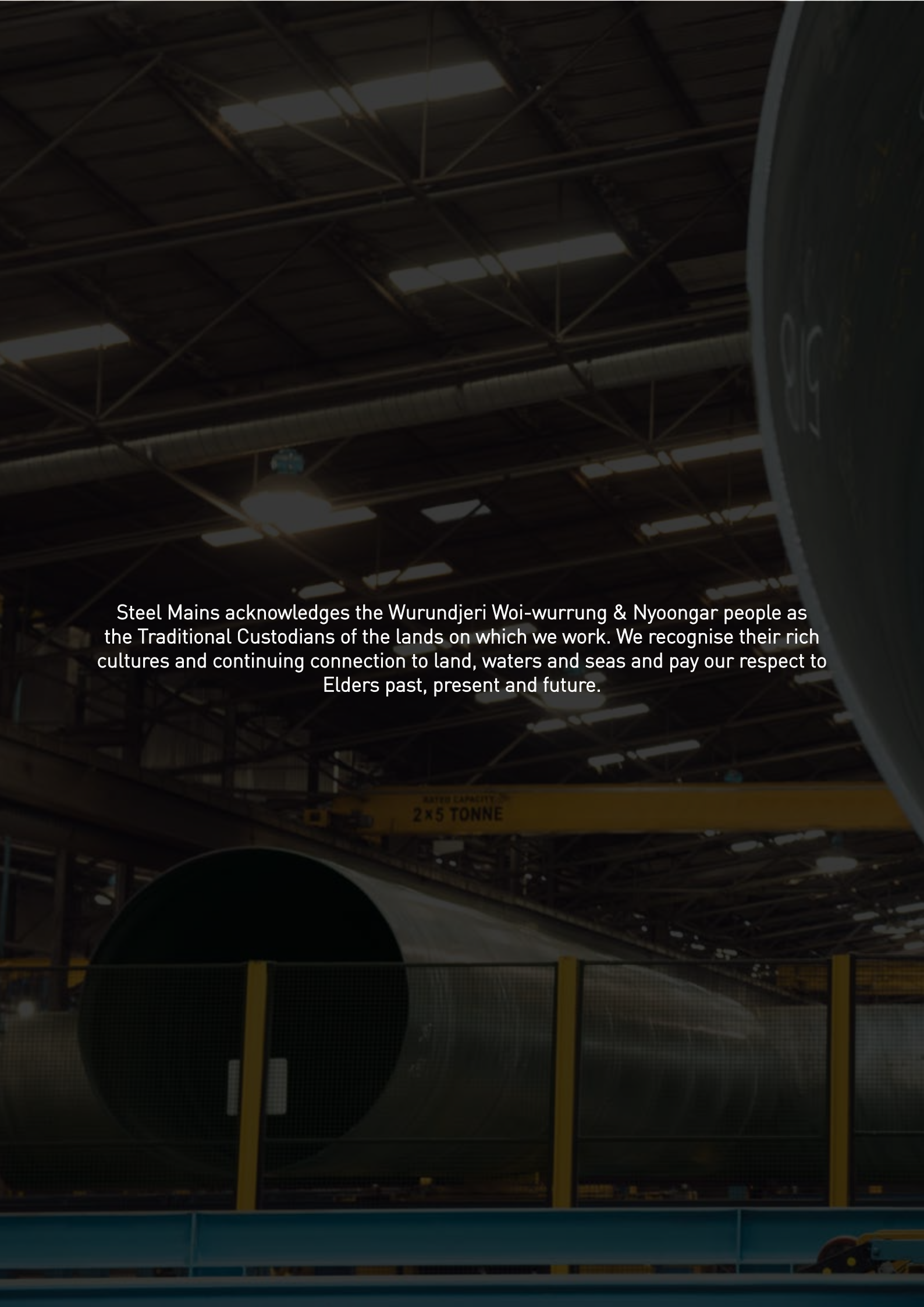




Steel Mains
Environmental
Social
Governance
Report FY23





Steel Mains acknowledges the Wurundjeri Woi-wurrung & Nyoongar people as the Traditional Custodians of the lands on which we work. We recognise their rich cultures and continuing connection to land, waters and seas and pay our respect to Elders past, present and future.

WATER CAPACITY
2 x 5 TONNE

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CEO Message



Dean Connell

Our initial ESG report highlights our sustainability efforts and journey to date. As we progress down this critical path our business continues to learn more about what needs to be done and how we should do it.

While tangible actions have been adopted, we recognise that we have more to do and learn as we continue to evolve our goals and objectives for the future and work toward embedding sustainability into our everyday business practices.

To guide our business through this important continuous improvement journey, Steel Mains is working within the United Nations' Sustainability Development Goals (SDGs) framework and has selected goals that are most relevant to our operations and our industry to focus our activities and further develop our sustainability roadmap.

Water infrastructure provides critical and essential water to support our communities to grow and flourish. Steel Mains, as a leading supplier to the water industry is committed to providing our products and services to meet these needs in the most sustainable manner for our Customers and the Community.



About Steel Mains

About Us

Steel Mains is Australia’s leading manufacturer and supplier of complete steel pipeline systems for the transportation of water and wastewater, offering a total solutions approach to its customers. Throughout Australia and the rest of the world, steel pipelines have long been used in water supply, particularly where high pressures, difficult laying conditions or security of supply, have required the strength and durability of steel.

Steel Mains and its forerunners have traditionally been at the forefront of innovations in the water industry. Our expertise from manufacturing pipelines in Australia for over 150 years has evolved into the SINTAKOTE® steel pipeline system, providing Solutions for Life™.

