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AUSTRALIA

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ASX and NZX Release

23 March 2022

2021 Sustainability Report

Ventia Services Group Limited (**Ventia**) is pleased to provide its 2021 Sustainability Report to the market. A copy of this report is also available on Ventia's website at www.ventia.com.

This announcement was authorised by the Company Secretary.

-Ends-

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About Ventia

Ventia is a leading essential infrastructure services provider in Australia and New Zealand, proudly providing the services that keeps infrastructure working for our communities. Ventia has access to a combined workforce of more than 35,000 people, operating in over 400 sites across Australia and New Zealand. With a strategy to redefine service excellence by being client-focused, innovative and sustainable, Ventia operates across a broad range of industry segments, including defence, social infrastructure, water, electricity and gas, resources, telecommunications and transport.



SUSTAINABILITY REPORT 2021





This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. A GRI content index is available on our website at www.ventia.com/GRI.



A table of Ventia's material issues and United Nations' SDG alignment is also available on our website at www.ventia.com/SDG.

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About this Report

This 2021 Sustainability Report (Report) has been prepared to provide an overview of Ventia's performance with respect to Environmental, Social and Governance (ESG) matters. The Report covers the period January 2021 to December 2021 and can be read in conjunction with the Ventia Annual Report 2021, which details Ventia's financial and operational performance for the financial year. Cross references and some detail may be duplicated across both reports to ensure full availability and transparency of information.

The information in this Report is given in good faith and derived from sources believed to be accurate at this date but no independent assurance has been obtained in relation to it and no responsibility (including for reason of negligence) for errors or omission herein is accepted by Ventia Services Group Limited or its respective officers.

This Report may contain forward-looking statements to indicate what we 'expect', 'believe', 'intend', will 'target' or 'aim' for, may be 'likely' or similar expressions. Forward-looking statements are not guarantees of future outcomes and may involve known or unknown risks, uncertainties and other factors, which are beyond the control of Ventia and may mean actual results differ materially. This is especially relevant for forward-looking statements in relation to sustainability, where a number of factors, including the eternal regulatory environment, or changes in the markets in which we operate, may impact our ability to deliver on our objectives.



CREATING A LASTING AND POSITIVE LEGACY FOR PEOPLE AND PLANET



Acknowledgement of Country

Ventia would like to respectfully acknowledge the Traditional Owners and Custodians of country throughout Australia and their connection to land, sea and community. We pay our respects to them, their cultures and to their Elders past, present and emerging.



Mihi

He tautoko te ahurea i ngā kawa me ngā tikanga o ngā Iwi whānui o Aotearoa, me ka kawa me ka tikaka o ka Iwi whānui o Te Waipounamu. / We recognise and celebrate the culture of mana whenua in Aotearoa and Te Waipounamu where our teams respect local Iwi and communities across the country.

A MESSAGE FROM THE CHAIRMAN AND GROUP CEO



We are delighted to share Ventia's first Sustainability Report.

With a workforce of over 15,000 talented employees and 20,000 subcontractors across more than 400 locations, every decision and action we take is an opportunity for Ventia to make a positive impact to the communities in which we live and work.

Taking a sustainable approach is not only the right thing to do, but also what our clients, communities, investors and employees expect from us. That is why we have embedded sustainability at Ventia – it's in our vision, our strategy and our culture.

Our refreshed Sustainability Strategy, launched in 2021, goes beyond reducing our environmental footprint. It is about creating a positive impact for future generations and a sustainable legacy for people, communities and our planet.

Our Sustainability Strategy has three focus areas: environment – creating a healthier planet; social – people and community; and governance – being ethical and accountable in everything we do.

This Report provides an update on our progress. We share our commitments and targets, as well as bring to life the projects and initiatives that demonstrate our commitments are more than just words on a page and are backed by real action.

Our commitments

Informed by feedback from our stakeholders and industry targets, we completed a materiality assessment in 2020 that identified our most significant sustainability issues. This year, we have formulated targets to address what matters most and focused our efforts on key initiatives to drive progress against our objectives.

Environment

Climate action was the highest priority issue in our materiality assessment and we are pleased to announce our response to the Science Based Targets initiative's call for urgent corporate action to set emissions reduction and net-zero targets. We have done this by committing to align with a 1.5°C future and net-zero through the Business Ambition for 1.5°C campaign. In 2021, we recorded a 10.4% reduction in Scope 1 and 2 carbon emissions (from our 2019 baseline), and we will work to define Ventia's pathway to net-zero in the year ahead.

As we aim for 100% of our fleet to be electric or hybrid by 2030, in 2021 we made further progress on the transition of our vehicles. We now have 70 hybrid and two electric vehicles in our fleet. We also welcomed our first fully electric roads maintenance truck and ordered an industry and Ventia-first custom-built electric Truck Mounted Attenuator (TMA), due for delivery in 2022.

We also decreased our electricity use (GJ) by 4.9% (from our 2019 baseline) and we are focused on increasing our use of renewable energy, aiming for 100% internal electricity from renewable sources by 2030.

Social

Ventia has aligned to the HESTA 40:40 Vision, an investor and business-led initiative to achieve gender balance in executive leadership by 2030. We are committed to our Diversity and Inclusion Action Strategy to reach our 40% target.

As of December 2021, 18% of our Executive Leadership team were female and female participation across our business was 30.9%.

The most recent employee survey and analysis tells us that 4.8% of Ventia employees in Australia were of Aboriginal and Torres Strait Islander descent – a participation rate we



plan to grow in coming years. Our public commitment to reconciliation is set out in our Reconciliation Action Plan (RAP). At the end of 2021, we submitted our final integration plan to Reconciliation Australia as we merge our two existing RAPs to ensure that actions in our Elevate RAP* are embedded across the Ventia business. This year, we increased our spend with Indigenous business partners in Australia by 52.8% year on year and remain committed to expanding our social procurement.

We also established the Te Ara o Rehua working party in Aotearoa to enhance Māori participation and build cultural capability across our New Zealand business.

Governance

In 2021, we established our Board Safety and Sustainability Committee to provide oversight and drive accountability in meeting our safety and sustainability goals. We also launched our first Modern Slavery Statement confirming our commitment to respecting human rights and the eradication of all forms of slavery.

As a listed entity, we intend to drive Ventia's compliance with the ASX Corporate Governance principles and recommendations and ensure appropriate compliance business standards apply throughout our supply chain.

Safety and health above all else

We continue to prioritise the safety and health of our people. This year we achieved pleasing progress in driving down the frequency and severity of injuries with a 28% decrease in our Total Recordable Injury Frequency Rate (TRIFR) and a 60% decrease in our Serious Injury Frequency Rate (SIFR), as we continued to build the capability of our frontline leaders to effectively manage risks.

Mental health continues to be of increasing concern for society and for organisations. Ventia's own Healthy Minds program won 'Best Mental Health Program' at the 2021 National Safety Awards of Excellence. We now have 120 Healthy Minds Champions providing support to their colleagues across the business.

Our focus on early intervention through our Healthy Bodies physical wellbeing program has resulted in significant reductions in the number and frequency of new workers compensation claims, down 15% on 2020.

The progress we have made towards our Sustainability Strategy in 2021 is with thanks to our passionate and talented people. We have much to celebrate and so much has been achieved in 2021, our challenge now is to accelerate this progress and continually raise the bar as we strive to meet our commitments.

Our clients, the community and our people are looking for us to take bold sustainable action. It is early in our journey, but our ambition is to lead the way and embrace every opportunity to be and build a sustainable business for a more sustainable world.

Together, we truly believe that we can turn the dial and make a difference.

David Moffatt
Chairman

Dean Banks
Group Chief Executive Officer

2021 sustainability highlights

2021 has been a significant year for Ventia for many reasons, including our listing on the Australian Securities Exchange (ASX) and New Zealand's exchange, the NZX.

In terms of sustainability, we launched our Sustainability Strategy and our approach to creating a positive impact across environment, social and governance aspects. This year we have made substantive progress towards our sustainability goals and celebrated many achievements, while we also set the crucial foundations to support, propel and measure our sustainability progress in years to come.



ENVIRONMENT

67,389

tCO₂-e Scope 1 & 2
emissions

↓ 10.4%

Reduction
from base year

**Committed to setting
science-based targets
including net-zero**



Celebrating our achievements



WINNER

Silver medal¹, 'Sustainable Change for Good'
2021 Edison Awards™

Kendall Bay sediment remediation project



FINALIST

Large Business Category
Banksia NFP & NGO Award

SourceZone®



SOCIAL

30.9%

Female participation

4.8%

Indigenous participation²

↓ 28%

TRIFR⁴ improvement

\$83.9m

Spend with Indigenous business³



GOVERNANCE

✓ **Published** our first Modern Slavery Statement

✓ **Established** our Board Safety and Sustainability Committee



WINNER

Best Mental Health Program
National Safety Awards of Excellence

Healthy Minds program



FINALIST

'Corporate Member of the Year' Award
Supply Nation,
Supplier Diversity Awards



FINALIST

Graeme Innes Disability Employment Award
Australian HR Institute Awards 2021

*NSW Whole of Government Facilities
Management Services*

1. Award presented to our client Jemena.
2. Ventia employees in Australia of Aboriginal and Torres Strait Islander descent, based on Ventia's most recent employee survey and analysis.
3. Procurement spend with Australian Indigenous partners.
4. Total Recordable Injury Frequency Rate. Total number of recordable injuries, divided by hours worked in millions.

Ventia. For when it's essential.

Ventia is a leading essential infrastructure services provider.

We deliver services to over 100 clients across Australia and New Zealand, and more than 40% of our work is in regional and rural areas. With over 35,000 talented employees and subcontractors, we are a significant employer and are very proud of our achievements in Indigenous employment and broader community engagement.

We have extensive and expert capabilities across the full asset lifecycle including Operations & Maintenance (O&M), Soft Facilities Management (FM), Hard Facilities Management

(FM), Environmental Services (ES), Minor Capital Works (MCW) and other solutions.

Our business is structured across four key sectors: Defence and Social Infrastructure, Infrastructure Services, Telecommunications, and Transport, each including several business units. We provide expertise across diverse industry segments through long-term contracts, partnering with a range of government agencies and blue-chip organisations.

Defence and Social Infrastructure



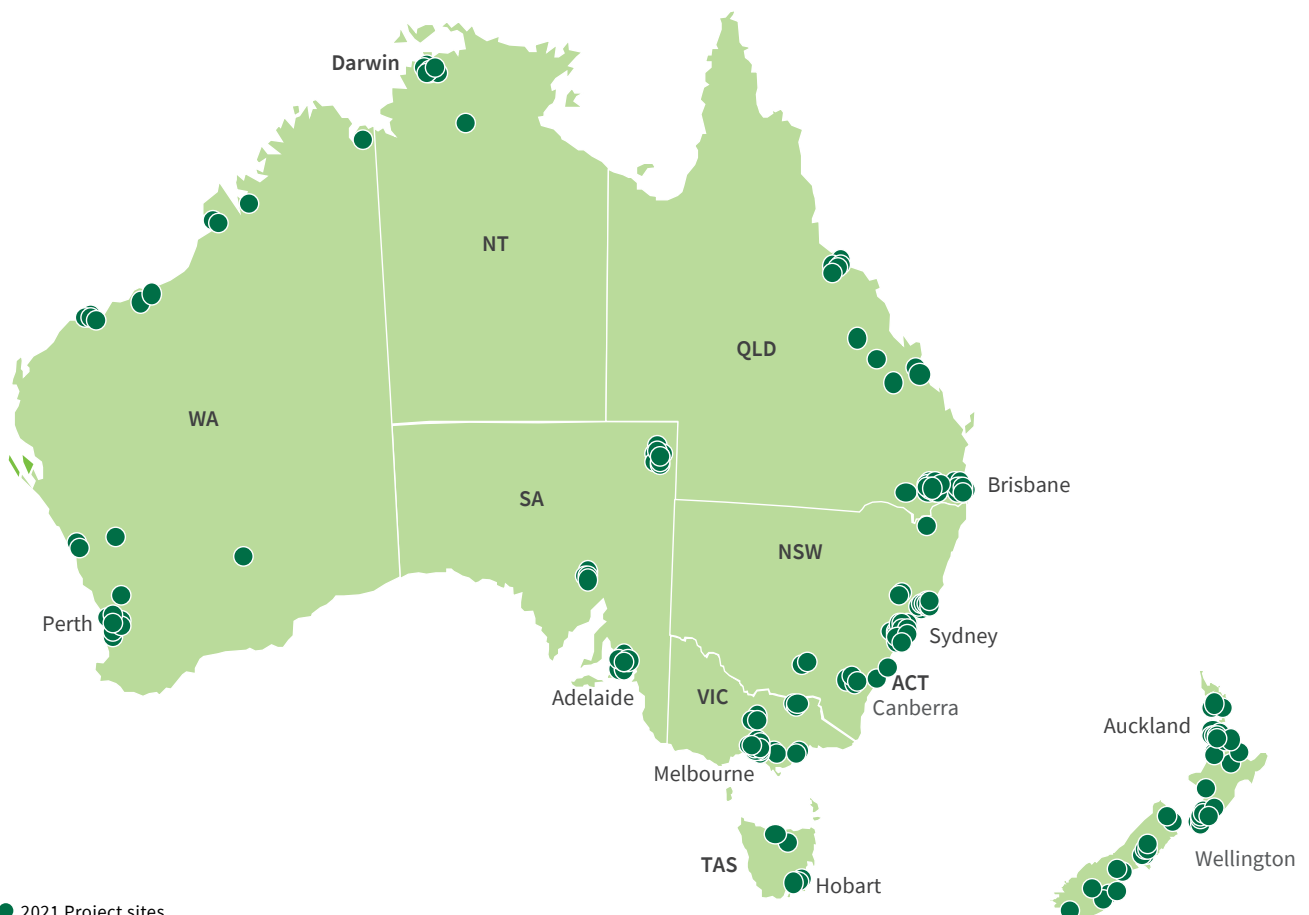
Infrastructure Services



Telecommunications



Transport





35,000+

WORKFORCE

(employees and subcontractors)



400+

PROJECT SITES



40%+

**OF OUR PEOPLE WORK IN
REGIONAL AND RURAL AREAS**



Our strategy: Redefining Service Excellence

Ventia's purpose is making infrastructure work for our communities.

Guided by our values and committed to our number one promise of safety and health above all else, we recognise that every decision and action we take is an opportunity to improve the lives of people living in the communities we serve.

We bring our purpose to life by delivering on our strategy, to **Redefine Service Excellence**. We will achieve this through our simple and common-sense approach to be client focused, innovative and sustainable.

Our approach to sustainability encompasses the social impact we have with our employees, our communities, the environment, and the way we conduct our business.



OUR PURPOSE

Making infrastructure work for our communities

OUR VALUES

COLLABORATION
achieve more together

INTEGRITY
do what's right

CHALLENGE
drive to deliver

INGENUITY
create better ways

Safety and health is our #1 promise

**REDEFINING
SERVICE
EXCELLENCE**



CLIENT FOCUSED



INNOVATIVE



SUSTAINABLE



Our people are the heart of our success

Informing our strategy

At Ventia, we are always listening – to the voices of our people, our clients and the communities in which we work. In 2021, as we set out to create our Sustainability Strategy, we first sought to understand the issues that were of highest importance to our stakeholders, taking a collaborative approach to underpin and shape our way forward.

Through a materiality assessment completed in 2020, issues that were identified as having high materiality have shaped the focus of our strategic direction and our sustainability efforts this year.

Our materiality assessment identified the high priority issues for Ventia that reflect economic, environmental and social impacts (both positive and negative) from our operations and/or issues that substantively influence the decisions of our stakeholders.

Understanding our most material issues means resources are targeted in areas of highest importance, aligned to the commitments and objectives of our Sustainability Strategy.

