee (previously known as the Remuneration Committee), and the Nomination Committee.

The Board has established a delegation of authority outlining the matters reserved to the Board and those delegated to the Managing Director and CEO, as well as to executives and management.

EXECUTIVE LEVEL POSITIONS

Macmahon has nine Executives, 33% of whom are female.

While the Board sets strategic direction and approves key initiatives, day-to-day management of sustainability matters is delegated to the Executive team and senior management. Supported by defined governance structures, clear responsibilities, and regular reporting, this ensures the Board maintains effective oversight while management embeds sustainability into operations, monitors progress, and reports on outcomes.

BUSINESS ETHICS AND TRANSPARENCY

Macmahon is dedicated to increasing stakeholder value within an ethical framework. Our Code of Conduct sets the standards for our business and ensures that everyone at Macmahon acts with integrity, makes ethical decisions, and complies with the law and Company policies.

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

RISK MANAGEMENT

Macmahon conducts its business and takes informed and commercially prudent risks to achieve its strategic objectives and deliver value to all stakeholders.

Macmahon acknowledges that risk is an inherent aspect of its business environment and that effective risk management is essential to achieving its objectives, ensuring long-term success, and supporting continued growth. Macmahon's risk management approach is designed to enhance opportunities, mitigate threats, and preserve its competitive advantage.

The Company is committed to managing all risks in a proactive, structured, and effective manner. Given the breadth of operations and the geographies and markets in which it operates, Macmahon is exposed to a wide range of risk factors that may impact its performance. While Macmahon endeavours to mitigate and manage risks where it is efficient and practicable to do so, there is no guarantee that these efforts will succeed.

A summary of the material business and strategic risks that may affect the achievement of Macmahon's strategic goals, operational performance and prospects are included in the Risk Management section of the FY25 Annual Report.

However, of these business and strategic risks, the following are of a sustainability nature:

- Fatality/Significant Event
- Psychosocial Harm
- Social License to Operate
- Breach of Climate Regulations (Non-physical)
- Logistical and Supply Chain
- Legal/Regulatory non-compliance within all jurisdictions in which Macmahon operates

Compliance Overview

For this reporting period, there were:

- No matters involving corruption or breaches of our Code of Conduct.
- No confirmed incidents in which employees were dismissed or disciplined for corruption.
- No confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.
- No public legal cases regarding corruption were brought against Macmahon or its employees during the reporting period.

RISK MANAGEMENT GOVERNANCE PROCESSES

Macmahon has developed a Risk Management Policy and supporting standards to articulate general principles and provide a framework for integrating risk management into day-to-day decision-making, allowing Macmahon to make informed and appropriate decisions on commercial, sustainability, and business risks to achieve its strategic objectives.

Risks are assessed based on their likelihood of occurrence and the potential impact they may have, both inherently (before controls) and residually (after controls).

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

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

The Audit and Risk Committee oversees the Company's Risk Management Framework, standards, and procedures. Additionally, strategic and business risks, including sustainability risks and changes in ratings, are presented to the Audit and Risk Committee every six months.

POLICIES

Macmahon has established core policies that provide guidelines for expectations and achieving sustainability objectives and targets. Our commitments are covered in, amongst others, the following policies:

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

For more information on Macmahon's governance framework and policies, visit:

<https://www.macmahon.com.au/about/corporate-governance/>

AUDITS

The Board governs the audit process within Macmahon through the Audit and Risk Committee, which has appointed a head of the internal audit function to evaluate and continually improve the effectiveness of Macmahon's governance, risk management and internal control processes.

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

The internal audit function utilises both internal and external resources as required to leverage subject matter expertise within the areas being audited. A dedicated internal auditor within Macmahon guides the selection of internal and external resources, and the results of audits are reported to the Audit and Risk Committee.