Today, Steel Mains’ products and services cover a range of industry needs both within Australia and globally. We deliver products that are characterized by their quality, strength, durability, compliance and endurance.



Steel Mains.... Solutions For Life™

Why do we exist?

Steel Mains provides long lasting water infrastructure that builds and sustains communities.

Our Core Values

Passion for delivering successful outcomes for our clients

Helping each other succeed

Steel Mains Facilities and Locations





Steel Mains Capabilities

Local Manufacturing – A Complete Solution Provider

The SINTAKOTE Steel Pipeline System is now recognised in the Australian water industry for providing technical and physical superiority over alternative protection and jointing systems for steel pipelines.

As a result, to maintain our world class manufacturing facilities and state of the art manufacturing capability, Steel Mains has completed a number of major investments and upgrades to our Somerton and Kwinana facilities over the decades. These investments ensure that our world class technology and production plants will continue to support Australia's water needs for many decades to come.

The decision to continuously invest has largely been due to the success of our SINTAKOTE fusion bonded polyethylene corrosion protection system and the unique configuration of our SINTAJoint pipe rubber ring joint and its derivatives such as SINTALOCK welded rubber ring joint.

These unique SINTAKOTE Steel Pipeline System products contribute to reducing the pipeline construction carbon footprint due to the distinct advantages provided in their design.

Steel Mains has over 70,000 tonnes of annual capacity to support project owners and contractors across the country through three world-class pipe production mills well positioned in Somerton, VIC and Kwinana, WA. Steel Mains offers steel pipe products made from Australian manufactured Hot Rolled Steel custom-built to specific project requirements. Unlike most suppliers, we deliver bespoke products, hence Steel Mains has embraced and tackled unique project challenges for over a century. Steel Mains manufactures steel water pipe from DN100 to DN2500 with pressures up to 6.8 MPa (68 Bar) depending on diameter.



Somerton, VIC – 40,000 tonnes p.a. capacity

Capability: 2 x spiral mill + production line; fittings fabrication

Pipe Diameter: 114-2,500mm

Pipe Thickness: 5-20mm

Pipe Length: 6.0 – 13.5 metres

Fittings: Fabrication, end forming, coating and lining



Kwinana, WA – 30,000 tonnes p.a. capacity

Capability: 1 x spiral mill + production line

Pipe Diameter: 508-1,422mm

Pipe Thickness: 5-20mm

Pipe Length: 11.7 to 12.2 metres



Priority Sustainable Development Goals

Steel Mains Priority SDGs

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Steel Mains Priority SDGs

The United Nations 17 Sustainable Development Goals (SDGs) are the blueprint to achieving a better and more sustainable future for all. These goals provide worldwide guidance for addressing global challenges. Steel Mains acknowledges these goals and has embedded these priority SDGs in the company's strategy to operate sustainably and responsibly.

3 GOOD HEALTH AND WELL-BEING




Ensure Healthy Lives and Promote Well-Being for All at All Ages



Steel Mains Solution

- ▲ Steel Mains makes every effort to achieve “Zero Harm” to our employees, contractors, customers, the environment, and the community. We run an Occupational Health and Safety System which is third party accredited to AS/ NZS ISO45001.
- ▲ Steel Mains strongly believes in Prevention and Continuous Improvement and strives to achieve that through:
 - Planning assessed and controlled manufacturing activities.
 - Prevention through detailed incidents and near misses’ management activities and root cause analysis ensuring recurrence is prevented.
 - Participation, where necessary, of all employees in our prevention efforts through hazard reporting and regular inspections.
 - Ongoing training and awareness of all manufacturing related hazards and risks.

6 CLEAN WATER AND SANITATION



Ensure Availability and Sustainable Management of Water and Sanitation For All

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Build Resilient Infrastructure, Promote Inclusive and Sustainable Industrialisation and foster innovation

12 RESPONSIBLE CONSUMPTION AND PRODUCTION




Ensure Sustainable Consumption & Production Patterns

Steel Mains Solution

- ▲ Steel Mains is Australia’s major Steel Pipe manufacturer for water and sewer water infrastructure. Our steel pipeline system includes steel pipe, fittings and joints - all of which helps the provision of equal, and safe access to water, sanitation, and hygiene for communities around Australia and to countries where we export our products.
- ▲ Steel Mains’ Environmental Management System is third party accredited to AS/ NZS ISO14001.
- ▲ Steel Mains directly contributes to sustainable and resilient infrastructure development across Australia.
- ▲ Steel Mains performs manufacturing activities by minimizing the consumption of fresh water, and discharging water ensuring water quality limits are adhered to.
- ▲ Steel Mains partners with WaterAid which aims to increase access to clean water, sanitation systems and further good hygiene.
- ▲ Steel Mains has a long-term target to achieve “Zero Landfill” waste disposal, and we gradually increase recyclable/reusable waste streams through mutually beneficial relationships with our suppliers and contractors.

Steel Mains Priority SDGs

7 AFFORDABLE AND CLEAN ENERGY



Ensure Access to Affordable, Reliable, Sustainable, and Modern Energy for All

13 CLIMATE ACTION



Take Urgent Action to Combat Climate Change and Its Impacts

Steel Mains Solution

- ▶ Steel Mains has completed our first Product Life Cycle Assessment which allows precise quantification of our product’s environmental impact.
- ▶ Steel Mains continuously investigates opportunities to minimise our products’ environmental impacts and we have carried out/planned related projects.
- ▶ Steel Mains has commenced a company-wide project to install solar energy systems, and the first stage has been completed through the installation of a 100 kW/h solar system in our Somerton plant.
- ▶ Steel Mains has target to include 25% of Renewable Energy in electricity consumption by 2025, aiming for this to be increased to 100% by 2035.
- ▶ Steel Mains continuously investigates and evaluates energy efficiency projects that aim to minimise energy losses.

