



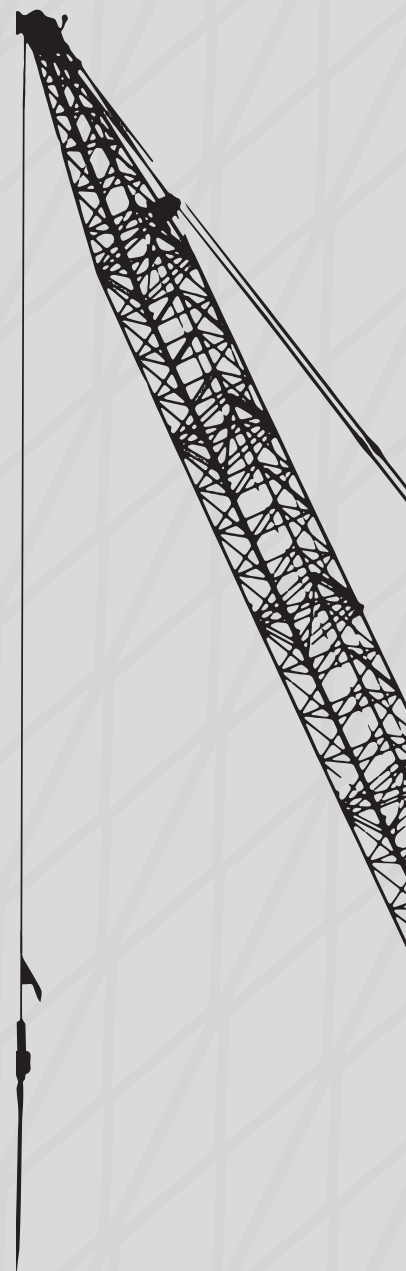
MARR

SOCIAL IMPACT REPORT 2023

MARR.COM.AU

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[L-R] MANAGING DIRECTOR, SIMON MARR; GORDON ERNEST MARR; RIGGING SUPERVISOR, GORDON ANDREW MARR; TECHNICAL & PRODUCT DEVELOPMENT DIRECTOR, GORDON JOHN MARR

ABOUT THIS REPORT

MARR CONTRACTING (MARR) ARE WORLD LEADERS IN THE DESIGN AND DELIVERY OF HEAVY LIFT LUFFING TOWER CRANES AND COMPLEX CRANAGE SERVICES. NOT JUST A CREW AND CRANES FOR HIRE, WE ARE BIG THINKERS AND PROBLEM SOLVERS WHO LOVE A CHALLENGE.

From the first crane built in 1926 by our founder, Gordon Robert Marr, innovation has been at the heart of how our business has grown over three generations and almost 100 years of operations (see page 5 Our History & Heritage)

With offices in Sydney (Australia), London and Leeds (UK), and projects across the globe, we are committed to encouraging our industry to think differently about how complex, large-scale construction projects can be delivered with productivity, efficiency, safety and sustainability as key drivers of success.

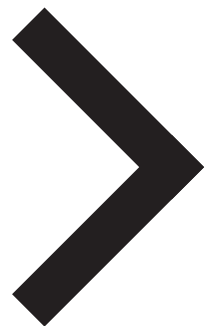
In July 2020, Marr engaged KPMG Australia to support us in developing our first Social Impact Strategy & Roadmap. Our first Social Impact report covers the period from the launch of our first Social Impact Strategy & Roadmap in 2021 up until December 2023.

REPORTING FRAMEWORKS, ASSESSMENT AND EVALUATION

As a privately-owned business, our Senior Leadership Team assumes responsibility for the oversight of our Social Impact commitments.

This report is informed by the Global Reporting Initiative (GRI) and it is our intention to align future reports with standardised global frameworks such as the GRI.

As this is Marr's first Social Impact report, it includes voluntary disclosures but has not been independently audited against the GRI standards. We intend to have future reports reviewed externally.





AS PROBLEM-SOLVERS
WHO LOVE A CHALLENGE,
WE ARE NEVER SHY OF
TACKLING THE BIG ISSUES.



SIMON MARR
MANAGING DIRECTOR, MARR CONTRACTING



A MESSAGE FROM OUR MANAGING DIRECTOR

As a third-generation family-owned business we know that a good business is one that continually innovates and adapts to respond to the challenges of its time. And as problem-solvers who love a challenge, we are never shy of tackling the big issues.

We know that our industry faces urgent sustainability challenges and believe that finding solutions requires looking at the issues from a multi-dimensional perspective. In addition to reducing emissions, there's also a need to look at issues including protecting the environment, workplace health and safety, waste generation, and a global shortage of building materials and labour, to mention a few.

As crane providers, we are only at the thin edge of the wedge in terms of what can be achieved to make our industry safer (for people and planet), more productive and more sustainable. For example, switching current machinery to renewable sources of power will have a positive impact on our environment, but how else can our industry improve its performance to have greater impact?

Innovation and productivity are key. Ever since our grandfather built the first Marr crane in 1926, we've constantly pushed the boundaries and encouraged our industry to think differently about how craneage can be procured and delivered to address complex construction challenges and deliver better outcomes.

As our business has grown both in Australia and internationally, so has our commitment to embracing new technology, legislative changes and opportunities to do things better across all levels of our business.

We're committed to working collaboratively with our clients, end-clients, partners and supply chain to improve productivity and efficiency, lower project costs and provide the platform for improved safety, higher quality and lower carbon construction.

This inaugural report highlights the journey we have taken since 2020 when we took our first steps towards developing our first Social Impact Strategy & Roadmap to now. It also outlines our intentions for the current financial year and beyond.

Ultimately, the decisions we are making today – as a business and as an industry – are just a step in the journey to a better future. We know that the best solutions today will evolve into something different in years to come. In the meantime, adopting the best options available buys us time to develop new technology and find better solutions, whether it be through our own innovation or collaborative, industry-wide change.

SIMON MARR
MANAGING DIRECTOR, MARR CONTRACTING

OUR HISTORY & HERITAGE

- THREE GENERATIONS OF INNOVATION

IN 1926 OUR FOUNDER, GORDON ROBERT MARR, BUILT WHAT WAS ONE OF SYDNEY'S FIRST CRANES. JUST 16 YEARS OLD AT THE TIME, GORDON ROBERT'S FIRST CRANE, WHICH HE CALLED 'NO.1', WAS A 4-TONNE CAPACITY CRANE BUILT ON THE BACK OF A TRUCK. BORN OUT OF NECESSITY, ITS PURPOSE WAS TO MAKE IT EASIER FOR HIS FATHER'S IRON FOUNDRY BUSINESS, E.A. MARR & SON, TO MOVE THE HEAVY PARTS REQUIRED TO RECONDITION BOILERS FOR E.A. MARR'S CLIENT, COLONIAL SUGAR REFINERY (CSR).

When other businesses heard about Old No.1 and started asking to borrow it, Gordon Robert built a second 'back-end'. His father scoffed, saying "There'll never be enough work for two cranes in Sydney". Gordon proved him wrong and that was the beginning of the Marr family's journey into the crane business.



Marr's first crane, 'Old No.1', (pictured above with Gordon E. Marr in 1970) was built in 1926, followed shortly after by the 'No.2' back-end [pictured below].



Marr's 'No.3' crane preparing for a 14-tonne lift in the 1950s.



1954: To celebrate Queen Elizabeth II's visit to Australia after her Coronation the year before, a large model crown was constructed to be placed atop the Bankers Arch at Martin Place in Sydney's CBD. Over the course of two weekends, two of Marr's biggest cranes (both with a lifting capacity of 12-tonnes) lifted and welded the arches into place. This high-profile project was the first time Marr Contracting became known as 'The Men From Marr's'.



1950s: Gordon Robert travelled internationally to find the best technology and bring it back to Australia. By the 1950s, he had grown the fleet to meet the demands of post-World War II nation-building projects such as the Snowy Mountains Hydro-electric Scheme.



During the 'Space Race' of the 1950s and 1960s, Marr was nicknamed by industry peers as 'The Men From Marr's' as akin to those on the quest to 'put a man on the moon' or land on planet Mars. The play on our surname and innovative approach in the air stuck.



1970s-2000: In the early 1970s, Gordon Robert's son, Gordon Ernest Marr, took over the business. His tenure coincided with Australia's resources boom, the 2000 Sydney Olympics and the many city and nation-building projects that would define Australia and the kind of projects that Marr would become known for.



During this period, Marr established our partnership with our crane manufacturing partner, Favelle Favco. Marr's early fleet of tower cranes helped construct many of the high-rise buildings that define Sydney's skyline today.

Gordon Ernest also instilled the culture of doing things differently that has become the cornerstone of Marr's unique approach to taking complexity out of construction challenges today.



2007: Although best-known for our heavy lifting fleet, Marr's track record for innovation also includes the world's smallest tower crane, the M40R. Designed to remove the cranes from the top of high-rise buildings, the M40R can be established on virtually any roof with its unique design placing much smaller loads into existing support structures - making it an important part of our crane recovery fleet.

< 2000

2000: Simon Marr took over as Managing Director, and with Gordon John Marr as our Technical & Product Development Director, we've developed our fleet and led the business to expand into new sectors and international markets.

Since then, Marr has partnered with our crane manufacturer, Favelle Favco, to further develop our unique fleet.

The first M1280D installed on Burrinjuck Dam in NSW (picture below) was the first of Marr's heavy lift luffing tower cranes to be developed and introduced into our fleet in 2000. With a lifting capacity of 100 tonnes, it was the heaviest lift capacity crane in the world at the time and the start of a new chapter that would eventually lead to even bigger cranes and our expansion into international markets.



