



MACMAHON

SAFETY
HEALTH
ENVIRONMENT
&
COMMUNITY
REPORT
2006



Cover Photograph

Diplodactylus Granariensis
or
Gordon Gecko

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Our Report



This report summarises the performance of Macmahon in the areas of safety, health, environment and the community, encompassing operations throughout Australia and New Zealand.

The reporting period for this report is the financial year 1 July 2005 to 30 June 2006.

This is the sixth public environmental report for the Company and the second year integrating safety and health information.

The report is prepared for Macmahon stakeholders including our workforce, shareholders, customers, government, non-government organisations, suppliers, financial organisations and the wider community.

In developing this report, the Global Reporting Initiative (GRI) Sustainable Reporting Guidelines 2002 has been used as a reference with a number of omissions including direct/indirect economic impacts, human rights, society, and product responsibility.

In this report there are no reinstatements of information from earlier reports.

For further information on Macmahon please visit our website at: www.macmahon.com.au, e-mail: info@macmahon.com.au or contact Macmahon Public Affairs on +61 (08) 9365 1111.

Feedback

Macmahon would appreciate your feedback on this report. Your input will help us to improve as a business and develop our report to further suit your needs. To respond, please go to: www.macmahon.com.au and complete the online form, 'SHEC Report Feedback.'

Alternatively, you may print the feedback form from the Macmahon website and mail to:

Public Affairs
Macmahon Holdings Limited
PO Box 198
Cannington WA 6987



CEO Address



Welcome to the Macmahon Safety, Health, Environment and Community Report for 2006.

At Macmahon, we recognise the importance of safety and health, the environment and the community and place these values at the forefront of our business.

The past year has yielded strong growth and success for Macmahon and I am pleased to announce our commitment to health, safety, environment and the community has not only continued, but grown.

Achieving a healthy and safe work environment is crucial to Macmahon, as we believe that our people are our greatest asset and as such, our most important priority.

We continue to strive to achieve our objective of zero safety incidents, with stringent safety procedures in place.

Despite this commitment it is with great regret that I must report the deaths of two employees over the last 12 months.

We must work to further strengthen the strong safety culture that exists on our sites and continue to educate and train all employees.

Macmahon believes contributing to the communities in which we operate is very important. We strive to engage strong partnerships and encourage our employees to be active in the areas they live and work.

Whether participating in local events or contributing to organisations and groups, Macmahon is proud to be involved.

We are committed to preserving the environment in which we work. We are aware of the impact that our operations may have on our surrounds and strive to ensure we work in harmony with the environment.

Solid growth is forecast for the years ahead and we will continue to embrace the diverse challenges and opportunities that we are presented with and to ensure safety, health, environment and community issues are further integrated into Macmahon.

I invite you to provide feedback on this publication including our performance in the areas of safety, health, environment and the community. Your input will help us to improve as a business and tailor future information to suit your needs.

A handwritten signature in black ink, appearing to read 'Nick Bowen'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Nick Bowen
Chief Executive Officer

Our Company



Macmahon Holdings Limited is an Australian owned Company operating in the mining contracting and civil construction sectors.

The Company consists of three key business units, Construction Mining and Services.

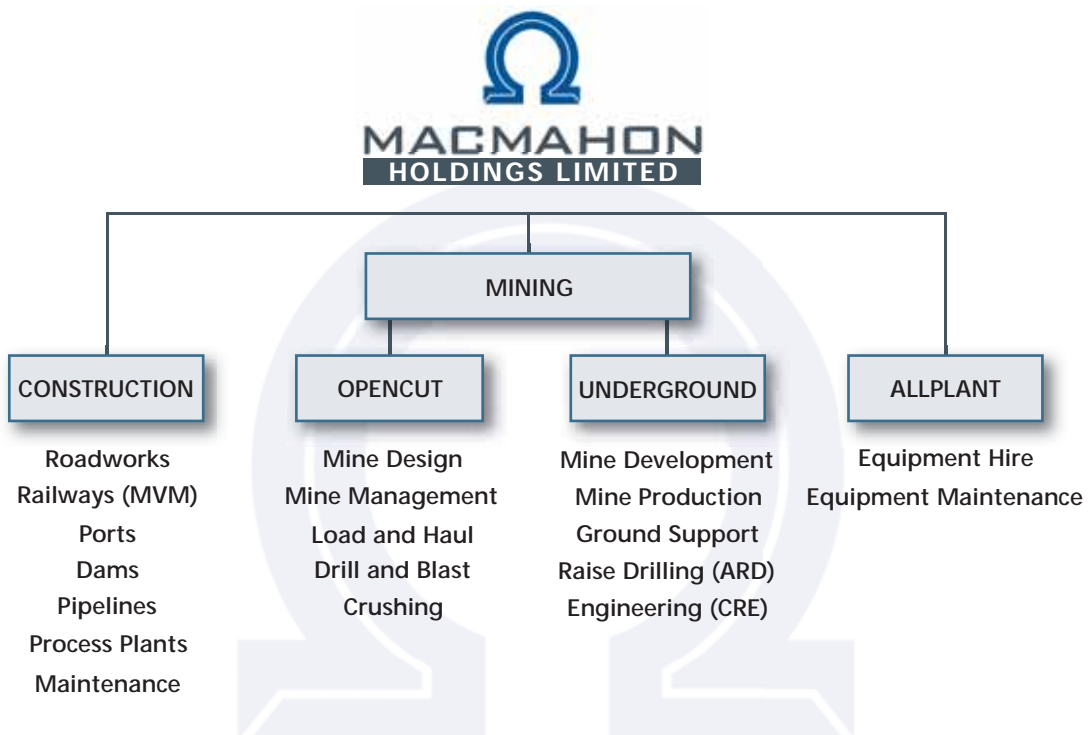
The Construction Business undertakes key infrastructure projects including roads, bridges, railroads, ports and dams.

The Mining Business provides a total service for open cut and underground operations, managing mines for major customers in Australia, New Zealand and Malaysia.

The Services Business which includes the Allplant division provides plant hire and mechanical maintenance services to both Macmahon and external customers.

Founded in 1963 by Adelaide civil engineer, Brian Macmahon, the Company is based in Perth, Western Australia, with offices in Queensland, Northern Territory, New South Wales, South Australia and Malaysia (refer to page 31 for map of site locations).

With more than 2,700 employees, Macmahon continues to focus on developing its core skills to drive profitable growth.



Vision

Macmahon strives to be the preferred contracting and services Company:

- For employees to work for
- For customers to use
- For shareholders to invest in



Targets

Macmahon aims to deliver:

- A 20 per cent annual improvement in safety performance as measured by Total Recordable Injury Frequency Rate (TRIFR)
- A 25 per cent Net Profit Growth on 2006
- Total Revenue in excess of \$1 Billion
- An EBIT Margin on Total Group Revenue of 6 per cent
- A 15 per cent plus increase on Return on Equity
- A 50 per cent decrease on Net Debt to Equity

Values

Macmahon conducts its business:

- To act fairly and honestly
- To be professional and act with integrity in our business dealings
- To promote a safe, positive and enjoyable work environment
- To consider the impact of our decisions on our colleagues
- To work harmoniously within the communities in which we operate

Our Year

Macmahon experienced a record financial performance in 2006, with the Company continuing to expand and deliver strong growth.

This increase in performance has been managed by updating growth targets in line with the current and future market drivers, in order to guide expansion and ensure continued success.

Highlights include the acquisition of a 60 per cent share in MVM Rail Pty Ltd in February 2006. Operating as a separate Company, MVM Rail provides rail track construction and maintenance services throughout Australia and Asia. This strategic acquisition further consolidates Macmahon as a specialist contractor, offering complete project management for railway development.

From an operational perspective, Macmahon enjoyed another successful year as the Company continued to implement growth targets for all Business Units.

These targets have realised greater revenue and profit, as well as increased cash flows.

