

September 2021

Sustainability Strategy

CREATING A LASTING AND POSITIVE LEGACY FOR PEOPLE AND THE PLANET.



OUR PURPOSE IS TO MAKE INFRASTRUCTURE WORK FOR OUR COMMUNITIES.

Our vision is to lead the way in essential services by harnessing the power of technology and being sustainable in all that we do. We believe we contribute to stronger communities by making them safer and more sustainable.

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In the spirit of reconciliation, Ventia acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We recognise and celebrate the heritage and culture of New Zealand, where our teams engage with local iwi and communities across the country.

Foreword from the CEO

Our enterprise strategy is to Redefine Service Excellence. We will achieve this through our simple and common sense approach to be client focused, innovative and sustainable.

With a workforce of 35,000+ people in over 400 locations, we operate behind the scenes, playing an integral role in communities throughout Australia and New Zealand. We recognise that every decision and action we take is an opportunity to have a positive impact.

Our sustainability strategy 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.

There are many initiatives across our business which demonstrate the positive impact we are having. For example, our engagement with Indigenous Australians and Māori and Pasifika people across New Zealand, our progress in creating a more diverse and inclusive workforce, building a strong culture of corporate governance and delivering sustainable solutions to our clients.

We already have much to be proud of and to celebrate, but I challenge us to accelerate our progress and continually raise the bar. As one of the largest essential infrastructure services businesses in Australia and New Zealand, we have an opportunity, indeed an obligation, to lead the way.

Through our sustainability initiatives, our goal is to create a healthier planet, be people and community focused, and to be ethical and accountable in everything we do.

Informed by feedback from stakeholders – our people, clients, sub-contractors and supply chain, this document outlines our sustainability strategy and ambition.

Our sustainability strategy will be brought to life through actions and initiatives ignited by the pride and passion of our people. We will regularly measure and benchmark our performance to track our progress, ensuring that our reporting is transparent to meet and exceed industry expectations.

Our people, our clients, and the broader community are looking for bold sustainable actions. Our ambition is to lead the way and embrace every opportunity for sustainability.

I encourage you to familiarise yourself with our sustainability strategy and share your success stories with pride.



Dean Banks
Group Chief Executive Officer

Enterprise Strategy



Sustainable

We recognise that every decision and action we take is an opportunity to make a positive impact on the people and world around us.

Our approach encompasses the social impact we have with our people and communities, our environmental footprint and the way we conduct our business.

LET'S CREATE A LASTING AND POSITIVE LEGACY FOR
PEOPLE AND THE PLANET.

Our footprint

Our operations reach far and wide – across Australia and New Zealand and in regional remote and metropolitan areas. We provide essential infrastructure services to the communities in which we live and work, and have an obligation to contribute towards positive social growth and healthy environments – now and into the future.