Marr's 330-tonne capacity M2480D heavy lift luffer (HLL) was launched, taking the M1280D's place as the world's largest capacity tower crane. This coincided with our first international project working with Keppel Seghers on the [world's first waste-to-energy project in Doha, Qatar](#).

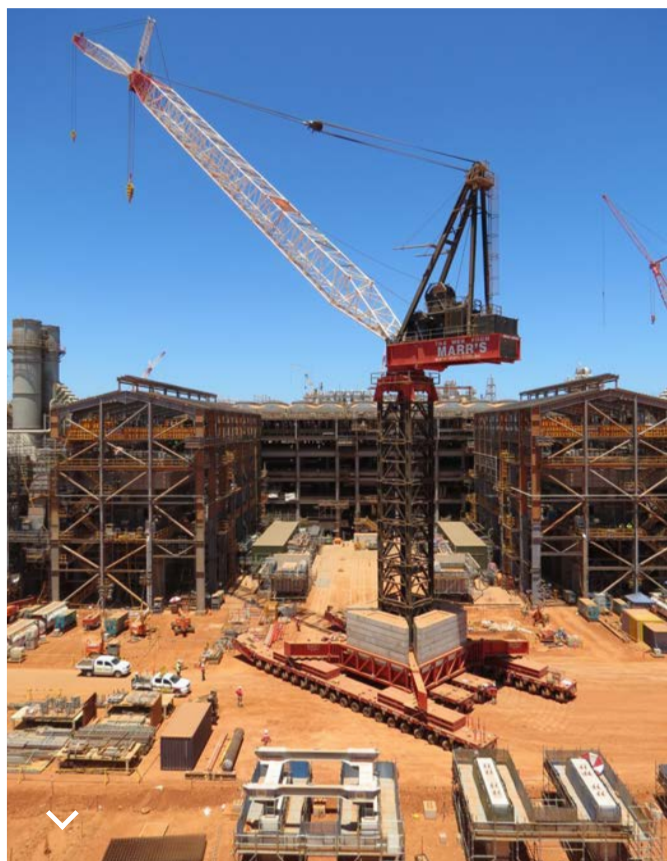


2007 >

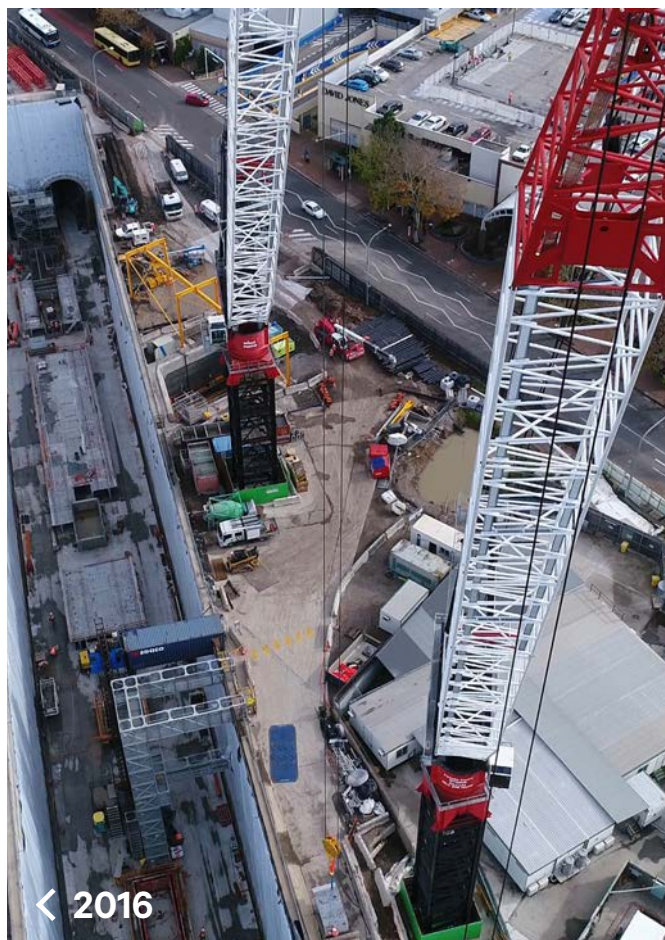


2013 >

2010: Working with [Chevron on the Gorgon LNG Project](#) in Western Australia, we developed a world-first solution that allowed a 1,000-tonne M2480D to be towed by a tug-towed freight barge and transition from sea transit and lashing mode to operating and lifting mode within 4 hours.

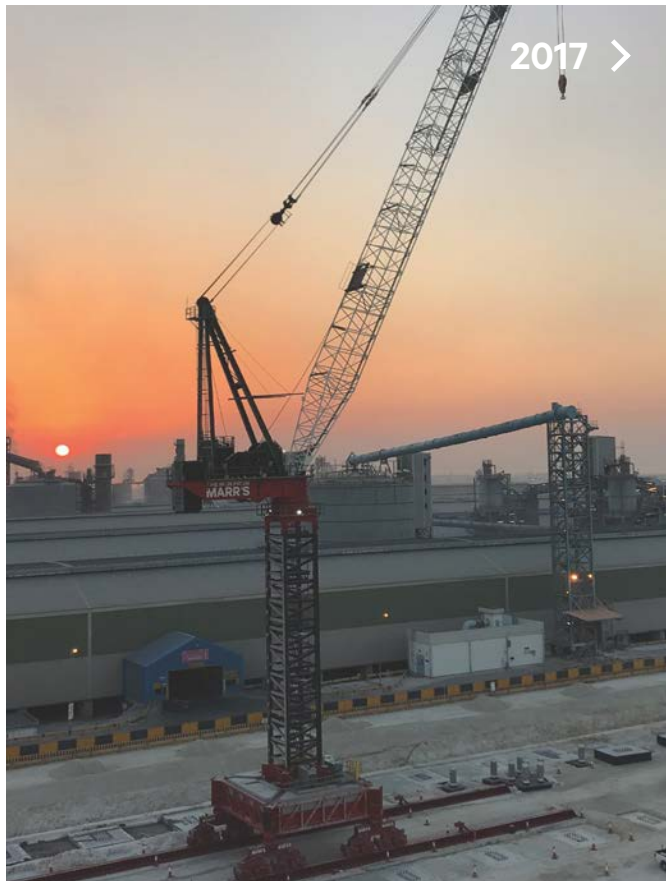


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< 2016

2016: Working with the Northwest Rapid Transit (NRT) Consortium on construction of the [Sydney Metro Castle Hill Station](#), Marr developed a craneage solution that changed the way the entire project was constructed and became a blueprint for other station builds on the Sydney Metro project.



2017 >

2017: The Marr Transit System (MTS) was designed to extend the reach and coverage of Marr's fleet. Helping to reduce congestion and complexity on the work front by reducing the number of cranes required on large projects, the MTS allows our cranes to work at full free stand while stationary or to carry a load under pick and carry conditions.



2019 >

2019: Our first project in the UK – working with Balfour Beatty on the [Hinkley Point C Tunnelling & Marine Project](#) – marked the start of Marr's expansion into the UK.

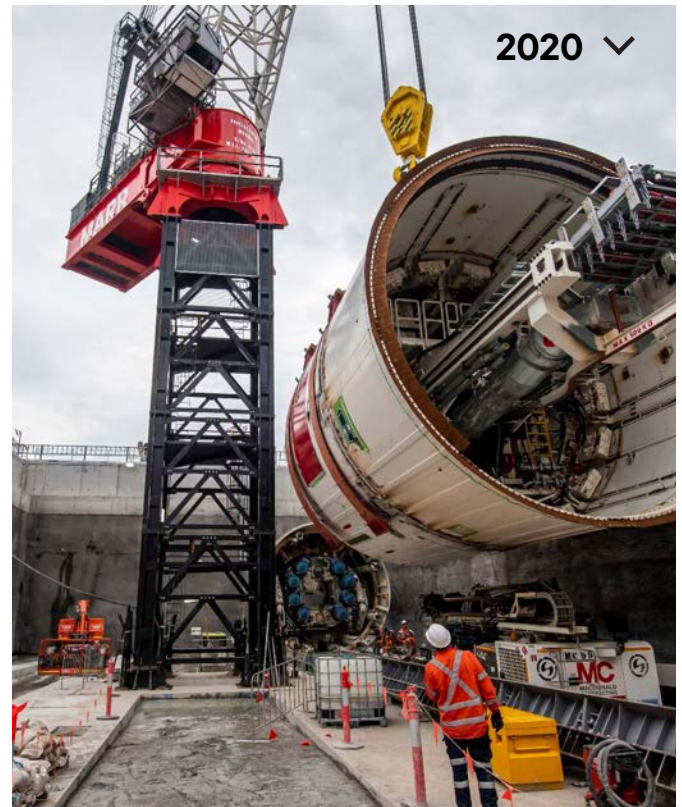


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< 2019

2019-2021: Working with the DL E&C-Limak-SK ecoplant-Yapi Merkezi Joint Venture (DLSY JV) on construction of the world's longest span suspension bridge, 1915Çanakkale in Turkey, [Marr completed another record-breaking feat with the heaviest lift \(155 tonnes\) at height \(318 metres\).](#)