8 DECENT WORK AND ECONOMIC GROWTH



Ensure Availability and Sustainable Management of Water and Sanitation For All

5 GENDER EQUALITY



Achieve Gender Equality and Empower All Women and Girls

Steel Mains Solution

- ▶ Steel Mains demonstrates strong ethical principles in all the things we do, which in turn allow us to deliver long-term value to our stakeholders.
- ▶ 98% of Steel Mains’ raw materials are Australian made. We partner with suppliers who are engaged with responsible and sustainable business practices, share our values, and uphold human rights.
- ▶ Steel Mains supports Diversity and Inclusion (D&I), and we strive to attract and retain a diverse and talented workforce by building a culture of safety, respect, and trust.
- ▶ Steel Mains recognises our individual differences such as cultural background, ethnicity, age, gender, disability, sexual orientation, religions, beliefs, language, education, skill set, life experience and perspectives.
- ▶ Steel Mains does not tolerate any form of discrimination, bullying, or harassment in the workplace and we are committed to providing our employees a safe work environment.



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Environmental Management Strategy

Steel Mains' Environmental Management Strategy aims to work towards protecting the environment through sustainable manufacturing. To achieve this ambitious strategy, we have identified five major achievable category targets:



Leadership

Demonstrate leadership for environmentally friendly and sustainable manufacturing through education and training, development of Environmental Management Plans, and building, implementing, and reviewing AS/NZS ISO14001 compliant Environmental Management System.



Energy

Minimise fossil fuel energy consumption as a means to improve and protect the environment, taking a proactive approach by regular internal and external energy efficiency reviews. These reviews then lead to initiatives aimed to improving the energy efficiency of a particular business unit.



Water

Participate in the national water conservation, recycling, and treatment plans to reduce manufacturing water consumption and wastewater pollution.



Waste

Strive to achieve Zero Landfill waste disposal through maximising recycling and reuse of waste in partnership with internal and external stakeholders.



Procurement

Sustainably source supply chain materials from socially and environmentally responsible vendors.



Environmental & Sustainability Policy

Steel Mains aims to achieve and maintain a high standard of sustainable practices to minimise the effect on the environment. The company does this through its processes relating to the manufacturing and supply of steel, coated and lined water and wastewater pipeline products.



Steel Mains is firmly committed to the quality of life of its employees, customers, and community. Through innovation, process improvement, and sound manufacturing practices Steel Mains encourages and promotes sustainability in every area of our business operations.

In support of our Environmental Management Strategy “Protective Environment through Sustainable Manufacturing”, it is Steel Mains responsibility to:

- Comply with all environmental laws and regulations and uphold the spirit of the law; as applicable to the manufacturing and supply of steel, coated and lined water and wastewater pipeline products.
- Provide the support and resources necessary to ensure compliance with the requirements of the company, environmental laws, regulations and other requirements.
- Ensure that its employees, contractors, visitors and suppliers are informed about relevant policies and are aware of their environmental laws, regulations and other requirements.
- Seek continuous improvement by monitoring environmental performance against periodically reviewed objectives. These objectives and targets consider evolving knowledge and community expectations.
- Ensure that it has management systems to identify, control and monitor environmental impacts arising from its operations. These systems will be used to facilitate continuous improvement in environmental performance.
- Report and record environmental incidents and initiate remedial action to improve performance, rectify damage and prevent recurring incidents.
- Conduct research and establish programs to conserve resources, minimize waste, improve processes, protect the environment, and prevent pollution.
- Continuously strive to identify, develop and implement strategies to achieve ZERO landfill waste disposal targets to minimise the environmental impact associated with the manufacturing and supply of steel, coated and lined water and waste water pipeline products.
- Seek collaboration in its sustainability efforts through negotiation of sustainable products and processes from its vendors and suppliers
- Evaluate every component of manufacturing and business practices for continual improvement in sustainable principles and practices.

Product Environmental Impact & Climate Change Remediation

In partnership with an environmental agency, Steel Mains has recently completed its first Product Life Cycle Assessment which aims to quantify its product's environmental impact. For this purpose, FY2020 production data (Raw Materials, Natural Resources, Energy, Waste, Transportation, and related inputs) from our Somerton, Victoria production plant was analysed and modelled.

The quantified environmental impact has several variables. The main variable is the Total Global Warming Potential (TGWP) which is presented against the number of kilograms of SINTAKOTE® Steel Pipe produced. It was also found that 80% of our product TGWP is acquired from our main raw material - steel.

Steel Mains **SINTAKOTE steel pipe is 90% recyclable at its end of life**, which improves the product's overall environmental impact, considering circular economy principles by our customers. Steel Mains continuously investigates new ways to minimise its manufacturing environmental impact in line with its Environmental Management Strategy.

Between 2020-2023, Steel Mains managed to reduce its electrical power consumption through three main projects:

- 1** Solar Systems: Installation of 100 kWh Solar System at Somerton Production plant with projected saving of around 5% of annual electrical energy consumption equivalent to 131,400 kWh PA.
- 2** LED Lights Installation: LED lights were replaced across Somerton manufacturing facility with projected annual consumption reduction of 500,000 kWh PA.
- 3** Upgrading pipe rolling process: Replacing old hot rolling (natural gas heating) equipment with cold rolling equipment which eliminated the consumption of approximately 5800 GJ PA.



Blue Scope Ltd is Steel Mains' supplier of Steel.

Bluescope has a clear vision and action plan aiming at minimising its steel environmental impact by reducing Green House Gases emissions intensity by 12% by 2030 which by default reduces our GHG footprint by 10%.

