



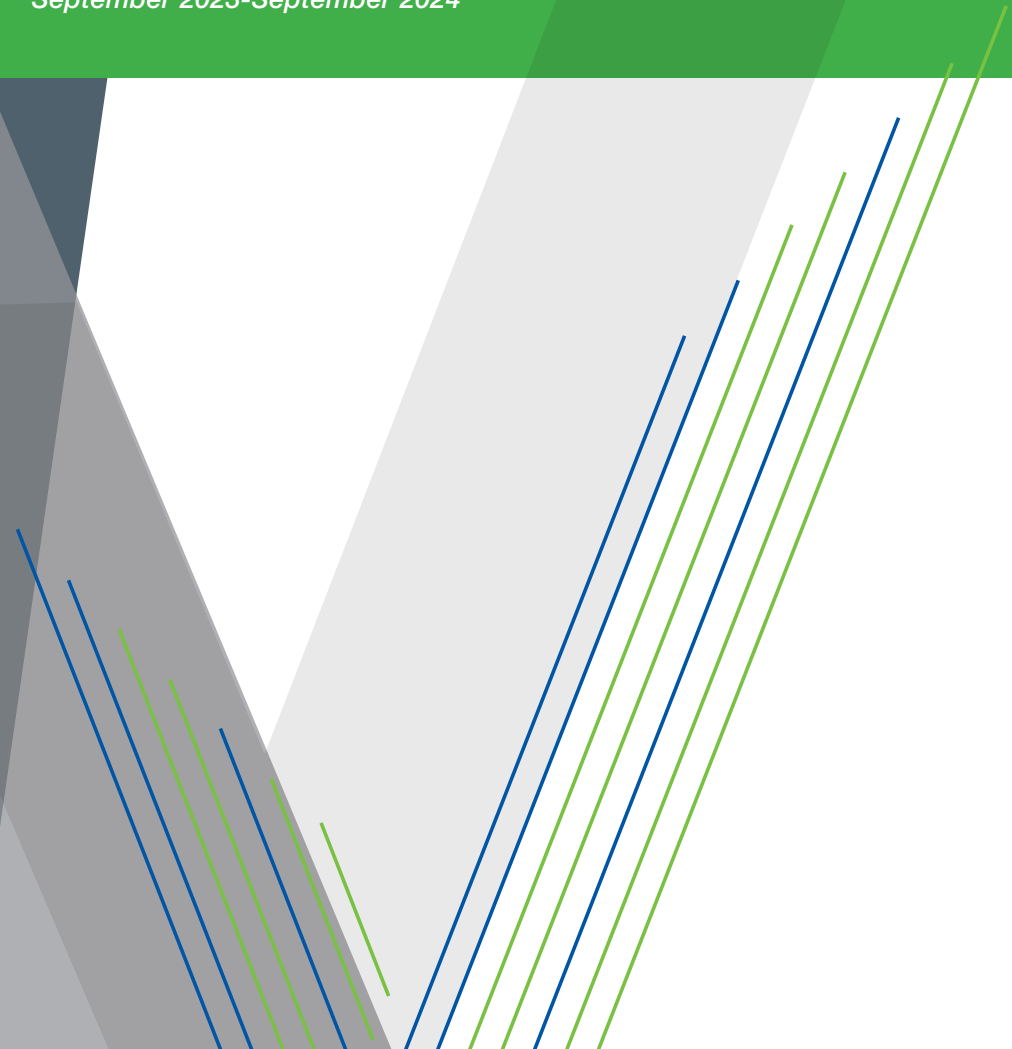
Reconciliation Action Plan - Reflect

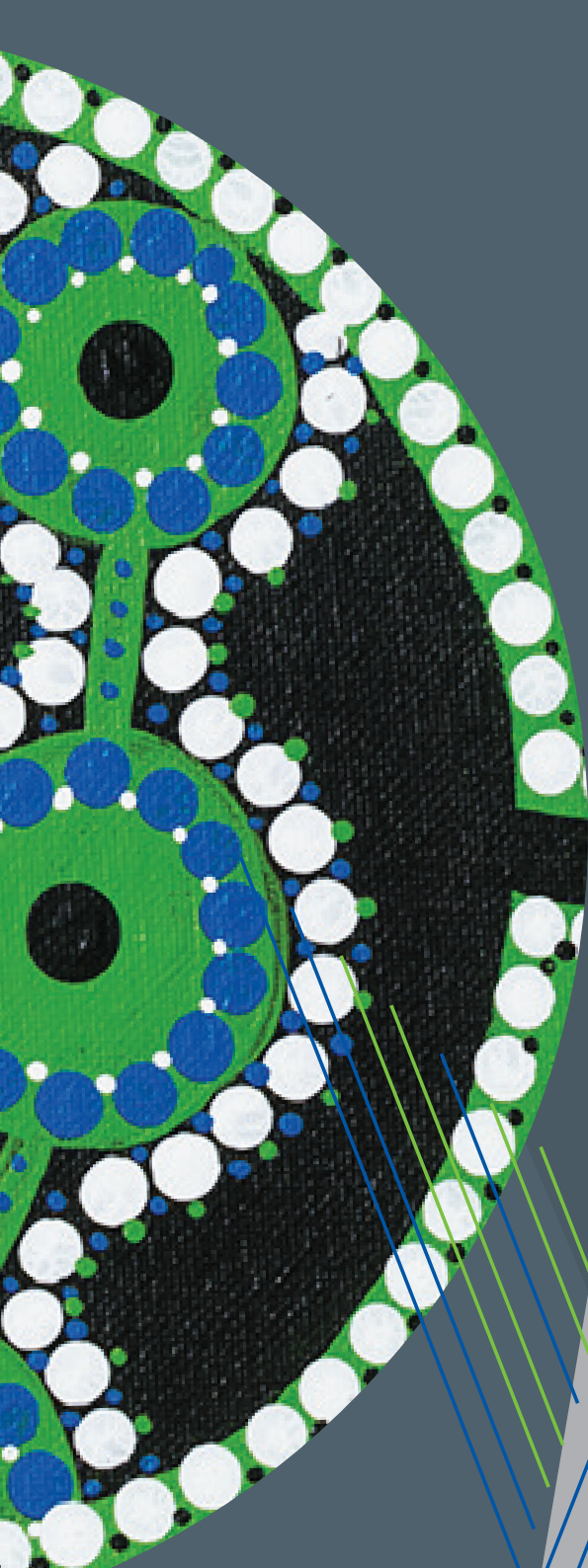
September 2023-September 2024



RECONCILIATION
ACTION PLAN

REFLECT





About the artist

Artwork Description:

The painting begins in the middle with the meeting place, which signifies the non-Indigenous and Indigenous people coming together to develop and implement the Reconciliation Action Plan. Within the development of the RAP, Civmec staff and external members worked in conjunction with a set of six core values, established by Civmec which are Commitment, Innovation, Value driven, Making a Difference, Excellence and Collaboration. These six core values are shown within each of the six circles. Within these six value circles are travel lines. These symbolise the connection that each value has with another and the contribution the values made at the meeting place to support the development of the RAP. Within the travel lines and value circles are dots which represent the new knowledge gathered and shared within the company and Civmec community, as a result of the development and implementation of the plan. The water stream under the central meeting place signifies two things; the first is the location of which the meeting place is in Henderson next to the water. Second, water signifies to the Indigenous people, cleansing and new beginnings. The three larger circles towards the bottom symbolise Civmec's three areas of focus with their RAP - Relationships, Opportunities and Respect.

Artist – Mikayla King

Mikayla King is a Kalkadoon woman born on Whadjuk Country of the Noongar Nation. She has worked within Education for over a decade in various roles of Aboriginal Islander Education Officer, Teacher, Deputy Principal and Academic. She is currently lecturing at Edith Cowan University and the University of South Australia where she is simultaneously completing her PhD. Mikayla is active in many Aboriginal communities and has significant roles in various community leadership programs such as Miss NAIDOC Perth and those under the Western Australian Aboriginal Leadership Institute and various reconciliation committees. Mikayla's predominant art forms include acrylic painting and weaving. Mikayla is passionate about drawing upon knowledge transfer methods such as painting and weaving to bring people together.