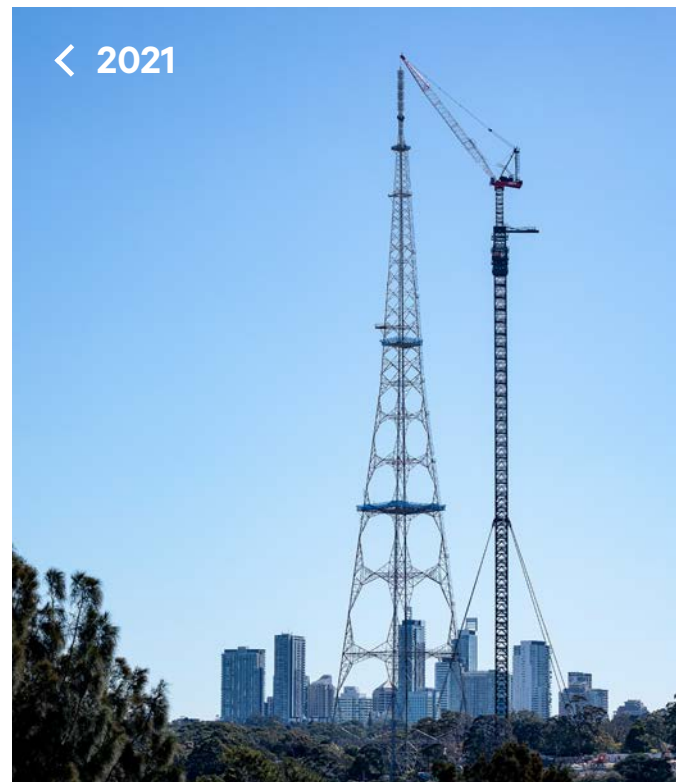


2020 Working with the John Holland CPB Ghella (JHCPBG) joint venture on construction of the new Sydney Metro Barangaroo Station, Marr [created a world record for the heaviest tower crane lift](#) when removing a 255-tonne section of a tunnel boring machine (TBM) in a single lift. In 2023, that record was broken while working with CPB Contractors and Ghella on the Sydney Metro-Western Sydney Airport, Station Boxes and Tunnelling Package (WSA-SBT) where one of our M2480Ds made light work of lifting the front shield of a TBM weighing 265 tonnes in a single lift.



2023 / FINISH

2023. After opening our London office in 2021 to be closer to clients in the UK and Europe, Marr Contracting International offers the strategic advantage of working in multiple time zones on technical solutions for projects. In late 2023, we commenced working on the Lostock Sustainable Energy Plant in Cheshire, UK (pictured above).



2021: In another first, Marr worked with Mirvac, Robert Bird Group and Kordia to develop a [unique approach to dismantling Sydney's iconic TCN-9 TX transmission tower](#). Using Marr's M2480D tower system and the introduction of guy wires to laterally support the tower crane, it was climbed to a freestanding height (117 metres) and then climbed to a final 193-meter tower height to dismantle the 233-meter structure.

See case studies at marr.com.au/our-projects

OUR SENIOR LEADERSHIP TEAM

OUR GLOBAL LEADERSHIP TEAM ASSUMES RESPONSIBILITY FOR THE OVERSIGHT AND IMPLEMENTATION OF OUR SOCIAL IMPACT COMMITMENTS.



SIMON MARR
MANAGING DIRECTOR



GORDON MARR
TECHNICAL & PRODUCT
DEVELOPMENT DIRECTOR



TOM BATLEY
DIRECTOR



ALAN LUNDIE
COMMERCIAL DIRECTOR



STEVE RYDER
GENERAL MANAGER - INTERNATIONAL



SARAH ELLIS
CHIEF FINANCIAL CONTROLLER



MARK FELLOWS
BUSINESS DEVELOPMENT DIRECTOR



PHIL TRADGETT
HSEQ MANAGER



PERRY HARTIKAINEN
HEAD OF HUMAN RESOURCES - GLOBAL



KRIS MCINTYRE
HEAD OF COMMUNICATIONS



OUR UNIQUE APPROACH

FOR DECADES, WE'VE BEEN ENCOURAGING OUR INDUSTRY TO THINK DIFFERENTLY ABOUT HOW CONSTRUCTION PROJECTS CAN BE DELIVERED. WITH A BELIEF THAT ANYTHING IS POSSIBLE, WE PUSH THE BOUNDARIES TO DELIVER SOLUTIONS FOR IMPROVED PROJECT AND SOCIAL IMPACT OUTCOMES.

From a design and engineering point-of-view, early engagement with Marr's team opens up opportunities for better outcomes in productivity and sustainability:

- De-risked construction via shorter and more reliable critical paths;
- Reduced complexity, time and cost;
- Improved safety through fewer load movements and lift interactions; and
- Enabling designers to build clever and build efficiently improving decarbonisation efforts.

Through early engagement with our clients, our innovative approach to addressing complex architectural, engineering and construction challenges is changing the game for the design and delivery of major construction and infrastructure projects across multiple sectors and regions around the globe (see case studies on pages 13-16).



THE MANTRA FOR ALL PROJECTS SHOULD BE 'DESIGN FOR DELIVERY', WHICH IN ESSENCE IS DESIGNING FOR PRODUCTIVITY. IT IS THE PROCESS OF DESIGNING FOR THE CONSTRUCTION PROCESS TO ENSURE THAT THE BALANCE OF LOW MATERIAL COST AND PRODUCTIVITY IS MET TO OPTIMISE A PROJECT'S VALUE. AND THIS ALL STARTS WITH CRANAGE.



**JARRAD WARHURST, MANAGING DIRECTOR
(AMERICA/EUROPE/CENTRAL ASIA),
ROBERT BIRD GROUP ¹**

¹ ['Cranes Hold the Key to Construction Productivity', New Civil Engineer, 23 July 2021](#)



SUSTAINABILITY

WHEN IT COMES TO SUSTAINABILITY OUTCOMES, MARR'S CRANAGE SOLUTIONS CONTRIBUTE ACROSS THREE MAIN AREAS INCLUDING:

- Energy efficiency & carbon reduction: Advanced engineering designs and operational practices that minimise energy consumption and reduce CO₂ emissions, both operationally and in embodied energy.
- Waste minimisation & resource optimisation: Innovative approaches in manufacturing and assembly that reduce waste, optimise resource use, and enhance material efficiency throughout the project lifecycle.
- Enhanced project delivery & safety: Streamlined construction processes that improve safety, reduce onsite resource requirements, and enhance overall project delivery through fewer transport needs and reduced environmental impact.

By linking innovative thinking with early engagement in project planning stages, bespoke craneage solutions can significantly increase project productivity to deliver:

- Faster construction with less complexity and improved safety;
- Better performing buildings;
- Improved build quality, better fit, and fewer defects;
- Reduced road traffic – fewer deliveries and less people on site;
- Reduced energy usage:
 - Onsite construction;
 - In use due to improved quality of manufacture;
- Decarbonised factories lowering carbon in manufacture/offsite pre-assembly; and
- Reduction in waste – better control in factories.

MAXIMISING THE BENEFITS OF DfMA and MMC

As Design for Manufacture and Assembly (DfMA) and Modern Methods of Construction (MMC) take hold in the global construction industry, we are increasingly being engaged at the front-end engineering stage to develop craneage solutions that maximise the benefits that the right mix of MMC & DfMA offers including:

- Support for sustainable project challenges;
- Off-site and higher quality manufacture, lowering waste and rework; and
- Fewer resources onsite and fewer deliveries to site.



CASE STUDY: 1915ÇANAKKALE BRIDGE

AN INNOVATIVE CRANAGE SOLUTION FOR THE WORLD'S LONGEST SPAN SUSPENSION BRIDGE

AT A GLANCE

CLIENT	DL E&C-LIMAK-SK ECOPLANT-YAPI MERKEZI JOINT VENTURE (DLSY JV)
PROJECT	1915ÇANAKKALE BRIDGE
LOCATION	TURKEY
SECTOR	TRANSPORT INFRASTRUCTURE
DATE	2019 - 2021
CRANES	2 X M2480D

VIEW FULL CASE STUDY: [MARR.COM.AU/PROJECTS/1915ÇANAKKALE](https://marr.com.au/projects/1915canakkale)

At a length of 4.6 kilometres with a central span of more than 2 kilometres, supported by 318-metre-high towers, Turkey's 1915Canakkale Bridge is the world's longest span suspension bridge. Joint venture partners, DL E&C-Limak-SK ecoplant-Yapi Merkezi Joint Venture (DLSY), engaged Marr early in the project because they had a vision for how they wanted to build the project, but needed a crane partner who could bring that vision to life. Specifically, they wanted a crane solution that would:

- Decrease the construction time and associated risk;
- Reduce project costs; and
- Improve safety on the project.

BENEFITS OF EARLY ENGAGEMENT WITH MARR

The initial construction methodology was based around lifting panels of up to 20 tonnes and welding them into place on-site. Marr's solution – using two of our M2480D heavy lift luffing tower cranes – allowed for modularised sections weighing up to 160 tonnes to be lifted in a single lift. The result was:

- Reduced number of lifts – larger, heavier sections;
- Less site-based activities – higher level of on-site safety;
- Off-site fabrication of modularised sections – greater precision and higher quality, minimising material waste and rework; and
- A shortened construction programme – completed more than 12 months ahead of schedule.



MARR'S TEAM HAVE A REPUTATION FOR TECHNICAL COMPETENCE AND INNOVATIVE THINKING IN DEVELOPING STRATEGIES FOR HEAVY LIFTING ON PROJECTS OF THIS SCALE, BUT WHAT IMPRESSED US MOST IS THEIR COLLABORATIVE APPROACH TO FINDING A SOLUTION THAT SUITED OUR CONSTRUCTION METHODOLOGY AND PROGRAMME, AND THEN DELIVERING IT.