Environmental Certifications

Steel Mains recognises the obligation to protect the environment both locally and globally, for present and future generations. Steel Mains' environmental policy is implemented in all aspects of the business' operation.

To manage our environmental impact, we operate an Environmental Management System which is certified by SAI Global to AS/NZS ISO14001 Standard. This system is continually reviewed to ensure it achieves best practice and is compatible with the strategic direction of Steel Mains.



Environmental Product Declaration (EPD)

To demonstrate Steel Mains’ commitment to sustainability and transparency, Steel Mains is pleased to have published its independently verified and registered Environmental Product Declaration (EPD) as part of the company’s sustainability strategy.

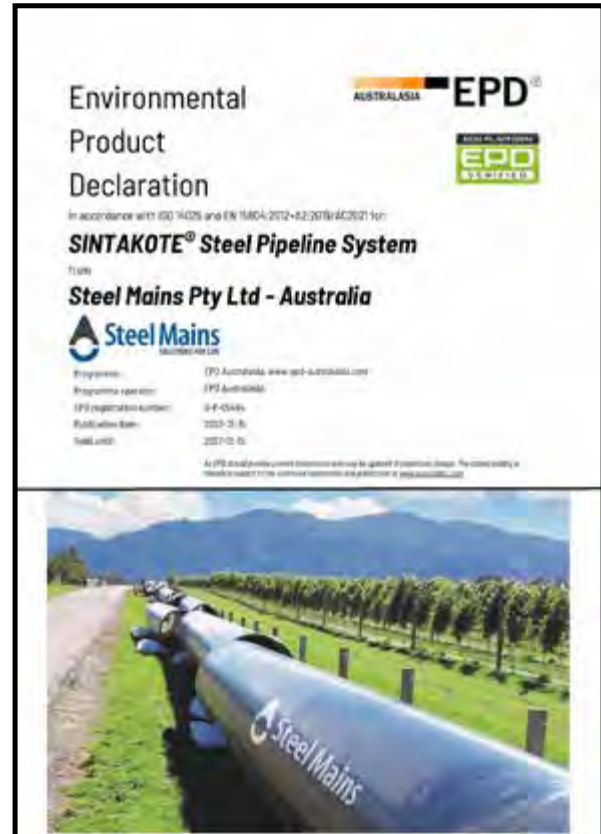
The Steel Mains EPD is part of the company’s road map to Environmentally Sustainable Manufacturing.

Steel Mains manufactures SINTAKOTE® Mild Steel Cement Mortar Lined (MSCL), medium density polyethylene coated pipe in accordance with AS 1579, utilising steel coil that is manufactured to AS/NZS 1594 – Hot-rolled steel flat products. SINTAKOTE Steel pipes are used for transporting aqueous media such as but not limited to potable water and wastewater.

Multiple datasets are included in an EPD: resource consumption of energy, water and renewable resources, and emissions to air, water and soil. This data is aggregated using multiple environmental impacts including contributions to climate change (carbon footprint), air, water and soil pollution and resource depletion.

Steel Mains’ EPD covers SINTAKOTE steel pipes with an exterior coating of SINTAKOTE (medium-density polyethylene) that complies with AS 4321 and is lined with general purpose cement mortar lining in accordance with AS 1281. The primary purpose of the EPD is to provide transparent and detailed information for the selection of Sintakote Steel Pipe and its impact on the environment through selection and life cycle use by customers and water infrastructure asset owners.

Click the document to access Steel Mains EPD





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Zero Harm Strategy

Steel Mains' ZERO HARM Strategy (ZHS) aims to prevent harm to its employees, the environment, and the communities the company operates within. ZHS has become an integral part of the company's culture and identity.

ZHS is about managing risks, reviewing detailed analysis of company processes, root cause analysis of unwanted events, satisfactory closure of effective actions, sharing learnings, and walking the talk.

As a result of this strategy, Steel Mains manufacturing processes are performed in a more sustainable manner and are continuously improved to achieve strong and resilient sustainable manufacturing that can survive and adapt to future challenges.



ZHS is achieved through:

- Setting clear vision and expectations at all organisational levels.
- Engagement and consultation with our people, our customers, and other relevant stakeholders to achieve ZHS.
- Active reporting of all health, safety and environmental unwanted events, unsafe acts, and unsafe conditions, and recommend solutions to health, safety, environment, and quality issues.
- Embedding Risk Management concepts in all that we do.
- Identifying top hazards/risk associated with our manufacturing activities and sharing them with the workforce.
- Continuously reviewing and updating our management systems to achieve simplicity and ease of access.
- Identifying and implementing opportunities that create value by integrating sustainability principles into our activities, using resources efficiently, minimising waste and physical impact.



Occupational Health & Safety

Steel Mains is committed to achieving the highest performance in work health and safety with the aim of creating and maintaining a safe working environment.

Steel Mains' OH&S measures aim to:

- Seek continuous improvement in work health and safety performance through setting OH&S objectives, monitoring performance, considering evolving community expectations and managing practices, knowledge and technology.
- Eliminate hazards and reduce OH&S risks by implementing management systems to identify, assess, monitor, and eliminate hazards by reviewing performance to reduce, mitigate and/or eliminate risk of injury or illness.
- Comply with all applicable laws, regulations and standards and where adequate laws do not exist apply standards that reflect the Company's commitment to work health and safety within the Company's Management Systems.
- Continuously encourage employees to report all OH&S events (incidents, near misses and hazards) and ensuring all events are investigated immediately to reduce the impact of incidents & prevent recurrences.
- Ensure that Steel Mains employees, contractors, visitors and suppliers understand their obligations with respect of this policy.
- Involve employees, suppliers, and contractors in the improvement of work health and safety performances. Steel Mains believes safety is a shared responsibility and everyone must perform their duties with the highest regard for their safety and the safety of others.
- Train and hold individual employees accountable for their area of responsibility.
- Communicate openly with employees, government and the community on work health and safety issues.