Additional approaches to achieve further growth include:

- Continued focus on targeted commodities including coal, iron ore, copper and nickel for major mining companies at long-life mines
- Continued targeting of large Government infrastructure projects
- Expansion of the Services business with a focus on maintenance services

Macmahon continues to raise standards, supporting systems and performances, relating to health, safety, environment and the community. This focus is demonstrated through a number of significant awards including:

- Winner of the 2006 'Minister's Award for Excellence' for Employers of Australian Apprentices for both Western Australia and Queensland
- Runner up in the Western Australia Minister's Award for Excellence, Employers of New Apprentices 2005
- Winner of the Northern Territory Minerals Council Resource Awards of Excellence - 'Community Relations Excellence Award' for the Darwin Waterfront Project
- Retention of the gold award for safety excellence awarded by the Western Australian Industrial Foundation for Accident Prevention (IFAP)
- Winner of the Queensland Case Earth Awards 2006 - Equal first in the Excellence in Environment Division



Community Relations Manager, Linda Howard, at Orebody 18 in Newman, Western Australia

Challenges & Achievements

Our People

Challenges

- Addressing the skills shortage for professionals and trades
- Attracting and retaining employees
- Providing succession planning for the training and development of employees

Achievements

- Winner of the 2006 'Minister's Award for Excellence' for Employers of Australian Apprentices in both Western Australia and Queensland
- Successfully recruited employees despite industry skills shortage

Safety & Health

Challenges

- Sustaining a reduction of injury frequency rates across all divisions
- Developing a responsible safety culture 'owned' by Macmahon employees
- Compliance to minimum standards of safety

Achievements

- Improvement of our Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR) by 24 per cent and 66 per cent respectively
- Sixty three percent of our operations operated Lost Time Injury Free for the last twelve months
- Maintained certification to AS 4801 Safety Management Systems
- Established 'best contractor' status in safety for Lafarge Group in Malaysia

Environment

Challenges

- Developing and implementing a Greenhouse Emissions Action Plan to reduce our Greenhouse Gas Emissions
- Understanding and preparing for a carbon constrained future
- Raising the environmental profile amongst employees within a dynamic project workforce and a variety of project settings

Achievements

- Achieved certification to the revised Environmental Management System Standard AS/NZS ISO 14001:2004
- Joint winner of the Queensland Case Earth Awards 2006 - Equal first in the 'Excellence in Environment Division' for Burnett River (Paradise) Dam Project
- Achieved five out of six environmental targets detailed in the 2006 Safety, Health, Environment and Community Report

Community Relations

Challenges

- Adequately engaging the communities in which we work to achieve outcomes that benefit all stakeholders

Achievements

- Darwin Waterfront Project awarded 'Community Relations Excellence Award' by Northern Territory Minerals Council - Resource Awards of Excellence
- Continued sponsorship and provision of in-kind support
- Successful introduction of the Indigenous Mining Skills Program
- Greater participation in community events

Performance against Targets



Safety

Target One:

Reduction of Group Total Recordable Injury Frequency Rate (TRIFR) by 20 per cent

Status: *Achieved*. Exceeded Target by five per cent

Target Two:

Implement the Macmahon 'Big 5' initiative across the Company

Status: *Achieved*

Target Three:

Develop and implement 'Macmahon Group Operating Safety Standards' and associated protocols

Status: Developed and set for 2007 rollout

Target Four:

Develop and implement Macmahon Safety Training Course for Line managers

Status: Developed and set for 2007 rollout

Target Five:

Continued reduction in Worker's Compensation Premium

Status: To be reviewed in late 2006

Target Six:

Review existing generic management procedures towards the formulation of Group safety and health standards

Status: Completed

Target Seven:

All major projects to be internally audited under the new audit protocol

Status: Developed and set for 2007 rollout

People

Target One:

Recruit approximately 15 Graduates and 20+ Apprentices

Status: 10 Engineering Graduates and three Graduates from other disciplines.

20 apprentices were recruited into Macmahon

Target Two:

Develop a clear and concise Human Resources strategy covering:

- Selection and Recruitment
- Remuneration
- Training
- Career Plans
- Graduates
- Termination of Employment
- Equal Employment Opportunity / Bullying
- Industrial Relations Strategy

Status: *Achieved*

Target Three:

Develop and implement a revitalised Indigenous Employment Strategy

Status: *Achieved*

Environment

Target One:

Achieve certification to AS/NZS ISO 14001:2004

Status: *Achieved*

Target Two:

Maintain 80 per cent compliance-based scoring system and monitor trends in audit results

Status: *Achieved*

Target Three:

Establish an on-line reference guide for environmental aspects and hazards to provide projects with access to 'best practice' environmental information

Status: *Achieved*

Target Four:

Review induction presentations to ensure compliance with AS/NZS ISO 14001:2004

Status: *Achieved*

Target Five:

Produce an additional 10 toolbox training presentations and posters as a resource for sites

Status: *Achieved*

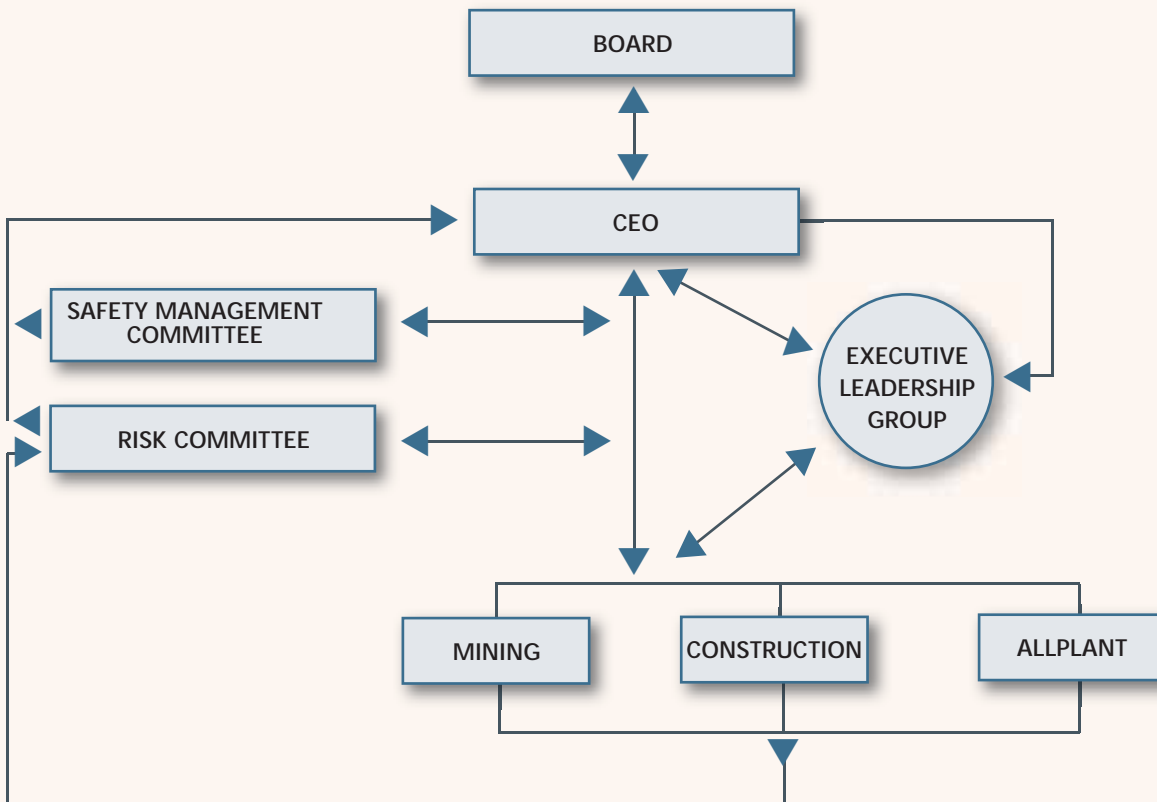
Target Six:

No occurrences of 'high' or 'extreme' classified incidents

Status: Not achieved: one environmental incident occurrence with 'high' rating

Management Commitment

Macmahon has three key sub committees reporting to the Chief Executive Officer and Board which focus on the Company approach to Occupational Health and Safety and Risk Management. The Executive Leadership Group and the Safety and Risk Committees have the resources and expertise available to guide Company decisions and develop projects in line with Company policy and values.