Mikayla King and Pat Tallon



A hand is shown playing a guitar, with the fretboard and strings visible. The background is a blurred image of a person wearing a traditional Aboriginal garment with vibrant orange, red, and black patterns. The overall scene suggests a cultural or musical theme.

CONTENTS

Acknowledgement of Country	Cover
Terms Used	02
Message from Reconciliation Australia	03
Message from our CEO	04
Our Business	06
Our People	08
Our Vision for Reconciliation	10
Our RAP	12
Our Partnership and Current Activities	14
Reflect RAP	16
Relationships	16
Respect	17
Opportunities	18
Governance	19

TERMS USED

The term “Aboriginal and Torres Strait Islander peoples” has been used in this Reconciliation Action Plan (RAP) after consultation with local Traditional Owners. Throughout our RAP, we have respectfully used the inclusive term Aboriginal and Torres Strait Islander peoples. Any similar term used due to quotes or extracts should be considered interchangeable. However, this term does not reflect the rich diversity of Aboriginal and Torres Strait Islander peoples and Civmec acknowledges that many individuals and families prefer to be known by their language groups or other cultural names. Aboriginal and Torres Strait Islander peoples are respectfully advised that this publication may contain the words, names, images, and descriptions of people who have passed away.

ACKNOWLEDGEMENT OF COUNTRY

Civmec acknowledges the Traditional Custodians and their Ancestors of the lands across Australia where we conduct our business. We recognise and respect their continuing connection to land, waters and community. We pay respect to all Aboriginal and Torres Strait Islander peoples throughout Australia, and to their Elders past and present.

Message from Reconciliation Australia



Reconciliation Australia congratulates CIVMEC Construction and Engineering on continuing its reconciliation journey by formally endorsing CIVMEC's second Reflect Reconciliation Action Plan (RAP).

Through this plan, CIVMEC continues to play an important role in a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables CIVMEC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations CIVMEC Construction and Engineering on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from our CEO

As the CEO of Civmec, I am proud to reaffirm our commitment to Reconciliation Australia and present Civmec's Reflect Reconciliation Action Plan.

We recognise that a meaningful commitment to reconciliation requires more than words alone and are committed to taking tangible action which contributes to nation-building and true reconciliation for Aboriginal and Torres Strait Islander peoples.

In collaboration with Reconciliation Australia, this RAP is intended to outline how we will be working to bridge gaps towards reconciliation and contribute to the communities in which we operate.

Our Civmec values work synergistically with the five dimensions of the Reconciliation Australia framework: Relationships, Respect, Opportunities, Governance and Reporting. Our values set us apart from other companies in this space, as we live and breathe these values in our Company culture.

At Civmec, we believe that it is important to be actively involved in reconciliation efforts. We strive to ensure that our company's relationships with Aboriginal and Torres Strait Islander peoples are based on mutual respect and understanding. We also recognise the need for providing opportunities for Aboriginal and Torres Strait Islander peoples within our industries, which is why we support initiatives related to this. We invest in initiatives that support Aboriginal and Torres Strait Islander businesses and organisations, encouraging them to partner with us on major projects.

We also acknowledge the importance of recognising and respecting the heritage of Australia's Aboriginal and Torres Strait Islander peoples, particularly when working in remote communities. To ensure we are respectful of their culture and traditions, we engage local Aboriginal and Torres Strait Islander leaders and collaborate with them as part of our on-site operations. We are focused on creating a positive legacy through community engagement and support programs.

Finally, we understand that there is still much more work that needs to be done before reconciliation can be achieved in Australia, however, we remain encouraged by the progress being made each month. We remain firmly committed to fostering an environment where equality is respected, cultures are celebrated, and people feel safe sharing their unique stories.

It is my sincere hope that all Australians can come together, in unity and with respect, to work towards achieving reconciliation.



Patrick Tallon
CEO Civmec

We remain firmly committed to fostering an environment where equality is respected, cultures are celebrated, and people feel safe sharing their unique stories.