Ventia's materiality assessment process

PROCESS STEPS

1. Identify

Identify topics relevant to stakeholders and the business

- Review of internal and external documentation including peer practices

2. Evaluate

Evaluate and test the importance of issues with stakeholders

- Internal – employee online survey
- External – one-on-one interviews with key clients, regulators, community, special interest groups

3. Validate

Validate and prioritise our material issues

- Workshop with senior leadership
- Review and validation by Ventia's Sustainability Council

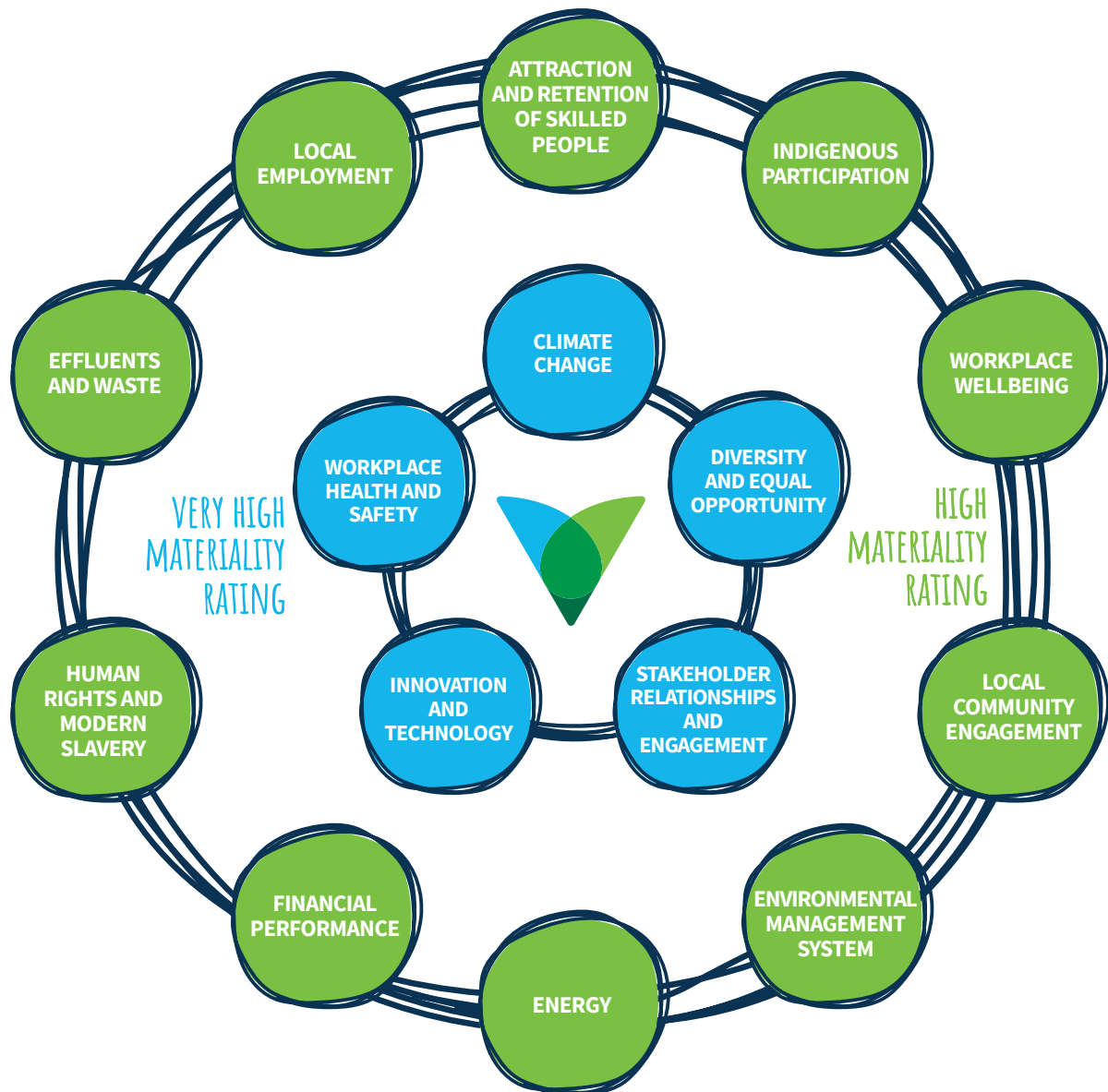
PROCESS OUTCOMES

Materiality matrix

- Five very high materiality and priority issues
- 10 high materiality and priority issues

Ventia Sustainability Strategy

Key materiality issues



SUSTAINABLE DEVELOPMENT GOALS



Our work and the progress we have made in 2021 demonstrates our support and commitment to seven United Nations' (UN) Sustainable Development Goals. We are working towards providing more comprehensive reporting against our SDG targets for 2022.

A table of Ventia's material issues and UN SDG alignment is available on our website at www.ventia.com/SDG.

Demonstrating our commitment to sustainability governance

Our governance framework

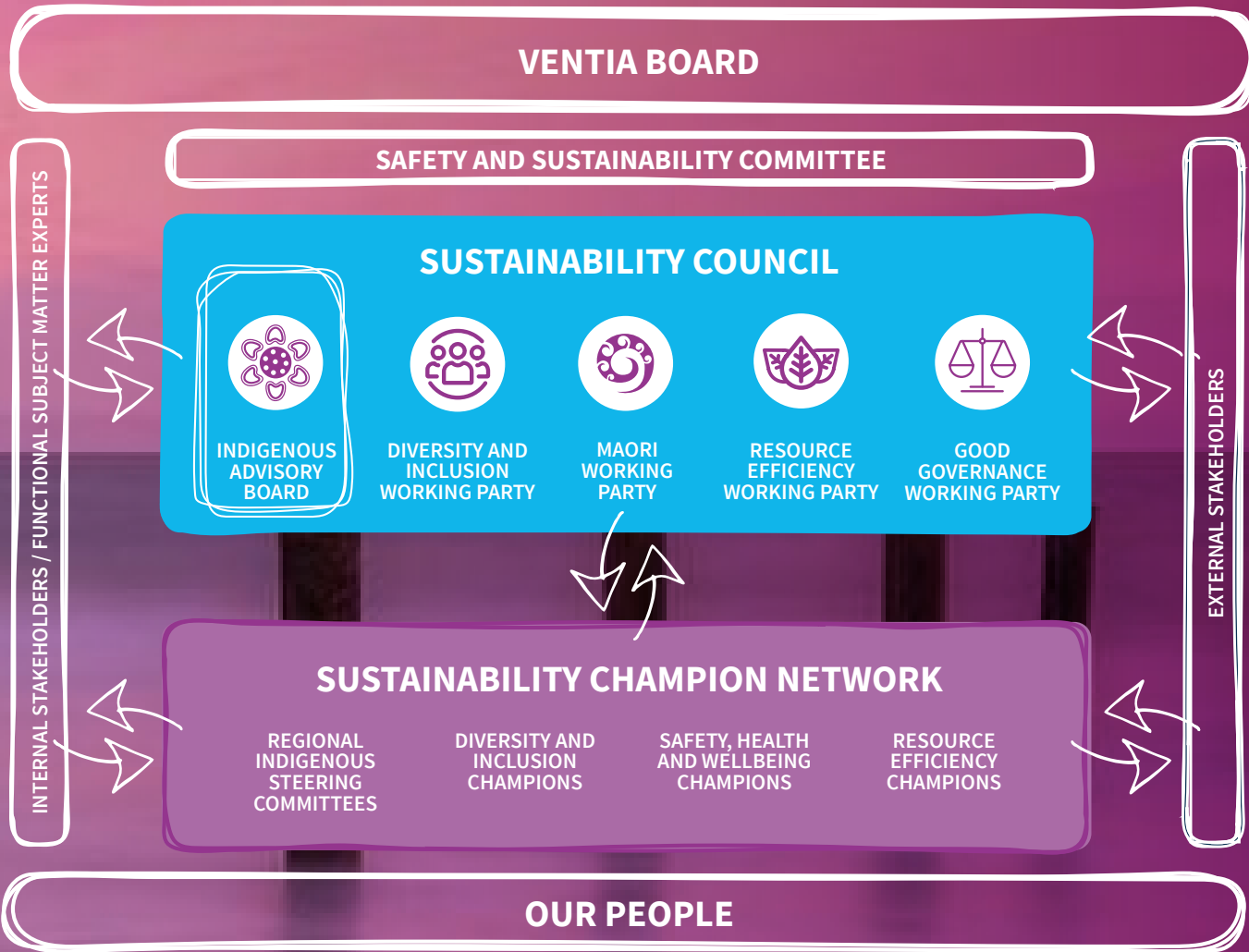


Our commitment to governance and ensuring transparency is founded on our values, which are embedded in our governance framework and guide us to focus on what's right and what's important to our stakeholders.

Our governance framework and sustainability governance model detail key focus areas at Ventia and outline core roles and responsibilities, from the oversight of our Board and Safety and Sustainability Committee to the implementation of policies, initiatives and practices within our organisation.

Our Sustainability Council has representation from across the business and champions the implementation of our Sustainability Strategy. The Council is supported by working parties and our advisory bodies, each focused on continuous improvement in high priority focus areas.

Our sustainability governance model



Measuring our success

Our Sustainability Strategy is to create a healthier planet, be people and community focused and accountable for everything we do.

We have set our objectives and are working towards clear targets to achieve our goals over time, measuring our success along the way, to create a lasting legacy for people and our planet.



ENVIRONMENT

Creating a healthier planet

OBJECTIVES

Achieve net-zero emissions and reduce our clients' emissions

Managing climate risk and resilience for us and our clients

Leading in environmental protection and enhancement solutions

MEASURES

Pathway to net-zero emissions defined with visible progress demonstrated



SOCIAL

**People and
community focused**

OBJECTIVES

**Our people are safe and healthy and are
as diverse as our communities**

**We engage and respect the communities
we work in**

**We create value through our local and
diverse supply chain**

MEASURES

**Continuous improvement
in safety, diversity and
inclusion**



GOVERNANCE

**Ethical and accountable
in everything we do**

OBJECTIVES

**Sustainability is embedded in our
decision making**

**Trusted for our sustainable business
practices**

**Advancing sustainable and ethical
procurement**

MEASURES

**Exceed industry and
society's expectations of
our corporate behaviour**

Targets and performance snapshot

Ventia's sustainability targets align to recognised industry frameworks to ensure we deliver best practice outcomes. They have been selected and refined to ensure we are focused on meeting the expectations of our people, our clients, our investors and communities.

Continuing to embed our sustainability approach at Ventia in the coming year will enable us to develop our understanding of our current performance across all target areas and set benchmarks to report against.

This will further enhance the transparency of our reporting, to demonstrate our progress against targets and set a sound basis for comparison into the future.



ENVIRONMENT

MEASURES

Pathway to net-zero emissions defined, with visible progress demonstrated

TARGETS

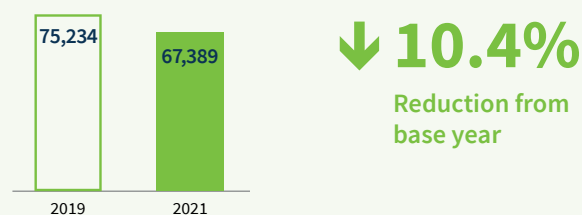
Committed to the Science Based Targets initiative (SBTi) to set emissions reduction and net-zero targets

100% renewable energy by 2030 (internal electricity usage)

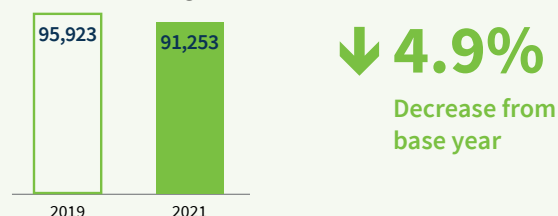
100% EV and hybrid fleet by 2030

PERFORMANCE HIGHLIGHTS

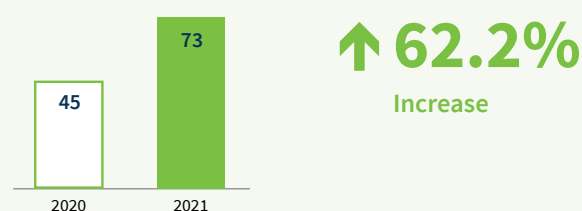
Carbon emissions (tCO₂-e Scope 1 & 2)



Electricity usage (GJ)



Number of electric and hybrid vehicles





SOCIAL

MEASURES

Continuous improvement in safety, diversity and inclusion

TARGETS

HESTA 40:40 Vision commitment

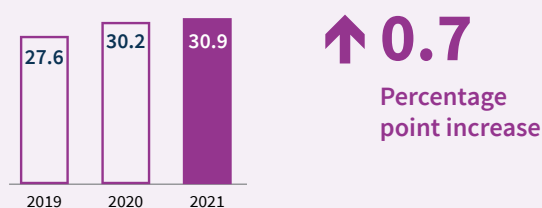
40% Women In Senior Management (WISM)

40% female participation – all employees

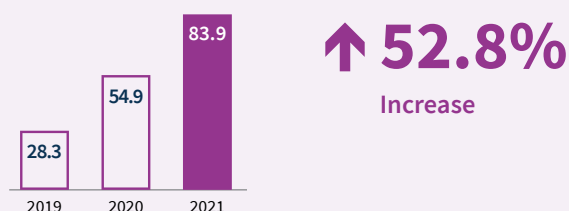
Retain Reconciliation Australia's Elevate RAP status

PERFORMANCE HIGHLIGHTS

Female participation (%)



Spend with Indigenous business¹ (\$m)



Indigenous participation² (%)

4.8%

1. Procurement spend with Australian Indigenous partners.
2. Ventia employees in Australia of Aboriginal and Torres Strait Islander descent, based on Ventia's most recent employee survey and analysis.



GOVERNANCE

MEASURES

Exceed industry and society's expectations of our corporate behaviour

TARGETS

Compliance with the ASX Corporate Governance principles and recommendations

All significant suppliers complying with the Ventia Supplier Code of Conduct

PERFORMANCE HIGHLIGHTS

Modern Slavery Statement

1st Modern Slavery Statement published

Safety and Sustainability Committee



Established our Board Safety and Sustainability Committee



prosafe
ULTRATECH
NON BREATHABLE
0673 9436
MEDIUM
NITRILE
4121 AS/NZS2161.3



ENVIRONMENT

OUR OBJECTIVES

**Achieve net-zero emissions
and reduce our clients'
emissions**

**Managing climate resilience
for us and our clients**

**Leading in environmental
protection and enhancement
solutions**

ENVIRONMENT PROGRESS & PRIORITIES

Our progress: climate and emissions



The progress we've made working to reduce our emissions and our climate impact, as well as our commitment to develop science-based targets and clarify our pathway to net-zero, sees us working towards United Nations' SDG 13, Climate Action.

A TIME FOR ACTION

Ventia has responded to the Science Based Targets initiative's urgent call for corporate climate action by committing to align with a 1.5°C future and net-zero through the *Business Ambition for 1.5°C* campaign.

Climate Change was identified as the most important topic for Ventia by both internal and external stakeholders through our sustainability materiality assessment. We recognise our responsibility to address and reduce our emissions, and to play our part to limit global warming to 1.5°C. Ventia will set near-term emissions reduction targets to accelerate our transition to a low carbon economy and we are committed to achieving net-zero emissions across our value chain by 2050.

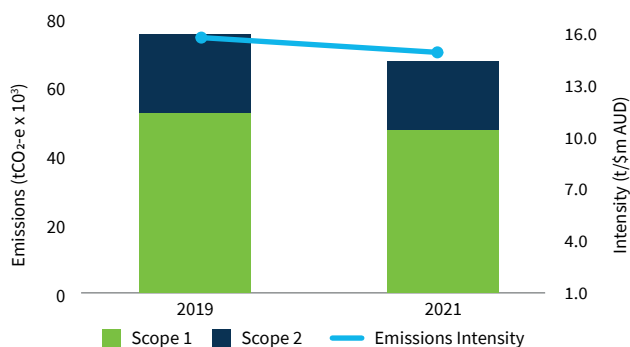
We have made significant progress in 2021, building a platform upon which to execute our climate strategy and demonstrating progress in reducing our emissions.

We established our inventory for direct Scope 1 and indirect Scope 2 emissions for our baseline year of 2019, as we continued to enhance our data processes throughout the year. Our commitment to setting science-based targets (SBTs) ensures we will develop a robust decarbonisation pathway, incorporating deep cuts in emissions this decade.

Importantly, our approach does not rely on offsetting our emissions, but rather we are focused on transitioning all our energy sources and working with our supply chain to identify opportunities and innovation to reduce our emissions.

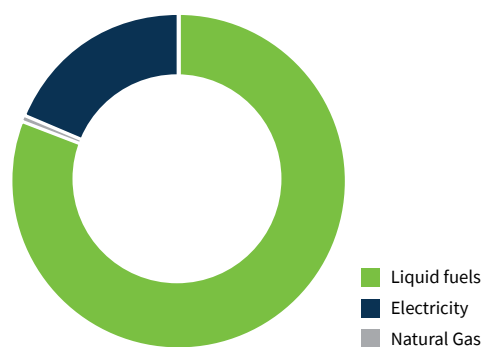


GREENHOUSE GAS EMISSIONS^{1,2}



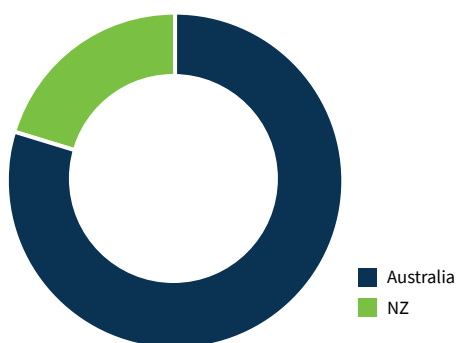
In 2021, our total Scope 1 and Scope 2 emissions were 67,389 tCO₂-e. We achieved a reduction in emissions of 10.4% compared to the 2019 baseline year, meeting our 2021 target of a 10% absolute reduction. Emissions intensity by revenue reduced from 15.7t/\$m in 2019 to 14.8t/\$m in 2021, an overall 5.6% intensity reduction.