Corporate Governance

The Board is committed to ensuring that its obligations and responsibilities to its various stakeholders are fulfilled in its corporate governance practices.

The Board, comprising of a majority of non-executive independent directors, is responsible for the overall corporate governance policies and practices of the Company and all subsidiary companies. The Board formulates strategic direction, sets remuneration, appoints, removes and creates succession policies for directors and senior executives, establishes goals for management and monitors the achievements of these goals. It is also responsible for ensuring the integrity of internal control and management of information systems and approving and monitoring financial and other reporting.

The Board, management and all employees are committed to implementing the Company's core principles and values as stated in the Company's Code of Conduct when dealing with customers, government authorities, creditors, employees or the community as a whole.

As part of the Board's commitment to the highest standard of conduct, the Company adopts a set of values to guide executives, management and employees in carrying out their duties and responsibilities.

Our Systems

Macmahon policies, procedures and processes are integral in maintaining the foundation of the Macmahon culture, as well as governing performance across all Business Units.

Macmahon has a range of policies across the Company that are reviewed by the Executive Leadership Group which include:

- Safety and Health
- Environmental
- Quality
- Workplace Relations
- Indigenous Affairs

The Macmahon Business System (MBS)

The online integrated Macmahon Business System (MBS) continues to be an important business tool in detailing 'how we work'.

Since its inception in 2003, the MBS has continued to evolve to meet current and future business needs. During the year, the environmental management system component of the MBS was enhanced and certification to the revised standard AS/NZS ISO 14001:2004 was achieved.

The MBS has also been independently certified by NATA Certification Services International (third party certification body) as meeting the requirements of:

- AS/NZS 4801:2001 - Occupational health and safety management system
- AS/NZS ISO 9001:2000 - Quality management system

This certification includes our core business areas of open-cut mining, underground mining and civil construction across Australia.

In 2006 a structured and consultative review of the MBS occurred with the following objectives:

- To ensure the MBS aligns and supports the Company growth strategy and business plan
- To enhance the operational efficiency of the MBS
- To clearly define responsibilities and authorities within the MBS

A detailed training program was approved in March 2006 by the Executive Leadership Group with the MBS successfully launched early in the 2007 financial year.

A further goal for 2007 in respect to our systems is to achieve certification to the quality, environment and safety standards for all regional offices within Australia.



Risk & Opportunity Management

Macmahon has dedicated considerable effort towards risk management this year, resulting in the formation of a Risk and Opportunity Steering Committee which reports to the Board. The committee consists of senior management and a Non Executive Director, providing a wide range of skills and perspectives.

During the year, a Group Risk Coordinator was appointed to review and improve various risk management processes within the Group.

Using the Macmahon 'Risk Management Framework,' aspects such as safety, health, environmental and community relations are identified with any potential hazards highlighted in order to prevent accidents and minimise adverse environmental impacts.

This procedure is based on the requirements of AS/NZS 4360:2004 - Risk Management. Operational and Company risks of a designated rating or significance are discussed by the Risk Committee ensuring proposed management controls and strategies are sufficient and knowledge is shared throughout the Group.

In 2007 the Risk and Opportunity Management process will be further reviewed, with the intention of launching an enterprise risk process across the Group.

Auditing

External audits are performed by both our customers and an independent third party for certification purposes.

The Macmahon quality, environmental and occupational health and safety management systems are assessed on a six-monthly basis by NATA Certification Services International (NCSI) Pty Ltd against AS/NZS ISO 9001:2000, AS/NZS ISO 14001:2004 and AS/NZS 4801:2001 respectively. External safety, health, quality and environmental (integrated) audits completed by NCSI of Macmahon systems during the past 12 months include the following:

- Corporate Office and Workshop (Perth, Western Australia)
- Brisbane Office (Queensland)
- Darwin City Waterfront Project (Northern Territory)
- N3500 Orebody (Mt Isa, Queensland)
- Orebody 18 (via Newman, Western Australia)
- Jimblebar (via Newman, Western Australia)
- Ellendale (via Broome, Western Australia)
- Phosphate Hill (Queensland)
- Olympic Dam (via Roxby Downs, South Australia)

In total, 54 minor non-conformances were identified, of which 11 remain outstanding as at 30 June 2006. Action plans are in place to close out the remaining non-conformances. Nine conditions for certification identified were promptly closed out. Certification for all three standards was maintained.

During the year, certification of the Brisbane Office as a 'site' under the Macmahon certification scope was pursued. Actual certification of the Brisbane office was achieved early in August 2006.

During the past year, third party certification concerning quality, environment and safety, was in the process of being obtained, as part of overall contract requirements for the following projects:

- Orebody 18 (Pilbara region, Western Australia)
- Jimblebar (Pilbara region, Western Australia)
- Millstream Alliance (Pilbara region, Western Australia)

Certification for these project systems was confirmed early in the 2007 financial year.

Customer Satisfaction

Creating and maintaining strong partnerships with our customers is vital to the continued success of Macmahon.

Customer feedback is formally sought on an annual basis to determine the level of customer satisfaction, with a site-by-site approach adopted. Areas assessed include general project management, human resources, industrial relations, safety and health, environment and community relations.

Action plans are developed for areas identified by customers as requiring improvement.

Management Review

During the past year, quarterly management reviews involving the Chief Executive Officer, Chief Financial Officer and General Managers replaced the previous annual management system program. Increasing the frequency of reviews enabled executive management to make real time decisions and recommendations for improvement relating to the continuing suitability, adequacy and effectiveness of Macmahon management systems.

Group Management System Review discussion papers, presentations and meeting minutes continue to be made available to Macmahon employees via the MBS.

For 2007, efforts will be directed towards but not limited to:

- Finalising the redevelopment of the MBS so it is aligned with the Company's growth strategy and its use as a business tool maximised
- Implementing the redeveloped MBS, with all employees provided with training prior to its launch
- The continued review and training of employees in the Company's risk management processes



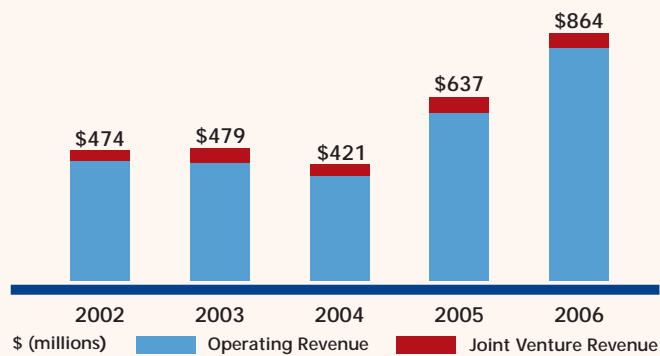
Ross Edens, Mining Engineer at Orebody 18 in Newman, Western Australia

Strong growth in the mining and construction sectors has seen Macmahon post a record Total Revenue for 2006 of approximately \$864 million, with Profit After Tax from normal operations increasing 72 per cent.

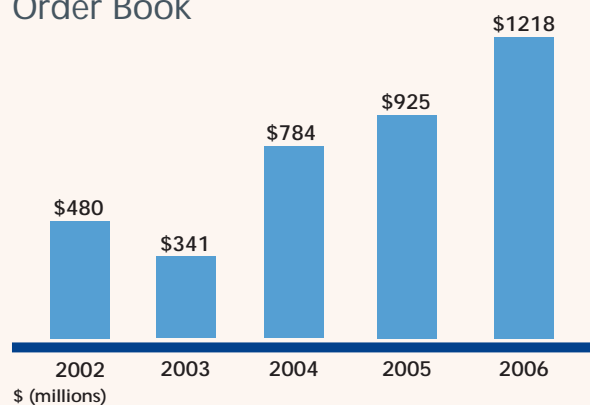
Highlights include:

- A successful \$56 million capital raising
- A \$1.2 billion order book as June 2006, up from \$925 million last year
- The acquisition in February 2006, of a 60 per cent shareholding in MVM Rail Pty Ltd for \$6 million. Operating as a separate Company MVM Rail provides rail track construction and maintenance services in Australia and Asia

Total Revenue



Order Book



Our People

Currently, one of the biggest challenges in the resource and construction sector, is the sourcing and recruiting of skilled employees. This challenge results from the current skills shortage and the lowest unemployment rates in Australia for 25 years. Macmahon has met this challenge and successfully increased engineer, apprentice and graduate numbers.