ALPER ALEMDAROĞLU
DEPUTY PROJECT MANAGER, DLSY JV

CASE STUDY: HINKLEY POINT C TUNNELLING & MARINE PROJECT

A HEAVY LIFTING SOLUTION FOR THE UK'S BIGGEST CONSTRUCTION PROJECT

AT A GLANCE

CLIENT	BALFOUR BEATTY CIVIL ENGINEERING
PROJECT	HINKLEY POINT C TUNNELLING & MARINE PROJECT
LOCATION	SOMERSET, UNITED KINGDOM
SECTOR	NUCLEAR / POWER GENERATION
DATE	2019 - 2021
CRANES	1 X M2480D

VIEW FULL CASE STUDY: [MARR.COM.AU/PROJECTS/HINKLEY](https://marr.com.au/projects/hinkley)

In what is one of the most complex marine engineering projects ever undertaken in the UK, Balfour Beatty's scope of works involved installing the tunnel boring machines (TBMs), and associated tunnel segments and conveyer systems used for the removal of spoil during tunnel excavation works.

Balfour Beatty sought an alternative to the traditional approach of using large crawler cranes and a yet-to-be designed gantry system. This would have required a lot of temporary works and double-handling of equipment for the tunnel construction and ring segments for the tunnel lining. Given the constrained site and topography, the original concept raised concerns around productivity. Balfour Beatty engaged Marr to provide a solution that would address the key challenges of:

- Coastal location – productivity risk due to safe operation in wind speeds above 9 seconds/minute being unachievable for mobile and crawler cranes;
- TBM installation – how to lift and rotate heavy components from transport to installation without using two separate cranes to rotate the loads; and
- Complexity and potential for boom clash – a congested site with a number of tower cranes already working on the project.



EARLY ENGAGEMENT BETWEEN
BALFOUR BEATTY AND MARR
ENABLED A SAFE AND SUITABLE
FOUNDATION TO BE DESIGNED
FOR THIS GEOTECHNICALLY
COMPLEX LOCATION.



PATRICK BRADY, TEMPORARY WORKS MANAGER,
HPC TUNNELS & MARINE CONTRACT,
BALFOUR BEATTY MAJOR PROJECTS

BENEFITS OF EARLY ENGAGEMENT WITH MARR

Balfour Beatty's willingness to engage with us early in the planning stages for this project created the opportunity for us to design a crange solution which:

- Increased productivity, efficiency and safety;
- Provided more than 570% more coverage than a traditional crange approach;
- Created extra laydown space – an estimated 17% increase in storage and laydown areas; and
- Reduced complexity.

Marr returned to Hinkley Point C in 2024 to work with joint venture partners, Bouygues Travaux Publics and Laing O'Rourke (BYLOR) on construction of the Unit 2 Turbine Hall.



CASE STUDY: SYDNEY METRO

REVOLUTIONARY HEAVY LIFTING SOLUTIONS FOR AUSTRALIA'S BIGGEST PUBLIC TRANSPORT PROJECT

AT A GLANCE

CLIENT	VARIOUS
PROJECT	SYDNEY METRO
LOCATION	SYDNEY AUSTRALIA
SECTOR	MAJOR PUBLIC INFRASTRUCTURE – RAILWAY
DATE	2016 - CURRENT

VIEW FULL CASE STUDY: [MARR.COM.AU/PROJECTS/SYDNEY-METRO](https://marr.com.au/projects/sydney-metro)

OVERVIEW

Sydney Metro is Australia's biggest public transport project. With one new metro line in operation and three under construction, the new driverless system will be a 113-kilometre standalone metro railway system.

EARLY ENGAGEMENT AND INNOVATIVE THINKING - THE KEYS TO SUCCESS

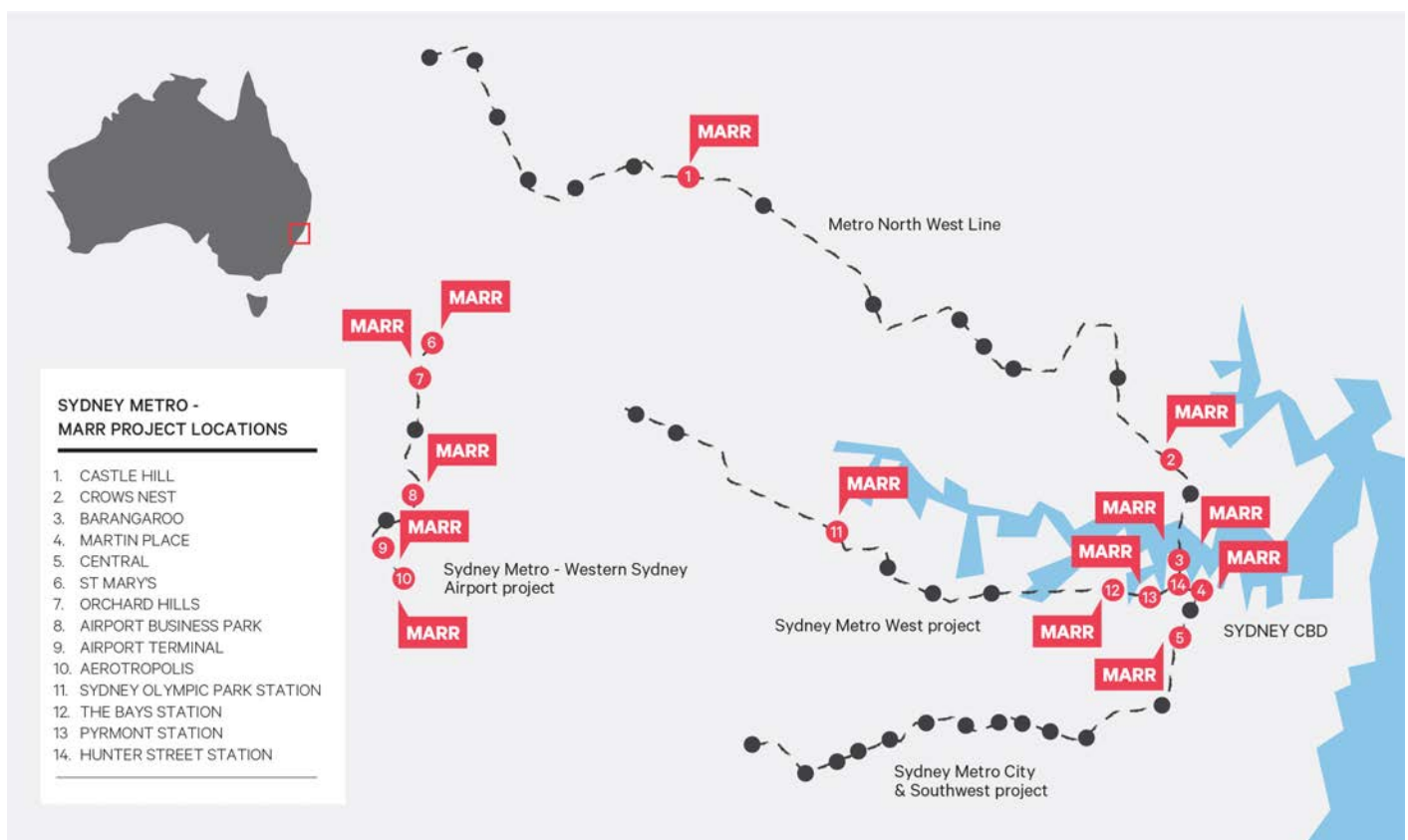
From our initial engagement on the construction of the new Castle Hill Station and Sydney yard Access Bridge at Central Station, Marr's team have subsequently been engaged to deliver bespoke craneage solutions across additional stations on the Sydney Metro City & Southwest, Sydney Metro West and the Sydney Metro - Western Sydney Airport projects.

Key to the successes we have achieved for our clients across these projects has been the willingness of their project teams to engage

us early in the planning stages – and to think differently about how craneage solutions can be procured and delivered.

Similar projects around the world have adopted the cut-and-cover box method, where crawler cranes are nearly always the immediate consideration, but Marr's approach has consistently demonstrated that installing the right cranes can change the way an entire project is constructed, principally because of the ability to lift bigger pieces and remove the requirement for costly, challenging and time-consuming groundworks.

The benefits of using Marr's technology – using fewer cranes with greater capacity and reach to deliver less complex, more efficient, and safer ways of constructing – is a game changer for future projects of this scale.



CASE STUDY: SYDNEY METRO CROWS NEST STATION

HEAVY LIFTING CAPABILITY ON ONE OF SYDNEY'S BUSIEST ARTERIAL ROADS

AT A GLANCE

CLIENT	A W EDWARDS
PROJECT	SYDNEY METRO
LOCATION	CROWS NEST, SYDNEY, AUSTRALIA
SECTOR	MAJOR PUBLIC INFRASTRUCTURE – RAILWAY
DATE	2018 - 2023
CRANES	2 X M2480D