Risk Management for Zero Harm

Managing risks in Steel Mains operations is paramount to achieving its Zero Harm goals. Steel Mains actively assesses risks related to its activities in consultation with its employees, ensuring risks are controlled and continuously evaluated for effectiveness and adequacy.



1. Identify Hazards: Steel Mains identifies any hazards related to the physical work environment, equipment, materials, processes and how they are performed. Work and equipment designs are also considered and evaluated. Steel Mains considers past unwanted events, encourages creative thinking about what could go wrong, and involves employees in all-hazard recognition activities.

2. Assess Risks: Steel Mains considers potential scenarios resulting from exposure to hazards and the likelihood of these occurring. The company evaluates potential harm severity, current controls and their effectiveness and actions required to control risks.

3. Control Risks: Steel Mains is committed to making sure the right corrective and preventative actions are taken to control risks or to bring associated risk levels to as low as reasonably practicable. The company considers the well-known Hierarchy of Controls in decision-making.

4. Review and Maintain Control Measures: Steel Mains regularly reviews the effectiveness of its hazard assessment and control measures, making sure that the company undertakes a hazard and risk assessment when there is a change to the workplace including when work systems, tools, machinery or equipment changes.

Incident Management & Prevention

At Steel Mains, we believe that proper and effective incident management makes the workplace safer for employees and the environment, while also ensuring that we stay productive and mitigate unnecessary costs.

Steel Mains fosters an environment that enables and motivates our employees to report incidents, ensuring and supporting formal and informal reporting of incidents, findings, recommendations, and lessons learned. We have well-established processes, solutions, and practices that enhance the identification, investigation, and response to events or occurrences in the workplace, which is an integral part of our prevention culture.

We always strive to identify the root causes of incidents, and any missing and/or failed controls, and we utilise different root cause analysis techniques to achieve that. We also invest in different types of controls to achieve prevention.



Safety Records and KPIs

Steel Mains investigates all incidents, injuries and near misses with the objective that permanent corrective actions are implemented and the root cause is never repeated.

In FY2023, we continued to focus on strong safety performance:

Lagging OHS Indicators and Positive Outcomes

- All Incident Frequency Rate (AIFR): Five years performance (2016-2023) shows a decrease in TIFR by 73%
- Total Recordable Incident Frequency Rate (TRIFR): Seven years performance shows a decrease in TRIFR by 90%
- Lost Time Injury Frequency Rate (LTIFR): In the 2022/23 period, Steel Mains had a LTIFR of 4.44 compared to the industry standard 12.7 [Source: Safe Work Australia]



OHS Performance and KPIs

Leading OHS Indicators and positive outcomes:

- Improve hazard reporting by engaging all levels of employees in identifying hazards across business operations. For FY2023, a total of 632 hazards were identified with a closure rate of 97%.
- Enhance site inspections and audits covering all manufacturing activities. For FY2023, a total of 212 inspections and audits were conducted including site inspections and system procedural audits.
- For FY2023, actions closure rate was at 98%.

HSE Reporting and Performance Monitoring

Steel Mains employees participate in all efforts to improve HSE performance. Using an online cloud based HSE management system resulted in increasing hazards' reporting and simplified HSE inspections and audits processes.

This system provides:

- Manufacturing facilities inspection records
- Digital incident reporting management
- Hazard reporting and management
- Risk assessments
- Corrective and preventative actions management
- Dashboards for better performance visibility and decision making



COVID-19 Response

In 2020, the COVID-19 pandemic had a serious impact on people's health and livelihoods around the world. Throughout the pandemic, Steel Mains developed a stringent COVID-19 response plan to prepare, respond, and recover from the COVID-19 pandemic.

Steel Mains' COVID-19 plan detailed how the company would protect its staff whilst remaining operational. From the beginning of the pandemic, Steel Mains supply chains remained largely unaffected. This was due to our decision to source 98% of our raw materials locally and managing the risks to the company's operations through implementation of controls. Throughout the pandemic, Steel Mains implemented a number of control systems, some of which included:

- Work from home for non-essential employees to reduce individuals' traffic on our sites
- Daily temperature check of all individuals entering our sites
- QR Code check-in system
- Restricted site access to employees/contractors and pre-approved visitors only
- Staggered start and break times to reduce physical contact
- Hand sanitiser dispensers installed across the site
- Increased cleaning
- Regular communication on COVID-19 updates, reporting requirements, and control measures implemented on sites
- Provision of free Rapid Antigen Test (RAT) kits for employee use
- Strict daily management of potential infection cases, PCR & RAT test results, quarantine requirements and clearance
- Suspension of all non-essential business travel

As the company continues to work through their pandemic recovery processes, Steel Mains acknowledges the impacts the pandemic has not only had on the physical well-being of our people but mental well-being too – we continue to strengthen our approach to mental health. Steel Mains recognises the importance of managing mental health and encourage our people to look after theirs by providing them with the right tools and resources.



OHS Certifications

Steel Mains most valuable asset is its employees. That’s why health, safety and welfare of Steel Mains’ employees is the top priority.

Steel Mains maintains an **Occupational Health & Safety Management System** in compliance with the requirements of **ISO 45001:2018** for the processes associated with the **manufacture and supply of steel pipe and fittings**.