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

- Review of the half-year report
- Audit for yearly financial statements

Case Study

Setting a New Benchmark Drilling Efficiency at Byerwen

At Macmahon's Byerwen operation in Queensland, the Drilling Team has demonstrated how a culture of ownership, precision, and continuous improvement can deliver both operational and sustainable gains. By extending the lifespan of a single Claw drill bit to 121,432.5 metres – twice the expected distance – the team has set a new benchmark in drilling efficiency.

Claw bits, designed for soft to medium ground conditions, feature rotating bullet-shaped cutters that self-sharpen during use. While inherently durable, these tools are still subject to wear from the rigours of open-cut mining. The result achieved at Byerwen reflects not only robust equipment but also a series of targeted interventions that maximised tool performance and reduced waste.

Key performance Enhancements

Enhanced cleaning protocols

Routine cleaning between shifts reduced debris accumulation and premature wear.

Frequent maintenance inspections

Early identification of wear or misalignment allowed timely adjustments and preventative care.

Team accountability

A strong sense of ownership and discipline across crews ensured that high standards were maintained throughout.

Why it Matters

Drilling is a foundational element of the mining process—literally and operationally. The boreholes created by the team enable precise blasting and efficient material extraction, forming the essential first step for downstream production activities like load and haul.

By extending the life of the Claw bit, the Byerwen Drilling Team has not only set a new efficiency benchmark but also reinforced the importance of disciplined process improvement in delivering project value.

The Byerwen Drilling Team's success highlights the strength of Macmahon's values in action. By working united, applying integrity in their processes, showing courage to innovate, and taking pride in their work, the team has raised performance standards not only for the site but for the business as a whole. By working together with precision, care, and a relentless focus on improvement, the Byerwen Drilling Team has shown what's possible when innovation is embraced at every level.

SUSTAINABLE PROCUREMENT

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

We seek to conduct business with providers who have a demonstrated commitment to, and a proven track record of, implementing a systematic approach to environmental management and sustainability.

As in previous years, our supply chains were predominantly located within Australia and Indonesia, reflecting the Company's operational footprint. The majority of procurement expenditure relates to equipment and spares, as well as labour hire.

In line with our commitment to responsible and sustainable sourcing, Macmahon encourages suppliers to identify potential environmental improvements, risks, and impacts associated with the goods or services they provide.

Macmahon also takes a proactive approach to managing modern slavery risks across its operations and supply chain. As part of our due diligence processes, the Company monitors supplier risk through modern slavery self-assessments, onboarding questionnaires, and periodic audits of existing suppliers. These measures help identify and address potential areas of concern and support responsible procurement and ethical sourcing practices.

In FY25, 331 new suppliers were screened for sustainable procurement practices and assessed for social impact risks through our Modern Slavery Self-Assessment Questionnaire (SAQ), which was implemented in FY21.

The SAQ helps us assess the likelihood of modern slavery risk by categorising suppliers as high, moderate, or low risk, based on criteria including:

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

In addition to the screening requirements of the modern slavery SAQ, Macmahon audited 13 suppliers in relation to social impacts, which are reported in Macmahon's Modern Slavery Statement each year.

In FY25, we integrated our SAQ into our online onboarding system, removing this as a manual process. The enhanced automation provides better visibility for tracking and evaluating suppliers. We also expanded our modern slavery awareness training for our Australian suppliers and embedded this training into the onboarding process. The training includes case studies and outlines the steps to take if an instance of modern slavery is identified.

In accordance with the *Modern Slavery Act 2018* (Cth), Macmahon publishes an annual Modern Slavery Statement, outlining the actions taken to assess and manage modern slavery risks. Macmahon is not aware of any instances of modern slavery in its operations or supply chain under the Act.

Macmahon's Modern Slavery Statements are available on our website: <https://www.macmahon.com.au/sustainability/governance/modern-slavery>

FIRST NATIONS SUPPLIER ENGAGEMENT

Macmahon is committed to fostering inclusive and diverse supply chains that create sustainable economic opportunities for Aboriginal and Torres Strait Islander businesses.