35,000+

Talented employees and subcontractors

We work in more than

400 locations

across Australia and New Zealand

30%

Female participation in our workforce

We are a leader in Indigenous employment and procurement, with

\$100 million in contract value

with Indigenous business*

40%+ employees work in regional areas

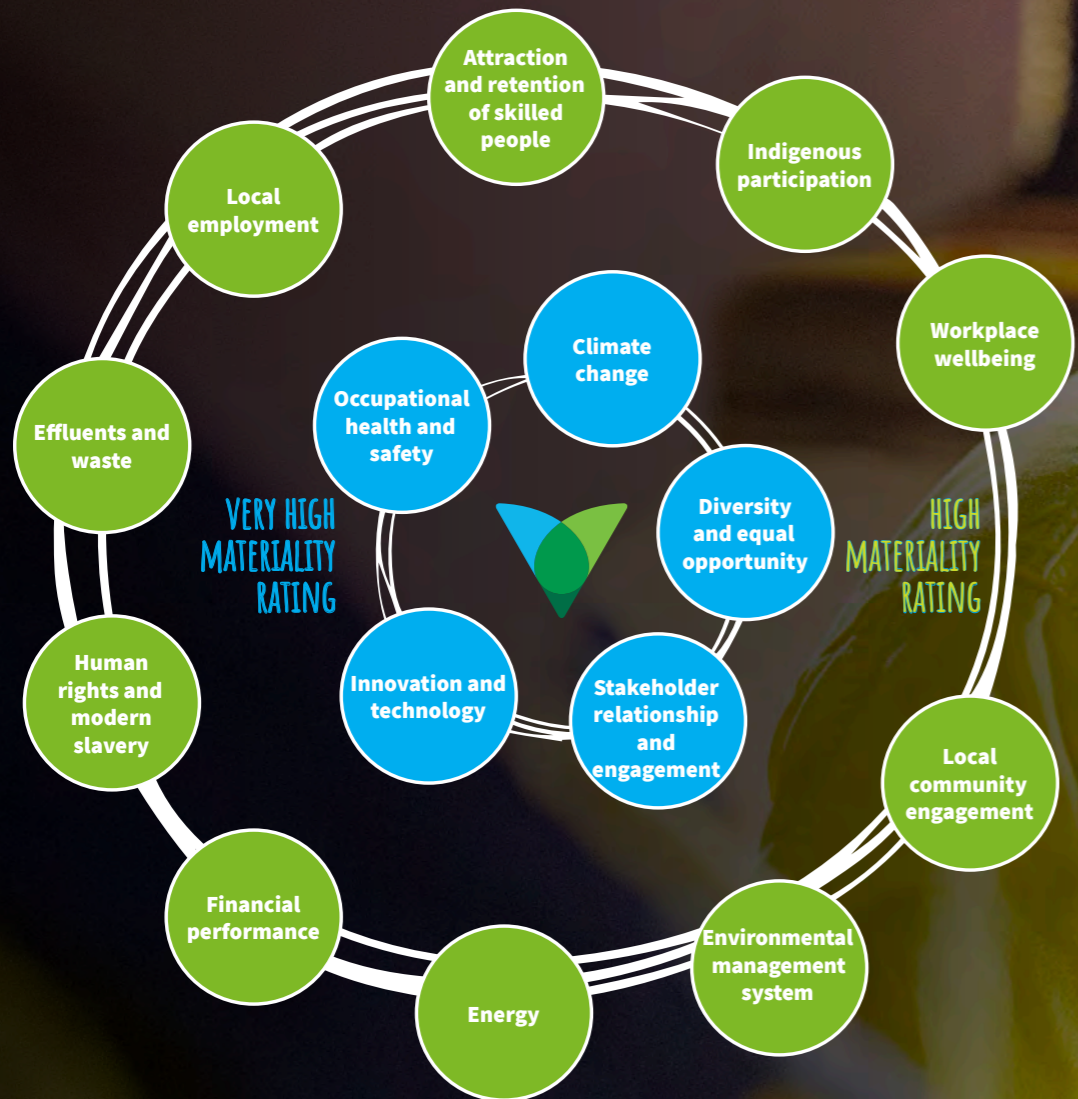
* at June 2021

Informing our strategy

Our strategy is informed by the United Nations Sustainable Development Goals and a materiality assessment

We asked our people, clients and other stakeholder organisations to tell us the sustainability issues that are most important to them. The issues identified with a 'very high materiality' inform the focus of our strategy.