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Investing In Our Employees

Steel Mains ensures that its people are treated fairly in compliance with the United Nations Sustainable Development Goals which are ingrained in everything we do at Steel Mains. In particular Goal 8: promoting an inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Investing in Our Employees

In line with the Australian employment law and conditions, Steel Mains ensures that all employees are continuously recognised and suitably remunerated for their contribution to Steel Mains.

We recognise that our people are critical to our ability to deliver on business outcomes for our customers. Investing time, effort and resources on continued growth and development of all employees is paramount to our future success.

We are proud to foster an environment at Steel Mains that understands, respects, and values our individual differences while ensuring our people can bring their authentic selves to work and have a true sense of belonging. We recognise our individual differences such as cultural background, ethnicity,

age, gender, disability, sexual orientation, religious beliefs, language, education, skill set, life experience and perspectives.

At Steel Mains, employees with a similar level of experience, performing work of equal value to the same standard are compensated equally.

Our recruitment and selection practices are based on merit, ensuring that the most appropriately qualified and experienced person is employed for each role from a diverse candidate pool.

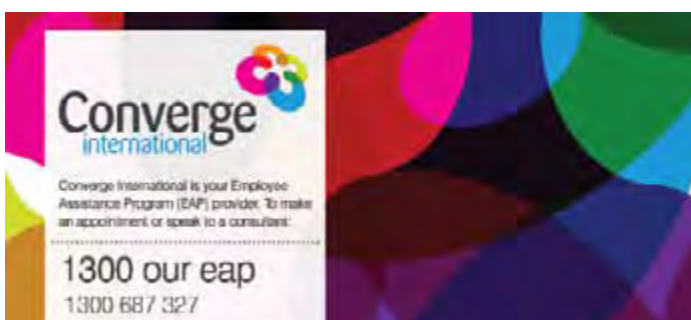
We will not tolerate any form of discrimination, bullying or harassment in the workplace on any grounds.

Employee Health & Wellness

People are our most important asset, ensuring the health and wellness of our people is non-negotiable as a business.

Employee Assistance Program

Steel Mains has partnered with Converge International to provide our people with an Employee Assistance Program (EAP). The EAP is a professional counselling service that offers confidential, short-term support for a variety of work-related and personal problems that may be affecting our employees at work or at home. The Employee Assistance Program (EAP) gives our people access to qualified professionals, including psychologists, social workers and management coaches.



Safety & Wellness

From an operational perspective, we regularly engage certified industrial hygienists to assess our work areas to keep manufacturing related health hazards below allowable exposure limits. The industrial hygienists are engaged to monitor and assess a range of items including (but not limited to): noise, welding fumes, painting fumes, silica dust and polyethylene fumes.



Ensure Healthy Lives and Promote Well-Being for All at All Ages

Employee Development & Training

Steel Mains is committed to investing in the training and development of our people. As a business, we actively encourage our people to think about their developmental needs and how Steel Mains can contribute to their upskilling above and beyond the fundamental requirements of their roles.

People leaders within the business are frequently identifying emerging talent and more broadly identifying training and developmental requirements of their teams.

Steel Mains offers financial study assistance to encourage employees to develop their skills and knowledge through tertiary studies/courses which are demonstrably of value to both the employee and the Steel Mains business.

Management Development Program

Steel Mains has developed the Management Development Program which is an in-house program designed to target future business leaders. The Management Development Program has an annual intake and current business leaders select the upcoming cohort collectively based on current talent and future needs within the business.

The program is designed in a way that participants develop their leadership and broader business skills. The units within the program focus on finance, marketing, people management, professional presentations and more.

Next Gen Program

More recently, Steel Mains has developed an in-house mentoring program targeted at the junior cohort within the business. The Next Gen Program is a tailored program that pairs participants with senior leaders within the business to provide mentoring and coaching around developing as a professional. Participants within the Next Gen Program also engage in regular social and professional activities as a group to encourage broadening relationships across the business.

As a business, we believe in growing within the business and providing employees with adequate tools, resources and support is the right step to setting our people up for success within the business.



Gender Equality

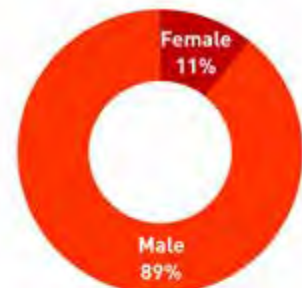
Steel Mains is committed to creating a sense of belonging for all our people through education and the promotion of diversity and inclusion activities. We are continually striving to do better and improve our approach to diversity and inclusion.

We want all members of our communities to have an equal opportunity to join us. 2021 saw the introduction of Steel Mains Diversity & Inclusion strategy. A key part of this strategy is identifying who we currently have in our organisation and what areas we can target moving forward. In 2023, females at Steel Mains represented 11% of our workforce with consistent representation throughout leadership and management roles.

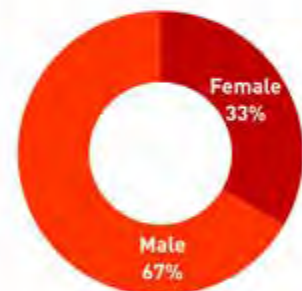
As part of our D&I strategy, we are promoting gender equality through recognising and creating awareness around gender-specific days and events (i.e., International Women’s Day). Steel Mains is continuously looking for ways to promote and attract females for new opportunities within the business and balancing the current gender ratio at all levels of the business from lead team to junior roles.



Steel Mains Workforce

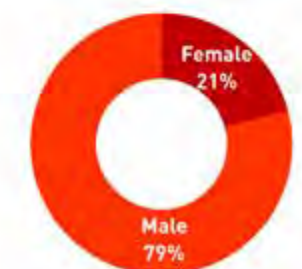


Leadership Team



People Leaders

1 or more direct reports



International Women’s Day



WaterAid Partnership

Steel Mains partners with WaterAid to unlock people's potential with clean water, decent toilets and good hygiene. Without all three, people cannot live dignified, healthy lives. With all three, they can break free from poverty, and change their lives for good.