EMISSIONS BY SOURCE

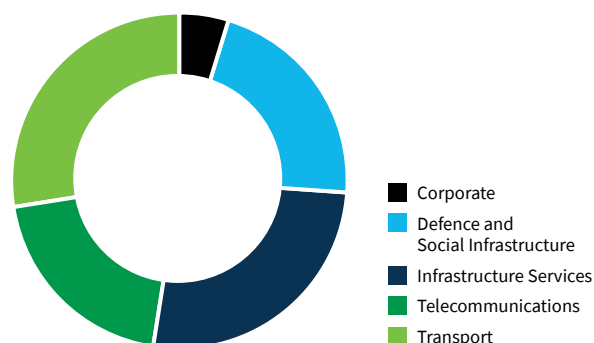


Our emissions progress this year has been largely achieved through reductions related to transport fuels, our largest category of emissions. The impact of COVID-19 on our operations, as well as fleet reduction and transition initiatives, has reduced the use of vehicle fuel, supported by a focus on driver behaviour, in-vehicle monitoring and reduced vehicle idling.

EMISSIONS BY COUNTRY



EMISSIONS BY SECTOR



- Ventia calculates emissions using the Australian National Greenhouse and Energy Reporting (Measurement) Determination 2021 and the New Zealand Government Measuring Emissions: A guide for organisations 2020. Operational control approach is taken for emissions. No fugitive emissions are included in baseline or 2021 data.
- Ventia direct Scope 1 emissions and indirect Scope 2 emissions. Does not include supply chain or Scope 3 emissions.

ENVIRONMENT PROGRESS & PRIORITIES



Fleet reduction and transition initiatives

It is a high priority for Ventia to transition our fleet. In the short term, hybrids will be adopted and we will also adopt fully electric vehicles where feasible. We introduced 28 hybrids and EVs to our fleet in 2021, now comprising 2% of our light vehicle fleet. We are also accelerating the pace of our transition and pursuing opportunities to transition larger plant and vehicles. We were pleased to welcome our first fully EV roads maintenance truck to our Western Roads Upgrade (WRU) contract this year and order our first custom-built electric Truck Mounted Attenuator (TMA). A fleet of electric mowers will also arrive in 2022.

Driver behaviour and education

In 2021, we partnered with EROAD to boost environmental and safety outcomes through application of the latest in-vehicle monitoring technology. The In-Vehicle Monitoring System (IVMS) provides feedback and alerts to the driver encouraging safe and efficient driving behaviour. Advanced driver-facing telematics provide information to track and improve vehicle safety and operating performance, plus real-time driver coaching and information, making our drivers safer and, in turn, our roads safer for our communities.

The EROAD upgrade is complemented by driver awareness training to teach the environmental benefits of reducing idling and turning engines off when possible. In six months of the EROAD upgrade, idling has been reduced by 8% per 100 vehicles.



Emissions overview

79.8% of Ventia's emissions occur in our Australian business, which is aligned with the size of Ventia's business in Australia compared to New Zealand. Our most energy intensive operations are also in Australia. 66% of our total emissions (77.7% of our energy use) in 2021 was from diesel, including fuel used in vehicles for transportation and fuel used in stationery plant and equipment, such as generators. Emissions reduction initiatives are focused on energy efficiency in addition to transitioning to alternative energy sources.

30% of our emissions (11% of our energy use) are Scope 2, generated from purchased electricity. 60% of our emissions from electricity occur at two project locations with high energy demands, where Ventia has operational control: Eastlink tunnels in Victoria and Parklea correctional facility in New South Wales. The remainder of our electricity use is at offices and worksites across Australia and New Zealand. To address Scope 2 emissions across our portfolio, our priority is to transition to renewable energy, including through on-site generated solar, where feasible, and the introduction of renewables in our energy procurement.

Planning resources for emissions reduction

We have introduced resource reduction plans across all Ventia sectors in 2021, a tool to identify and track specific energy and emissions reduction initiatives, ranging from installing solar panels, to driver awareness training, route planning review and energy efficiency audits.

Reducing our clients' emissions

It is important to Ventia to support our clients as they respond to the challenges of the energy transition. This involves working with clients to improve the energy efficiency, emissions intensity and energy security of their assets and estates.

One example is for South-east Queensland Schools where we assisted our client with an upgrade to LED lighting and installation of rooftop solar at seven schools, installing 1,516 solar panels to generate 946MWh of renewable energy per year.

ENERGY CONSUMPTION BY TYPE

Energy type		2019	2021
Direct – fuel	GJ	741,508	720,668
Natural gas	GJ	3,511	1,550
Petrol	GJ	38,694	74,137
Diesel	GJ	672,666	630,462
Aviation Fuel	GJ	23,297	13,191
LPG	GJ	3,339	1,329
Indirect – electricity	GJ	95,923	91,253
Grid electricity	GJ	95,923	91,253
GreenPower*	GJ	0	0
Total energy consumption	GJ	837,431	811,921

* Ventia uses power generated from solar panels at some of our facilities, however this has not been measured in 2021. No GreenPower is included in our electricity contracts at this time. Ventia recognises the contribution of renewables to grid electricity varies between Australian States and in NZ, and this difference is reflected in the emissions factors applied to calculate our emissions.

ENVIRONMENT PROGRESS & PRIORITIES

Our progress: managing climate risk

Climate change and the transition towards a lower carbon global economy will create risks and opportunities for Ventia, as well as our people, customers, suppliers and partners and the communities we work in.

Ventia aims to align our risk management and reporting with the recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)**.

Consistent with this approach, we are in the process of undertaking a detailed risk assessment of our business. We completed this assessment for our Telecommunications sector in 2021 and plan to complete the assessment for our other sectors in 2022.

The risk assessment for Telecommunications has highlighted opportunities for Ventia in supporting our clients' transition and resilience efforts, and in responding to climate-related weather events. In comparison, the risks associated with weather events impacting facilities and staff, and the risk of increases to the cost of service, were considered minor.

Some of these opportunities and risks may also apply to the other Ventia sectors, however the level of exposure may differ. For example, the risks associated with climate impacting the ongoing viability of Telecommunications customers was considered minor, however this may be different for other sectors' customers.

More detailed disclosures encompassing the full Ventia business will be made in future sustainability reports.

2021 PROGRESS ON THE FOUR KEY PILLARS OF THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)



GOVERNANCE

- Established the Board Safety and Sustainability Committee with governance of sustainability issues, including climate risk.
- Ventia's risk and opportunity management framework is overseen by the Board and the Audit, Risk and Compliance Committee.
- The Group CEO and the Executive Leadership team implement the risk and opportunity management framework within their areas of accountability. These roles and responsibilities are part of the overall Ventia corporate governance framework.





STRATEGY

- Ventia's Redefining Service Excellence Strategy elevates sustainability as a key focus.
- Sustainability Strategy emphasises 'managing climate risk and resilience for us and our clients'.
- Our approach includes undertaking climate-related risk assessments across our sectors and at specific contracts.
- We actively developed strategies to respond to our climate risks and those of our clients.
- A key strategy commitment is to set science-based targets to achieve net-zero emissions.



RISK MANAGEMENT

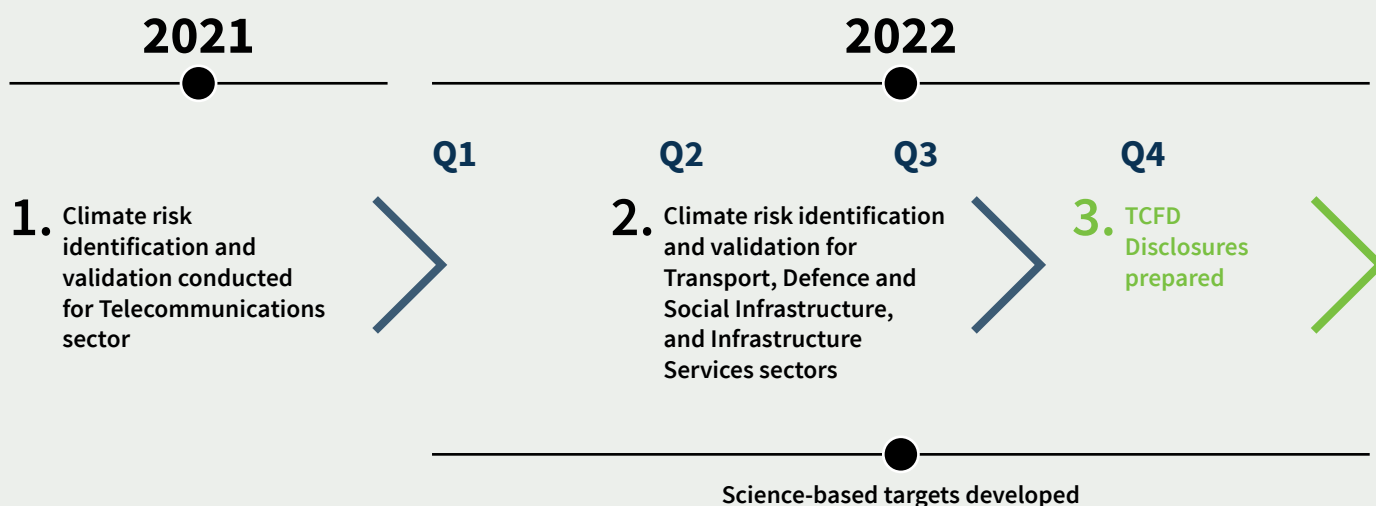
- Commenced risk assessment in one Ventia sector in 2021, to be continued in 2022 with all resulting risks to be incorporated into Ventia's risk management processes.
- Risk management workshops and materiality discussions (initially in Telecommunications) included use of scenario analysis to validate physical and transitional risks and opportunities.
- Conducted detailed climate risk assessments, considering physical and transitional risks, at two Transport contracts in conjunction with clients.



METRICS AND TARGETS

- Metrics under review from the Telecommunications sector assessment include alignment of emissions targets and feedback from clients on response to/ innovative solutions for extreme climate events.
- Committed to setting science-based targets for achieving emissions reduction and net-zero.
- Initial targets established for renewable electricity, and hybrid and electric fleet.
- Reporting in our annual Sustainability Report of our greenhouse gas emissions and progress of climate risk assessments and adaptation.

DETAILED RISK ASSESSMENT AND SCIENCE-BASED TARGETS DEVELOPMENT TIMELINE



ENVIRONMENT PROGRESS & PRIORITIES

Our progress: environment



Through the services we deliver and the way we work, we protect environmental value, use natural resources wisely and constantly seek opportunities to minimise our impact, supporting United Nations' SDGs 9, 11 and 12.

Ventia's environmental management approach is delivered through our integrated SHEQ (Safety, Health, Environment & Quality) systems, to meet the commitments in our Environmental Policy. Following a review of our integrated SHEQ processes and procedures we retained ISO14001 certification in 2021.

There is the potential for our operations to adversely impact the environment including through pollution, impact to heritage or flora and fauna, and the generation of waste. We monitor the effectiveness of our processes and controls for managing environmental risk through our SHEQ inspection and audit framework, and monitoring of environmental incident metrics.

While no environmental incidents were classified as serious¹ and no prosecutions occurred at Ventia during 2021, some environmental incidents did occur. The most common type of incidents were releases into the environment, such as spills from vehicles and equipment, which are classified as minor or negligible² incidents and pro-actively remedied. There was also one environmental incident in New Zealand (an uncontrolled release into the environment) that was classified of moderate consequence³ and resulted in infringement notices being issued to Ventia. We take all environmental incidents that occur in the course of our work seriously and act to identify the cause and implement preventative action.



1. Ventia classifies a serious environmental incident as a work-related environmental event where the actual consequence is defined as substantial or major. An event with a substantial consequence has permanent/material damage to environment, regulatory involvement and possible further enforcement action. An event with a major consequence has serious environmental harm/impact, will require long-term recovery and/or possible regulatory intervention.
2. A minor consequence environmental incident has a minor, short-term impact and/or is contained on-site. A negligible consequence incident has negligible environmental impact.
3. A moderate consequence environmental incident is classified as an event with short-to medium-term environmental impact.

Environmental services and systems

Ventia's services teams play a significant role in enhancing the natural environment. From our Environmental Services business, remediating contaminated land and waterways, to our Environmental Monitoring team, Biodiversity Services and Land Management, as well as our Engineering, Sustainability and Property Consulting teams.

In support of our objective, to lead in environmental protection and enhancement, refreshed environmental awareness training will be rolled out in 2022. We have introduced a new environment and sustainability inspection process into our SHEQ systems and will continue a review of our environmental compliance systems.

Resource reduction

In 2021, we introduced resource reduction plans targeting initiatives across materials, waste, water and energy use reduction. Each sector in the business is now tracking implementation of their initiatives through their resource reduction plan.

OUR 2021 ENVIRONMENTAL REMEDIATION PROJECTS

Treated

217,000 tonnes
of contaminated material

Remediated an

>89,000m² area

Treated

45,000kL of water
during remediation

Addressing waste

Waste streams generated through Ventia operations range from food and green waste to liquid waste, spoil and construction waste, electronic waste and lighting, as well as office waste, amongst others. A waste footprint survey conducted this year indicated we recycle many of these waste streams, with further work to detail our waste footprint as a priority in 2022 to target increased diversion from landfill.

Within our Transport business, waste collected from sweeping roads is a significant waste stream by volume. Our Road projects in Australia diverted >86% of street sweeper waste from landfill in 2021, recycling 1,550 tonnes. For some of our Road contracts a new recycling or reuse solution was sought as an alternative to landfill. At our Western Roads Upgrade (WRU) contract in Victoria we changed our process in late 2020, so that all street sweeper waste is screened and repurposed into useful material, such as aggregate and sand. Through the resource reduction plans our other Road contracts are pursuing similar opportunities.

During 2021, our South Australian Defence contract teams worked collaboratively in conjunction with waste removal services provider Veolia to successfully implement the Defence Waste Optimisation program, to reduce waste to landfill. The program, across five sites in South Australia, introduced coloured bin recycling stations and was supported by an awareness campaign. Ventia's Cleaning and Catering teams manage waste separation as a part of their daily activities and the program has resulted in a significant increase in recycling, with some sites more than doubling their monthly diversion rates, reaching as high as 80%.

In another joint initiative between Veolia, Defence and Ventia, an innovative solution was sought to divert combat uniforms from landfill whilst ensuring certainty of destruction. A trial conducted over three months across six sites diverted 6.9 tonnes of waste from landfill by converting the shredded uniforms to approximately 700L of biofuel.



FINALIST

**Large Business Category
Banksia NFP & NGO Award**

SourceZone®

ENVIRONMENT PROGRESS & PRIORITIES

How we're creating a healthier planet at Ventia

Our commitment to ensuring our planet is healthy for generations to come is brought to life in the work we do – and how we do it. It's in our nature to care, to look out for each other and look after the world around us.

KENDALL BAY SEDIMENT REMEDIATION RECEIVES INTERNATIONAL RECOGNITION AT THE EDISON AWARDS™

This year, the Kendall Bay sediment remediation project was recognised internationally, taking out silver for 'Sustainable Change for Good' at the 2021 Edison Awards™.



WINNER

'Innovation that Advanced the Practice of Contaminated Site Remediation' Award 2021
Australasian Land and Groundwater Association (ALGA) Awards



WINNER

'Best Remedial Project >1M' Award
2021 Australasian Land and Groundwater Association (ALGA) Awards



WINNER

Silver medal, 'Sustainable Change for Good'
2021 Edison Awards™

The award was presented to our client, Jemena, for the design and delivery of the marine in-situ stabilisation (ISS) used in the remediation of Kendall Bay in New South Wales. Understood to be the world's first subaqueous in-situ stabilisation of contaminated sediment for environmental purposes, Ventia played a key role, leading advances in the use of ISS technology in underwater environments, and delivering a lasting environmental protection and enhancement solution.

Kendall Bay is a shallow marine environment characterised by intertidal mudflats, mangroves, outcropping sandstone rock, a sandstone seawall and a sandy beach. Approximately 10km west of Sydney's Central Business District on the south side of the Parramatta River, the Kendall Bay remediation project involved the remediation of legacy coal tar contamination, left behind by the former Mortlake Gasworks.

Keen to ensure the safety and protection of the local community and improve the marine ecosystem, our client Jemena briefed Ventia on the need for a lasting solution to treat acutely toxic contaminated sediments in the sensitive marine environment.

Over the next two years our team engineered and trialed long-term applications of in-situ sediment solidification. While ISS is a common and highly successful method used on land, there were previously only few, small-scale examples of use in a marine environment. The approach had never before been implemented in Australia and we had to ensure it was technically sound, environmentally justifiable and would meet Environment Protection Authority requirements.

In 2020 we deployed the first large-scale application of in-situ stabilisation in marine remediation anywhere in the world.

ISS involved mixing marine cement with sediment underwater to form a stabilised raft-like structure to permanently contain the contaminated sediments. Once sediments were stabilised, clean sand and rock was installed to provide a suitable, rejuvenated environment for the recolonisation by microorganisms of the seabed and remediation areas adjacent to the former gasworks.



Kendall Bay, NSW

Ventia removed 7,500 tonnes of contaminated material, remediating an area with a total size of 11,800m². The project methodology resulted in a significant reduction in virgin excavated natural material compared to a traditional 'excavate and replace' approach, and less truck haulage movements also reduced the impact of the works.

Ventia Environmental Services was honoured to be recognised by The Edison Awards™ in 2021, which celebrate the most innovative products and leaders in the world. Named after extraordinary inventor, Thomas Edison, this award is amongst the most prestigious accolades for excellence in new product and service development, marketing, design and innovation.