Our Business

Civmec is a multi-disciplinary heavy engineering and construction company providing a broad suite of high-quality, integrated services to the Energy, Resources, Infrastructure, Marine, and Defence sectors.

With a diverse and all-encompassing range of capabilities, we offer clients innovative and efficient solutions, including a complete turnkey service. Established and commencing operations in 2009, Civmec listed on the Singapore Exchange (SGX) in 2012 and, in 2018, achieved dual listing status, listing on the Australian Securities Exchange (ASX).

In the 14 years since our initial inception, we have built world-class facilities in strategic locations on both the west and east coasts of Australia, invested in modern equipment and technology, and developed leading-edge systems and methodologies that always incorporate the safety and well-being of our people. We have put together a skilled team who, through the delivery of some of Australia's largest and most iconic projects, has helped us to cement our reputation as one of the nation's leading top-tier contractors in construction, manufacturing, defence, and maintenance.

Civmec Locations

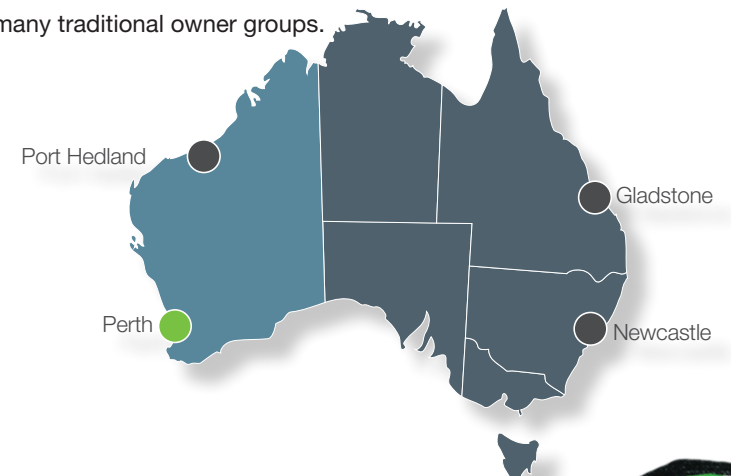
Civmec has four major facilities, strategically located in prime activity hubs across Australia.

Our main headquarters is uniquely located on the land of both the Whadjuk and Gnaala Karla Booja people of the Noongar nation in Henderson. Our headquarters is 30 kilometres south of Perth, on oceanfront land, with direct access to port and road, positioned within the Australian Marine Complex.

Our business allows us to work across Australia, and acknowledge and maintain a presence in the country of many traditional owner groups.

Our operation bases extend to our facilities in Port Hedland WA, Newcastle NSW, and Gladstone QLD.

Our headquarters is unique because it has a line directly through the middle of our buildings and amenities for the Noongar boundary lines of the Whadjuk and Gnaala Karla Booja peoples. We respectfully acknowledge both lands.



Our People

Creating a workplace that is inclusive, fair, diverse, and non-discriminatory is critical to our commitment to attract and retain talent. However it is more than that, it is what we strive to be, a welcoming business for all people. As a business, we recognise the importance of a diverse workforce and its role in improving performance and positively impacting our organisation's culture, reputation, recruitment, and retention of employees.

Civmec employs over 2,800 employees and with only 32 of our employees identifying as Aboriginal and Torres Strait Islander Peoples we feel this is an area we can look to improve by identifying, understanding and breaking down barriers to recruitment of Aboriginal and Torres Strait Islanders. Engaging Aboriginal and Torres Strait Islander Peoples continues to be a key priority. We strive to increase Aboriginal and Torres Strait Islander career and training opportunities throughout our operations.

As part of our current staff, Aboriginal and Torres Strait Islander employees hold various positions. These include Senior Shutdown Superintendent, Health and Safety Advisor, Scaffolder, Site Administrator, Boilermaker, Mobile Plant Operation, and Trades Assistant. More than five per cent (8%) of our apprentices are Aboriginal or Torres Strait Islander peoples, demonstrating our commitment to establishing grassroots engagement. As a result, Aboriginal and Torres Strait Islander people can pursue formal qualifications while growing within the company.