Steel Mains and WaterAid Partnership

Steel Mains is a leading Australian manufacturer of Steel Pipelines for the water industry and a supporter of WaterAid Australia as a Gold Corporate Member since 2017.

Steel Mains has been involved in a number of events supporting WaterAid through fundraising events, Winnovators participation, Supporters Trip, donations, and the Victorian Gala Ball sponsorship.

"The great thing about our involvement with WaterAid is that it is not just about sponsorships. It is about being an active participant in events and raising funds and awareness for WaterAid projects and objectives. The involvement genuinely makes our business and our employees feel part of the solution, which is making a real difference to the deserving communities in our region." say Steel Mains CEO, Dean Connell.

"Access to clean water and basic sanitation is essential for communities to grow, prosper and thrive. Having the opportunity to contribute to this directly aligns with the core values of the Steel Mains business".

Steel Mains is committed to providing long-lasting water infrastructure that will continue to build and strengthen communities. 'Solutions for Life' is at the core of Steel Mains' existence, which is why we are proud of this ongoing partnership with WaterAid.



Steel Mains Supporter Trips 2019 & 2023

Nathaly Cansdell represented Steel Mains on the last WaterAid Supporters trip back in 2019. This experience allowed Nathaly to see first-hand how WaterAid Australia is making a remarkable difference in local communities in Cambodia. This trip included a visit to a Rural Health Centre where supplies and resources are limited, but they recently installed an accessible toilet. Hygiene practices have improved due to WaterAid support and their WASH program. Nathaly had the opportunity to visit the WaterAid office based in Phnom Penh. They are well organised and have teams allocated to different programs. One of the key areas they are working on is changing people behaviour about good hygiene practices and motivating young professionals to build a better water workforce.

In 2023, two of our team members, Danish Khaireen and Ben Twigg went to Timor-Leste for an eye-opening expedition to witness the profound impact of clean water initiatives on local communities. During their visit, Danish and Ben explored local villages, schools, and healthcare facilities benefiting from upgraded clean water and sanitation systems. They also had insightful conversations with local officials and the WaterAid team in the Liquiçá District, gaining valuable insights into the challenges and progress in this vital area. The impact of Water, Sanitation, and Hygiene (WASH) programs on these communities was unmistakable. Improved sanitation enhances health and well-being, promotes equality, improves living standards, and enables kids to access educational resources more reliably.

Sponsoring WA Water Awards Dinner

Steel Mains’ support of the WA Awards Dinner is part of the company’s long term solution of bringing water professionals, businesses and government together to collaborate on innovative and sustainable water solutions.

Steel Mains supports the annual WA Water Awards Dinner event as a Gold Program Partner.

The awards night brings together water industry leaders and professionals to recognise and celebrate the achievements of the WA Awards finalists and winners, and to discuss the future of the water industry.

This sponsorship helps Steel Mains in building industry connections and setting up opportunities to enable further collaboration and partnerships with businesses in the water industry.



AWA VIC Young Water Professionals Ball

Building career-long industry connection. The Young Water Professionals program empowers Australia's young water professionals and emerging leaders to build water networks, grow their knowledge, and sharpen their leadership skills as committee members.

With a focus on water professionals below the age of 35 or with less than 10 years of water experience, the program supports early career development for people working with water.



Steel Mains is proud to be the major event sponsor for the Australian Water Association Victoria YWP Ball held annually in June.

The event was a great success and provided the team at Steel Mains with a great opportunity to network with our fellow water industry professionals.

Congratulations to the YWP team on a successful event and Steel Mains looks forward to playing a major role in next year's ball.



Governance

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Risk Management Approach

A Risk Management Plan is an important tool for communicating the ways a business can reduce and counteract risk that might occur during business operations.

Steel Mains Pty Ltd RISK CONTROL PROCEDURE																			
DOCUMENT No.: AP/xx/xxx				PAGE No.: 1 OF 1			APPROVED BY:												
REVISION No.: x				ISSUE DATE: xx/xx/xxxx															
TITLE: Steel Mains Risk Control Framework																			
Risk v. Major Control	Risk	Steel Mains Lead	Risk Metrics		Major Controls														
			Likelihood	Consequence	Control 1 (C1)	Control 2 (C2)	Control 3 (C3)	Control 4 (C4)	Control 5 (C5)	Control 6 (C6)	Control 7 (C7)	Control 8 (C8)							
1	Example Risk	Example Lead	3	3	✓														
2	Example Risk	Example Lead	2	4	✓	✓													
3	Example Risk	Example Lead	2	3	✓														
4	Example Risk	Example Lead	3	3				✓											
5	Example Risk	Example Lead	2	2	✓			✓											
6	Example Risk	Example Lead	2	2	✓	✓													
7	Example Risk	Example Lead	3	3	✓			✓											
8	Example Risk	Example Lead	2	2	✓			✓											
9	Example Risk	Example Lead	2	4	✓														
10	Example Risk	Example Lead	4	2															

Steel Mains’ risk management approach involves a detailed outlook of what challenges the business may realistically face, how significant they are, and how to be well prepared for these risks.

The approach includes a risk control procedure relating to a risk scoring matrix, to provide and discuss ways in which the business can eliminate or minimise risks before they occur. An Unwanted Unplanned Events Framework is expressed, presenting three strict rules. These rules act as a plan of action in the event of unwanted scenarios. These rules include:

- Disaster Response
- Business Continuity Plan
- Disaster Recovery Plan

Each of the risks identified in the risk control procedure is then further individually examined. This results in an action plan that displays what the sub risks are, how to manage them, and how to keep these management systems updated. Where necessary, further comments and important information regarding these risks is provided.