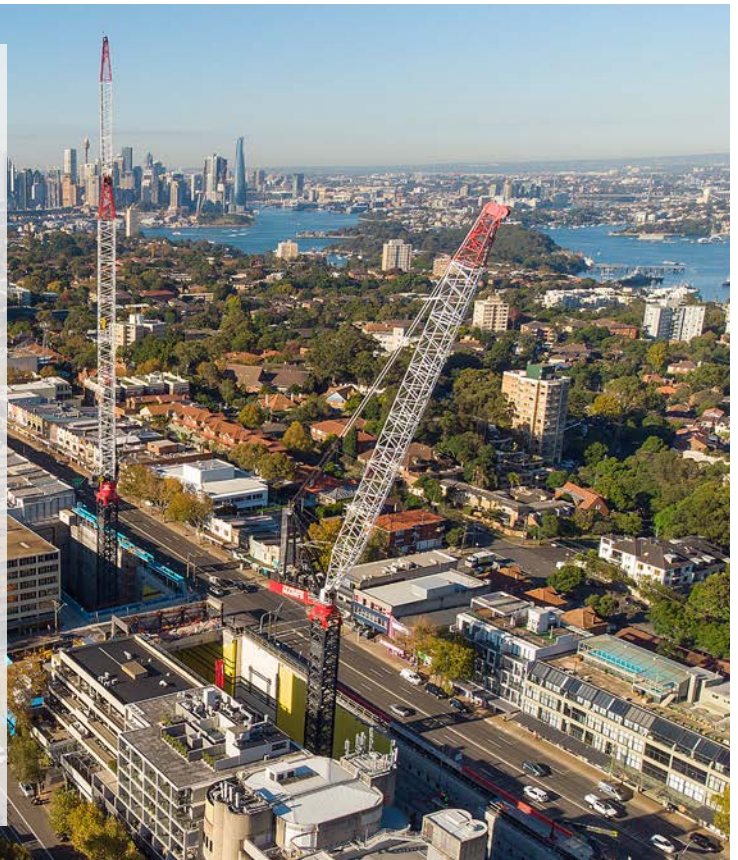
VIEW FULL CASE STUDY: [MARR.COM.AU/PROJECTS/SYDNEY-METRO](https://marr.com.au/projects/sydney-metro)



OUR EARLY ENGAGEMENT ON THIS PROJECT HAS SUPPORTED SYDNEY METRO'S DESIRE TO DESIGN AND CONSTRUCT THE NEW CROWS NEST STATION BY ADOPTING A DESIGN FOR MANUFACTURE AND ASSEMBLY (#DFMA) CONSTRUCTION APPROACH. IT'S ESSENTIALLY ABOUT TAKING A HOLISTIC VIEW TO ALIGN THE CRANAGE WITH THE PREFERRED CONSTRUCTION METHOD, AND THEN USING THIS TO SECURE THE CONSTRUCTION PROGRAMME WITH A SAFER, MORE EFFICIENT AND COST-EFFECTIVE SOLUTION



SIMON MARR
MANAGING DIRECTOR, MARR CONTRACTING



Marr's early engagement with the end-client, Sydney Metro, at the front-end design of this project allowed their design team to unlock a construction methodology that was previously thought to be impossible. It was essentially about taking a holistic view to align the craneage with the preferred construction method, and then using this to secure the construction programme. This helped address the key challenges of:

- A constrained site – limited space within the station box construction site;
- Location – adjacent to one of Sydney's busiest arterial roads;
- Limited space for the delivery of materials, crane installation and removal;
- A tight construction schedule — driven by where the project sat within Sydney Metro's overall project delivery schedule for the Sydney Metro City & Southwest project; and
- Heavy lifting requirements – precast elements weighing up to 120 tonnes.

BENEFITS OF EARLY ENGAGEMENT WITH MARR

Over 18 months, Marr worked with Sydney Metro's design team to develop a solution that:

- Supported Sydney Metro's preferred DfMA construction approach – allowing larger and heavier structures to be fabricated off-site and installed in single lifts;
- Eliminated the need for temporary works;
- Aligned the craneage solution with the construction program – helping to de-risk the programme;
- Provided a more sustainable solution that was safer, more efficient and cost-effective; and
- Allowed Sydney Metro to issue a considered and evaluated design for the construction tenderers with a suitable craneage solution built into it – meaning that the project could transfer easily from contract award to construction in a short timeframe.

OUR SOCIAL IMPACT STRATEGY

OUR PURPOSE AS A BUSINESS IS TO HELP OUR CLIENTS FIND THE BEST, MOST EFFICIENT (AND OFTEN NEVER DONE BEFORE) CRANAGE SOLUTIONS TO ADDRESS THE CHALLENGES THAT COME WITH COMPLEX, LARGE-SCALE CONSTRUCTION PROJECTS.

In 2020, we engaged KPMG Australia to support us in developing our first Social Impact Strategy & Roadmap. As a trusted partner to our clients, our approach to developing our strategy was as much about understanding what matters to our clients – both in Australia and globally – as defining our vision for making Marr a better business, corporate citizen and employer.

To identify our key focus areas, we benchmarked our performance in social and sustainability aspects against industry peers and clients. We also carried out a materiality analysis in consultation with key clients in Australia and across our global operations to verify the material issues that would become the key focus areas of our social impact strategy framework and roadmap (see Diagram 1 below).

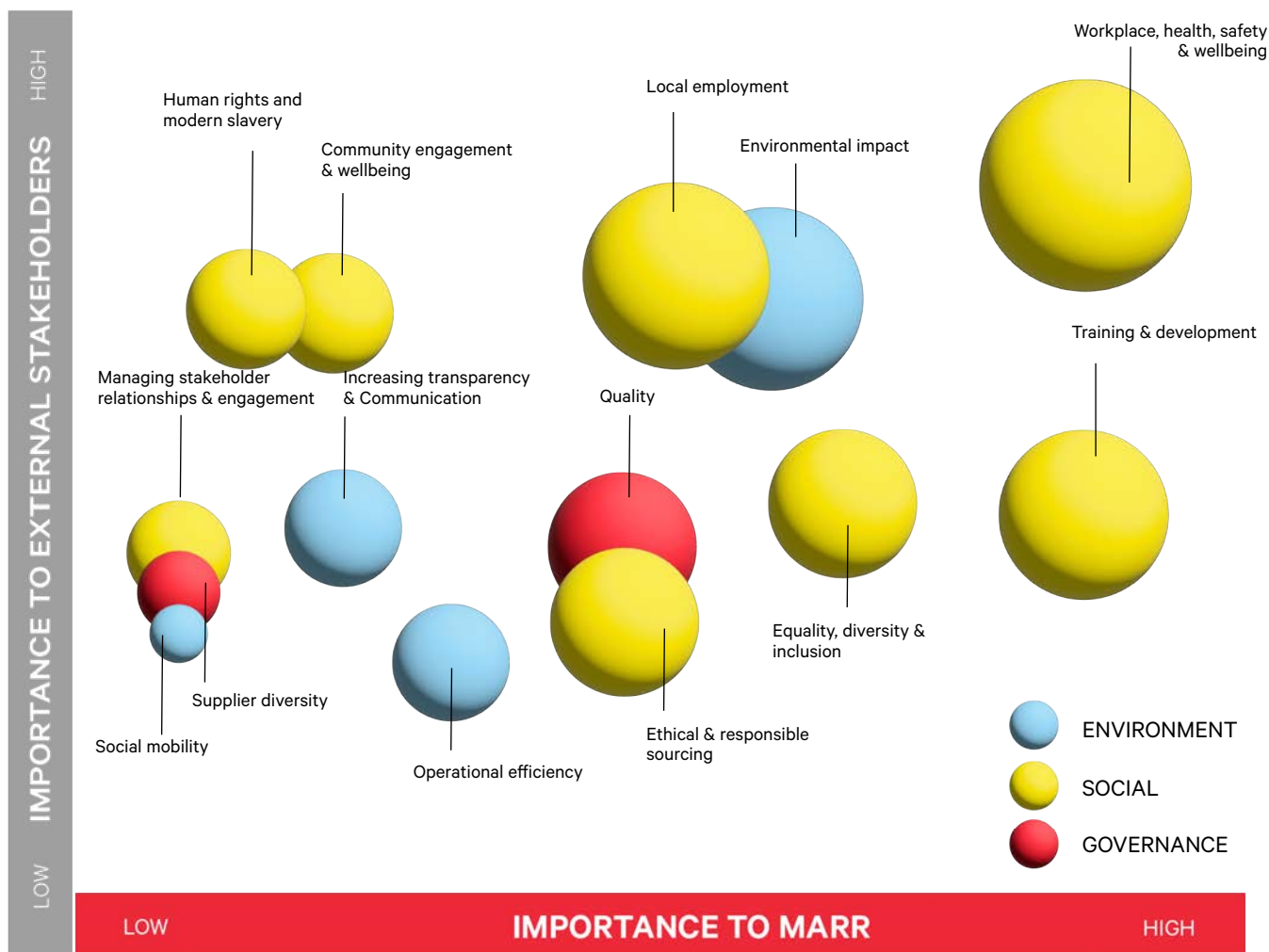


WE CARE ABOUT PEOPLE AND THE ENVIRONMENT AND ARE COMMITTED TO MAKING A POSITIVE IMPACT ON THE PROJECTS AND COMMUNITIES WE WORK WITH. ABOVE ALL, WE ALWAYS PUT SAFETY FIRST.



SIMON MARR
MANAGING DIRECTOR, MARR CONTRACTING

Diagram 1: Marr Social Impact materiality analysis matrix.