The Australasian Land and Groundwater Association (ALGA) also celebrated the success of the Kendall Bay remediation project recognising Ventia, Jemena and partners Geosyntec Consultants and WSP with two 2021 ALGA Awards, winning in the 'Innovation that Advanced the Practice of Contaminated Site Remediation' and the 'Best Remedial Project >1M' categories. Ventia Engineering and Design Manager, Dr Sven Barthelme was also recognised for his outstanding talent and contribution to remediation, winning the 2021 'John Pym Excellence in Engineering' ALGA Award.

ENVIRONMENT PROGRESS & PRIORITIES

PARTNERING WITH OUR CLIENTS FOR EMISSIONS REDUCTION

Ventia's engineering consulting subsidiary (ICD Asia Pacific) is partnering with our client, BlueScope, on key projects which will underpin its sustainability agenda moving forward, targeting emissions reduction using the development of digital twins.

The primary goal of the first project, launched in 2021, was to evaluate capital and operational alternatives, then develop strategies that would enable higher molten liquid production rates while ensuring effective, safe and sustainable operation of BlueScope's No.6 blast furnace.

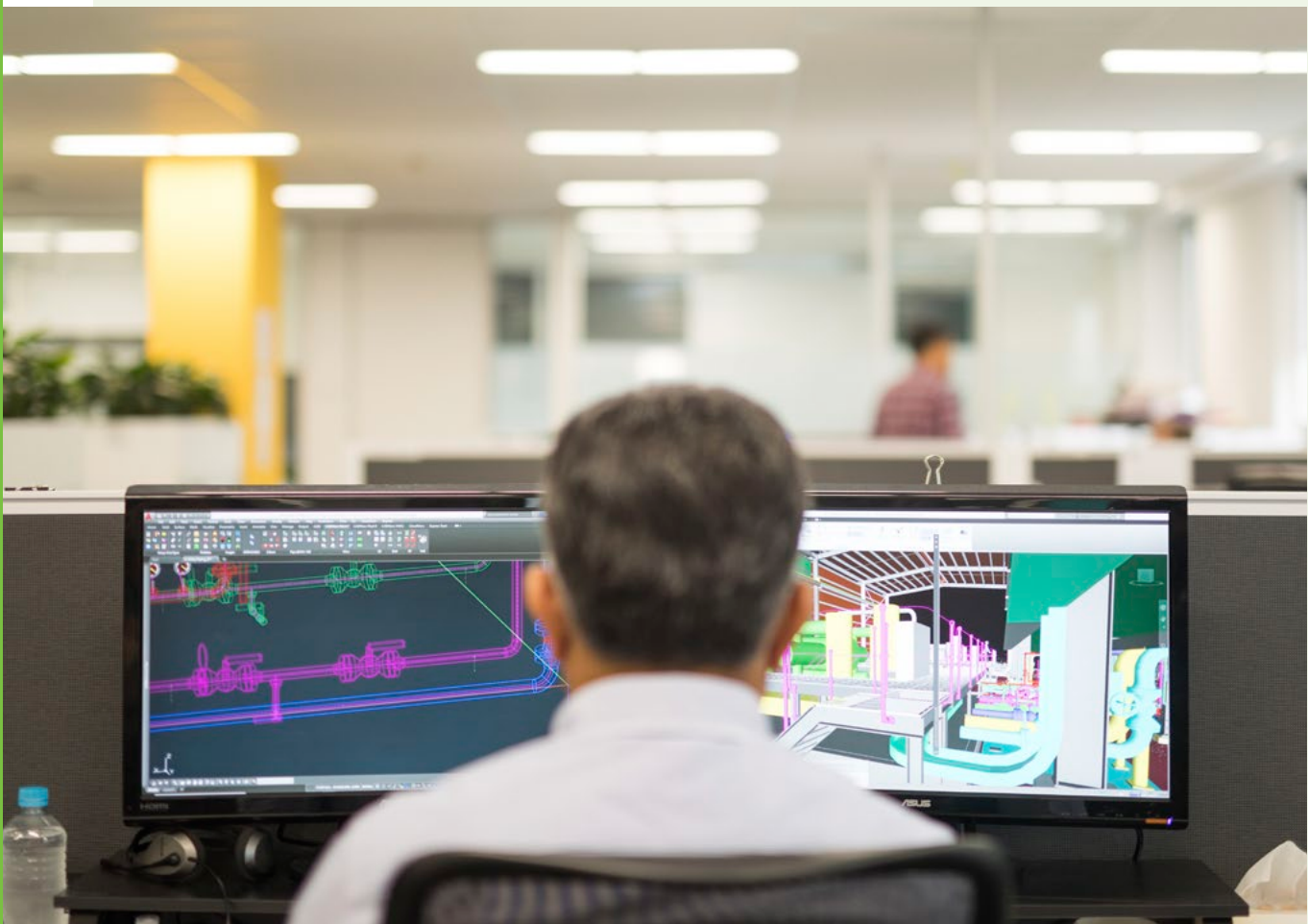
To help meet this goal, a digital twin was developed to model the logistics of the molten liquid handling systems for the blast furnace. A digital twin is a virtual representation that serves as the real-time digital counterpart of a physical object or process.

Amongst the many benefits from the project was an optimisation of the use of rail locomotives and kress carriers that haul the liquid iron and slag away from the operating furnace for further refining. Using the digital twin to optimise use of these large and heavy vehicles, both in terms of the number required and best operating practice,

the team developed a process that will deliver significant cost and sustainability benefits.

The reporting that's produced by the digital twin also provided useful data on movements of equipment that have aided BlueScope to further optimise (or eliminate) aspects of the civil and rail works within the project scope. This will result in reduced emissions, as well as optimising ongoing road-to-rail vehicle interactions.

Ventia's partnership on this project has led us to become involved in a second digital twin project, focused on carbon abatement activities at BlueScope Steel's Port Kembla site. Both projects are expected to be complete in 2022 and Ventia looks forward to continuing to support and accelerate the emissions reduction journey of BlueScope and other clients as we work together towards net-zero.



VENTIA DEVELOPS TARGETED WEED MANAGEMENT PLAN TO IMPROVE ECOLOGICAL VALUE OF GRASSLAND RESERVE AND ENHANCE OUR ENVIRONMENT

Ventia is the services contractor for the 23-year term of the Western Roads Upgrade (WRU) project in Victoria, being delivered via a Public Private Partnership (PPP) between the Victorian Government and the Netflow JV. The \$1.8 billion investment to improve roads in the western suburbs includes ongoing maintenance for 260km of road between West Melbourne and Werribee.

The network area includes a protected grassland reserve in Wyndham Vale, approximately 20m wide, running along 13km of roadside to the north and 10km of roadside to the south of Ballan Road. Management of weeds species (including noxious weeds) is a service provided under our maintenance contract.

The reserve environment has high ecological value as it supports a variety of native flora and fauna species, plus vegetation communities protected under State and Federal legislation such as the flora species, Spiny Rice-flower (*Pimelea spinescens* ssp. *Spinescens*) and the Golden Sun moth (*Synemon plana*) habitat, both listed as critically endangered under the Environmental Protection and Biodiversity Conservation (EPBC) Act.

Since the contract commenced in 2018, management of weed species within the grassland reserve has been challenging. Ventia commissioned an initial ecological assessment to better understand the composition of its species and vegetation communities, and the level of impact that works conducted in close proximity may have. Survey data showed that significant habitats were highly fragmented throughout the reserve. These fragmented ecological communities were surrounded by exotic species, which had overtaken the majority of the grassland. The assessment clearly indicated that existing weed management controls were inadequate to support an area of such high ecological significance.

Our team decided to develop a targeted weed management program, to better control and eventually eradicate problematic exotic species from the reserve, thereby reducing competition and allowing protected native species and vegetation communities the chance to recover and repopulate, to drive an overall improvement of habitat connectivity for the site.

The targeted *Ballan Road Weed Management Plan* was first implemented in 2020 with follow-up weed and habitat connectivity surveys of the reserve completed in June 2021. First-year assessments showed a reduction in the abundance of a number of exotic weed species from the prior survey. Two new areas of Spiny Rice-flowers were identified, and the height and density of previous Spiny Rice-flowers had improved.

Annual assessments will be undertaken to monitor ongoing performance of the weed management plan, which will be updated as required.

The positive impact of Ventia's weed management approach at Ballan Road has been recognised by the Infrastructure Sustainability Council (ISC) through the Infrastructure Sustainability Operations rating for the WRU contract. The contract is undertaking the stringent three-year rating process and received an interim 'Commended' rating for Operations in both the first and second year in 2020 and 2021.

The ISC rating is Australia and New Zealand's only comprehensive rating system for evaluating sustainability across the planning, design, construction and operations of infrastructure programs, projects, networks and assets.



Valentine Ugo Madu on the Western Roads Upgrade project in Victoria

ENVIRONMENT PROGRESS & PRIORITIES

LEADING IN ENVIRONMENTAL PROTECTION AND ENHANCEMENT FOR AUSTRALIAN DEFENCE

Ventia has a proud history of partnering with the Australian Defence Force (ADF), spanning three decades. Environmental protection and enhancement through land management, biodiversity services and the use of technology is a key focus across our Defence portfolio.



Ventia Drone Operations – Cultana, South Australia

Using best practice, combined with our intimate working knowledge of the drivers of ecosystems and landscapes, we support landowners and managers to develop and implement sustainable Landscape Management Plans (LMPs).

Plans include requirements such as resource allocation and integrate controls, such as mechanical, chemical or biological means, to reduce the severity of weeds, assist native regeneration, and support and control wildlife.

Weed management

Weeds represent a major threat to the environment and weed management can be complex, time consuming and expensive, often involving challenging terrain, which poses health and safety risks. At Ventia, we set out to devise ways to reduce the impact of chemical use on the environment, particularly in waterways.

This year, at Simpson Barracks in Yallambie (north-east of Melbourne), the use of goats has proven successful in providing the Department of Defence with a long-term, environmentally friendly solution for managing priority one weeds within riparian zones (alongside creeks, streams, gullies, rivers and wetlands) and waterways.

Ventia's Environmental Services team has had success controlling Weeds of National Significance (WONS) such as Blackberry, Serrated Tussock and Chilean Needle Grass at Victorian Defence sites. Use of goats or biocontrol methods, such as weevils, has seen wetland plant species emerging within previously infested areas and native ground cover rejuvenating.

Our integrated weed management approach allows for targeted weed control and native revegetation to occur simultaneously, while reducing the risk of unintentional damage to flora, which can occur from chemical use.

Safely protecting vulnerable species

With current projects underway across many Defence sites, we are exploring the most effective ways to identify, track and protect vulnerable species. On our Defence Base Services (DBS) contract Ventia's licensed drone pilots make surveying weeds, feral animals, native species, flora and fauna across large, inaccessible areas much less challenging.

One benefit of using drones for surveillance is reducing disruption to native animal populations, as ground surveys can unintentionally cause animals to relocate. Drones use thermal imaging, which reduces stress for the animals, and provides a more accurate picture of species density and locations.

In South Australia, our Drone Solutions Team (DST) are working with our Defence team on efficient, less intrusive tracking of the local Malleefowl population.

As Malleefowl is listed as a vulnerable species, our client is required to measure and track their population and reduce disruption to their habitat. The Malleefowl are present across 850 hectares of the site, but the ground-dwelling birds are shy and rarely sighted, so use of LiDAR and thermal scanning was recommended to detect their mounds and monitor their activity.

LiDAR (Light Detection and Ranging) is a remote sensing method using a pulsed laser to measure ranges for high accuracy mapping. Thermal scanning detects heat signatures and is used at night when there is higher contrast between the cooler air and birds' body heat.

Ventia leverages technology to reduce risk, improve safety, and minimise disruption to protect fauna and flora. A second survey will be conducted at the Murray Bridge Defence training range in 2022.

FAST FACTS: MALLEEFOWL SURVEY

4
days to
complete the
survey

7
possible
Malleefowl
mounds

123
features
of interest
identified

30+
Ventia drone
pilots across
Australia

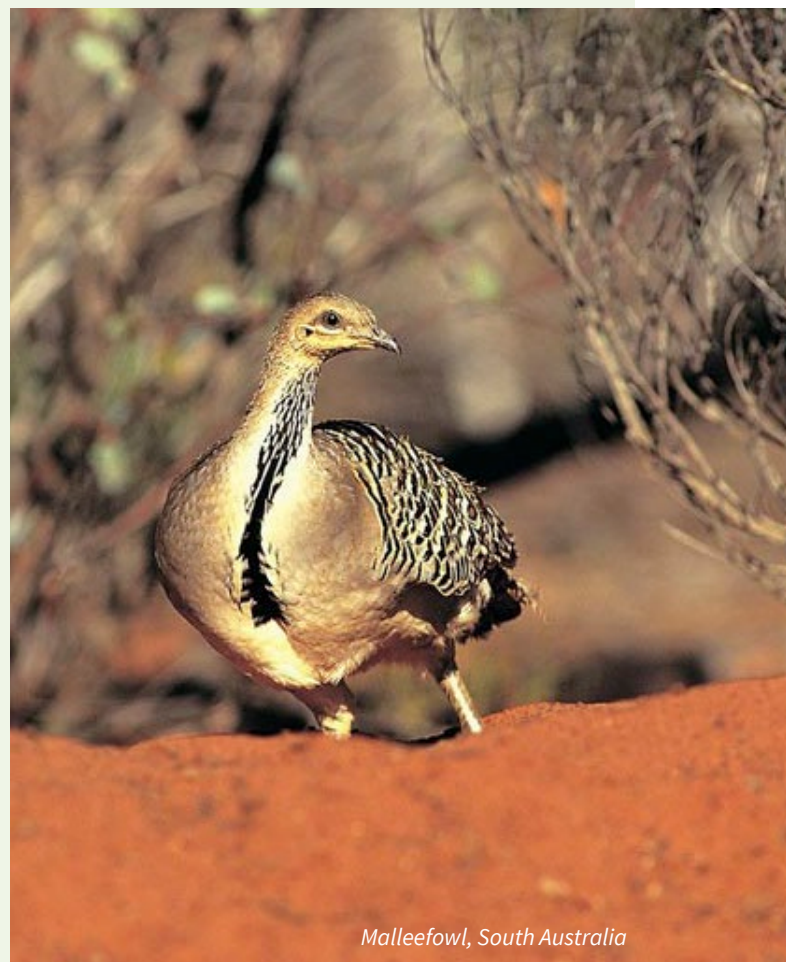
Controlling feral animal populations

Feral cats are the primary target of control measures in Australia due to their impact on our threatened species. Cats have spread from metropolitan to rural areas seeking a plentiful food source – our native wildlife.

Ventia Environmental Services has implemented the use of feral animal control units in South Australia where Defence bases are home to fauna such as Grass Wrens and Spotted Nightjar, popular food sources for feral cats. Over six months so far, the control units have tagged and removed dozens of cats from areas where we have identified the habitats of vulnerable species.

We undertake regular surveys of endangered species' populations and have recorded a number of ground-dwelling animals not previously noted on-site, including Knob-tailed Geckos, Shingleback Lizards, Gibber Dragons, Sand Goanna, White-winged Wrens and Cinnamon Quail-thrush.

One of the benefits of removing feral animals at these locations is to give native species a chance to regenerate. We have seen an increase in populations of the Southern Boobook and Tawny Frogmouth at Woomera, for example, since undertaking these controls.



Malleefowl, South Australia

ENVIRONMENT PROGRESS & PRIORITIES

DRIVING CHANGE – TRANSITIONING OUR VEHICLES FOR EMISSIONS REDUCTION

The use of liquid fuels in our vehicles, trucks and equipment accounted for 70% of Ventia's emissions in 2021. As Ventia strives to deliver our services in a sustainable and innovative way to reduce our emissions, we are accelerating the pace of our fleet reduction and transition initiatives.

With more than 70 hybrid and electric vehicles now across our fleet we have removed the option to select petrol and diesel passenger light vehicles. Our Wellington City Council contract in New Zealand is our first to boast a full fleet of hybrid vehicles and 32 of the 50 vehicles for our Across Government Facilities Management Arrangement (AGFMA) contract in South Australia are hybrid.

While short-term use of hybrids is essential, we are partnering with fleet providers to provide alternative options, including adopting more EVs where feasible, and pursuing opportunities to transition larger plant and vehicles over time – paving the way towards our goal of zero emissions.

In July 2021, Ventia and global e-mobility technology company, SEA Electric, introduced the first custom-built fully electric road maintenance vehicle into our fleet on the Western Roads Upgrade (WRU) contract in Victoria. As the Services Contractor to Netflow for the 23-year term of the contract, Ventia will maintain 260km of recently upgraded roads between West Melbourne and Werribee.

Instead of sourcing a diesel maintenance truck and adding to greenhouse gas emissions, Ventia and SEA Electric developed a flexible EV that both leads the way for future projects and is purpose-built for maintenance and landscaping.

Compared to a diesel truck, the EV reduces CO₂-e Scope 1 emissions by 11 tonnes per year.

The EV truck has received innovation recognition from the Infrastructure Sustainability Council (ISC) as a market-transforming opportunity and is one example of how Ventia is addressing a key challenge facing our industry.