Ventia Materiality Assessment



The United Nations Sustainable Development Goals

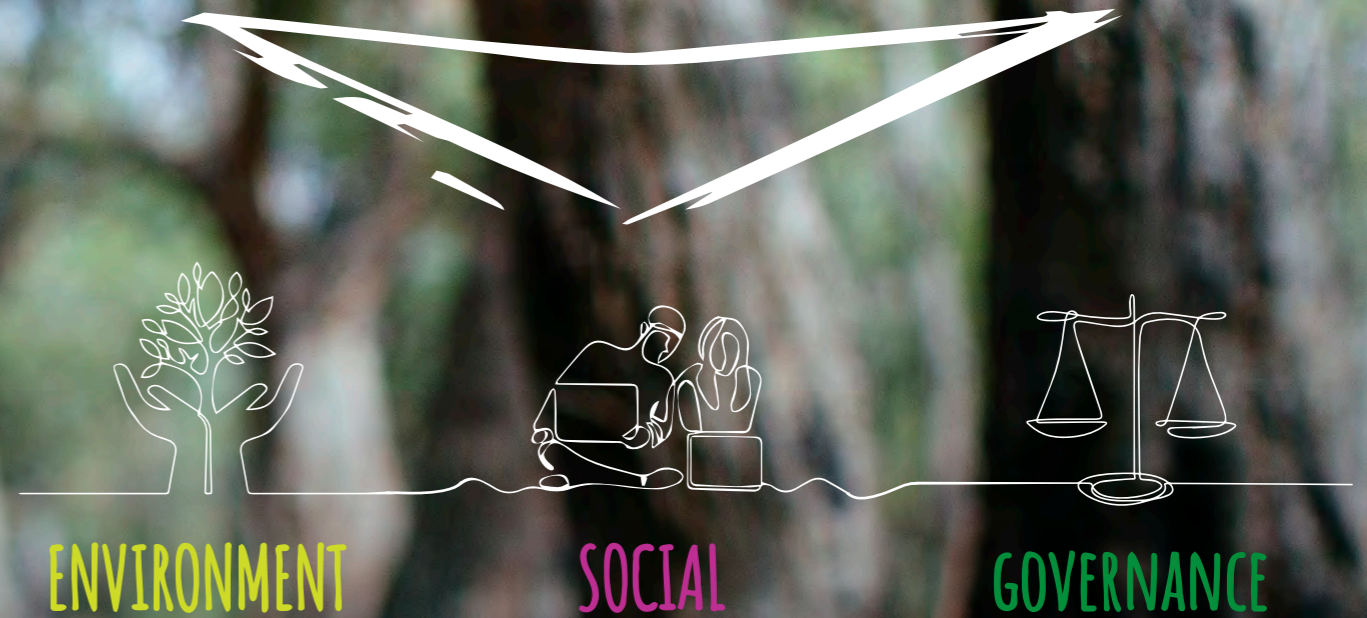
SUSTAINABLE DEVELOPMENT GOALS



The seventeen United Nations Sustainable Development Goals (SDGs) are a blueprint to achieve a more sustainable future for all. We have identified seven SDGs aligned to our material sustainability aspects to inform our strategy to deliver the greatest impact.

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

CREATING A LASTING LEGACY FOR PEOPLE AND THE PLANET



Our Commitment



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

APPROACH

We will achieve **net zero emissions** through targeted initiatives which embrace innovation, technology and renewable energy. This will be supported by **embedding efficiencies** in all we do.

We will **decarbonise our fleet** by transitioning to alternative fuels.

We will work with our **supply chains** to reduce emissions from products and services provided to us. We will support our clients to achieve their goals through **new solutions** and technologies.

Focussing initially on our direct emissions and those from the energy we buy (scope 1 and 2), we are developing our measurement of relevant indirect (scope 3) emissions.

The impacts of a changing climate inform our decision making.

We continue to **assess climate risk** across our business. We will support a **collaborative approach** with clients and stakeholders in identification of measures to **build resilience** into planning for the future.

Using the Taskforce on Climate-related Financial Disclosures (TCFD) model, we are aligning our operational risks and strategy decisions toward these endeavours.

Our goal is to embed **environmental management excellence** at all our workplaces including through rehabilitation and land management practices, biodiversity services and innovative technologies.

Our in-depth knowledge of assets and services means we are ideally placed to provide **life-cycle improvements**, implement initiatives to **re-use and re-purpose** materials and increase use of recycled and **sustainable products**.

We are focused on developing measurement of waste across our supply chain and will set ourselves targets to increase waste **diversion from landfill**.

Through our plan we will identify, implement and communicate our environmental services and innovations internally and externally. Our measurement of success will be quantifying the environmental benefits realised.

MEASURE

Pathway to net zero emissions defined with visible progress demonstrated



Creating a healthier planet

DEMONSTRATING
OUR COMMITMENT
TO CREATING A
HEALTHIER PLANET



Leading environmental solutions with PFAS remediation technology

Our environmental services are focused on innovative solutions to enhance environmental outcomes and overcome challenges, such as contamination.

Our dedicated, specialist PFAS team actively researches and develops innovative technologies to remediate PFAS contaminated soil. Our world-first technology – developed after years of research, collaboration and trials – is SourceZone®. SourceZone® offers a solution to PFAS soil contamination and, dependent on soil type, it can remove up to 99% of PFAS mass from soil.

A cost-effective and sustainable solution, soil recovered through the SourceZone® process can be reused at the site, eliminating the need for expensive clean-fill and transportation and disposal costs.

We have successfully rehabilitated the former fire training facility for the Country Fire Authority at Fiskville, Victoria.

Our team delivered the demolition and decontamination of above ground structures, and the remediation of soil, sediment and water on the 150-hectare site, including:

- Excavating over 150,000m³ of soil
- Backfilling over 250,000m³ cleaned soil, and
- Treating over 54 million litres of PFAS impacted water.