Our relationships with our Aboriginal and Torres Strait Islander employees and the communities in which we operate are underpinned by the importance of this Reconciliation Action plan and its implementation actions defined.



Tristan Jones, Robert Meuleman, Jason Blanket, Carl Winmar, Edgar Punch, Allen Narkle



Our vision is to grow sustainably, delivering mutually beneficial outcomes for all stakeholders. Our culture, the way we think and operate, is underpinned by our values.



Welcome to Country and smoking ceremony was conducted by Alfred Barker at the new Wedgefield site before guests, including local dignitaries, clients and members of the local Indigenous and non-Indigenous community, were addressed by Mayor of Port Hedland Peter Carter and Civmec CEO Pat Tallon.

Our Vision for Reconciliation

To us, as an organisation, reconciliation means recognising, respecting, and celebrating the diverse histories and cultures of Aboriginal and Torres Strait Islander peoples. It signifies our commitment to fostering awareness and understanding, educating ourselves, and building strong and respectful relationships.

Our vision for a reconciled Australia is one where cultural richness, unity, and mutual respect thrive. It is a nation that genuinely values the contributions of Aboriginal and Torres Strait Islander cultures and is a place of collective pride, inclusivity, and equality.

In our sphere of influence, we are determined to act as catalysts for change, fostering unity and reconciliation in our industry. We can meaningfully engage with Aboriginal and Torres Strait Islander community leaders, employees, and businesses. This engagement is not merely due to our capacity to influence, but our moral obligation to promote positive change and mitigate potential negative impacts our operations may have on these communities.

Reflecting on our past and present work across Australia, we appreciate the solid foundation it has provided us. Our commitment is not static, but ever-evolving, driven by the aspiration to continually strengthen our ties, formalise our commitments, and enhance our supportive role towards Aboriginal and Torres Strait Islander peoples within our realm of influence.

Our ambition for our organisation is to foster cultural richness, respect, and unity. We strive to create opportunities for collaboration with Aboriginal and Torres Strait Islander owned businesses and nurture a workforce that is diverse, inclusive, and culturally proud. This is our vision for reconciliation, our pledge to the journey of unity and harmony in Australia and in the communities we operate.

Our Values



COMMITMENT

Our individual commitment facilitates our success



INNOVATION

Our innovative approach drives continuous improvement



VALUE DRIVEN

Our performance driven culture delivers value



MAKE A DIFFERENCE

Our ability to influence and challenge drives sustainability



EXCELLENCE

Our pursuit of excellence makes us a world-class service provider



COLLABORATION

Our focus on working together drives sustainable partnerships



Indigenous Services Australia (ISA) founder Tony Shaw, giving a Naidoc Week presentation at the Covalent Lithium site in Kwinana.

Our Reconciliation Action Plan

Civmec has developed a Reconciliation Action Plan (RAP) as part of our continuous commitment to collaborating with and providing opportunities for Aboriginal and Torres Strait Islander Peoples.

While we take immense pride in the strong ties we have already cultivated with Aboriginal and Torres Strait Islander communities, the enhancement of our RAP offers us a formal structure to ensure our actions align with actions and deliverables set by Reconciliation Australia. This step forward symbolises a concerted effort to build upon these relationships, embedding them in the very fabric of our operations and strategies.

We recognise there is always an opportunity to educate and ensure inclusivity continually. We understand that learning and inclusivity are not one-off activities, but a continuous process. Reconciliation, or understanding, is a journey and the actions within our Reflect RAP will intensify our efforts towards raising awareness and deepening the understanding of the multifaceted nature of reconciliation among our teams and stakeholders.

Our approach will pivot around shared value initiatives, focusing on key engagement activities that are sustainable and build on trusting relationships. Central to this strategy is the active engagement with businesses owned by Aboriginal and Torres Strait Islander Peoples. Whether it's tendering works or sourcing services, our team is encouraged to seek out opportunities that promote collaboration within the communities we serve.

Our Reflect RAP stands on the strategic pillars established by the Reconciliation Australia Framework, namely Relationships, Respect, and Opportunities, all fortified by our sustainability-driven Governance and Reporting.