The success of the first EV truck in Ventia's fleet paves the way to introduce more EVs in our contracts across Australia and New Zealand. We utilised our experience with the WRU truck when seeking a solution for our incident response fleet.



Ventia provides traffic incident response and maintenance services on motorways and tunnels across Australia for Transurban. This year, we reviewed the opportunity to switch to using electric truck-mounted attenuators (TMAs), which are used to protect the safety of road crews and motorists by providing a cushioned crash barrier to absorb the impact of collisions. TMAs idle for long periods of time when deployed in traffic, so they are well suited for electrification.

Having worked with providers to ensure the performance requirements for TMAs can be met, we have now placed our first order for a custom-built fully electric TMA for delivery in 2022. Modifying a TMA to incorporate a battery for zero emissions operation is so new that there is no 'off-the-shelf' option. This truck will be the first of its kind in Australia.



Electric truck on the Western Roads Upgrade (WRU) project.

Ventia is also driving down carbon emissions on its Sydney Roads Asset Performance (SRAP) contract with the addition of two new Tesla electric vehicles.

Ventia provides road maintenance and asset management services to the Parklands zone and Intelligent Transport Systems (ITS) throughout regional New South Wales for our long-term client, Transport for NSW.

Each Tesla EV will consume 79% less power than a comparable petrol vehicle and 62% less power than a comparable hybrid vehicle. The energy efficient Teslas will be charged from solar power at our Arndell Park depot in Sydney's west, making them operationally carbon neutral.

Currently, the SRAP Maintenance team use standard diesel utilities specially fitted with cameras to undertake inspection runs. The standard Tesla Model 3 comes fitted with onboard camera technology that offers continuous monitoring, and the team are exploring how this could enhance surveillance monitoring to deliver better outcomes for road users.

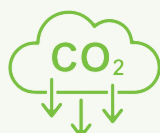
In addition to light vehicles and trucks we are making progress transitioning other assets, including introducing 14 fully electric mowers in Victoria, and a hybrid excavator in New Zealand, in 2022.

ENVIRONMENT PROGRESS & PRIORITIES

Future focus: **environment**

In 2022, we will drive our current initiatives to deliver on our commitments, including emissions reductions and improvements in our environmental management and performance. We will also continue collecting and analysing data, building an inventory to inform and formalise the baselines we will measure our sustainability performance against in the future.

OBJECTIVES



Achieve net-zero emissions and reduce our clients' emissions



Managing climate risk and resilience for us and our clients



Leading in environmental protection and enhancement solutions

2022 PRIORITIES

- Develop science-based targets, including net-zero targets in accordance with the Science Based Targets initiative.
- Accelerate transition of our light vehicle fleet to electric and hybrid, and pursue larger vehicle EV and hybrid options. Communicate the learnings from our transition journey to support our supply chain in their transition.
- Identify renewable energy sources for our Scope 2 (electricity) portfolio.
- Develop Scope 3 emissions reporting to commence in 2022 with mapping and estimation of Scope 3 emissions across the business to support development of targets and identify priority areas for data capture.

- Continue climate risk assessment across our Transport, Defence and Social Infrastructure and Infrastructure Services sectors, utilising climate scenarios developed in 2021 for our Telecommunications sector.
- Integrate the outcomes of our climate risk assessments into our risk management framework and develop TCFD disclosures.

- Develop waste measurement and establish baseline volumes and diversion from landfill rates across waste types. Better understand our waste footprint to help us identify opportunities to eliminate, reduce or reuse materials.
- Build and roll out in-house environmental training and review environmental compliance systems.
- Begin assessing the environmental footprint of the materials we purchase and identify opportunities to support the circular economy, as well as reduce the emissions intensity of our own supply chain.
- Ensure that clients across all of our sectors are introduced to our Environmental Services, Environmental Monitoring and Remediation, and partner with them to support the health of our planet.







SOCIAL

OUR OBJECTIVES

Our people are safe and healthy and are as diverse as our communities

We engage and respect the communities we work in

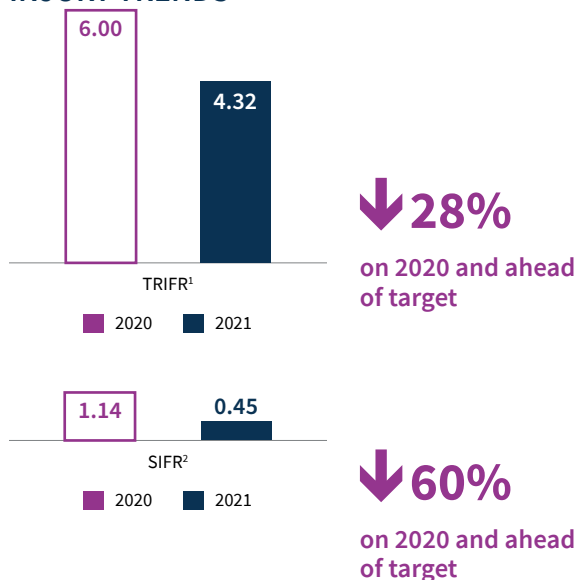
We create value through our local and diverse supply chain

Our progress: safety, health and wellbeing



Safety is our #1 promise and is at the forefront of our planning and is thoroughly embedded in our practices. Prioritising the health and wellbeing of our people builds their resilience for life and work, and in turn builds Ventia's business resilience, in support of United Nations' SDG 3.

INJURY TRENDS



We put the safety and health of our people, our clients and our communities at the forefront of everything we do, and it is a fundamental guiding principle to how we operate. Ventia is committed to providing a safe environment for our employees, subcontractors and the communities in which we work by reducing the potential for harm.

Reducing the frequency and severity of injuries at Ventia

In 2021, our SHEQ (Safety, Health, Environment & Quality) objectives aimed to continue reducing the frequency and severity of injuries, building the capability of our frontline leaders to focus on effectively managing risks and streamlining how we achieve compliance by embedding our unified SHEQ management system.

COMPENSATION CLAIMS



Our Total Recordable Injury Frequency Rate (TRIFR)³ in 2021 of 4.32 reflects a 28% decrease from 2020. Our Serious Injury Frequency Rate (SIFR)⁴ decreased 60% to 0.45 in 2021.

Harmonising our systems and processes

Core to the integration of Ventia and Broadspectrum was the alignment of our SHEQ systems, processes, objectives and targets.

Strong progress was made against this SHEQ harmonisation agenda with solid foundations now built for our future across governance, systems and performance. We have achieved successful delivery of key milestones including our SHEQ operating model, integrated and simplified our systems, outsourced claims management, health and Critical Risk Protocol (CRP) programs, plus embedded and enhanced reporting.

1. Total Recordable Injury Frequency Rate.
2. Serious Injury Frequency Rate.
3. Total number of recordable injuries, divided by hours worked in millions. Metric as at December 2021, potentially subject to adjustments over time to reflect additional information received regarding recordable incidents and other operational updates.
4. Total number of serious injuries, divided by hours worked in millions. Metric as at December 2021, potentially subject to adjustments over time to reflect additional information received regarding recordable incidents and other operational updates.



WINNER

Large Enterprise 'Health & Safety New Initiative' Award

Australian Workplace Health & Safety Awards

Universal Shore Power Cable and Hose Management Solution



WINNER

Best Mental Health Program

National Safety Awards of Excellence

Healthy Minds program

We successfully coordinated the harmonisation of our SHEQ management system to combine and retain our external certifications for ISO9001, ISO14001 and ISO45001 and delivered a fit-for-purpose, efficient system.

Critical Risk Management

Ventia's Critical Risk Protocols (CRPs) establish the essential requirements and behaviours for managing the critical safety risks on our projects. They apply to 10 key areas that give rise to the risk of serious injury if not clearly understood and managed across our business.

Our CRPs are comprised of three essential elements – critical controls, mandatory safety rules and safe work fundamentals. To date, we have trained more than 10,000 of our employees in CRPs and undertaken 13,400 critical control checks across our operations.

Early intervention for Healthy Bodies

This year we have seen increasing utilisation of our physical wellbeing program, Healthy Bodies, which is designed to support our employees through the provision of early intervention services and other health related services, support and material.

For instance, Healthy Bodies provides our workforce with access to physiotherapy before pain and discomfort can become injuries.

As a result of this focus on early intervention, injury prevention and bolstering leadership capability, we have seen improvements in injury rates and claims trends with significant reductions in the number and frequency of new claims received in 2021, down 15% compared with 2020.

Healthy Bodies is accessed by approximately 80 employees and contractors each month in Australia and will be rolled out in New Zealand in 2022.

Our pandemic response

As the pandemic continued throughout 2021, so did Ventia's service provision and support for our clients. Our consistent delivery, despite the ongoing impact and challenges of

COVID-19 in the Australian and New Zealand economies, highlights the resilience of our team, our business and the essential nature of the services we provide.

In 2021, COVID-19 has impacted Ventia's operations in a range of ways including:

- delays in some existing projects and in the start of some new projects;
- adjustments in the scope of works or deferrals in the expansion of services in some projects; and
- localised, temporary restrictions on Ventia's ability to undertake certain work; offset in part by increased demand for cleaning services and increased revenue associated with greater government spending following government stimulus measures.

A comprehensive COVID-19 response plan was utilised to support our workforce and ensure the continuity of services for our clients, including:

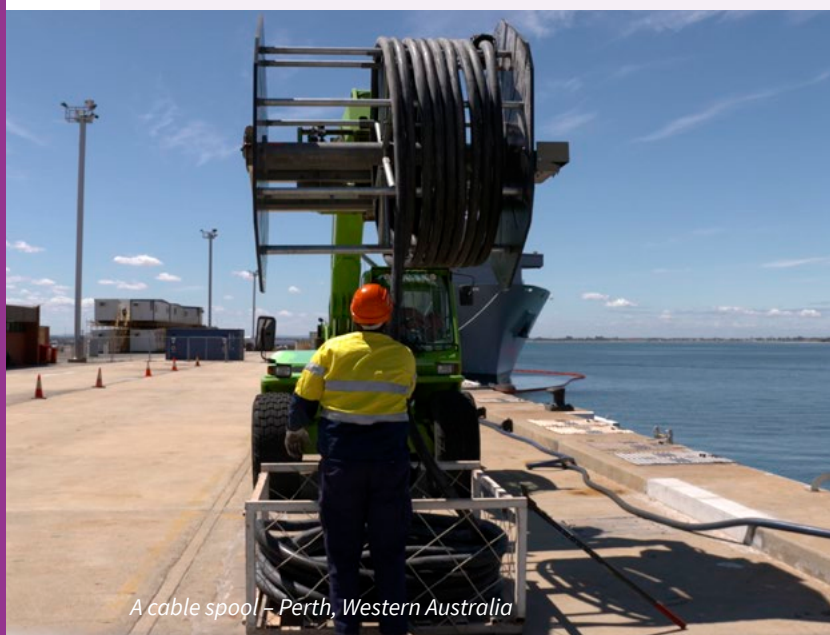
- supporting worker welfare through a range of safety, health and wellbeing initiatives;
- maintaining provision of client services;
- ensuring the continuity of key functions;
- enhancing communication and feedback;
- mitigating known risks; and
- establishing a Coronavirus Hub resource that operates 24/7 to support our managers, providing a timely and coordinated response to known COVID-19 cases.

To support worker welfare, Ventia established COVID-Safe plans for our workplaces and sites and engaged the expertise of a hygienist and Chief Medical Officer to advise on our response and provide detailed information to our workforce. Further, with the increasing mental health risks associated with COVID-19 at work and in the broader community, Ventia's Healthy Minds program targeted specific support for our workforce through expert presentations on mental health, finance and fitness. Our 120 Healthy Minds Champions were trained and engaged to check-in with their colleagues regularly to support and maintain the mental health and wellbeing of our team.

SOCIAL PROGRESS & PRIORITIES

Keeping our people safe and healthy

As part of our proactive approach to taking care of our people and supporting their safety, health and wellbeing, we introduced two empowering landmark programs in 2021, as well as maintaining a thorough but agile response at all of our workplaces to continue to safeguard our people from the ongoing risks of COVID-19.



A cable spool – Perth, Western Australia

INGENIOUS SAFETY INNOVATION RECEIVES DUAL RECOGNITION

This year, our commitment to solving problems and keeping people safe and healthy saw Ventia receive not one, but two awards for our Universal Shore Power Cable and Hose Management Solution (or cable spool).

Working with our client, the Department of Defence and Perth-based engineering partner, Onetide Modular Systems Pty Ltd, we developed the innovative new system for the Royal Australian Navy, which significantly reduces the manual handling required to connect naval vessels to shore power cables when they dock – creating a safer, faster process.

These benefits were well recognised in 2021 when Ventia received the 'Base Services Contractor Innovation of the Year' Award in May from the Defence Estate & Infrastructure Group (E&IG) amongst strong competition.



WINNER

Large Enterprise 'Health & Safety New Initiative' Award
Australian Workplace Health & Safety Awards

Universal Shore Power Cable and Hose Management Solution



WINNER

'Base Services Contractor Innovation of the Year' Award
Defence Estate & Infrastructure Group (E&IG)

In July, Ventia received further recognition winning the 'Large Enterprise: Health & Safety New Initiative' Award at the prestigious Australian Workplace Health & Safety Awards.

This innovation resolves a long-standing challenge for the Navy in the labour-intensive deployment of the one tonne shore power cables that vessels must connect to after docking alongside a berth or wharf. Instead of up to 40 ship's crew manually lifting and carrying the cables to make the necessary shore power connection, which can take up to three hours per operation, the cable spool has reduced deployment time to around 30 minutes, with just two personnel.

The Ventia team at Fleet Base West in Perth collaborated with Onetide for over two years, working closely with the Navy, E&IG and Port Services to understand the challenges, and develop, refine and implement the cable spool that significantly reduces risk for both Defence and Ventia, offers enhanced rest time for ship's crew and improves efficiency in the use of wharf space and resources.

Following successful trials, Defence has now approved funding for Onetide to manufacture and implement 20 cable spools at Fleet Base West.

SUPPORTING HEALTHY MINDS TO BUILD SUSTAINABLE RESILIENCE

Ventia's commitment to our people's safety, health and wellbeing goes well beyond preventing physical harm.

The Healthy Minds program was designed and developed by Ventia to help raise awareness, reduce stigma and support those with mental health challenges and conditions across our business.

In December, our Healthy Minds program was announced as the winner of the 2021 'Best Mental Health Program' in the National Safety Awards of Excellence.

Mental health is an increasingly significant issue in our society and within workplaces. According to health authorities, almost half of all Australian adults will experience mental illness at some point in their life, while a record number of New Zealanders are accessing specialist mental health and addiction services.

The Healthy Minds program taps into the power of personal connections, through a mental health peer support network known as the Healthy Minds Champions. After an overwhelming response to a callout for volunteers, we currently have 120 trained Healthy Minds Champions across Australia and New Zealand whose passion and commitment help drive the success of our program.

Ventia's talent engagement business, Skout Solutions, who specialise in providing organisations with the talent they need to grow, was well positioned to help ensure the right Ventia people were placed into Healthy Minds Champion roles.

Recruitment involved understanding who would be able to deal with the concerns that may arise as Champions support their colleagues. They may be privy to sensitive, personal information, need to maintain confidences and be empathetic, but know when to escalate an issue for additional support. Many people interviewed had worked with their communities through difficult times, such as during bushfires or COVID-19.

Successful candidates receive two full days of professional training with a psychologist, so they can understand and recognise the signs and symptoms of mental health issues in the workplace and learn how to have supportive conversations and how to refer people to the right support services. Champions also actively promote Healthy Minds to their teams and receive ongoing training.

Ventia will recruit more Champions to connect and support our geographically dispersed workforce, and amplify the program in 2022.

Supporting our workers through mental health conditions is not only the right thing to do, it also helps individuals build self-esteem and coping skills, creates a more productive workforce and enables Ventia to retain our skilled and experienced employees.



'Best Mental Health Program' Award National Safety Awards of Excellence

Healthy Minds program



SOCIAL PROGRESS & PRIORITIES

Future focus: safety, health and wellbeing

In 2022, we will continue to prioritise the safety and health of our people, and aim to reduce the incidence of serious injuries at Ventia further, targeting a 5% reduction in our Serious Injury Frequency Rate (SIFR) and a 10% reduction in our Total Recordable Injury Frequency Rate (TRIFR).

OBJECTIVES



Improve safety and health outcomes through increased frontline capability

2022 PRIORITIES

- Train 100% of nominated leaders in Ventia's in-house 'Safe for Life' frontline leadership program.
- Roll-out three company-wide campaigns to drive engagement with our key programs – Critical Risk Protocols, Healthy Bodies and Healthy Minds.
- Increase the number of Healthy Minds Champions across our business from our current 120.
- Train our top 400 leaders in building a mentally healthy workplace.



Manage critical and emerging risks

- Embed Critical Control Checks (CCCs) across the organisation to achieve 100% completion of planned CCCs.
- Complete 100% planned Critical Risk Protocol audits.
- Deliver innovation in above the line controls to reduce risk in each Ventia sector.
- Launch the Healthy Bodies program in New Zealand encouraging early intervention before injury occurs.