Ventia has years of water treatment experience, which we applied to PFAS contaminated sites including Fiskville and RAAF Edinburgh, where we have treated over 240 million litres. The work with Defence saw our Environmental Services business awarded ‘Defence Innovator of the Year’ at the 2020 Australian Defence Industry Awards.



Transitioning our fleet

With the largest contribution to our emissions coming from fuels used in vehicles and plant it is essential we transition our fleet to alternative fuels to meet our objective of delivering zero emissions. Ventia’s Plant team have been working with internal and external stakeholders on opportunities to improve the sustainability performance of Ventia’s fleet.

We’re phasing out the option to select petrol/diesel passenger light vehicles with hybrid vehicles now a standard option, as well as partnering with our fleet providers to trial electric vehicles and other greener or alternative fuel options where appropriate.

We’ve delivered over 70 hybrids since we started the transition of passenger light vehicles to hybrid options in 2021.

We’re also introducing fully electric larger vehicles into our fleet with our first EV maintenance truck launched in our Transport sector in 2021. We have placed an order for a fully electric Truck Mounted Attenuator (TMA) Truck which will be an industry first and is expected to be on the road protecting workers and incident sites in 2022.

Investing in the latest In Vehicle Management System (IVMS) technology through a partnership with EROAD has seen us achieve environmental as well as safety benefits. Its Drive Buddy system allows real time driver coaching that helps develop safer driving behaviours. Environmental benefits include a reduction in harsh braking and harsh acceleration, leading to fuel reduction and lower emissions.

People and community focused

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



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

APPROACH

We provide a workplace which embraces diversity, safety and wellbeing.

Through the execution of our Safety, Health, Environment & Quality (SHEQ) plan, which utilises annual targets and encompasses our **Healthy Minds and Healthy Bodies programs**, we demonstrate continuous improvement in safety and health.

Our focus on diversity is through programs designed to **attract and retain a more diverse workforce** and developing and delivering initiatives designed to create an inclusive workplace.

Our action plans focus on **pathways into employment, recruitment and retention**, with company-wide and sector-specific goals and initiatives.

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. We will also seek ways to **create local economic opportunities** through local employment and procurement.

Our Elevate Reconciliation Action Plan (RAP) sets out our commitment and targets to enhance our Indigenous participation in Australia.

In New Zealand, we are developing a framework to support Māori and Pacifica Islander engagement.

We have national relationships and partnerships in place with organisations that support us with our broader community engagement, for example, through CareerSeekers, CareerTrackers and the Australian Business Community Network we engage and provide support to young people and the culturally and linguistically diverse (CALD) community.

Our supplier diversity approach supports local, Indigenous and social enterprises.

We work with these businesses to ensure they have **opportunities to supply** our operations in a sustainable manner.

We will leverage our membership with peak bodies towards **increasing our supplier diversity**.

We are focused on demonstrating **year on year growth** in the value of contracts with social and Indigenous enterprises, recognising the broader value this provides to communities.

MEASURE

Continuous improvement in diversity and inclusion



People and community focused

DEMONSTRATING
OUR COMMITMENT
TO BEING PEOPLE
AND COMMUNITY
FOCUSED



Respecting Waimārama's cultural significance

Our community engagement approach was well demonstrated when our Telecommunications team was tasked with bringing fibre to the people of Waimārama, a seaside village in New Zealand. We knew it was essential that they worked closely with the local kaumātua (tribal elders) of Ngā Hapū o Waimārama, the local iwi (tribe), to ensure the area's rich history was understood and respected.

Waimārama is a culturally significant location in Hawke's Bay in New Zealand. Ngā Hapū o Waimārama believe their ancestral Tākitimu canoe anchored there, and it remains a place of deep importance for the local people. It was crucial we understood our responsibilities prior to commencing any construction.

Representatives from both Ventia and our client Chorus spent time with the kaumātua from Ngā Hapū o Waimārama to ensure that they understood these responsibilities.

To mark the commencement of the project, a dawn ceremony was held near the beach, where members of the local iwi performed a waiata (a song) and a karakia (a blessing), before a hiko (walk) to culturally significant locations where they performed small blessings. The kaumātua took time to explain more of the area's history, providing the team with an important sense of perspective as they began their mahi (work) to build the town's future connectivity through fibre.

Long-term partnership delivering social outcomes

One way we create social value is by working with suppliers who enhance social inclusion by creating job opportunities for minority groups including individuals experiencing disadvantage.