- We will continue our nurturing of respectful relationships with Aboriginal and Torres Strait Islander Peoples within the communities we operate and beyond.
- Creating sustainable and value-added opportunities for Aboriginal and Torres Strait Islander People
- We are dedicated to supporting the celebration of Aboriginal and Torres Strait Islander lands, culture, and heritage, recognising their integral role in the fabric of Australia.

As part of this commitment, we will establish a RAP Working Group responsible for developing and implementing our RAP. We acknowledge the significance of ensuring Aboriginal and Torres Strait Islander Peoples representation throughout the RAP implementation process. Our appointed RAP Champion, is CEO Pat Tallon. Pat is entrusted with the responsibility of driving internal engagement and ensuring the successful implementation of the RAP. In essence, our RAP is a commitment to build and sustain trusting relationships, the cornerstone of the reconciliation movement, and we are excited about the continued journey ahead.



Our Partners and Current Activities

Mentoring Business Capability

Pre-qualification and Tendering Support

Civmec is committed to ensuring that Aboriginal and Torres Strait Islander businesses have full, fair, and reasonable access to project procurement opportunities. As a priority, our focus will be to clearly identify subcontracting opportunities and then seek expressions of interest from local Aboriginal and Torres Strait Islander businesses that have the capacity to provide the services required at the relevant subcontract level and are able to demonstrate their ability to deliver to the required safety, quality, time and budget requirements.

Overall, we will assist as many local Aboriginal business operators as possible to secure project supply contracts. A key focus will be to ensure that those Aboriginal businesses who have expressed an interest in securing work are fully aware of and mentored through the pre-qualification and tendering processes.

We continue to see year-on-year increases in our subcontractor and supplier engagement across our business for Aboriginal and Torres Strait Islander peoples businesses. This is achieved through accessibility to our procurement process, and something we believe makes an essential point of difference in the realisation of opportunities. In the past 3 financial years our Aboriginal and Torres Strait Islander peoples owned subcontractor spend has exceeded over 35 million dollars. This outcome demonstrates our commitment to turning opportunities into life-changing realities a key commitment to bridging gaps in reconciliation.

EWP Yalagan

Our collaboration with EWP Yalagan is an example of where we were able to advance the business capabilities of local Aboriginal and Torres Strait Islander Peoples and subsequently help to create a more equitable economy. Civmec and EWP Yalagan are committed to providing opportunities to Aboriginal and Torres Strait Islander peoples, to create long-term employment solutions for Aboriginal and Torres Strait Islander peoples and their business interests.

Civmec has been working with EWP Yalagan since 2021, providing business opportunities and where required mentorship for their business. This includes helping with understanding best practices in the construction industry for successful contracting.

‘We are very proud to work with Civmec and wholly endorse your organisation as one that ‘walks the walk’ when it comes to Indigenous engagement. This type of support not only helps our organisation prosper but creates benefits for our Indigenous employees, their families, and wider communities, in particular, those in remote local communities such as Njamal’ – Mr. Nathan Martin (Proud Yuin Man) Director – EWP Yalagan

Intowork Apprenticeships

Civmec is actively working towards further increasing Aboriginal and Torres Strait Islander engagement in our apprenticeships and traineeship programs. To achieve this, we have worked with our Apprenticeship contracting provider ‘Intowork’, who share our commitment to engaging Aboriginal and Torres Strait Islander peoples. This commitment reflects the organisation’s commitment to diversity, inclusion, and respect for culture. By working together, Civmec and Intowork are providing meaningful employment pathways for Aboriginal and Torres Strait Islander peoples across our business.

Together we are committed to building a diverse workforce that can help shape the future of our industry through innovative solutions and practices.



Alfred Barker Chairman of Hedland Aboriginal Strong Leaders and Kariyarra Elder conducting a Welcome to Country and smoking ceremony at the new Wedgefield site in Port Hedland.

Reflect RAP

Relationships

Relationships underpin Civmec's approach to customers, employees, and community engagement. Building relationships with Aboriginal and Torres Strait Islander peoples is based on trust and integrity which is critical to our success as they will allow us to create meaningful partnerships in the communities we operate.