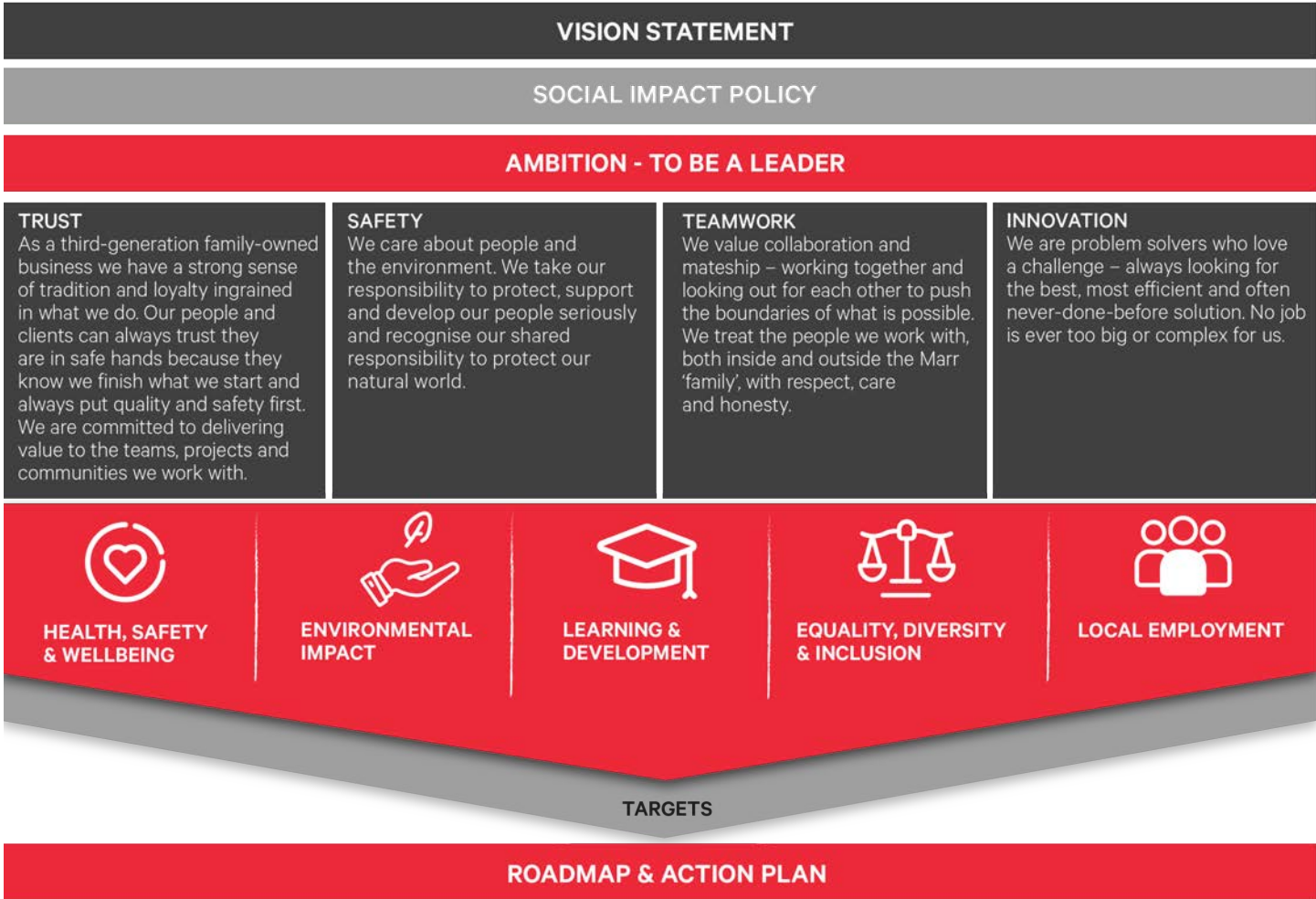


OUR SOCIAL IMPACT STRATEGY FRAMEWORK

OUR VALUES — TRUST, SAFETY, TEAMWORK AND INNOVATION — SIT AT THE HEART OF OUR BUSINESS. THEY DRIVE OUR DECISION-MAKING AND OUR ACTIONS AND DETERMINE HOW WE BEHAVE, HOW WE WORK TOGETHER, THE PROJECTS WE CHOOSE TO WORK ON, AND WHO WE PARTNER WITH. THEY ALSO PLAY AN IMPORTANT ROLE IN HOW WE DEVELOPED OUR SOCIAL IMPACT STRATEGY FRAMEWORK BELOW.



Marr’s Social Impact Strategy Framework



GUIDING PRINCIPLES

The development of our strategy and action plan was informed by the following guiding principles:

- Our ambition to be a global market leader in the sustainable design and delivery of heavy lift luffing crane solutions;
- Alignment with our values and international growth strategy, particularly our expansion into UK, European and Middle East markets;
- Governance – oversight by our Senior Leadership Team to maintain consistent expectations and performance;
- The adoption of internationally recognised, leading practice targets, measurement and reporting standards across all operations; and
- Scope to integrate, mitigate and optimise material environmental, social and governance (ESG) impacts and opportunities across all Marr operations.






OUR COMMITMENTS & SOCIAL IMPACT ROADMAP

We subsequently designed an organisation-wide framework and implementation roadmap which has been incorporated into Marr's Strategic Business Plan for FY2024 and beyond.

The table below outlines the goals and objectives identified under the key focus areas of our Social Impact Roadmap. As we are at the start of our Social Impact journey, we are taking the time to capture, measure and verify data in order to establish KPIs for future reporting.

Objectives have been identified according to immediate short-term, medium-term and long-term priority (see Table 1 below). Our plan and actions are reviewed monthly and reported at our Senior Leadership Team's HSEQ management review.

Table 1: Summary of Marr's social impact roadmap and commitments.

FOCUS AREA	GOAL	OBJECTIVES	PRIORITY
HEALTH, SAFETY & WELLBEING 	To promote the wellbeing of our people & ensure they return home safely every day	Raise awareness with and support the wellbeing and health of our employees	Immediate
		Design & establish a structured process of work delivery that enables safe and healthy outcomes	Short-term
		Improve our assessment and influence in understanding major risks and their critical controls	Short-term
		Embed & improve structured process of work delivery that enables safe and healthy outcomes	Medium-term
		Grow and support our positive organisational wide safety culture	Short-term
ENVIRONMENTAL IMPACT 	To manage and reduce our impact on the environment	Understand our GHG emissions and implement a science-based carbon reduction target by FY24	Short-term
		Understand our impact on biodiversity within our sites and client projects	Medium-term
		Implement practices which recycle our key resources by FY24	Long-term
LEARNING & DEVELOPMENT 	To provide development opportunities for our workforce to ensure we have the right capability to deliver excellent service	Increase awareness and visibility of social impact amongst staff	Immediate
		Create clear expectations of performance that are supported by efficient, responsive and supportive career pathway planning and promotion	Immediate
		Create a high-performance culture supported by diversity and quality employee engagement and development	Medium-term
EQUALITY, DIVERSITY & INCLUSION 	To foster the diversity of our people and create an inclusive workplace	Improve gender, generational and cultural diversity within Marr	Medium-term
		Enhance our culture of equality, diversity and inclusion at Marr	Medium-term
LOCAL EMPLOYMENT 	To create employment opportunities within the communities we work	Leverage our supply processes through collaboration to increase our social impact	Long-term
		Source Marr employees from our local operating communities as our company grows	Long-term

PRIORITY TIMEFRAMES: Immediate (within 12 months); Short-term (1-2 years); Medium-term (3-5 years); Long-term (5-10 years).

HEALTH, SAFETY & WELLBEING

AT A GLANCE

GOAL:

TO PROMOTE THE WELLBEING OF OUR PEOPLE & ENSURE THEY RETURN HOME SAFELY EVERY DAY

OBJECTIVES:

- Raise awareness with and support the wellbeing and health of our employees;
 - Design and establish a structured process of work delivery that enables safe and healthy outcomes;
 - Improve our assessment and influence in understanding major risks and their critical controls;
 - Embed & improve structured process of work delivery that enables safe and healthy outcomes; and
 - Grow and support our positive organisational wide safety culture.
-



HEALTH SAFETY & WELLBEING ACTION PLAN

GOAL: TO PROMOTE THE WELLBEING OF OUR PEOPLE & ENSURE THEY RETURN HOME SAFELY EVERY DAY.

STATUS KEY:

- In Development
- Work in progress
- Completed

OBJECTIVE	ACTIONS	STATUS
Raising awareness with & supporting the wellbeing & health of our employees	Develop and implement a psychosocial risk and wellbeing programme	●
	Engage employees on the use and benefits of global Employee Assistance Programme (EAP) to provide support with mental health, financial wellbeing and work-life balance	●
Designing & establishing a structured process of work delivery that enables safe & healthy outcomes	Implement a program to close the gaps within the policies, standards and procedures, Ensure the system is accessible and useable throughout the business (PMO, Office, Workshop, Site, Travel)	●
	Implement a human performance program across the business	●
	Implement a functional capacity onboarding programme	●
	Implement specialist services to improve injury management and return to full capacity	●
	Review/ revise IMS structure and delivery platform to enable ease of access to important documents	●
Improving our assessment & influence in understanding major risks & their critical controls	Develop an enterprise-wide risk management framework, and update current risk registers in the framework	●
	Incorporate top 5 HSE critical risks into individual project risk assessment, induction and training modules, HSR consultation processes and internal communications plan	●
	Implement a critical control management process	●
	Implement a field risk review process	●
Embedding & improving structured processes of work delivery that enables safe & healthy outcomes	Maintain certification of the Integrated Management System (IMS) by closing out compliance issues identified by certifier and internal gap analysis	●
	Provide training and capability building on WHS and wellbeing to employees that delivers required competency	●
	Implement a functional capacity sustaining programme	●
Growing & supporting our positive organisation-wide safety culture	Implement RiskTalk app and ensure HS and wellbeing embedded in internal comms plan	●
	Document a process for formal and informal HSEQ award and recognition	●
	Implement a leadership HSE coaching programme	●
	Implement a leadership field walk programme	●

HEALTH, SAFETY & WELLBEING

MARR IS COMMITTED TO BUILDING A CULTURE BASED ON THE FOUNDATIONS OF TRUST, SAFETY, TEAMWORK AND INNOVATION. WE TAKE ON THE PROJECTS THAT MANY OTHERS CAN'T OR WON'T – AND WE ALWAYS PUT GOOD PRACTICES AND SAFETY FIRST.