Macmahon's Indigenous Peoples Statement underpins our commitment to building long-term, respectful relationships with First Nations communities and increasing their participation across our operations.

As part of this commitment, Decmil continues to implement its 'Innovate' RAP, with a strong focus on increasing engagement and opportunities for Aboriginal and Torres Strait Islander businesses. Decmil is a proud member of Supply Nation, Australia's leading directory of certified Indigenous businesses, and the Kinaway Chamber of Commerce, which represents Aboriginal and Torres Strait Islander business owners across Victoria. These partnerships reflect a proactive approach to supplier diversity and enable greater access to procurement opportunities across the Group.



Case Study

Engineering Safer: Operations at Olympic Dam

Improving safety in high-risk environments is a constant priority at Macmahon. At our Olympic Dam site, this commitment led to a significant safety innovation in the way raise drill rods are handled – removing workers from the line-of-fire and improving operational efficiency at the same time.

The Challenge

Traditionally, offsidiers were required to guide integrated tool (IT) operators during the loading of heavy drill rods into the raise drill rack. This role placed workers in close proximity to moving equipment, increasing the risk of line-of-fire incidents should a rod move unexpectedly.

The Opportunity

Recognising the risk, the site team identified an opportunity to re-engineer the rod loading process to remove the need for offsidiers to be physically present near the equipment – reducing exposure to harm while also enabling more efficient task allocation.

The Solution

Working in close collaboration with BHP, the Raisebore Team, and Macmahon's Engineering Team designed and developed a new rod rack system. This smart design allows IT operators to load drill rods independently, eliminating the need for any visual guidance from offsidiers during this stage of the operation.

The Impact

Safer Operations

Offsidiers are no longer exposed to hazards during the rod loading process.

Increased Efficiency

Team members previously assigned to rod guidance can now support other operational tasks.

Sustainable Change

The old rod racks have been permanently replaced, and the new system will be adopted across future raise drilling projects.

Following the success at Olympic Dam, Macmahon is assessing the roll out of this innovation across other underground sites—demonstrating our commitment to continuous improvement and embedding safer practices across the business.

Performance Data

The performance metrics presented in this section have been informed by the principles and disclosures of the GRI Standards to support transparency and comparability. However, this Sustainability Report has not been prepared in accordance with the GRI framework, and no claim of full compliance with GRI Standards is made.

METRIC	UNIT	FY25	FY24	FY23
GOVERNANCE				
Compliance with the Code of Conduct	# serious breaches	0	0	0
Compliance with Continuous Disclosure	# breaches	0	0	0
Compliance with Modern Slavery Statement	# breaches	0	0	0
HEALTH AND SAFETY				
Total fatalities	#	0	0	0
Lost time injuries	#	12	8	3
Lost Time Injury Frequency Rate (LTIFR)	# incidents per million hours worked	0.43	0.32	0.13
Recordable Injuries (RWI & MTI's)	#	72	82	85
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hours worked	2.99	3.64	3.94
Hours worked	million hours	28.14	24.69	22.3
Fines and prosecutions	#	0	0	0
Integrated Management System Audits completed	% to schedule	85	100	100
Inspections	#	12,060	10,575	5,028
Hazards reported	#	21,022	19,240	17,758
ENVIRONMENT				
GHG emissions – Scope 1	t CO ₂ -e	9,301	894	1,091
GHG emissions – Scope 2	t CO ₂ -e	3,203	977	913
Total GHG emissions (Scope 1 and 2)	t CO ₂ -e	12,504	1,871	2,004
Energy consumed	GJ	155,422	19,726	22,148
Total major environmental incidents	#	0	0	0
Fines and Prosecutions	#	0	0	0
Inspections	#	357	363	389