Continue to simplify and embed our unified SHEQ management systems

- Transition all contracts to harmonise SHEQ (Safety, Health, Environment & Quality) management system by the end of 2022.
- Develop a plan to establish a unified and simplified approach to contractor management.
- Complete a review of environmental compliance systems.

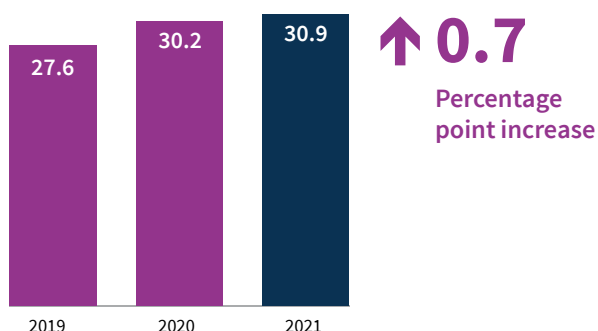


Our progress: diversity and inclusion (gender)



At Ventia, we understand that an enhanced focus on diversity and inclusion creates a wider talent pool, innovative thinking, better performance, new perspectives and reduces staff turnover. We work towards increasing balance and equality in and for our workforce in support of United Nations' SDG 5.

FEMALE PARTICIPATION %



2021 HEADCOUNT BY GENDER AND LEVEL

Role type	Female	% Female	Male	% Male	Total No.
Directors	3	37.5%	5	62.5%	8
Executive Leadership team	2	18.1%	9	81.8%	11
Women in Senior Management	526	30.1%	1,216	69.9%	1,742
All employees	4,819	30.9%	10,775	69.1%	15,594

Notes:

Executive Leadership team is defined as the Group CEO and direct reports.

Women in Senior Management (WISM) is defined as three layers of reports to members of the Executive Leadership team.

Employees includes all other employees in Ventia and casual employees.



FINALIST

'Top 100 Employers' Award

GradConnection



ATTRACT MORE

Create pathways into employment that attract females at all levels. Strengthen current recruitment practices to attract and increase the candidate experience/value proposition.

DEVELOP MORE

Strengthen talent practices to identify female talent and accelerate development opportunities in readiness for more senior roles.

KEEP MORE

Build deep connection to and understanding of our female talent as part of engagement and retention strategies.

Gender equality

At Ventia, we are aligned to the HESTA 40:40 Vision, an investor and business-led initiative to achieve gender balance in executive leadership by 2030. 40:40 stands for 40% women, 40% men and 20% any gender. At the close of 2021, 18% of our Executive Leadership team were female.

In addition to the HESTA 40:40 Vision, we have extended our commitment to increasing female participation within the entire Senior Management team (levels 0-3) as well as adopting the 40% female participation target across all employees.

In 2021 we developed Ventia's female participation strategy, which is championed by our Diversity and Inclusion working party. The initiatives within this strategy address how we will attract more, develop more and keep more females across all levels of Ventia and reach our 40% target. To engage the whole workforce in our female participation strategy, we address the topic in induction and onboarding, and provide inclusive leadership and unconscious bias training to senior leaders.

Our initiatives undertaken to support progress in gender equality have driven an increase in female participation to 30.9% at December 2021.

Ventia is a 'relevant employer' under the Workplace Gender Equality Act and we report on behalf of our Australian businesses. Our most recent 'gender equality indicators' are set out in Ventia's Workplace Gender Equality Report, available at www.wgea.gov.au.

Pay equity

Gender pay equity is another commitment made by Ventia and is monitored via an annual remuneration review to ensure males and females employed in comparable roles are paid fairly and equitably.

The 2021 remuneration review demonstrated that this approach has helped to ensure that males and females are effectively paid equally to market for the roles they perform.

Diversity in our recruitment process

During 2021, we enhanced our non-biased recruitment process to encourage a more diverse workplace, including noting our commitment to a gender-balanced workforce and applying gender de-coding in our advertisements. We also ensured gender-balanced shortlisting for roles and training for hiring managers.

Graduate program

Female participation in Ventia's graduate program was 50% in 2021. Ventia was proud to be named as a 2021 Finalist in the GradConnection Top 100 Employers Award. Our graduates and young professionals across the business have the opportunity to directly connect and learn by attending an annual event known as Ventia's Young Professionals Conference. We are excited to welcome an increasing number of young female professionals to develop their careers with Ventia.

External engagement to attract more females

We build and have further developed relationships with external stakeholders to assist us in sourcing a diverse pool of candidates. During 2021, we engaged with HERconnect, Working Parents Connect, Work 180 and FlexCareers to attract more females to our business.

Developing female talent

Women are provided pathways into leadership roles across the business. Delivered over several months, Ventia's Frontline Leaders, Essential Leadership and BEST Leaders programs are a significant investment in our emerging leaders, and our female talent is well represented across these programs. In 2021, we also offered a targeted leadership initiative called 'Women Leading' – 61 Ventia women had the opportunity to take a critical look at their career, leadership and unique strengths through this program.

Connecting women

We have implemented several initiatives such as 'lunch and learn' seminars, Women@Ventia networking and mentoring programs. One of our internal mentoring programs, 'HousingConnect', was set up by our Commercial Manager, Laura Jasiulec. Laura won the Diversity and Inclusion Award for New South Wales in the Australasian Housing Institute's Brighter Future Awards.

Supporting the workforce of the future

Ventia participated in the UNSW Women in Engineering Society (WIESoc) mentoring program, hosting the opening ceremony on 1 July 2021. Despite having to move the event online due to COVID-19, attendees were excited to kick things off. Sixty engineering students and industry mentors took part in speed networking activities and then mentor/mentee pairs got to know each better and developed SMART goals for their partnerships. This was the first of four sessions for participants and Ventia was proud to be involved with such a worthwhile program.

We have also supported organisations such as ABCN Mentoring and UNIQ You by participating in sessions where our employees shared their experiences, pathways and career insights and provided mentoring to young females.

Supporting victims of domestic violence

Ventia recognise that domestic violence is not just a personal issue. It can affect an employee's wellbeing and performance at work due to the extreme stress experienced in these relationships. Ventia partners with Assure Programs, an Employee Assistance Provider, to provide training on domestic and family violence awareness. We provide family and domestic violence leave of up to 10 days per annum to any team member required to deal with the impacts of family and domestic violence. As a member of the Diversity Council of Australia we also supported the 2021 #IStandForRespect campaign.

SOCIAL PROGRESS & PRIORITIES

BOLSTERING OUR POLICIES AND STANDARDS TO SUPPORT DIVERSITY AND INCLUSION

We celebrate and embrace diversity across our business – diversity in background, age, gender, skills, experience and thought. In 2021, we enhanced all workplace policies and standards to drive and support a more inclusive culture across our business. This review included our Code of Conduct, Equal Employment Opportunity and Discrimination Policy, Bullying and Harassment Policy, Whistleblower Protection Policy, Flexible Working Arrangements Standard, Leave Standard, Purchased Leave Standard, and our Diversity and Inclusion Policy.

We also ensured our policies, standards and processes are respectful and inclusive for our LGBTIQ+ employees.

In March, Ventia announced new Parental Leave Standards for Australia and New Zealand, available to employees who require leave for the birth or adoption of a child. The new Standards help ensure there is fair and equal support of all employees regardless of their location and position.

In addition to government entitlements, we offer paid parental leave to eligible employees who are primary or secondary carers. Ventia also recognises and is committed to ensuring that employees that may sadly be impacted by stillbirth receive similar entitlements and we are listed on the Stillbirth Foundation Australia corporate registry.



ENSURING ACCESS TO PERSONAL CARE PRODUCTS FOR WOMEN IN NEW ZEALAND

When living on a low income, spending \$6 on sanitary products may reduce women's ability to purchase healthy and fresh food, pay for petrol or public transport, or get to work or school.

When our New Zealand Transport team learned about an initiative that was enhancing the safety and health of women in their communities by creating a world of period equity, they were keen to be involved.

Since its launch in 2016, Dignity has been focused on providing New Zealand women with access to sanitary items at work and school. Dignity provides free period products to those without access through their 'buy one, give one' partnership, where for each box of products a business purchases, Dignity gives the equivalent away to a woman in need.

This approach means that companies can provide period products not only to their employees, but also to those without access to sanitary products like pads and tampons, causing them to miss out on education, life and work.

Dignity Impact Partners like Ventia are delivered a package which includes Organic Initiative sanitary items, display canisters and posters to place in bathrooms, to promote and explain the important social initiative.

In February 2021, the New Zealand Government announced it would provide schools with access to free sanitary products to help fight period poverty, raising the profile of the issue, arousing interest and increasing the number of companies keen to participate in initiatives like those offered by Dignity.

Dignity has reported growth in demand from community groups and charities over the past 18 months as COVID-19 caused a surge in unemployment and homelessness, increasing women's need for help with necessities.

Our New Zealand Transport team ran an initial trial to determine the volume of Dignity products needed and received strong, positive feedback from employees. They will proudly continue as a Dignity Impact Partner, advancing and helping to normalise the conversation around period equity, supporting women and teenage girls in their community and employees who may be caught out at work.

Dignity supports 195 youth and community groups across New Zealand, totaling over 40,000 people. Find out more about the work Dignity does on its website at dignitynz.com.





CONNECTING WOMEN@VENTIA TO BUILD FEMALE EMPLOYEE ENGAGEMENT

As we aim for our people to be as diverse as our communities, the initiatives within our Diversity and Inclusion Action Strategy help us address how we will attract more, develop more and keep more females across all levels of Ventia.

Championed by the Diversity and Inclusion working party, one of the initiatives launched across Australia and New Zealand in 2021 was our Women@Ventia networking programs.

State-based, national and function-based networking opportunities are set up to improve engagement amongst

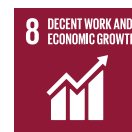
our female employees and provide opportunities for them to build and strengthen networks with their peers.

The programs got underway early in the year, holding 'lunch and learn' seminars online for all females at Ventia. Delivered with external experts and special guest speakers, seminar topics included 'networking', and 'women and super(annuation)', with seminar timing aligned to internal campaigns being rolled out to recognise International Women's Day in March and Breast Cancer Awareness Month in October.

Women@Ventia networking programs will be organised across Australia and New Zealand on an ongoing basis to support our commitment to increasing female participation at Ventia as we strive to achieve gender balance.

SOCIAL PROGRESS & PRIORITIES

Our progress: diversity and inclusion (Indigenous Australia)



We develop and deliver initiatives designed to create inclusive workplaces and focus on creating pathways for employment, recruitment and retention. Our supplier diversity approach supports local, Indigenous and social enterprises – this important work is undertaken in the spirit of United Nations' SDG 8.

INDIGENOUS PARTICIPATION¹ (%)

4.8%



FINALIST

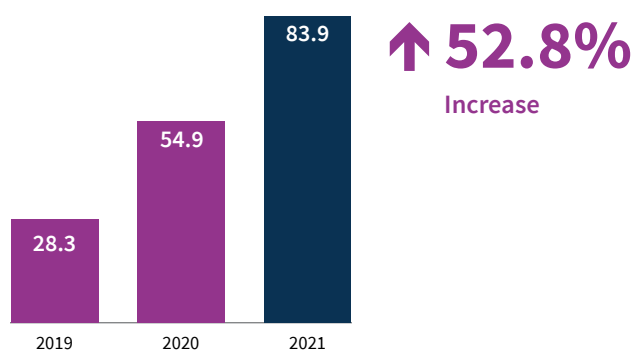
**'Corporate Member of the Year' Award
Supply Nation, Supplier Diversity Awards**

Progressing our Reconciliation Action Plan (RAP)

Our public commitment to reconciliation is set out in our Reconciliation Action Plan (RAP). The merger of Ventia and Broadspectrum in July 2020 saw us come together with two RAPs – Broadspectrum's at Reconciliation Australia's Elevate status and Ventia's at the Reflect stage. Throughout 2021, we progressed integration of our RAPs to ensure that all actions in the Elevate RAP were embedded across Ventia. A final integration plan was submitted to Reconciliation Australia at the end of the year.

Ventia's Indigenous Advisory Board (IAB) advises us on Indigenous relations and engagement, provides guidance and direction on implementing policies and practices, and challenges us to seek continuous improvement. The IAB monitors Ventia's progress against our participation commitments through quarterly reviews. Our Regional Indigenous Steering Committees (RISC) meet monthly and report into the IAB. They operationalise our Indigenous strategy and measure Ventia's performance against Indigenous participation targets, helping to guide the practical steps needed to drive Indigenous engagement.

SPEND WITH INDIGENOUS BUSINESS² (\$m)



1. Ventia employees in Australia of Aboriginal and Torres Strait Islander descent, based on Ventia's most recent employee survey and analysis.
2. Procurement spend with Australian Indigenous partners.

In line with our RAP we focus on the following three pillars in our strategy:

1. Relationships:

We see that having strong, sustainable and respectful relationships with Indigenous people and their communities is crucial to 'closing the gap' of disadvantage between Indigenous and non-Indigenous groups.

Throughout 2021 we continued to engage with national and local Indigenous organisations to further support our Indigenous participation. For example, through our 10x10 Agreement with CareerTrackers we continued to place Indigenous students into roles across our business and our recruitment team started engaging with Indigenous Employment Australia and its job board to enhance our connections with Aboriginal and Torres Strait Islander jobseekers. Opportunities for local engagement were impacted by COVID-19, but were still progressed where possible. On our Mornington Peninsula Shire contract we signed an MoU with Bunjilwarra, a 12-bed Alcohol and Other Drugs residential rehabilitation and healing service for Aboriginal young people aged between 16 and 25 years. Through this MoU we are committed to supporting young people by providing work experience and employment opportunities.

2. Respect:

We recognise and respect the local customs and practices of Indigenous people and their communities and the importance of these practices in preserving and protecting their culture.

In 2021, we held numerous events around National Reconciliation and NAIDOC weeks, which were held mainly online due to COVID-19. A strong focus for 2021 was for all Ventia employees to complete online cultural awareness training.

3. Opportunities:

We are committed to providing long-term, sustainable employment, training, education and business opportunities for Indigenous people and their communities.

Based on Ventia's most recent employee survey and analysis, 4.8% of Ventia's Australian employees are of Aboriginal and Torres Strait Islander descent. Our dedicated Indigenous Employment team, TRECCA, placed 268 Indigenous people across Ventia contracts throughout the year. One of their successes was the mobilisation of the prisoner movement and In-court Management Services contract for the South Australian government, for which the team recruited 27 new Indigenous recruits, including 19 women, as trainee Care and Custody Officers. In the Northern Territory, one of our Indigenous employees, Eddie Clarke, took out the 'Apprentice of the Year' Award during the 2021 Darwin NAIDOC Ball and Awards evening.

We are proud to address barriers to employment for Indigenous people who have minor (and old) criminal records. Working with our commercial teams, clients and key government agencies who operate in the criminal justice system, we developed a framework that enables us to successfully employ candidates in roles that maximise their success. While the project began with a focus on Indigenous candidates, the framework and guidelines developed have allowed us to apply the approach more widely to candidates with a criminal record.

Supplier diversity and engagement

At Ventia, we acknowledge the impact that continued and sustained partnerships can have for Indigenous suppliers and focus on meaningful engagement, rather than just the number of suppliers we engage. According to Supply Nation, for every \$1 of revenue, certified suppliers generate \$4.41 of social return. That means one dollar is working four times harder when it is spent with Indigenous businesses*.

Ventia's focus on supplier diversity and engagement, and strong focus on Indigenous suppliers, continued throughout 2021 with an increased spend of \$83.9 million compared to \$54.9 million in 2020, representing 2.9% of total procurement spend this year. Importantly, Ventia has \$120 million in active contracts with Indigenous businesses, a reflection of our transition from a purchase order based approach to whole-of-life contracts. Whole-of-life contracts allow Indigenous suppliers to make longer-term strategic and investment decisions to enhance their businesses.

Our holistic approach to Indigenous engagement has seen us leverage our membership of Supply Nation – a non-profit organisation that aims to grow the Indigenous business sector through the promotion of supplier diversity in Australia. We have been a member of Supply Nation for over 10 years and have increased our procurement spend with Indigenous businesses year-on-year. Ventia was a proud finalist for the 'Corporate Member of the Year' Award in the Supply Nation 2021 Supplier Diversity Awards. Each year, the Awards recognise companies, government agencies and individuals who are working to create a prosperous and sustainable Indigenous business sector.

We also engage with local Indigenous chambers of commerce across Australia. In 2021, we signed a partnership with the Kinaway Aboriginal Chamber of Commerce to further enhance our localised Indigenous procurement in Victoria. Kinaway is from the Gonnai language meaning 'exchange'.

Through our relationship with Kinaway, we're aiming to create new procurement opportunities for Victorian Aboriginal businesses to work with us across our Water, Transport and Defence and Social Infrastructure businesses and to broaden our access to high quality suppliers across the State.

*Source: Supply Nation

SOCIAL PROGRESS & PRIORITIES

YARNING CIRCLES BUILD TRUST AND COMMUNITY IN SOUTH-EAST QUEENSLAND SCHOOLS

In Australian Indigenous culture, a yarning circle is a place to talk, share, discuss, educate and ‘have a yarn’ together. At many of our PPP South-east Queensland schools, yarning circles are now part of the teaching and learning strategy to encourage responsible, honest and respectful interactions between students that build trusting relationships.