OUR APPROACH TO HEALTH, SAFETY AND WELLBEING

In a high-risk industry like ours, safety is paramount. We recognise that how our leaders respond to error is a key factor in fostering a positive safety culture. With a commitment to learning and improving – not just when things go wrong, but also when things go right – our approach is underpinned by the following key principles:

SYSTEMS DRIVE BEHAVIOUR

The way that we set up our systems of work - the rules, the tools and the schedule - has a big impact on how we perform. There is a saying in our industry that 'Safety comes from the system', which reminds us that doing things safely is the only way we do them.

MISTAKES HAPPEN

We all make mistakes but in a high-risk environment like construction, mistakes can be tragic. That's why we encourage learning through experience, with a focus on lessons learnt and the knowledge of our team to constantly improve how we do things and prevent serious accidents.

RESPONDING TO FAILURE MATTERS - BLAME DOESN'T FIX ANYTHING

When something does go wrong, we act with professionalism and integrity to understand what has gone wrong in the system. We use it as an opportunity to learn and improve our safety systems and culture. We want everyone to feel safe to speak up for safety.



OUR #1 PRIORITY IS ALWAYS ABOUT ENSURING THAT OUR TEAM GO HOME SAFE EVERY DAY. WITH MORE THAN THREE DECADES EXPERIENCE WORKING IN SENIOR SAFETY ROLES ACROSS THE UK, AUSTRALIA, NEW ZEALAND AND ASIA-PACIFIC, I HAVE LEARNED THAT ENGAGING WITH FRONTLINE WORKERS IS VITAL TO UNDERSTANDING WORK PRACTICES, RISKS AND CHALLENGES.



PHIL TRADGETT
HSEQ MANAGER, MARR CONTRACTING



HEALTH, SAFETY & WELLBEING HIGHLIGHTS

WITH THE APPOINTMENT OF HSEQ MANAGER, PHIL TRADGETT, IN AUGUST 2022, MARR'S HSEQ FUNCTION UNDERWENT AN IMMEDIATE PERIOD OF REVIEW PRIOR TO SETTING THE FOUNDATIONS FOR OUR NEW HSEQ STRATEGY IN 2023.

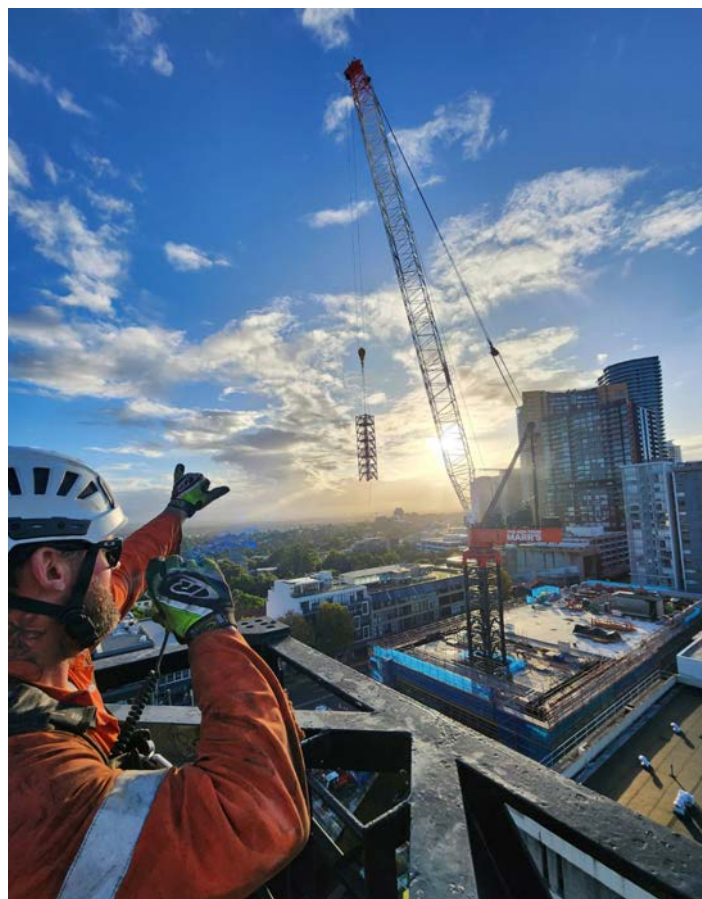
With a focus on improving our HSEQ function, 2023 highlights included:

- Establishing a new, human-centered approach to safety built on trust and psychological safety to encourage transparent communication across all levels of the business;
- Creating a globally standardised framework for Operational Risk Management that allows for local regulatory and practice variations while maintaining standard risk controls for common activities;
- The introduction of new Standard Operating Procedures (SOPs) to enhance the control of critical operational risks;
- System improvements – with a focus on accessible, quality HSEQ data facilitated by the replacement of outdated systems with a new integrated risk, incident management, reporting, and training system. This has allowed for greater transparency of safety information and active employee engagement;
- Simplifying and streamlining our Information Management System (IMS) with the aim of establishing clearer processes that directly enhance worker safety; and
- The completion of Marr's first psychological risk survey and assessment (see p24).

MANAGEMENT SYSTEMS

Demonstrating our commitment to continuous safety improvements, in 2021 we were certified to ISO 45001 and ISO 9001 – the internationally recognised standards for Occupational Health and Safety (OH&S) and Quality management systems. We were subsequently re-certified to these standards in 2023.

Marr's HSEQ and Risk management systems follow international standards to ensure integration with client and project deliverables. Demonstrating our commitment to continuous safety improvements, in 2023 we were recertified to ISO 45001 and ISO 9001 – the internationally recognised standards for Occupational Health and Safety (OH&S) and Quality management systems.



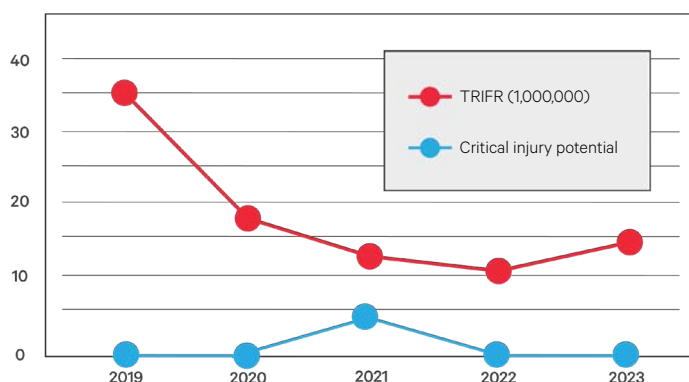
OUR HEALTH AND SAFETY PERFORMANCE

Like many other organisations in our industry, Marr bases Health and Safety performance on the internationally recognised lag indicator of Total Recordable Injury Frequency Rate (TRIFR). Our injury performance has shown a steady improvement in recent years despite a slight increase in 2023 (see chart 1 below). In 2023, we expanded the data used to calculate the TRIFR to report on Marr crane crews working under the supervision of our project clients.

Emerging research challenges the reliability of Total Recordable Injury Frequency Rate (TRIFR) as a standalone safety performance metric. Recognising these limitations, our focus extends beyond TRIFR to incorporate new leading and lagging indicators. Chart 1 below shows the addition of a metric that tracks recordable injuries with the potential for critical outcomes (e.g. fatal or serious injury). This data informs our management of critical risks and controls.

This broader approach aims to paint a more comprehensive and accurate picture of our Health and Safety performance. Moving forward, our plan is to introduce leading indicators to monitor the effectiveness of critical risk controls, enabling us to continuously enhance our safety processes and achieve better health outcomes.

Chart 1: Marr's injury performance according to TRIFR (1,000,000) for the past five years.



² The Statistical Invalidity of TRIR as a Measure of Safety Performance, Hallowell, 2020

PSYCHOSOCIAL RISK MANAGEMENT

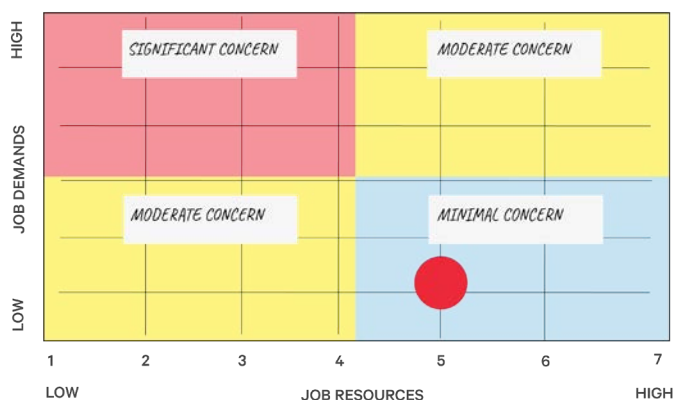
In 2022, we partnered with Safe Work NSW's mental health initiative People at Work, to conduct Marr's first employee psychosocial risk and wellbeing assessment.

Using the People at Work tool to assess psychosocial risk within our Australian and UK operations, the survey focused on how our team perceives their work environment and the impact it has on their health. The survey specifically addressed the demands of their roles, the design of their work and the resources at their disposal.

The survey, conducted confidentially, evaluated various psychosocial and wellbeing hazards, reporting independently. The insights we gathered showed that while we maintain a comparatively low psychosocial risk environment, there is room for enhancement in areas such as job control, recognition, and how we manage change.

The survey results have provided a better understanding of the psychosocial risks in our business and areas we will focus on going forward. We are committed to the ongoing monitoring and evaluation of our progress in this area and will revisit the survey in 2026.

Chart 2: Psychosocial risk profile matrix – illustrating the correlation between job demands and job resources, and Marr's current low-risk work environment.