METRIC	UNIT	FY25				FY24	FY23
		F	M	NOT DISCLOSED/ NON-BINARY/ GENDER DIVERSE	ALL	ALL	ALL
TOTAL WORKFORCE	#	1,476	8,741	3	10,220	9,676	8,368 ¹
Total employees	#	1,364	7,358	1	8,723	8,269	7,017
Total contractors	#	112	1,383	2	1,497	1,407	1,351
TOTAL WORKFORCE BY REGION							
<i>Employees</i>							
Australia	#	774	3,249	1	4,024	3,839	3,573
Southeast Asia	#	590	4,109	0	4,699	4,430	3,444
<i>Contractors</i>							
Australia	#	89	1,195	2	1,286	1,213	1,238
Southeast Asia	#	23	188	0	211	194	113
TOTAL WORKFORCE BY DIVISION*							
Surface	#	465	2,707	2	3,174	7,594	6,258
Underground	#	144	1,135	1	1,280	1,287	1,353
Civil	#	151	457	0	608	495	485
Corporate/Other	#	103	145	0	248	300	272
International	#	613	4,297	0	4,910		
TOTAL EMPLOYEES BY EMPLOYMENT TYPE							
Full-time	#	1,444	8,731	3	10,178	9,645	8,338
Part-time	#	32	10	0	42	31	30
NEW EMPLOYEE HIRES							
People	#	396	1,557	1	1,954	2,114	1,629
Percentage	%	20.3	79.7	0	22.4	25.6 ²	23.2 ²
EMPLOYEE TURNOVER							
People	#	272	1,087	0	1,359	1,541	1,613
Percentage	%	20	80	0	15.6	18.6	23.0 ³
AUSTRALIAN FIRST NATIONS EMPLOYEES							
People	#	46	124	0	170	168	168
Percentage	%	27.1	72.9	0	4.2	4.4	4.7
EXPATS IN SOUTHEAST ASIA							
People	#	0	15	0	15	8	8
Percentage	%	0	100	0	0.3	0.2	0.2 ⁴

* The layout of this table has been updated to align with Macmahon's operating model restructure that occurred during the FY25 reporting period. Previous reporting period workforce data for our international workforce is included in the other divisions respectively.

METRIC	UNIT	FY25				FY24	FY23
		F	M	NOT DISCLOSED/ NON-BINARY/ GENDER DIVERSE	ALL	ALL	ALL
TOTAL WORKFORCE BY DIVISION							
Staff	#	466	1,541	0	2,007	1,671	1,572
Operations	#	905	4,553	0	5,458	5,428	4,657
Maintenance	#	105	2,647	3	2,755	2,577	2,229
TOTAL WORKFORCE BY AGE GROUP							
<30	#	600	1,860	2	2,462	2,295	1,696
30-50	#	685	5,466	1	6,152	5,699	5,251
>50	#	191	1,415	0	1,606	1,682	1,421

TRAINING AND DEVELOPMENT	UNIT	FY25*			FY24	FY23
		FEMALE REPRESENTATION	FIRST NATIONS REPRESENTATION	ALL	ALL	ALL
Leadership	#	22	0	243	273	67
	%	9.1	0			
Apprentices and Trainees	#	129	25	424	821	126
	%	30.4	5.9			
Graduates and Interns	#	1	0	32		
	%	3.1	0			
Total Participants in Formal Training Programs	#	152	25	699	652	453
	%	21.7	3.6			

*Completed programs in FY25 and active programs as at 30 June 2025.

BOARD AND MANAGEMENT	UNIT	FY25			FY24	FY23
		F	M	ALL	ALL	ALL
Board						
People	#	1	5	6	5	7
Percentage	%	16.7	83.3			
Executive Team						
People	#	3	6	9	8	7
Percentage	%	33.3	66.7			

Note: The data presented in this table has not been subject to external assurance. However, it has been internally reviewed and verified by Macmahon management.

Performance data tables previous reporting periods are from Macmahon's previously reported totals and does not include information associated with Decmil.