Ventia delivers hard and soft facilities management services to seven schools in South-east Queensland (SEQ) on behalf of Aspire schools. Aspire leads delivery of the SEQ schools public-private partnership (PPP) project, a key initiative of the Department of Education, (DoE) to provide public education facilities in the rapidly growing regional corridor.

At Ventia, we engage and respect the communities we work in. Driven by our purpose, ‘making infrastructure work for our communities’, our team see the schools as a focal point, central for their local communities in a region that is synonymous with Indigenous culture. Ventia is proud of the way the six primary schools and one high school are presented, and we encourage enhancements to help each school develop and grow in a way that

expresses their unique character, to help provide a supportive and conducive learning environment.

The idea for yarning circles to be introduced at schools began as a collaborative discussion with our client and partners about use of spaces and what could be achieved; and from there, the idea grew.

In 2021, Ventia sponsored the installation of shade sails for yarning circles at Bayview School and Coomera Rivers State School. Ventia also sponsored artwork to be created by a local Indigenous artist on the water tanks at WoodLinks State Primary School. We provided Indigenous art supplies for the Murrumba State Secondary College to create Indigenous artwork along the seats near its dam. At Peregrine Springs State School we supported the applications for grants to create unique Indigenous artwork on buildings and in its gardens.

Our team greatly valued the consultation and engagement with local Indigenous community groups and traditional owners in the development phases of these projects.

Classes or groups of students can now often be seen sitting around the yarning circles during the day as part of their learning activities. The circles are widely thought to enrich the students’ learning experience, promoting student-to-student interactions that develop confidence, communication skills and friendships.

Ventia’s team were thrilled to collaborate with our client and partners, and their local communities, to play a role in creating meaningful spaces that recognise and acknowledge the culture of Australia’s First Nations People.



BREAKING DOWN THE BARRIERS TO INDIGENOUS EMPLOYMENT

Our commitment to growth and sustainability in Indigenous employment is ongoing and unwavering as a focus and goal of our Reconciliation Action Plan; as is creating value through our local and diverse supply chain.

Directly confronting the challenges that research shows have a significant impact on Indigenous employment – such as the need for pre-vocational training that connects trainees to real job opportunities – has a positive economic impact for the community, reducing the welfare, incarceration and housing costs associated with Indigenous unemployment.

Our dedicated Indigenous Employment team (TRECCA) is tasked with achieving significant and sustainable growth in the number of Indigenous men and women employed by Ventia across Australia. The team uses individual and systemic interventions to break employment barriers and support Ventia to create a culturally safe environment that fosters Indigenous employee retention.

Over the past two years, our TRECCA team have worked closely with Indigenous-owned and operated, Darwin-based Registered Training Organisation, ECB Training Services – to help build our local capability in pre-employment and post-employment training for Defence Base Services and other contracts. ECB develops effective, culturally appropriate training solutions and ensures programs are tailored specifically to peoples' needs.

The aim of pre-employment training is to have all Indigenous candidates trained and qualified in a skillset, such as hospitality, through nationally recognised training, which not only readies them for employment on our contracts but also enhances their employability for the longer term.

By partnering with ECB to deliver training for Indigenous candidates in line with the aims of our Elevate RAP, candidates are also able to see the success of a local Indigenous enterprise in action. This can inspire Indigenous locals to be more self-empowered, to make informed decisions and to believe in themselves.

In turn, this supports Ventia in breaking down barriers to employment, tackling inequality and 'closing the gap' between pre-vocational training and real jobs to improve the opportunities that exist for Indigenous Australians.

This year, ECB conducted pre-employment hospitality training with locals in Katherine to skill them for

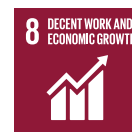


ECB's high risk trainer delivers a session

employment on the Australian Defence Force's Tindal Base. They carried out high-risk training for Indigenous staff working on our Stores contract at the Robertson Base logistics warehouse. And they trained 15 candidates in a pre-employment skillset program for Ventia's commercial cleaning company in Western Australia.

Ventia will continue to partner with ECB in 2022, delivering instrumental pre-employment training for up to 60 locals to join our Defence Base Services Indigenous workforce in Utilities (hospitality) vacancies.

Our progress: diversity and inclusion (Aotearoa)



Working in the beautiful and richly historical lands of New Zealand is a privilege for our Ventia team and we have a deep respect for the Māori and Pasifika Islander cultures and traditions, ensuring we engage early and thoroughly with community leaders and local Iwi to understand our responsibilities.

This year, Ventia established the Te Ara o Rehua working party tasked to enhance Māori participation and build cultural capability across our New Zealand business.

Guided by tikanga (Māori practices) of mana (respect and kindness), wairuatanga (holistic wellbeing) and maramatanga (pursuit of knowledge), the working party endeavours to create and foster positive relationships both inside our business and with local communities, whānau (family), iwi (tribes), Māori organisations and other stakeholders.

In late 2021 we conducted a diversity survey with our employees to better understand our current Māori employment and cultural capability across the New Zealand business. This data will inform the working party to build strategies and initiatives for 2022 and beyond.

Te Rōpū Whakahaere promotes and supports the celebration of key events throughout the year including Matariki (New Year), Te Wiki o te Reo Māori (Māori language week) and Te Ra o Waitangi (Waitangi Day) and coordinates important traditional ceremonies such as the opening of the new Transmission Gully depot and buildings in 2021.

Building meaningful relationships

Te Rōpū Whakahaere has established close relationships with Amotai, an organisation that connects buyers with Māori and Pasifika-owned businesses to support and enhance our supplier diversity and engagement in Aotearoa. We have also improved our internal systems to track and monitor our procurement spend with Māori and Pasifika businesses.

Te Rōpū Whakahaere maintains close working relationships with Iwi authorities, and Māori and Pasifika trades training providers across Aotearoa that have led to recent employment opportunities being offered to trainees within Ventia's Energy team based at Otara.

In May, a formal welcoming ceremony – known as a pōwhiri – was held to celebrate a new team member in our New Zealand business, Joe Tahana. To welcome Joe into the Ventia 'whānau' (family) the pōwhiri was attended by around 50 employees from the Auckland area, followed by a morning

tea to mark the key step forward in the relationship between Ventia and Māori, with Joe joining the business as our Kaitohutohu Māori – Strategic Relationship Advisor, Aotearoa. Joe had a korero (discussion) with Māori leaders, speaking passionately about the alignment between Ventia's values and those of Māori communities.

Celebrating cultural traditions

In July, Ventia celebrated the tradition of Matariki, the Māori name for the cluster of stars also known as the Pleiades which rises in midwinter and for many Māori, heralds the start of a new year. Iwi across New Zealand understand and celebrate Matariki in different ways, at different times. Many of our Auckland crew came together with special guests to enjoy Karakia, Kai and Korero – prayer, food and chat.

A cultural blessing ceremony was held in September 2021 by local Kaumātuafor to open a new Ventia depot at Pauatahanui, Wellington. The ceremony saw the laying of two mauri stones. The customary mauri stone represents the life force or essence, not only of the building, but also of the important work that will be conducted there in the future.

Protecting cultural and historical heritage as we work

Heritage New Zealand praised Ventia's New Zealand Transport team this year for their pro-active protection of cultural and historical heritage. While carrying out road drainage works in Paihia in the Northland region for our client, Far North District Council, they noticed a hollowed-out wooden object in the excavated area that may have been a waka and immediately ceased all work to notify Heritage New Zealand, requesting guidance.

A waka is a culturally significant wooden canoe, traditionally used by Māori for fishing and to carry goods and people between and around islands. Over the years, some waka have been found buried, particularly around coastal areas such as Paihia.

Two archaeologists attended the worksite and assessed the artefact, concluding that the wooden object was not a waka but was still of archaeological significance. In consultation with Heritage New Zealand, our team developed a plan to complete the works while safely preserving the historical wooden culvert in its existing place.

Community Engagement in Aotearoa

In historic Arrowtown on New Zealand's South Island, Ventia Telecommunication crews have been delivering fibre to connect regional and rural communities as part of the Chorus UFB2 project, installing approximately 75km of infrastructure each month.

Arrowtown is built on the banks of the Arrow River and in the 1860s attracted thousands of miners from around the world, including a large contingent of Chinese miners, during the New Zealand gold rush. From buildings, roads, trees and

gutters, to what's buried beneath the ground, Arrowtown has lots of heritage items to protect — including Iwi cultural items, and those from early Chinese settlers.

Ventia held town inductions with groups involved in or impacted by the local works at the outset of the project. This created an understanding of the processes in place to deliver the project, while protecting the town's heritage and cultural significance. Information received from the community at these sessions helped Ventia gain a greater understanding of the environment we would be working in, which allowed us to shape our program to have minimal impact on the local communities.

Our commitment to building great relationships in the communities where we work is vitally important to us and our Telecommunications team did a remarkable job getting to know and understand the local area of Arrowtown to ensure we were living our purpose of 'making infrastructure work for our communities'.

CELEBRATING TE REO – THE MĀORI LANGUAGE

Each year since 1975, New Zealand has marked 'Te wiki o te reo Māori', Māori language week.

This is a time for all New Zealanders to celebrate te reo (the Māori language) and to encourage the use of more Māori phrases in everyday life.

From 13-19 Mahuru (September) 2021 we celebrated the diversity and richness of one of Aotearoa's official languages at Ventia.

This year's theme for the week was meaningful learning in te ao (the Māori language). We heard from our people via video who taught us a few more Māori phrases, including "Kia ora! Kei te pēhea koe?", which means "Hello, how are you?", and "Haere rā!" ("goodbye!"), as we celebrated this special event.

2022 will mark 50 years since the Māori language petition calling for te reo to be taught in schools was presented to New Zealand's parliament.



KARAKIA

Waerea, waerea
Waerea i raro i a Rangi e tū iho nei
Waerea i runga i a Papa e takoto nei
Waere i ngā tuputupu a Tāne
Haumi e hui e tāiki e!

Clear the way, clear the way
Clear the way below the heavens,
Clear the way above the earth
Clear the way for the new shoots to grow
United in purpose, ready to progress

SOCIAL PROGRESS & PRIORITIES

Our progress: engaging with our communities



Our community engagement approach ensures we build relationships with stakeholders in the communities in which we work, as well as demonstrate respect for those communities in our activities in line with United Nations' SDG 11. We also seek ways to create economic opportunities for under-represented groups through local employment and social procurement, supporting United Nations' SDG 8.



FINALIST

**Graeme Innes Disability Employment
Award
Australian HR Institute Awards 2021**

*NSW Whole of Government Facilities
Management Services*



WINNER

**Industry Partnership Award
2021 Frankston & Mornington
Peninsula VCAL Awards**



WINNER

**2021 Trailblazer Award
Central Ranges Local Learning
and Employment Network (LLEN)**

This year our partnerships continued and strengthened despite the difficulty of not being able to engage directly with our communities as we faced another year of COVID-19.



Ensuring equitable access to employment

We're committed to providing employment opportunities to people with a disability and focus on providing universal access, learning and career advancement equality, and removing barriers to employment.

This year, our NSW Whole of Government Facilities Management Services contract was selected as a finalist for the Graeme Innes Disability Employment Award in the 2021 Australian HR Institute (AHRI) Awards, for its achievements in creating a strong disability employment program. Building upon this success, Ventia signed a partnership agreement with JobAccess, which is funded by the Department of Social Services, to drive our disability employment initiative and enhance disability confidence across the business.

Supporting students and young people

During the year, Ventia provided ongoing support to school students in Victoria through our FM contract with Mornington Peninsula Shire and was recognised in the 2021 Frankston & Mornington Peninsula Victorian Certificate of Applied Learning (VCAL) Awards – winning the Industry Partnership Award.

In late March, Ventia proudly received the annual Trailblazer Award for our work supporting young people in the Central

Ranges region of Victoria. Over the past four years, several students from Seymour have been offered opportunities to work on Ventia's Defence contracts through the Seymour Youth Employment partnership. Four schools are involved in the program and it is supported by the Central Ranges Local Learning and Employment Network (LLEN).

Supporting our Veterans

As a result of our national presence and many years of service to the Australian Defence Force (ADF), Ventia attracts veterans, their spouses and many civilians with family connections to the military, who want to continue some form of service. We offer a range of job and career opportunities and the ability to transfer with posting cycles. We have signed the Soldier On Pledge and also the Veterans' Employment Commitment to demonstrate our commitment to providing greater employment opportunities for veterans and their families and to recognise the skills, values and experience that veterans bring to our organisation and culture.

Our partnership with Soldier On enables us to connect with veterans and to assist them with job opportunities and career transitions. Through our work with their Pathways Program, we can promote opportunities at Ventia to support veterans with their careers.

Social Procurement

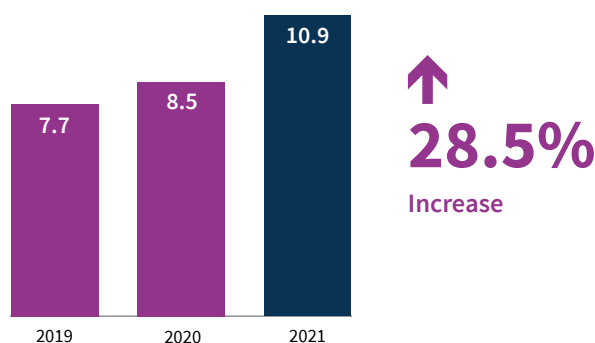
Our supplier diversity approach supports local, Indigenous business and social enterprises. We work with these businesses to ensure they have opportunities to supply our operations in a sustainable manner to create local economic opportunities. In 2021, we spent \$10.9 million with social enterprises.

We are focused on providing sustained benefit through procurement by engaging in contracts with social enterprises, rather than one-off supplier engagements, to support their growth and social impact for the long term.

The positive impact created through our social procurement is provided through the 36 suppliers we worked closely with throughout the year, and their missions and focus across training and employment, community funds and community services. More than \$2.3 million of this spend supports long-term unemployed people, with benefits also provided to people with disabilities, marginalised youth, prisoners and ex-offenders, and other disadvantaged people.

This year we celebrated 12 years of partnership with JobQuest on our NSW Housing contract, to provide lawns, grounds and cleaning maintenance services throughout its New South Wales sites. This contract spends 13% of its total value with social enterprises.

SPEND WITH SOCIAL ENTERPRISES¹ (\$m)



1. Spend with social enterprises in Australia.

SHOWCASING COMMUNITY ENGAGEMENT IN OUR RESOURCES BUSINESS

One of the ways we support local regions is through our Community Grants program. Our aim is to build regional strength and sustainability through supporting community organisations and social activity for the benefit of people who live in these regions.

Now in its 10th year, the Community Grants program provides financial and social assistance in regions where Ventia's specialist Rig and Well Servicing business has key operations – including the Pilbara in Western Australia, and Toowoomba and the Surat Basin in Queensland.

Last year our Rig and Well Servicing business provided \$40,000 to 23 community groups, supporting activities in the areas of education, health, Indigenous support, safety and youth. Since program inception in 2011, we have provided more than \$460,000 to 286 community groups.



SOCIAL PROGRESS & PRIORITIES

Our people and community focus

Demonstrating our people and community focus starts with the choices we make through the lens of our values. Choices about how we work, who we work with, the services we offer, the products and services we source and where they come from. It's clear in how we treat each other, and how we partner with our clients and communities to embrace diversity and inclusion. It's how we set out to create social value.



Nashwan Al-Bashiri

NASHWAN'S CAREERSEEKERS INTERNSHIP SUCCESS

CareerSeekers is a non-profit organisation that supports humanitarian arrivals to overcome the barriers faced when seeking to establish and recommence their careers in Australia.

Ventia has been proud to partner with CareerSeekers since 2019, helping to enrich our talent and supporting our goal to reflect the diversity of our communities. During 2021, eight mid-career professionals and university students participated in the three-month internship program across the Ventia business.

Nashwan Al-Bashiri joined Ventia as an engineering intern in September 2021 at our Sydney Roads Asset Performance (SRAP) contract, working with the Project Delivery team.

Born in Yemen's capital city Sana'a, Nashwan has pursued his passion for engineering across the globe. Upon completing his Bachelors Degree in Civil Engineering at the Infrastructure University in Kuala Lumpur and his Masters Degree in Civil Engineering at UKM University, Malaysia, Nashwan worked as a site engineer in Yemen and Malaysia, before moving to Sydney in 2018.

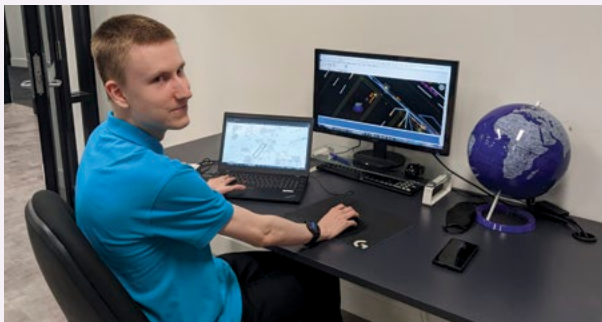
Nashwan lived in Australia for three years, searching for a job in engineering before he connected with Ventia through the CareerSeekers program.