On Ventia's NSW Land and Housing contract we have partnered with social enterprise JobQuest for 12 years to perform lawns, grounds and cleaning maintenance throughout its NSW sites. During this time JobQuest have employed over 450 staff on the contract, many from disadvantaged backgrounds. The benefits go beyond jobs opportunities to support in everyday living including education and training that is afforded to JobQuest staff.

This contract spends 13% of its total contract value with social enterprises; well above the 5% target set in the terms of the contract. It is the passion of our Operations team who have developed and foster these relationships to provide this enduring legacy.

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

APPROACH

Embedding sustainability into decision making starts with having the **appropriate governance** structure.

Our Board is responsible for setting policies, strategy and governance. Our **Board Safety and Sustainability Committee** reviews strategy and performance. The Group CEO is ultimately responsible for the management of Ventia's sustainability performance.

Our **Sustainability Council** has representation from across the business and governs implementation of our strategy. The Council is supported by working parties and our advisory bodies.

Our governance framework is based on our values and is fundamental to achieving our purpose.

Our **Code of Conduct** awareness is embedded across the business through compulsory training.

Our **sustainability reporting** accompanies our financial reporting and is transparent in assessing progress against targets. Our reporting complies with the GRI (Global Reporting Initiative) standards and aligns to the United Nation's Sustainable Development Goals.

The Ventia Code of Conduct and **Procurement Policy** promotes an ethical and sustainable approach to procurement, including through the way we approach human rights.

We require suppliers to support human rights throughout their entire supply chain to ensure procurement of legal and ethically sourced goods and services.

We report on the risks of modern slavery in our operations and supply chains through our **Modern Slavery Statement**.

Our understanding of modern slavery risk continues to grow as we conduct ongoing **supply chain risk analysis**, prioritising high-risk services and commodities.

Participation with industry groups and forums assists knowledge sharing around ethical and sustainable procurement.

MEASURE

Exceed industry and society's expectations of our corporate behaviour



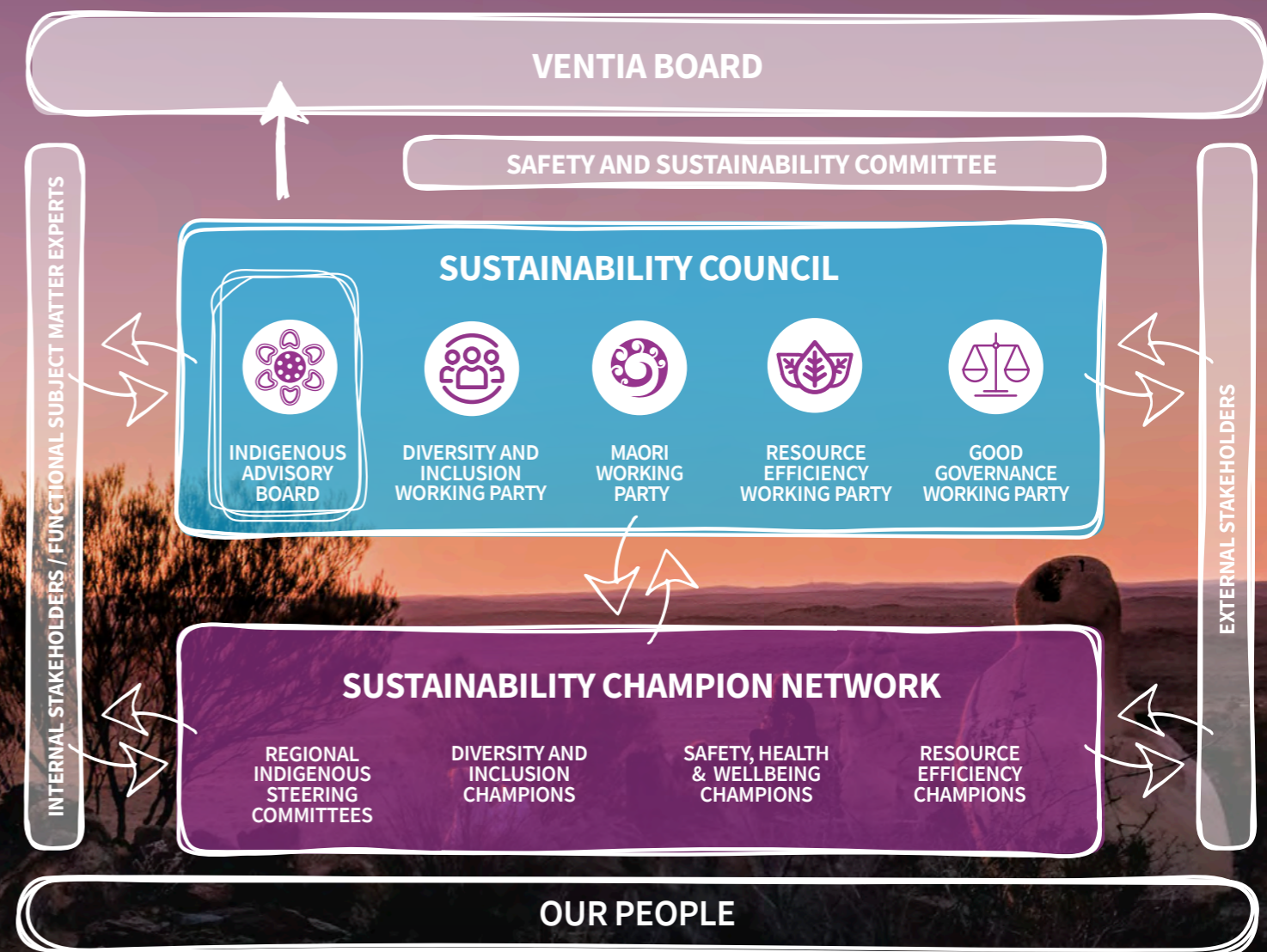
Demonstrating our commitment to sustainability governance