SUMMARY OF RESTATEMENTS

1. Updated Total Workforce, reported figure in FY23 was incorrect..
2. Updated % new employee hires, reported figures in previous reporting periods were calculated using total workforce rather than the total employees.
3. Updated % employee turnover, reported figure in FY23 was incorrect.
4. Updated % expats in Southeast Asia, reported figure in FY23 was incorrect.

Acronyms

ACRONYM	DEFINITION
AASB	Australian Accounting Standards Board
ABN	Australian Business Number
ACN	Australian Company Number
ASRS	Australian Sustainability Reporting Standards
ASX	Australian Securities Exchange
AS/NZS	Australian/New Zealand Standard
CEO	Chief Executive Officer
EAP	Employee Assistance Provider
ESG	Environmental, Social and Governance
FY	Financial Year
GHG	Greenhouse Gas
GJ	Gigajoule
GRI	Global Reporting Initiative
HSEQ	Health, Safety, Environment and Quality
IMS	Integrated Management System
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MTI	Medical Treatment Injury
NGER	National Greenhouse and Energy Reporting
OFSC	Office of the Federal Safety Commissioner
OH&S	Occupational Health and Safety
RTO	Registered Training Organisation
RWI	Restricted Work Injury
SAQ	Self-assessment Questionnaire
TCFD	Task Force on Climate-related Financial Disclosures
t CO ₂ e	Tonnes of Carbon Dioxide Equivalent
TRIFR	Total Recordable Injury Frequency Rate
WA	Western Australia
WGEA	Workplace Gender Equality Agency
Workforce	Employees and contractors
\$	Australian dollars, unless otherwise stated

Celebrating Decmil's 40-year contribution to nation-building

Artwork by Shane Wallace (Woodinda)

Decmil commissioned Shane Wallace, known as Woodinda, to create our people and place story through his art. Shane is a man of the Djirbalngan people and was born in Cairns, Queensland and is from the Jirrbal clan and Ravenshoe. He was given the traditional name of Woodinda at a young age, with his name meaning the great hunter of the Djirbalngan people. Woodinda is one of the few artists in Australia that are painting the traditional stories of the Rainforest Aboriginal people.

This artwork is a collaboration of Australia's land, animals, people and Decmil's history. It celebrates Decmil's contribution to nation-building over the past 40 years, reflecting the projects delivered across the Infrastructure, Energy, and Resources sectors. The story begins in the Pilbara region of Western Australia, where Decmil was founded in 1979, and follows our journey through to a national footprint, reflecting the communities we have supported through construction projects across the country.

GRI Content Index

Statement of Use	Macmahon Holdings has reported with reference to the GRI Standards for the period 1 July 2024 to 30 June 2025
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: Mining Sector 2024

DISCLOSURE		LOCATION
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021		
2-1	Organisational details	About this Report
2-2	Entities included in the organisation's sustainability reporting	About this Report
2-3	Reporting period, frequency and contact point	About this Report
2-4	Restatements of information	Performance Data
2-5	External assurance	About this Report
2-6	Activities, value chain and other business relationships	About Us
2-7	Employees	Social
2-8	Workers who are not employees	Social
2-9	Governance structure and composition	Governance; Corporate Governance Framework
2-10	Nomination and selection of the highest governance body	Governance; The Board
2-11	Chair of the highest governance body	Governance; The Board
2-12	Role of the highest governance body in overseeing the management of impacts	Governance; The Board
2-13	Delegation of responsibility for managing impacts	Governance; The Board
2-14	Role of the highest governance body in sustainability reporting	Governance; The Board
2-15	Conflicts of interest	Annual Report 2025
2-16	Communication of critical concerns	Annual Report 2025
2-17	Collective knowledge of the highest governance body	Annual Report 2025
2-18	Evaluation of the performance of the highest governance body	Annual Report 2025
2-19	Remuneration policies	Annual Report 2025
2-20	Process to determine remuneration	Annual Report 2025
2-21	Annual total compensation ratio	Annual Report 2025
2-22	Statement on sustainable development strategy	Letter from the Chair
2-23	Policy commitments	Governance; Corporate Governance; Policies
2-24	Embedding policy commitments	Governance; Corporate Governance; Policies
2-25	Processes to remediate negative impacts	Governance; Corporate Governance; Business Ethics and Transparency
2-26	Mechanisms for seeking advice and raising concerns	Governance; Corporate Governance; Risk Management Governance Processes
2-27	Compliance with laws and regulations	Governance; Corporate Governance; Audits
2-28	Membership associations	About this Report; Industry and Other Organisations
2-29	Approach to stakeholder engagement	Social; Stakeholder Engagement
2-30	Collective bargaining agreements	Social; Employment Conditions and Benefits