Macmahon view our people as our greatest asset and we are committed to attracting tomorrows leaders. We believe Macmahon employees define our competitive advantage in the marketplace and as such, strive to ensure all employees work in an environment which provides support and training, is rewarding and offers a long term career path.

Macmahon invests in its employee's professional development across a range of areas including apprenticeships, trade upgrades, professional development and career counselling. This strategy aims to increase employee retention rates and attract future employees.

At the time of reporting, Macmahon personnel comprised of 669 staff, 1,845 wages, and 190 casuals. In addition to the 2,704 employees, Macmahon utilised 627 contractors.

This number includes:

- 126 qualified engineers
- 67 apprentices
- 66 Indigenous employees
- 29 graduates

Macmahon actively recruits skilled personnel internationally. During the reporting period, Macmahon successfully sourced 20 international employees, comprising of eight tradespeople and 12 professionals. Macmahon will continue to utilise this program as part of the overall Group recruitment program.

Training and Career Development

Macmahon employees who participated in appraisals and reviews contributed to their training requirements for the following year, forming part of their career development. The matrix developed from this exercise provides the Company with an overview of specific areas for training and assists in strategic planning to deliver timely career development.

Full time employees with over 12 months employment with Macmahon may apply for assistance for further study.



Workers at the Leinster underground nickel mine, Western Australia

Apprentices

Macmahon continues its commitment to the development of apprenticeship training. At this time, key roles include heavy automotive fitters, boilermakers, electricians and fixed plant fitters.

The apprenticeship program was reviewed in 2006 to further emphasise the importance of safety and safe practices, both in the workplace and at home. Healthy lifestyle choices are strongly promoted, with the aim to reduce risk and potential harm to apprentices and those around them.

Macmahon was proud to be runner up in the 2005 Minister's Award for Excellence in Training and the winner of the 2006 Minister's Award for Excellence in Training for the Perth and Queensland Regions.

For the reporting period Macmahon had 67 apprentices made up of:

- 32 first year
- 22 second year
- 9 third year
- 4 fourth year

Trade Upgrades

A continuing process to further employee's vocational qualifications and working relationship with Macmahon, has been the successful Trade Upgrade option.

For the reporting period, three Macmahon employees completed training at the Caterpillar Institute, increasing their qualifications to Plant Mechanics.

Macmahon will continue to expand this program, focusing on providing pathways for employee development and promotion.

Trainee Operators

In 2006, Macmahon passed 32 employees in Certificate II and seven in Certificate III in Civil Construction, in line with the Department of Education and Training 'Building Skills Policy'.

This State and Federal initiative encourages companies to train new and existing employees for the future. With an increase in State and Federal civil construction work undertaken by Macmahon, this number will rise in the future.



The 'Captain and the Coach,' Ken Judge (far left) and Kim Hughes (second from right) with the Macmahon West Australian apprentice group. The group spent the day at Royal Perth and Shenton Park Rehabilitation Hospitals learning the consequences of risk taking behaviour.

Operator Competency

A large number of Macmahon employees underwent various operator competency skills training in the last financial year. Areas covered included mobile plant operation which encompassed truck, grader, dozer, loader and excavator training, as per the Metalliferous Training Package, a nationally accredited training course.

Young Professionals

Macmahon offers rewarding careers for university graduates and is strongly committed to attracting new recruits. Currently, there are 29 graduates developing their career path with Macmahon. A key component of the three year program is the mentoring of graduates by senior employees, to ensure potential is realised and goals are achieved.

The breakdown of graduates are as follows:

- 15 Year One
- Seven Year Two
- Seven Year Three

Macmahon has set a target of attracting a further 25 university graduates into the Macmahon Graduate Program for 2007.

Macmahon continues to award scholarships to second, third and fourth year students in Civil and Mining Engineering. The selection process involves students delivering presentations and attending panel interview sessions.

In the last year, 18 scholarships were awarded in the Mining and Construction Businesses.

Graduate Profile – Serving the Community

Leon Fogliani studied Civil Engineering at Curtin University with a passion to build structures beneficial to the community.

Two years on, Leon is finding his career at Macmahon well on the way to making this passion a reality.

“Macmahon continues to offer rewarding challenges and the opportunity work on a variety of medium and large scale projects,” Leon said.

Leon’s initial introduction to working with Macmahon was on his vacation time spent working on the ‘Package A’ part of the Perth to Mandurah Rail Line.

“It was a great starting point to see how Macmahon worked on a joint venture project, which will have numerous benefits for Perth’s residents.

“In the future I plan to specialise in bridge, rail and road construction and that project certainly gave me exposure in those areas.

“Macmahon is winning civil construction projects of various sizes which all offer graduates rewarding opportunities,” he said.

Leon was awarded the Geotechnical Foundation of Western Australia GFWA Prize in Geomechanics for best presentation (2005) as well as the Australian Geomechanics Award for Best Combination of Thesis and Seminar on a Geotechnical Topic (2006).

Leon is currently involved with the BHP Billiton Rapid Growth Project No 3, at Finucane Island, Port Hedland. The work involves the second stage of the earthworks for the new Eastern Stockyard. The site is an operating plant concerned with the train unloading, processing, stockpiling and shipping of iron ore.

Macmahon is responsible for the construction of machine berms and ramps, road formations, road pavements and sealing, drainage works, excavation of settlement ponds and capping of machine berms and stockyard base.



Leon Fogliani on site at Finucane Island, Port Hedland, Western Australia

Workplace Relations

Macmahon has continued to review the Equal Employment Opportunity (EEO) guidelines, training and introducing appointed EEO contacts within the Company.

The EEO contacts are an easy to access third party for employees who may be experiencing harassment or discrimination and wish to have the issue addressed by Macmahon. The initial training was restricted to Western Australian projects with the target for the next reporting period to roll out of the program nationally.

Macmahon introduced the Employee Assistance Programme, 'Keeping the Balance' through the independent service provider Prime Psyche Corporate Psychological Services. This program is available to both employees and their family with the aim to assist in managing issues that impact on their health and welfare including; stress and fatigue, relationship issues, conflict resolution, alcohol and drug problems, as well as career advice.

The confidential service is free of charge for the first 10 sessions and is available across all sites.



Trek the Trail
Photo - Rene Baur

Trek the Trail

Mundaring Shire's Trek the Trail entered its third year, with Macmahon once again lending a hand, by contributing machinery and labour to upgrade sections of the Trail.

Each year the event takes place along a different section of the former Eastern Railway, which originally ran from Fremantle to York.

Under the guidance of Macmahon Project Supervisor John Hitchen, the Macmahon team carried out work which ensured safe access for prams, children, bicycles and wheelchairs.

Denise Hardie, Trek the Trail Project Officer, said the Mundaring Shire received an excellent response to the condition of the trail.



Macmahon supported Leeming Senior High School in their bid to win the Darwin to Adelaide Solar Car Race and looks forward to future partnerships with the school as they prepare to compete again. Students built the car, planned the trip and drove in the race.

The past reporting year has seen Macmahon exceed our safety targets for Total Recordable Injury Frequency rate, five per cent above the target levels of a 20 per cent reduction.

However, it is tragic that there were two fatalities during the year at the Leinster underground site and the Darwin Waterfront Project.