Modern Slavery

Steel Mains has zero tolerance for any actions or behaviour that is of a slavery-like practice in line with the Modern WW Slavery Act 2018 (Cth).

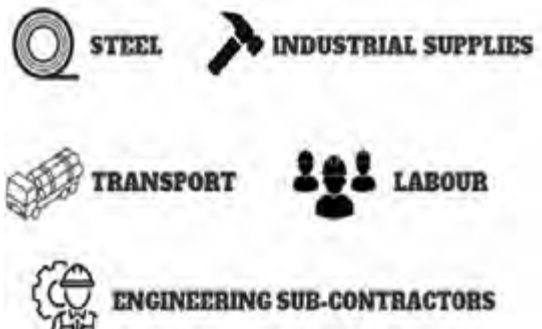
Modern slavery is a growing global and systemic issue with an estimated 16 million people in forced labour in the private economy. Steel Mains' commitment for people extends beyond our own teams to include every worker in our global supply chains, particularly in respect of their human rights.

Steel Mains is committed to the identification and elimination of practices that may support modern slavery practices within the business and supply chain.

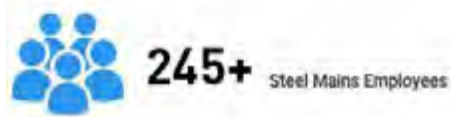
Steel Mains recognises the importance of protecting human rights and is committed to protecting the rights of all people. Steel Mains is committed to operating the business lawfully and ethically and only working with suppliers that are aligned with the company's values.

Since the introduction of Steel Mains' Modern Slavery Statement, the company has conducted assessments of its local and global supply chains with review of supplier contracts to ensure they contain terms that are consistent with the Act. The supplier survey is an ongoing monitoring and assessment program to ensure that suppliers are working with the company to eliminate any potential risks of Modern Slavery within the company supply chains.

OUR TOP SUPPLIER CATEGORIES



ABOUT STEEL MAINS WORKFORCE



Whistleblower Policy

Steel Mains Whistleblower policy is to promote and support a culture of responsible and ethical behaviour, good corporate governance and compliance with the Steel Main's legal and regulatory obligations.

Steel Mains Whistleblower Policy

Steel Mains Whistleblower policy encourages and provides protection for the reporting of reasonably held concerns of suspected or actual misconduct or an improper state of affairs or circumstances at Steel Mains or a related corporate body (as defined under the Corporations Act 2001 (Cth)).

Steel Mains seeks to promote integrity in its business and financial activities. This policy sets out the process for reporting concerns and provides information about the support, protections and remedies that persons may be eligible to access when making a report of Disclosable Information.

The policy applies to all employees of Steel Mains. It encompasses all Directors and employees including executives, managers, labour hire contractors, consultants, and interns. It extends to clients and suppliers.



Steel Mains' Guide to Ethical Conduct

Our customers, stakeholders, co-workers and the community in which we operate expect honest and ethical conduct from each of us, every day. We know that the overwhelming majority of employees working for and with Steel Mains conduct themselves ethically and in accordance with the law and general community expectations. The Guide to Ethical Conduct (the guide) is a means of reaffirming our shared commitment to our key policies, procedures and core values.

Steel Mains Commitment to Ethics

At Steel Mains, success alone is not enough. We seek to adhere to the practices of our values, which is at the heart of all we do. Our values define not just what Steel Mains does, but also why and how. Our values are:

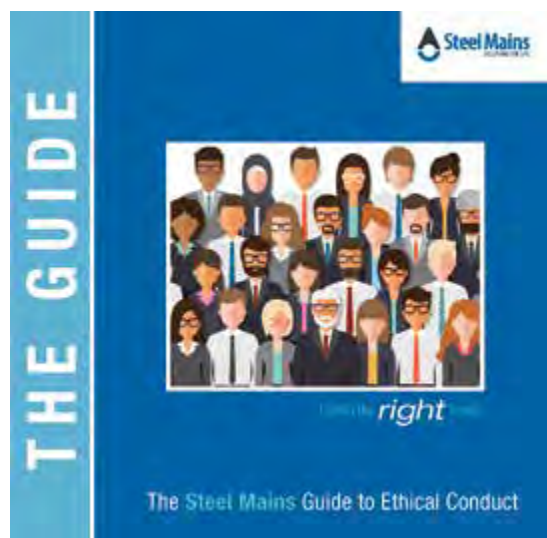
- Willingness to help others
- Passion for delivering outcomes

This commitment inspires us and defines us. Our Guide to Ethical Conduct, together with our business specific policies, defines what is expected of each of us in our locations around the country. In everything we do, we must strive to act with honesty, fairness and integrity and to obey the laws and regulations wherever we operate. Regardless of our position within the company, we share equal accountability for:

- Conducting business with integrity, preserving our strong reputation and expanding our leadership in the marketplace.
- Fostering an inclusive culture in which we all feel respected and have the opportunity to reach our full potential.
- Providing a healthy and safe work environment and complying with applicable laws and regulations whenever we operate around the country.
- Contributing to the sustainability of the communities in which we live and work.

Our role begins with Steel Main's Guide to Ethical Conduct. If an issue raises a question in your mind, you have the responsibility to speak up. Steel Mains will treat your report as confidentially as possible and will protect you from retaliation.

Our message about the importance of ethics, integrity and compliance must be perfectly clear, and our actions must conform to our message. With each of us embracing the commitment to conduct business in accordance with our Guide to Ethical Conduct, we are making Steel Mains a better company and a better place to work.





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