Throughout his internship, Nashwan had broad responsibilities across a wide range of tasks and projects that enabled him to build on his existing technical skills and knowledge, learn about Australian Standards and improve his software skills.

Nashwan excelled throughout his CareerSeekers internship. Leveraging his previous knowledge and experience, and tackling all the challenges and learnings the internship presented, his hard work, dedication and commitment were rewarded with a full-time position with the SRAP contract at the end of 2021.

OUR TELECOMMUNICATIONS TEAM PARTNER WITH ASA TO CREATE VALUE THROUGH DATA ANALYTICS OPPORTUNITIES

Teams across Ventia are actively seeking opportunities for inclusion of people with a disability in our workforce. Our Queensland Telecommunications team partners with Australian Spatial Analytics (ASA) to support a brighter future for young spatial analysts with autism.



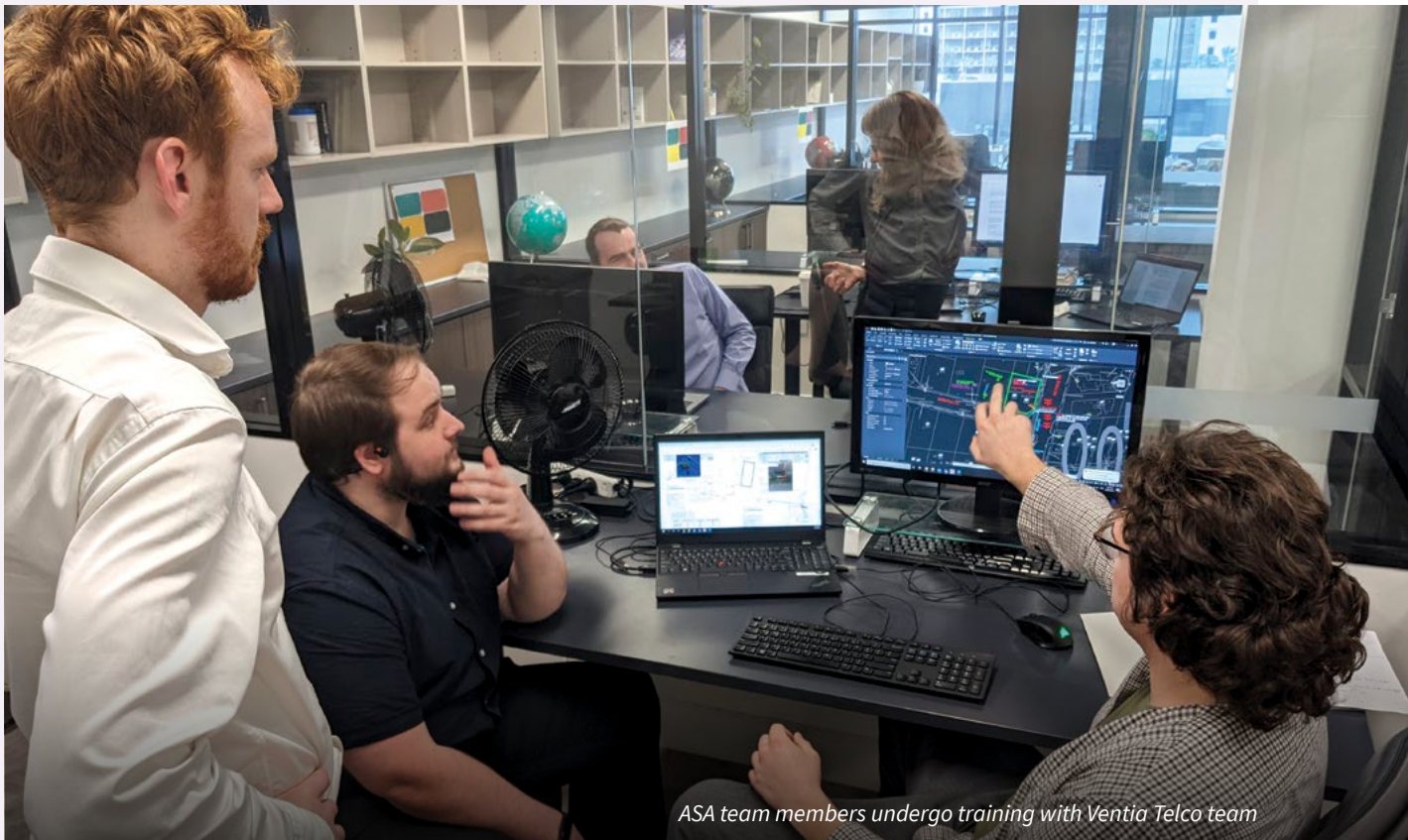
Next time you see a Ventia Telecommunications crew installing an nbn upgrade or a new tower, these spatial analysts could be some of the many people behind the scenes helping to make it happen as part of Ventia's local and diverse supply chain.

Australian Spatial Analytics (ASA) is a registered not-for-profit social enterprise dedicated to training and employing remarkable young spatial analysts with autism, who bring their exceptional abilities to the field of data analytics.

The organisation's purpose centres on the societal need to digitise for diversity. It is ASA's goal that neurodiverse people, such as those with autism, be a part of the digital ecosystem as they note their distinct cognitive talents frequently allow them to excel as digital professionals.

Members of the ASA team commenced with our Queensland Telecommunications business in 2021 to undertake design work on the nbn project, working on 'As Built Designs'. These are the revised sets of drawings that a subcontractor submits upon completion of a project.

Ventia recognises strong alignment between our business in data analysis and ASA's key focus, and the partnership is going from strength to strength. The ASA people bring a great set of skills to our team and we're able to realise the benefits of having them involved in our completions process.



ASA team members undergo training with Ventia Telco team

SOCIAL PROGRESS & PRIORITIES

Future focus: social

Keeping our people safe and healthy remains our #1 promise and we will continue to navigate the challenges of the global pandemic in the near term.

In 2022, we will take further action to increase our social value contribution, strengthening community partnerships, continuing to develop the diversity of our workforce and ensure inclusive workplaces, and deepening our local supply chain by expanding our network of local, Indigenous and social enterprises.

OBJECTIVES



Our people are safe and healthy and are as diverse as our communities



We engage and respect the communities we work in



We create value through our local and diverse supply chain

2022 PRIORITIES

- Initiate and embed our enterprise-wide Female Participation Strategy and actions, with a clear accountability and governance framework.
- Increase the economic independence and development of Indigenous Australians and Māori people by achieving our employment and procurement targets.
- Review and revise Ventia's parental leave to ensure it meets the needs of our people and is aligned to industry.
- Develop and implement anti-racism and sexual harassment education and awareness initiatives to ensure we create a respectful workplace.

- Develop and submit our next Reconciliation Action Plan for endorsement by Reconciliation Australia.
- Implement our cultural immersion leadership program at Board and ELT level.
- Develop and implement a Māori action plan, including the introduction of a 'Māori World' training program for our people.

- Leverage our progress with Indigenous businesses to expand supplier diversity, including a broader range of social enterprises to enhance spend and business engagement.
- Improve our data capture and reporting of diverse supplier engagement in Australia and New Zealand.
- Increase contracts participation with Local Economy Investment reporting and review process of engagement with local suppliers.







GOVERNANCE

OUR OBJECTIVES

**Sustainability is embedded
in our decision making**

**Trusted for our sustainable
business practices**

**Advancing sustainable and
ethical procurement**

GOVERNANCE PROGRESS & PRIORITIES

Our progress: governance

In 2021, Ventia reviewed, integrated, developed and established many of the key strategies, frameworks, standards and policies that play a fundamental role in governing how we operate to deliver our Sustainability Strategy and ensuring we always do the right thing.

✓ **Published** our first **Modern Slavery Statement**



Our governance approach is based on our values, which guide how we behave, and the way we do business and represent what we stand for. Our values help to ensure we focus on what's right and what's important to our clients and our employees.

Our values are embedded into Ventia's governance framework which enables our people to deliver on our commitments and plays an integral role in effective and responsible decision making to our shareholders, employees, business partners, government, regulators and the broader community.

Safety and Sustainability Committee

The Ventia Board and Executive team place the utmost importance on all matters relating to Ventia's Sustainability Strategy, performance and governance.

The Ventia Board has established five Committees to assist in carrying out its responsibilities including the Safety and Sustainability Committee, which is responsible for:

- identifying risks and opportunities in relation to Safety and Sustainability at Ventia;
- reviewing and recommending health, safety and environment (HSE) policies for Board approval;
- reviewing and recommending sustainability policies, the Sustainability Report and regulatory reporting on sustainability for Board approval; and
- reviewing management reports related to HSE and sustainability, and monitoring compliance with obligations and delivery against targets.

The Safety and Sustainability Committee and Charter were established in April 2021 and three meetings were held in the third and fourth quarters.

Setting foundations for future success

In August, the Ventia Board approved our revised Sustainability Policy, establishing our commitments across the elements of environment, social and governance (ESG).

'Company Secretary of the Year' 2021
LawyersWeekly Australian Law Awards

Awarded to Ventia Group Company Secretary, Zoheb Razvi

In September, we were pleased to launch our Sustainability Strategy, outlining our approach and objectives and supporting our refreshed sustainability commitments.

Our Sustainability Council and dedicated working parties played an important role to inform our Sustainability Strategy, reviewing policies and championing and monitoring implementation of key initiatives. Five Sustainability Council meetings occurred throughout the year.

Executive remuneration

The purpose of Ventia's Executive remuneration framework, both before and after listing on the ASX, has been to facilitate long-term sustainable growth for Ventia's shareholders. This includes ensuring remuneration levels are market-competitive and sufficient to attract, motivate and retain suitably qualified individuals who are focused on Ventia's strategic priorities.

Since listing and from 2022 onwards, the Executive remuneration framework has been redesigned to align with Ventia's strategy and values, and provide strong alignment with shareholders' interests over both the short and long term.

Our remuneration framework is underpinned by key objectives that guide decisions and design, including to:

- drive the right behaviours and alignment to Ventia's values, environment, social and governance (ESG) principles and risk appetite; and
- ensure policies and practices are compliant with all relevant legislation.

Importantly, remuneration will reflect Executives' contribution to performance including delivery against the ESG targets of our Sustainability Strategy. The Group's Director and Executive remuneration frameworks and how they contribute to the execution of our business strategy are outlined in Ventia's 2021 Annual Report.

Code of Conduct training

Ventia's Code of Conduct and our values set out the standards of behaviour we expect of our Directors, employees, contractors, subcontractors and agents. They support our commitment to good corporate governance, responsible business practice, our customers, our workforce, the communities in which we operate and the environment. They also provide the structure through which we maintain compliance with our legal obligations.

Training on the Code of Conduct is part of our induction process and is a mandatory annual training requirement for our employees, with 94% of full-time employees completing the training in 2021.

Ventia chooses to work with business partners, suppliers and subcontractors who follow the ethical business practices reflected in Ventia's Code of Conduct. Our standard supplier and subcontractor contract terms require third parties (including labour hire companies) to understand and comply with our Code. Ventia engaged more than 13,000 suppliers during 2021. New suppliers are required to disclose their compliance with modern slavery laws and other relevant human rights laws. A current focus is for Ventia to review the ongoing assessment of supplier adherence to our Code.

Modern Slavery risk management

Ventia's Modern Slavery Policy confirms our commitment to the eradication of all forms of slavery. It requires a due diligence process to be in place to analyse Ventia's supply chains to ensure proper compliance measures are taken.

Ventia's Business Partners Standard and its associated due diligence are refreshed annually and combined with our international trade controls and Anti-money Laundering Policy to supplement our approach, which is set out in our policy framework.

Ventia has designed a modern slavery due diligence questionnaire to be completed when we engage a new overseas supplier. It is also completed annually by all Australian suppliers with whom we spend greater than \$1 million per annum.

Our risk analysis at Ventia found that human rights risks, including those linked to modern slavery, are more prominent in the supply of low value goods (for example, protective vests and high visibility clothing). This product category has been a particular focus in the design of our supplier audit and engagement program.

We also assess suppliers' sustainability risks as part of the selection and contract renewal process to identify if equipment and clothing supplied to Ventia has been produced in a situation likely to involve modern slavery risk.

Ventia has identified modern slavery risks both for goods and services, in the following categories with low to medium level risk of potential modern slavery:

- Personal Protective Equipment (PPE) and workwear;
- promotional items;

- cleaning services;
- cleaning equipment;
- fresh fruit, vegetables and seafood; and
- technology services.

Suppliers identified in the above categories represent approximately 5% of our total spend.

Industry collaboration

Ventia continues to work collaboratively with key peers to strengthen our response to modern slavery through the Infrastructure Sustainability Council (ISC) Road Sector Modern Slavery Coalition. The Coalition was established by the ISC in 2019 to support businesses to assess and address modern slavery risks in the road infrastructure sector and focuses on:

- supporting collaborative solutions to modern slavery risk management, driving industry good practice to support compliance with the Act; and
- building members' capacity to manage modern slavery risks.

As part of its work program over 2020 and 2021, the Coalition identified and engaged with two pilot supply chains involving PPE and bitumen, with the goal of further understanding potential modern slavery risks associated with the procurement of these two commodities.

Modern slavery training for first responders pilot

In 2021, Ventia partnered with Transurban and Anti-Slavery Australia, an Australian leader in the anti-slavery movement, to develop a unique modern slavery training program for operational employees responsible for responding to incidents on motorways.

The purpose of the program is to provide a standardised framework for incident response crews to respond to any reasonable human rights or modern slavery concerns and is implemented via a joint training session.

Anti-Slavery Australia, together with a working group from Transurban and Ventia, developed and piloted the training, informed by research and Anti-Slavery Australia's work with survivors, that looks at:

- modern slavery and its relevance to the daily work of traffic control operators and incident response teams; and
- how to recognise, identify and respond appropriately to suspicions of modern slavery on the motorway.

The 90-minute pilot training workshop was held online due to pandemic restrictions, providing the foundation for future in-person delivery.

GOVERNANCE PROGRESS & PRIORITIES

PARTNERING WITH TRANSURBAN TO ACCELERATE SUSTAINABLE PROGRESS

Ventia and our client, Transurban, have established a joint Sustainability Governance Group to advance sustainability in the communities where we work. The power of our partnership comes from collaboration, embedding sustainability into decision making, and our shared drive to make meaningful and measurable sustainability improvements.

Ventia provides traffic incident response and maintenance services on motorways and tunnels across Australia to Transurban, one of the world's largest toll road operators.

Transurban sets high standards for its performance on social and environmental issues and invests in both areas to create social inclusion and manage environmental impacts – an approach strongly aligned with Ventia's commitment to making infrastructure work for our communities, and doing that in a sustainable way.

Our joint Sustainability Governance Group (SGG) is a taskforce, comprised of key leaders from both businesses. The Group meets regularly to discuss new and better ways of working, develop new initiatives, and monitor the progress of our mutual sustainability agenda.

The Group's focus areas have evolved over time to include carbon emissions, diversity and inclusion, waste management and modern slavery.

2021 saw the SGG achieve initiatives under each focus area; and despite working through the pandemic, we have seen great progress, such as:

- **Carbon emissions:** We scoped, ordered and are preparing to introduce our first custom-built fully electric truck-mounted attenuator (TMA).
- **Waste management:** We consolidated waste contracts in July 2021, adding new recycling streams and engaged an Indigenous waste contractor to boost waste recovery.
- **Diversity and Inclusion:** We commenced a shared value approach to engaging with social and Indigenous enterprises. Through the SGG-endorsed steering committee an Indigenous business was engaged in late 2021 providing landscaping apprentices to our New South Wales motorways contracts.
- **Modern slavery:** An industry-first pilot training workshop was held at the Cross City Tunnel in Melbourne in June. A joint collaboration with Transurban and Anti-Slavery Australia, the session educated attendees about potential instances of modern slavery, which may be detected in road operations.

It's partnerships like this that demonstrate how we can elevate our impact through shared commitment and focused action. We see a real opportunity to replicate this model with other clients in the future to accelerate progress and deliver enduring and positive outcomes to our communities.



Future focus: governance

Next year will provide another opportunity for Ventia to continue our crucial work developing and embedding the foundations and practices that will support our good governance in sustainability into the future.

OBJECTIVES



Sustainability is embedded in our decision making

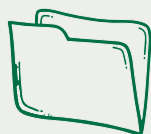
2022 PRIORITIES

- Include sustainability criteria in tender and key decision gate approval processes.
- Develop tools and awareness for work winning teams to address sustainability objectives in proposals.



Trusted for our sustainable business practices

- Review framework for the rollout and support of Code of Conduct training to enable 100% completion.
- Review processes for assessment of supplier and subcontractor adherence to the Ventia Code of Conduct.



Advancing sustainable and ethical procurement

- Maintain and improve systems and processes to prevent modern slavery within our diverse businesses and supply chains, including those from overseas.
- Review ongoing due diligence processes for suppliers and subcontractors in relation to human rights.
- Continue participation with the ISC Road Sector Modern Slavery Coalition to understand and address risk in identified high-risk commodity supply.





“For Ventia, sustainability goes beyond reducing our environmental footprint. It is about creating a positive impact for future generations and a lasting legacy for people, communities and our planet.”

DEAN BANKS, GROUP CEO

