ENVIRONMENT, SOCIAL AND GOVERNANCE POLICY

This policy defines our commitment to creating sustainable value across our operations, supply chains, and communities by embedding Environmental, Social and Governance (**ESG**) principles into how we do business. We aim to deliver positive outcomes for our people, stakeholders, clients and the broader community whilst contributing to a low-carbon and inclusive economy.

Our approach spans five key dimensions:

1 ENVIRONMENTAL

We recognise our responsibility to operate in a way that protects and sustains the natural environment for current and future generations. We will:

- Minimise environmental impacts through responsible resource use, waste management, and emissions control.
- Reduce our carbon footprint, including tracking Scope 1, 2, and where practical, Scope 3 emissions.
- Use lower-impact products and reusable assets in scaffolding, rope access, and mechanical solutions.
- Align with relevant environmental regulations, ISO 14001, and client-specific sustainability standards.
- Support nature-positive initiatives and partnerships (e.g. biodiversity offsets or land rehabilitation).
- Educate employees and subcontractors on environmental best practices on worksites.

2 SOCIAL CAPITAL

We are committed to creating lasting value for the communities we operate in and contributing to social cohesion and economic inclusion. Our commitments include:

- Providing full, fair, and reasonable access to Australian suppliers in alignment with the Australian Industry Participation framework.
- Actively engaging with communities to identify shared value opportunities, particularly in regional and remote areas.
- Supporting Indigenous engagement through employment, procurement and community partnerships, and Reconciliation Action Plans.
- Investing in local training and education initiatives to improve economic participation.
- Respecting the rights, heritage, and cultural values of Traditional Owners and First Nations communities.

3 HUMAN CAPITAL

Our people are our greatest asset. We prioritise their health, safety, growth, and wellbeing through:

- Maintaining a strong safety culture, including proactive incident prevention and risk management systems.
- Providing equal opportunity, fair treatment, and a culturally safe workplace for all, regardless of background or identity.

- Promoting diversity, equity, and inclusion, including programs for women in trades, First Nations Australian employment, and youth engagement.
- Developing our workforce through continuous learning, apprenticeships, and leadership pathways.
- Supporting mental health and wellbeing through tailored programs and site-specific support services.
- Complying with all labour laws and actively working to prevent modern slavery in our workforce and supply chains.

4   BUSINESS MODEL & INNOVATION

We seek to deliver high-performance, scalable services in a way that supports long-term sustainability, resilience, and adaptability. We will:

- Design and deliver services that reduce cost, improve safety, and support client sustainability goals.
- Use technology, automation, and data to optimise asset use, resource scheduling, and environmental efficiency.
- Integrate sustainability criteria into product and service innovation, particularly for shutdown and maintenance solutions.
- Collaborate with clients and suppliers to trial and deploy lower-impact or circular economy-based practices.
- Leverage performance-based and hybrid commercial models to align economic outcomes with sustainable results.

5   GOVERNANCE & LEADERSHIP

We uphold ethical leadership, strong governance, and regulatory compliance as the foundation of our ESG performance. We commit to:

- Operating with integrity, transparency, and accountability at all levels of the organisation.
- Ensuring executive oversight of ESG strategy, with regular updates to the Board and key stakeholders.
- Maintaining robust risk management, audit, and compliance systems aligned to best practice.
- Preventing corruption, fraud, and unethical conduct across all operations and transactions.
- Enforcing a zero-tolerance policy on bribery, modern slavery, harassment, and discrimination.
- Setting clear ESG performance targets and disclosing progress in line with stakeholder requirements.

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