We believe that relationships with Aboriginal and Torres Strait Islander peoples will bring the diverse experience, knowledge, and perspectives that will foster growth.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Research best practise and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Review Progress: December 2023 September 2023	Environment, Social and Governance (ESG) Lead Sustainability Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2024 Last week May, June 2024 Last week May, June 2024	Marketing Manager ESG Lead Sustainability Advisor
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. Identify external stakeholders that our organisation can engage with to support and guide us on our reconciliation journey. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	October 2023 October 2023 October 2023	Executive Leadership Team ESG Lead ESG Lead
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	November 2023 November 2023	Human Resources Manager Human Resources Manager

Respect

Civmec is aware of the importance of educating our workforce about Aboriginal and Torres Strait Islander peoples histories, protocols, and achievements. We continue to ensure that when engaging with Aboriginal and Torres Strait Islander peoples, our employees have undertaken cultural awareness training and are culturally aware, appreciative of history and customs, and best positioned to create meaningful relationships.

Respect comes in various forms but typically comes by honouring the commitments made or given. Delivering on commitments is the first step in gaining respect.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Undertake business research and develop a formatted process for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within the organisation. Conduct a review of cultural learning needs within our organisation. 	December 2023	Human Resources Manager
		March 2024	Human Resources Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	October 2023	Sustainability Advisor
		April 2024	ESG Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event. 	June 2024	Marketing Manager
		June 2024	Marketing Manager
		First week July, 2024	Marketing Manager





Opportunities

Civmec has established processes and continues to create both career and supplier opportunities for Aboriginal and Torres Strait Islander peoples to further their financial independence and success. Civmec understands the unique expertise, knowledge and experience that Aboriginal and Torres Strait Islander peoples provide and that these opportunities will further embed their culture within Civmec.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Review our current engagement with Aboriginal and Torres Strait Islander employment agencies, striving to uncover new and mutually beneficial opportunities.	February 2024	Human Resources Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Human Resources Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Enhancing the education of employees across key departments about the importance and benefits of procurement from businesses owned by Aboriginal and Torres Strait Islander peoples.	April 2024	Proposals Manager
	• Investigate Supply Nation membership.	December 2023	Proposals Manager

Governance

We are dedicated to our Company's value of excellence, and we approach governance with open, honest communication. We are empowering our employees and stakeholders with the tools needed for reconciliation so that we can achieve unity in reconciliation together.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	October 2023	ESG Lead
	• Draft a Terms of Reference for the RWG.	October 2023	ESG Lead
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2023	ESG Lead
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for the RAP implementation.	November 2023	ESG Lead
	• Engage senior leader in the delivery of RAP commitments.	September 2023	ESG Lead
	• Appoint a senior leader to champion our RAP internally.	September 2023	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2023	ESG Lead
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Sustainability Advisor
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Sustainability Advisor
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	ESG Lead
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2024	Sustainability Advisor







This brochure is printed on FSC®
certified paper, both printer and
paper manufacturer are ISO14001
certified, the highest environmental
standard.

CIVMEC 2023 RECONCILIATION ACTION PLAN





Engineering Success

Visit our website - www.civmec.com.au

Follow us on;

 <https://www.facebook.com/CivmecAU>

 www.linkedin.com/company/civmec

 <https://www.youtube.com/@civmec4019>

 https://www.instagram.com/civmec_au

 vimeo.com/civmec

CONTACT INFORMATION

Gavin Lee ESG Lead

gavin.lee@civmec.com.au

West Coast Facility (Perth)

16 Nautical Drive, Henderson, WA 6166

T: +61 8 9437 6288 F: +61 8 9437 6388

East Coast Facility (Newcastle)

40 Old Punt Road, Tomago, NSW 2322

T: +61 2 4949 8500 F: +61 8 9437 6388

Gladstone Facility

1 Boys Road, South Trees, QLD 4680

T: +61 7 4979 1362 F: +61 8 9437 6388

Port Hedland Facility

Lot 324 Tailings Elbow, Wedgefield WA 6721

T: +61 8 9437 6288