These events have served to strengthen the resolve of Macmahon to continually review and develop safety procedures and initiatives, to ensure all employees stay safe and injury free.

Internal Safety Audits

In the 2007 Financial Year, Macmahon will introduce a new corporate internal safety audit process which will be governed by the newly established Group safety standards, with the aim to further improve the safety audit process.

Sites will initially complete a self assessment before the implementation of the audit. Due to the increased audit areas for compliance, the 'pass' level will be adjusted to 75 per cent for the initial audit. Once completed, the level will return to the 85 per cent mark for all subsequent audits.

This approach allows for some initial gap analysis and ultimately improves the safety standard across the business.

In 2006, 48 Macmahon sites were audited against the corporate audit protocol.

Of the sites audited, 14 exceeded the 85 per cent target, with 10 sites scoring between 80 to 85 per cent. The remaining sites were either new or newly acquired businesses and therefore did not qualify within the reporting period to have had sufficient audits for inclusion. Newly acquired businesses undertake an initial minimum safety compliance audit as part of due diligence.

Sites that fail the 85 per cent target on their second audit require a re-audit by the respective General Manager within three months.

During 2006, 54 Project Manager Risk Reviews were completed which provided opportunities for collaborative learning. Managers shared knowledge and worked on proactive approaches toward minimising site incidents.

All Macmahon operations were internally audited during the reporting period and the Company continues to maintain the Safety Management System certification to AS/NZ 4801:2001.

Safety Planning

Macmahon has consolidated the strategic safety plan and developed 'Pathways to Safety Success' as a roadmap that defines a range of initiatives and critical success factors in achieving safety targets that include:

- Developing a responsible safety culture that promotes visible leadership commitment
- A risk based approach to the proactive identification of hazards and risks within the workplace
- A behavioural based approach to safety management at all levels
- Discipline and compliance to minimum standards of safety
- Training Macmahon personnel in the application of new safety systems and tools
- Measuring and monitoring performance
- Including High Potential Incidents Reporting as part of safety data capture
- Review and improvement of site audit procedures to include self audit in addition to third party

Compliance

No infringement notices, prosecutions or fines were issued during the reporting period.

Initiatives

Macmahon has a strong commitment toward improving safety procedures and work practices to minimise workplace injuries:



Dump truck simulator at Eaglefield coal mine in Queensland

- Dump truck simulator installed at Eaglefield coal mine in Queensland
Aim: Train operators in a safer environment and improve the training process.
- Manual Handling Training
Aim: Reduce incidents of lower back strain and injury
- Macmahon Wellness Program
Aim: Improve health and well being of employees and absenteeism rates through preventable sickness
- Implemented emergency/crisis management scenarios and training for all main operating divisions
Aim: Develop rapid coordinated response in the event of an accident

Training

- Macmahon implemented a pilot five day Supervisory Safety Training Program. The course provides training to all Construction and Open Cut supervisors with a future course to be developed to include the Underground Division
- The Equal Employment Opportunity and Harassment training has been implemented in all offices and is scheduled for introduction to sites
- Hazard identification and risk assessment training has been implemented across Open Cut and Construction Divisions
- Risk Review training for managers

Case Study: Dampier Port Upgrade

The Macmahon team working at the Rio Tinto Dampier Port Upgrade have taken the 'Big Five' to heart, with some impressive results.

Located near Dampier in Western Australia, the 37 strong team is involved in a variety of works including the continuation of a sea wall, armour placement, lay-down area, drill and blast, roadworks, rail formations and drainage works to the Port of Dampier.

In line with the 'Big Five' safety initiative launched last year, all employees at the Dampier Port Upgrade volunteered to participate in additional health and safety programs considered to be valuable in the ongoing strategy of improving workplace safety and health.

Issues such as fatigue management, back injury prevention and adopting healthier eating habits all contributed to the site remaining injury free since project commencement to the time of reporting.

Employee training included:

- Eight employees completing Working at Heights Training
- 31 employees completing Fire Extinguisher Training
- Manual Handling Training
- Six employees completing Senior First Aid Training raising the total number to 20 employees with Senior First Aid Certificates on the Register
- Safe Act Observation (SAO's) Training for the safety representative and Site Administrator added SAO's to their project responsibilities
- Active participation in completing SAO's

With the project situated in an environmentally sensitive area, training included Oil Spill Training to manage any potential incidents during the construction of the artificial reef.



Macmahon employees at the Dampier Port Upgrade, Western Australia

Environment

The effective management of environmental aspects associated with our Company depends upon the commitment of our people to drive continual improvement. This commitment is supported by Macmahon implementing strong management practices, new and innovative technology and strategies for more effective use of resources.

In 2006, focus was directed at achieving certification to the upgraded AS/NZS ISO 14001:2004 standard and the provision of further educational resources and training for the Group.

Environmental aspects/hazards associated with Company activities may include, but are not limited to:

- Air emissions, including greenhouse gases and dust generation
- Storage, handling and disposal of hydrocarbons and hazardous substances
- Waste generation and disposal
- Noise, vibration and light pollution
- Water pollution
- Handling of topsoil
- Fire
- Weeds and dieback (*Phytophthora*) infestation
- Clearing, land disturbance, and borrow pit management
- Heritage sites and artefacts
- Protection of flora and fauna
- Erosion, sedimentation, and acid sulphate soils
- Obtaining licenses and permits

The environmental issues managed are part of our environmental risk assessment with outcomes for managing significant issues documented in an Environmental Risk Register. The Risk Register details such information as inherent and residual risk levels, objectives and targets, management controls and monitoring responsibilities.

Throughout the project life cycle, the Risk Register is reviewed regularly to ensure its continued relevance. Additionally, the Register is reviewed in response to incidents, findings of inspections and audits, changes in legislation, changes in project scope and risk profile.

A master Risk Register encompassing significant environment risks for the Company is also maintained by the Quality and Environmental Department at a corporate level. The register helps direct the Company's environmental management approach.



Hamersley Gorge, Western Australia

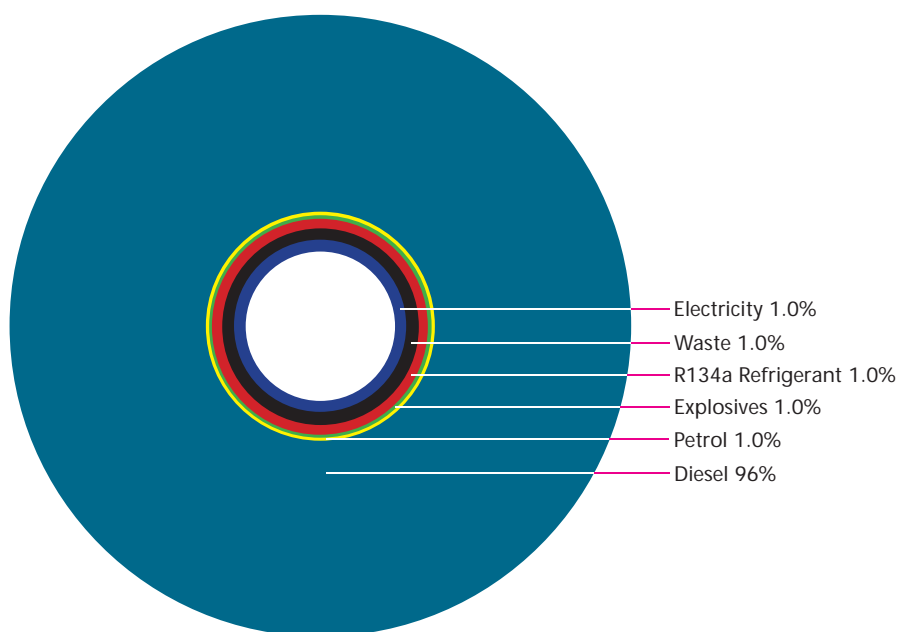
Greenhouse Gas Emissions

As a Company within an energy intensive industry, greenhouse gas emissions are a significant environmental impact.