DISCLOSURE		LOCATION	GRI SECTOR STANDARD REFERENCE
MATERIAL TOPICS			
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Sustainability at Macmahon; Materiality	
3-2	List of material topics	Sustainability at Macmahon; Materiality	
14.1 GHG EMISSIONS			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Environment; Climate Change	14.1.1
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	Environment; GHG Emissions and Energy	14.1.2
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Environment; GHG Emissions and Energy	14.1.5
305-2	Energy indirect (Scope 2) GHG emissions	Environment; GHG Emissions and Energy	14.1.6
305-5	Reduction of GHG emissions	Environment; Climate Change	14.1.9
14.2 CLIMATE ADAPTATION AND RESILIENCE AND TRANSITION			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Environment; Climate Change	14.2.1
GRI 201: Economic Performance 2016			
201-2	Financial implications and other risks and opportunities due to climate change	Environment; Climate Adaption, Resilience and Transition	14.2.2
14.11 RIGHTS OF INDIGENOUS PEOPLES			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Social; First Nations Peoples Diversity	14.11.1
GRI 411: Right of Indigenous Peoples 2016			
411-1	Incidents of violations involving the rights of Indigenous Peoples	Social; First Nations Peoples Diversity	14.11.2
14.16 OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Social; Safety, Health and Wellbeing	14.16.1
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Social; Integrated Management Systems	14.16.2
403-2	Hazard identification, risk assessment, and incident investigation	Social; Health Management	14.16.3
403-3	Occupational health services	Social; Health Management	14.16.4
403-4	Worker participation, consultation, and communication on occupational health and safety	Social; OH&S Training and Contractor Management	14.16.5
403-5	Worker training on occupational health and safety	Social; OH&S Training and Contractor Management	14.16.6
403-6	Promotion of worker health	Social; Health Management	14.16.7
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social; Health Management	14.16.8
403-8	Workers covered by an occupational health and safety management system	Social; OH&S Training and Contractor Management	14.16.9
403-9	Work-related injuries	Social; FY25 OH&S Performance	14.16.10

DISCLOSURE		LOCATION	GRI SECTOR STANDARD REFERENCE
14.17 EMPLOYMENT PRACTICE			
GRI 3: MATERIAL TOPICS 2021			
3-3	Management of material topics	Social; Non-discrimination and Equal Opportunity	14.17.1
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Social; Workforce Management	14.17.3
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social; Employment Conditions and Benefits	14.17.4
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Social; Training and Development	14.17.7
404-2	Programs for upgrading employee skills and transition assistance programs	Social; Training and Development	14.17.8
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Governance; Sustainable Procurement	14.17.9
414-2	Negative social impacts in the supply chain and actions taken	Governance; Sustainable Procurement	14.17.10
14.21 NON-DISCRIMINATION AND EQUAL OPPORTUNITY			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Social; Diversity, Equity and Inclusion	14.21.1
GRI 202: Market Presence 2016			
202-2	Proportion of senior management hired from the local community	Governance; Corporate Governance	14.21.2
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Social; Training and Development	14.21.4
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Social; Workforce Management Governance; Board Composition	14.21.5
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Social; Diversity, Equity and Inclusion	14.21.7





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