Governance Framework



Our approach to governance is based on our values which represent what we stand for. They are embedded in our governance framework and are our guide to ensuring we focus on what's right, and what's important to our clients and our people.

Sustainability Governance



Governance of sustainability at Ventia is championed by the Sustainability Council and the Board Safety and Sustainability Committee.

Demonstrating our commitment to sustainability governance



Benchmarking sustainability performance through rating schemes

The Infrastructure Sustainability Council's (ISC) Infrastructure Sustainability rating scheme 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.

We are currently undertaking Infrastructure Sustainability Operations ratings at two of our Transport contracts, delivering benefits across environmental, social and local economic aspects.

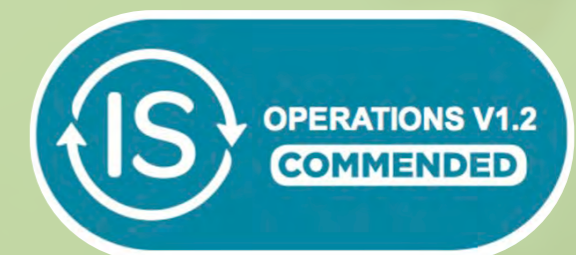
In November 2020, Ventia was awarded an interim 'Commended' rating for Operations from the ISC for the Western Roads Upgrade (WRU) project, in the first year of a three-year rating process. Reaching this significant milestone makes Ventia one of only three organisations to achieve an Infrastructure Sustainability certification in Operations.

Innovation and collaboration were instrumental in achieving the interim rating. Initiatives include:

- Our innovative pavement design methodology which resulted in a reduction in lifecycle materials impacts over 20 years
- An upgrade to LED lights that created a 20 percent reduction in Depot electricity use
- A collaborative trial of a sustainable pavement product incorporating recycled soft plastics.
- The involvement of students studying sustainability at partner universities, who helped develop processes such as climate risk scenarios and assessment while gaining workplace learning experience.

The WRU project is a \$1.8 billion investment to improve roads in Victoria's western suburbs that began in 2018 and includes a maintenance contract for the ongoing care of 260kms of road between West Melbourne and Werribee.

Delivered via a Public Private Partnership (PPP) between the Victorian Government and the Netflow JV, Ventia is the services contractor to Netflow for the 23-year WRU term.



Measuring our success



OUR COMMITMENT



ENVIRONMENT
Creating a healthier planet



SOCIAL
People and community focused



GOVERNANCE
Ethical and accountable in everything we do

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

- 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

- Sustainability is embedded in our decision making
- Trusted for our sustainable business practices
- Advancing sustainable and ethical procurement

MEASURES

Pathway to net zero emissions defined with visible progress demonstrated

Continuous improvement in diversity and inclusion

Exceed industry and society's expectations of our corporate behaviour



PLEASE SHARE YOUR SUSTAINABILITY STORIES WITH PRIDE

We welcome questions and feedback on our sustainability strategy, please email us at: sustainability@ventia.com

Alexandra Monson
Group Manager - Sustainability