This year, Macmahon established processes to record and report baseline emissions data across our business. This commitment to improved management of greenhouse emissions was demonstrated through the Company's membership in the Industry and Government partnership program, Greenhouse Challenge Plus.

Of the 276,000 tonnes of CO₂ equivalent produced by Macmahon in 2006, 96 percent was generated by diesel operated equipment. The remainder was made up of emissions from purchased electricity, waste to landfill, light vehicle use, air conditioning gases and explosives.

Figure 1: Emissions of CO₂-e



Internal Audits

Macmahon sites are subject to a structured environmental auditing regime. Audits are regularly undertaken by the Group Quality & Environmental team in order to assess Company performance.

A total of 22 combined quality and environmental internal audits were conducted in 2006 comprising Macmahon corporate and regional offices, mining operations and civil construction projects.

Eighteen sites (or 82 per cent of total audits conducted) achieved or exceeded an audit score of 80 per cent, which is a marked improvement on the previous year's results where 72 per cent of audits achieved or exceeded this target. The success achieved is attributable to improvements made to the MBS, targeted environmental training of personnel and development of guidance tools.

Element	Frequency		
	2004 (n = 18)	2005 (n = 23)	2006 (n = 22)
Hydrocarbon and hazardous substance management	2	5	5
Emergency response drills performed	1	3	2
Environment / heritage issues covered in site induction	1	2	2
Monthly environmental inspections regularly conducted	1	2	2
Monthly Quality and Environmental Report submitted	3	1	4
Waste management	2	2	1
Environmental monitoring conducted as per plan	0	1	0
Weed / dieback hygiene	1	1	2
Clearing and land disturbance	1	0	0
Incident reporting	1	0	0
Water management	0	1	3
TOTAL	13	18	21

Table 1: Number of environmentally related non-conformances (per 'element') raised by internal audits between 2004 and 2006

Biodiversity

A number of our sites operate in or near areas of high biodiversity and conservation values.

To effectively manage these sensitive issues, Macmahon have well established management processes.

Biodiversity requirements are detailed within project specific Environmental Management Plans and Environmental Risk Assessments for our projects.

Our approach includes, but is not limited to:

- On-site eradication and control of invasive introduced species
- Formalised weed / dieback hygiene processes
- Minimisation of clearing (where practicable)
- Project-specific visual aids for weed and flora/fauna identification
- Toolbox topics, training material (e.g. posters) and customised inductions
- Consultation with customers, government agencies, local communities and other stakeholders to achieve the best possible outcome

Water

Water use is an important consideration associated with our operations.

Our main areas of water consumption are construction activities and dust suppression. Other typical purposes include vehicle wash-down and ablution facilities.

Preventing pollution of water bodies and other environments is an important component of water management practices. To achieve this, our projects are designed and managed to:

- Minimise the impact of run-off into sensitive areas
- Effectively treat effluent from vehicle wash-down and parts cleaning
- Correctly store, handle and dispose of hydrocarbons and hazardous substances
- Implement water capture systems, erosion and sediment control

Waste

As part of our commitment to reducing waste generation and maximising our recycling capacity, a 'Waste Management Procedure' is developed for each site to identify all waste streams produced and to ensure that waste is managed in an environmentally responsible manner.

Waste data is collected by each site and is supplied to the corporate office via the 'Quality and Environmental Monthly Report' for collation and analysis.

WASTE STREAM	2006
Waste Oil (L)	1,410,569
Waste Oil Filters (ea)	102,213
Scrap Steel (kg)	368,259
General Waste (m ³)	5,300
Used Grease (kg)	44,358
Used Tyres (ea)	996
Used Batteries (ea)	1138
# Projects	*44

Table 2: Total waste produced*
(*includes corporate and regional offices)

Shoal Bay Waste Management Facility (Environmental Case Study)

Shoal Bay Waste Management Facility (SBWMF), located in Darwin in the Northern Territory, services a population of approximately 30,000 households, as well as commercial and industrial businesses.

Currently, SBWMF is the only licensed landfill operating in the Northern Territory under the Waste Management and Pollution Control Act (1998). It is the first tropical landfill in Australia to have implemented a total leachate re-ingestion system.

Macmahon is responsible for total management of the facility which includes the handling of green, domestic and industrial waste, leachate control, environmental monitoring and the construction and control of waste containment cells.

In conjunction with the Darwin City Council, Macmahon has successfully transformed the facility from a 'common dump' into a first class waste management facility, which integrates recycling operations and utilises current 'best practice' techniques for landfill management, including:

- Design and construction of lined 'waste cells'
- Upgrade and maintenance of internal roads, general public 'Waste Transfer Station', green waste area, leachate control systems, and wash-down facility
- Stage 1 remediation activities
- Research and development of 'alternative daily cover'
- Upgrade to surveillance

The site management team developed a strategy for diversion of whole waste tyres from landfill, encouraging tyre disposal customers to send whole tyres away for shredding and recycling. This initiative has seen the volume of whole waste tyres to landfill to date decrease by more than 70 per cent.

Further, Macmahon developed a comprehensive green waste diversion program that converts green waste, traditionally destined for landfill, to marketable garden mulch products. These products including composts, potting mixes and soil blends have been developed and are now sold to local nurseries, horticultural industry and the general public.

As part of the program, Macmahon has launched an intensive advertising and media campaign designed to increase public awareness of the product benefits. During 2006, nearly 73,000 cubic metres of mulch was processed and diverted from the landfill, which equates to approximately 25,000 tonnes of greenhouse gas emissions.



A Macmahon employee at the Shoal Bay Waste Management Facility in Darwin, Northern Territory



BURNETT RIVER DAM (PARADISE DAM) PROJECT – ENVIRONMENTAL DESIGN INNOVATION

A number of environmental best practice construction techniques were implemented on the \$200 million Burnett River Dam Project to ensure minimal environmental disturbance to the Burnett River in Queensland.

The project is Australia's largest roller compacted concrete dam with a storage volume of 300,000 megalitres, which is over half the volume of Sydney Harbour and at the time of construction was Queensland's largest infrastructure project.

The project, now referred to as Paradise Dam, is a significant leader in state of the art dams, due to many notable environmental features. One of the most challenging aspects of the project was the allowance for fish migratory patterns up and down stream from the dam, including the Australian Lungfish, a nationally threatened species.

One of the world's most modern fish lift systems has been incorporated to allow upstream and downstream fish passage for all fish species within the river system. The design of Australia's first 'fish lift' structure was carried out with assistance from fish experts and close consultation with the Department of Primary Industries, Queensland Fishery Services.

Extensive hydraulic model testing was undertaken to ensure that hydraulic flow conditions are maintained for most water release conditions, allowing the fish to find their way into the fishway.

Unlike a conventional 'fish ladder,' where a series of raised underwater 'steps' help migratory fish like salmon over a barricade under their own power, the fishway consists of a sloping mechanical 'fishlift' for upstream fish passage and a sluice and lock (gate) arrangement for downstream fish passage, which will enable fish to overcome the 35 metre head difference between the reservoir and the downstream water level.

The fishway is designed to allow passive integrated tag reading and a data capture to track fish movement patterns, attraction water set points and general environmental data to be reliably captured and reported. Construction of the dam was completed in November 2005 and ongoing fish monitoring is currently occurring.

In recognition of strong environmental initiatives and commitment to minimising environmental harm, the Paradise Dam Project was awarded first place in the Excellence in Civil Construction and equal first in the Excellence in Environment division at the 2006 Queensland Case Earth Awards.



Community

Macmahon is proud to support a variety of community based organisations, both with direct monetary donations and in-kind support.

Macmahon is strongly committed to working with the local communities in which it operates, to build long term, rewarding and successful relationships.

Macmahon has continued to increase its community support, contributing to a variety of causes ranging from education, health and emergency services and the arts.

On a number of occasions Macmahon employees have also been able to respond quickly to provide spontaneous, informal contributions of time, equipment and resources to assist local community groups.

Organisations Macmahon contribute to include:

- The Royal Flying Doctors Service, Australia
- The Sawyers Valley Volunteer Bush Brigade, Western Australia
- Newman Main Street Project, Western Australia
- NT Minerals Council, Northern Territory
- NT Cancer Council Relay for Life, Northern Territory
- Marble Bar Blue Light Association, Western Australia
- Leeming Senior High School, Western Australia
- Auckland Rescue Helicopter Trust, New Zealand
- Wickham Wasps Rugby Club, Western Australia

Turtle Tracking

Macmahon recognises and values local community programs and is a proud supporter of the West Pilbara Community Turtle Program.

The program, a venture between Pilbara Iron, the Department of Conservation and Land Management and local communities, involves monitoring particular beaches and islands for marine turtle activity.

Macmahon Production Supervisor at our Cape Lambert Operations in WA, Peter Salinovich, volunteers as Turtle Monitoring Coordinator. Macmahon provides support in the form of IT equipment, stationery, fax machine, mobile phone communications, digital camera, backpacks and head torches.

Volunteers monitor selected beaches to collect all relevant data on turtle species, numbers and locations. This information is then used to educate communities and industries on the ways they can help to protect the local endangered marine turtles.

In addition to equipment, Macmahon employees have also volunteered their time to assist in cleaning turtle habitats by collecting rubbish and excavating buried power cables along the shoreline of Cooling Water Beach.

Support from Macmahon will ensure the West Pilbara Community Turtle Program achieve its goals of overall protection and better understating of marine turtles within the West Pilbara region.



Indigenous Affairs Policy

Macmahon works in partnership with local communities and traditional land owners, to create sustainable employment opportunities for Indigenous people.

Our approach is characterised by effective two-way communication, consultation and partnering.

Macmahon endeavours to:

- Improve the understanding and aspirations through meaningful consultation
- Promote employment, education and training opportunities for Indigenous people
- Understand the responsibilities Indigenous people have to their traditional culture
- Assist Indigenous people in identifying positive economic development opportunities and, if appropriate, work towards developing and implementing partnerships
- Develop and deliver cross cultural awareness training for Macmahon employees
- Provide a working environment that is culturally sensitive and supportive for all employees



Working Together

Building on the 2005 objective to promote Indigenous employment, education and training, Macmahon has appointed a Human Resources and Indigenous Employment Manager and introduced an Indigenous Mining Skills Program (IMSP) in Newman, WA.

Macmahon Community Relations Manager, Linda Howard, said Macmahon recognised several barriers existed in recruiting local Martu workers in the Pilbara region of WA and established the IMSP to help overcome these obstacles.

“We found several issues were lacking in applications, including driving licences, work experience and numeracy and literacy skills.

“To overcome these issues, participants divide their time between TAFE and the workplace developing literacy, numeracy and computing skills, as well as completing training in money management, senior first aid training and defensive driving,” she said.

The Indigenous Mining Skills Program (IMSP) is run under the GATE ‘Gaining Access to Training and Employment’ course through Pilbara TAFE and in partnership with BHP Billiton Iron Ore.

Macmahon is developing a benchmark target of Indigenous employment in each contract tender and the role of the Indigenous Employment Manager is critical in creating strategies for Macmahon to increase levels of Indigenous employment across the Company.

Cross Cultural Awareness Training programs have been delivered to numerous Macmahon sites, with further training sessions to be expanded to include remote sites.



Participants in the Indigenous Mining Skills Program

Snow in the Outback

Macmahon was the major sponsor of “Snow in the Outback – The Second Fall,” which gave children and their families the unique experience of seeing snow in the Pilbara, with many people travelling over 600km from Karratha to take part.

The winter wonderland was made possible by a snow machine, a team of technicians and a \$10,000 donation from Macmahon to buy more than 13,000sqm of liquid nitrogen.

Tonnes of cold snow was produced giving over 1,000 children, many who had never seen snow before, the chance to slip and slide down the 25m sky slope into the snow field below.



Case Study: Darwin City Waterfront Project – A consultative approach

Macmahon was awarded the prestigious NT Minerals Council Resource Industry Award for Excellence in the category of Community Relations, for its work on the Darwin City Waterfront Project.

This award recognises the challenges that Macmahon faced and the methods they implemented, to successfully manage a significant urban development.

Macmahon contributes its success to a high level of community consultation and open, two way communication with the various stakeholders involved.

The Darwin Waterfront project is one of the most significant urban development projects in Australia, transforming 25 hectares of disused industrial land into an iconic destination.

The completed development will include a world-class convention centre, cafes, residential and commercial developments and community infrastructure including a sea wall, wave lagoon, swimming areas, public promenade, parklands and picnic areas.

One of the main challenges for Macmahon has been the close proximity of residents and businesses to the site, as well as the additional safety issues associated with transporting large amounts of materials using public roads.

To successfully address these issues, Macmahon implemented a Community Relations Plan, working in conjunction with the Darwin City Waterfront Consortium, the NT Government and local stakeholders. Steps taken include:

- Visiting local businesses to discuss the development
- The creation of a shareholder register, allowing those interested to be kept up to date on project activities
- Consultation with a marine education and research facility, with an agreement put in place to protect water intake for the marine tanks
- The implementation of a water monitoring regime to assess water quality while construction works are in progress
- Regular consultations with nearby residents, including weekly meetings which provide information on construction and progress of works, as well as any potential issues that may have arisen
- The development of the 'Bridgeport News Flyer' which offers additional information and progress reports to residents



Aerial view of the Darwin City Waterfront Project, Northern Territory

Targets for 2007

People

- Continue the growth of the apprentice program with 25 apprentices to be employed each year
- Enhance Human Resource systems to improve profiles of Indigenous employees within the organisation
- Increase number of Indigenous apprentices and graduates
- Continue to attract and retain young professionals with a target retention rate of 80 per cent
- Ensure employees in leadership roles undertake Leadership Training

Safety

- Zero Fatalities
- Reduce Total Recordable Injury Frequency Rate (TRIFR) by a further 20 per cent to 11 units
- Lost Time Injury Frequency rate (LTIFR) less than 1.0 units

Environment

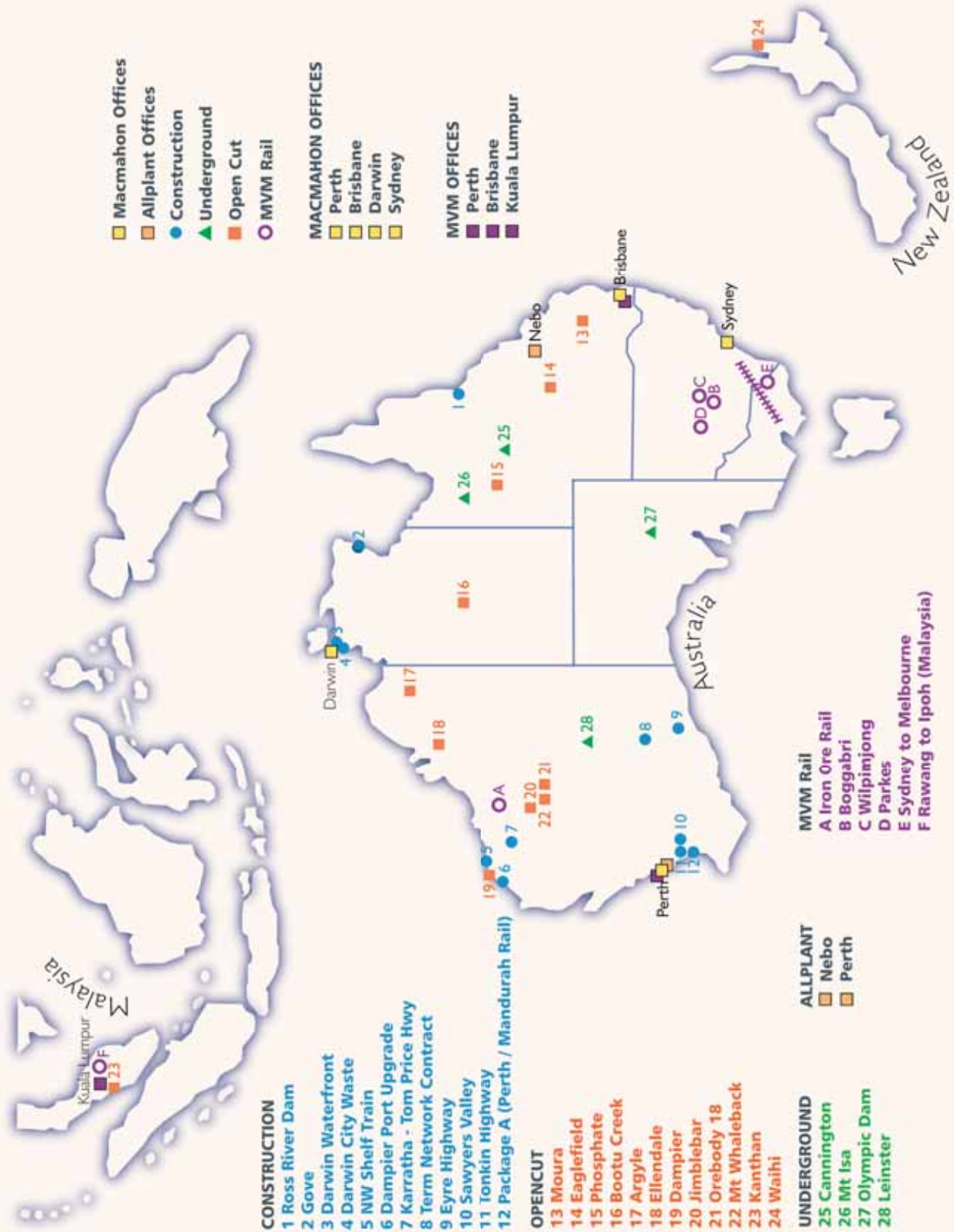
- Obtain full membership to the Greenhouse Challenge Plus Programme, which includes the establishment of a co-operative agreement for reducing our greenhouse emissions
- Develop and implement a Group strategy for enhancing awareness of greenhouse related issues
- Establish a comprehensive compliance assessment tool for key environmental legislation
- Develop a self audit guide for projects covering environment for all operational divisions
- Establish a comprehensive training manual for Project Environmental Management Representatives which supports the current PEMR training presentation package

Community

- Develop a consolidated Corporate Support Framework to better service community needs



Our Projects



GRI CONTENT INDEX		
Key Area	Indicators	Comments / Page Number
VISION AND STRATEGY	1.01 - 1.02 Vision and strategy	<ul style="list-style-type: none"> ✓ Vision, Targets and Values: pg 5 ✓ CEO Welcome Message: pg 3
PROFILE	2.01 - 2.09 Organisational profile	<ul style="list-style-type: none"> ✓ Ownership, operations and services: pg 4 ✓ Market review: pg 6 ✓ Scale and area of operation: pg 6 ✓ Stakeholders: pg 2
	2.10 - 2.16 Review scope	<ul style="list-style-type: none"> ✓ Company contact regarding report: pg 2 x Boundaries ✓ Significant changes: pg 6 x Basis for reporting on JV, leases, etc x Reinstatements of information
	2.17 - 2.22 Review profile	<ul style="list-style-type: none"> ✓ Decisions on GRI reporting: pg 2 ✓ Definitions: pg 2 x Measurement changes x Independent assurance for report ✓ Additional information: pg 2
GOVERNANCE STRUCTURE AND MANAGEMENT SYSTEMS	3.01 - 3.08 Structure and governance	<ul style="list-style-type: none"> ✓ Corporate governance: pg 9 ✓ Director independence: pg 9 ✓ Board expertise: pg 9 ✓ Risk management: pg 9 & 11 x Executive compensation link to KPI ✓ Organisational structure / responsibility: pg 9 ✓ Vision, Values, Policies: pg 5 & 10 x Mechanisms for shareholder input
	3.09 - 3.12 Stakeholder engagement	<ul style="list-style-type: none"> ✓ Identification / selection of stakeholders: pg 2 x Stakeholder consultation x Stakeholder engagement information use
	3.13 - 3.20 Overarching policies and management systems	<ul style="list-style-type: none"> x Precautionary approach x Subscriptions and memberships x Policies - upstream / downstream impacts x Management of indirect impacts ✓ Location / changes in operation: pg 31 ✓ Programmes / procedures - performance: pg 10, 11 & 12 ✓ Status of certification: pg 10
GRI CONTENT INDEX	A table identifying location of each element of the GRI Report Content, by section and indicator.	<ul style="list-style-type: none"> ✓ This index
ECONOMIC PERFORMANCE INDICATORS	EC01 - EC02 Customers	<ul style="list-style-type: none"> ✓ Financial results: pg 13 ✓ Market review
	EC03 - EC04 Suppliers	<ul style="list-style-type: none"> x Materials, goods, services cost x Contracts paid in agreed terms
	EC05 Employees	<ul style="list-style-type: none"> x Payroll and benefits
	EC06 - EC07 Providers of capital	<ul style="list-style-type: none"> x Distributions to capital providers ✓ Decrease / increase in retained earnings: pg 13
	EC08 - EC10 Public sector	<ul style="list-style-type: none"> x Taxes paid by country x Subsidies received by country ✓ Donations / in-kind support: pg 27

✓ Covered by this report
 x Not covered by this report
 n Not applicable

GRI CONTENT INDEX			
Key Area	Indicators	Comments / Page Number	
ENVIRONMENTAL PERFORMANCE INDICATORS	EN01 - EN02 Materials	x Total use by type x Waste materials used	
	EN03 - EN04 Energy	✓ Direct / indirect energy use: pg 22 ✓ Energy initiatives (e.g. renewable): pg 22	
	EN05 Water	x Total water use x Water recycling and reuse	
	EN06 - EN07 Biodiversity	n Land owned in biodiversity-rich habitats ✓ Impacts on biodiversity - activities: pg 23	
	EN08 Greenhouse gas	✓ Greenhouse gas emissions: pg 22	
	EN09 - EN13 Emissions, effluents, waste	✓ Ozone-depleting substances: pg 22 ✓ Air emissions: pg 21 ✓ Total amount of waste by type: pg 24 ✓ Significant discharges to water and spills: pg 24	
	EN14 - EN15 Products and services	n Significant impact - products n Ability to reclaim product	
	EN16 Compliance	✓ Non compliance - legal / other: pg 18 & 19	
	EN23 Land usage	x Total land area - production activities	
	SOCIAL PERFORMANCE INDICATORS: LABOUR PRACTICES AND DECENT WORK	LA01 - LA02 Employment	✓ Workforce breakdown: pg 14 ✓ Employment creation and turnover: pg 14, 15 & 16 ✓ Benefits beyond legally mandated
		LA03 - LA04 Industrial relations	✓ Policy and procedures: pg 8
		LA05 - LA08 Health and safety	✓ Joint staff / management committees: pg 18 ✓ Injuries: pg 18 x Policies / programmes for HIV / AIDS
		LA09 Training and education	✓ Training and training hours: pg 14, 15 & 16 ✓ Staff development: pg 14, 15 & 16
		LA10 - LA11 Diversity and opportunity	✓ Equal employment opportunity: pg 17 ✓ Senior management / board composition: pg 9
SOCIAL PERFORMANCE INDICATORS: HUMAN RIGHTS		HR01 - HR08	n
SOCIAL PERFORMANCE INDICATORS: SOCIETY	SO01 Community	✓ Managing community impact: pg 27 ✓ Awards for performance: pg 7 & 29	
	SO02 Bribery and corruption	x Policy, procedures and compliance	
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SOCIAL PERFORMANCE INDICATORS: PRODUCT RESPONSIBILITY	PR01 Customer health and safety	✓ Policy and procedures: pg 12	
	PR02 Products and services	n Information and labelling	
	PR03 Respect for privacy	n Consumer privacy	

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