RAISING AWARENESS TO SUPPORT THE HEALTH & WELLBEING OF OUR EMPLOYEES

Internally, Marr has leveraged cause-related public awareness campaigns in Australia, including RUOK? Day and Movember, to educate and support employees in both Australia and our global operations.

We have used our internal communication channels to educate and inform our employees about topics including:

- Mental health and suicide prevention;
- Sun safety and heat exhaustion;
- Cyber security and personal safety; and
- Support available through our Employee Assistance Program (EAP).

KELLY WHITE IS SHAVING HIS BEARD FOR MEN'S HEALTH. WHAT WILL YOU DO?

JOIN US FOR THE GREAT SHAVE & TEAM BBQ TO KICK OFF MARR'S MO CHALLENGE ON TUESDAY 31 OCTOBER AT 11:30AM OUTSIDE RECEPTION

Grow a mo, make a donation & support your bros at Marr's Mo Challenge at <https://movember.com/m/14977328?mc=1>

MARR

OUR EMPLOYEE ASSISTANCE PROGRAM

Our Employee Assistance Program (EAP) provider, Converge International provides support to deal with any challenges concerns or issues that may be affecting you at work or at home.

Discover more about services provided and resources available including videos, articles, tips and events to assist you with your career development and wellbeing.

TO MAKE AN APPOINTMENT

- Call 1300 OUR EAP (1300 687 327) (Aus) 0800 666 367 (NZ) | +613 8620 5300 (Int'l)
- Email: eap@convergeintl.com.au
- Book at www.convergeinternational.com.au
- Via the Converge International App*

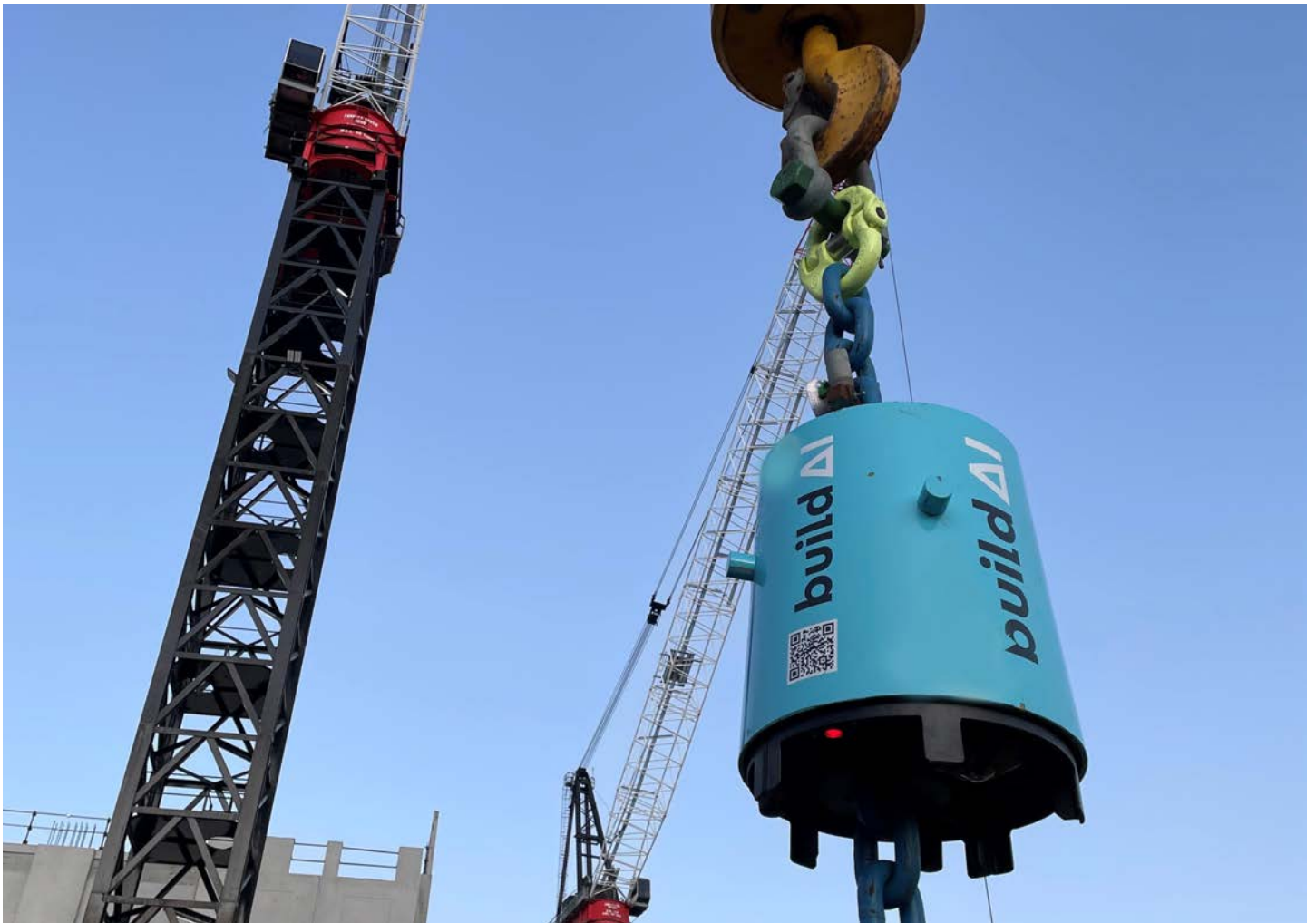
*Download the Converge International App from the App store and use organisation code 'MARRARDA' to sign up and get started

OUR EAP RESOURCES COVER TOPICS INCLUDING:

- CAREERS & CHANGE MANAGEMENT
- WORKPLACE ISSUES
- CRITICAL INCIDENTS
- DIVERSITY & INCLUSION
- FAMILY & HEALTHY RELATIONSHIPS
- HEALTH & WELLBEING

Converge
INTERNATIONAL

MARR



TECHNOLOGY & AI

One of the things we are excited about for our industry is how developments in technology, and particularly artificial intelligence (AI), is allowing us to gather real time lifting data to improve efficiency on projects.

New developments in technology are also allowing us to link projects and cranes to gain programme visibility and assess how efficiently our cranes are operating.

In November 2020, Marr invested in a strategic collaboration with construction technology start-up, BuildAI, which we believe has a role to play in fast-tracking AI on worksites.

We also use advanced data and AI as necessary building blocks to innovation, sustainability and enabling better collaboration within our industry.

Data and AI improve knowledge and superior life cycle analysis of builds, it also assists in integrating efforts between architects, designers and constructors – a critical enabler to the vital industry goal of ‘building clever’ and further driving down embodied carbon within the built environment.

Improving productivity in construction processes helps to reduce upfront carbon in the built environment and delivers a wide range of further sustainability benefits from safety through to waste and enhanced human capital.

Innovating productivity through collaboration, data collection and AI tools can also offer new and enhanced career pathways to assist our industry in attracting and retaining diverse talent to grow the human capital within our industry and create the enhanced capability required to tackle longer-term sustainability challenges.



FOR MARR, THIS MEANS WE ARE NOW ABLE TO SEE HOW EFFICIENTLY WE ARE USING OUR CRANES, AND HOW THEY ARE INTERACTING WITH THE OVERALL PROJECT SCHEDULE. THIS IS HELPING US TO DRIVE PRODUCTIVITY, PROJECT SCHEDULE AND SAFETY EVEN FURTHER FOR OUR CLIENTS. AND BECAUSE WE ARE SOLUTION-ORIENTED, TECHNOLOGICAL DEVELOPMENT WILL CONTINUE TO DRIVE OUR TEAM IN FINDING NEW AND BETTER METHODOLOGIES TO TACKLE CHALLENGES – NO MATTER HOW BIG OR COMPLEX



GORDON MARR
TECHNICAL & PRODUCT DEVELOPMENT DIRECTOR,
MARR CONTRACTING

ENVIRONMENTAL IMPACT

AT A GLANCE

GOAL:

TO MANAGE AND REDUCE OUR IMPACT ON
THE ENVIRONMENT

OBJECTIVES:

- Understand our GHG emissions and implement a science-based carbon reduction target by FY24;
- Understand our impact on biodiversity within our sites and client projects; and
- Implement practices which recycle our key resources by FY24.

[L-R] Simon Marr and David Ghannoum (Regional Managing Director - NSW & ACT, Multiplex) with the first supply of HVO100 on the new Sydney Fish Markets construction site.



ENVIRONMENTAL IMPACT ACTION PLAN

GOAL: TO MANAGE AND REDUCE OUR IMPACT ON THE ENVIRONMENT

STATUS KEY:

- In Development
- Work in progress
- Completed

OBJECTIVE	ACTIONS	STATUS
Understanding our GHG emissions & implementing a science-based carbon reduction target by FY24	Procure and trial low-carbon fuel source for cranes	●
	Measure GHG inventory, packaging, waste and water as per data standard	●
	Establish an effective monitoring program for carbon emissions	●
	Benchmark current Scope 1 and 2 emissions and initiate annual audit	●
	Calculate GHG emission intensity by heavy lift cranning	●
	Transition to renewable source of electricity for all sites	●
	Trial electric or hybrid forklifts for integration into our mobile fleet	●
	Define technology roadmap to improve operational fuel efficiency	●
	Certify ISO 14001 system to provide long-term focus	●
Understanding our impact on biodiversity within our sites & client projects	Develop and implement a biodiversity action plan to monitor ecological performance on a continual basis across all sites	●
Implementing practices which recycle our key resources by FY24	Develop and implement a comprehensive waste standard	●
	Develop and implement a waste management system	●
	Investigate, capture and reuse rainwater on our permanent sites (offices, workshop and yards)	●

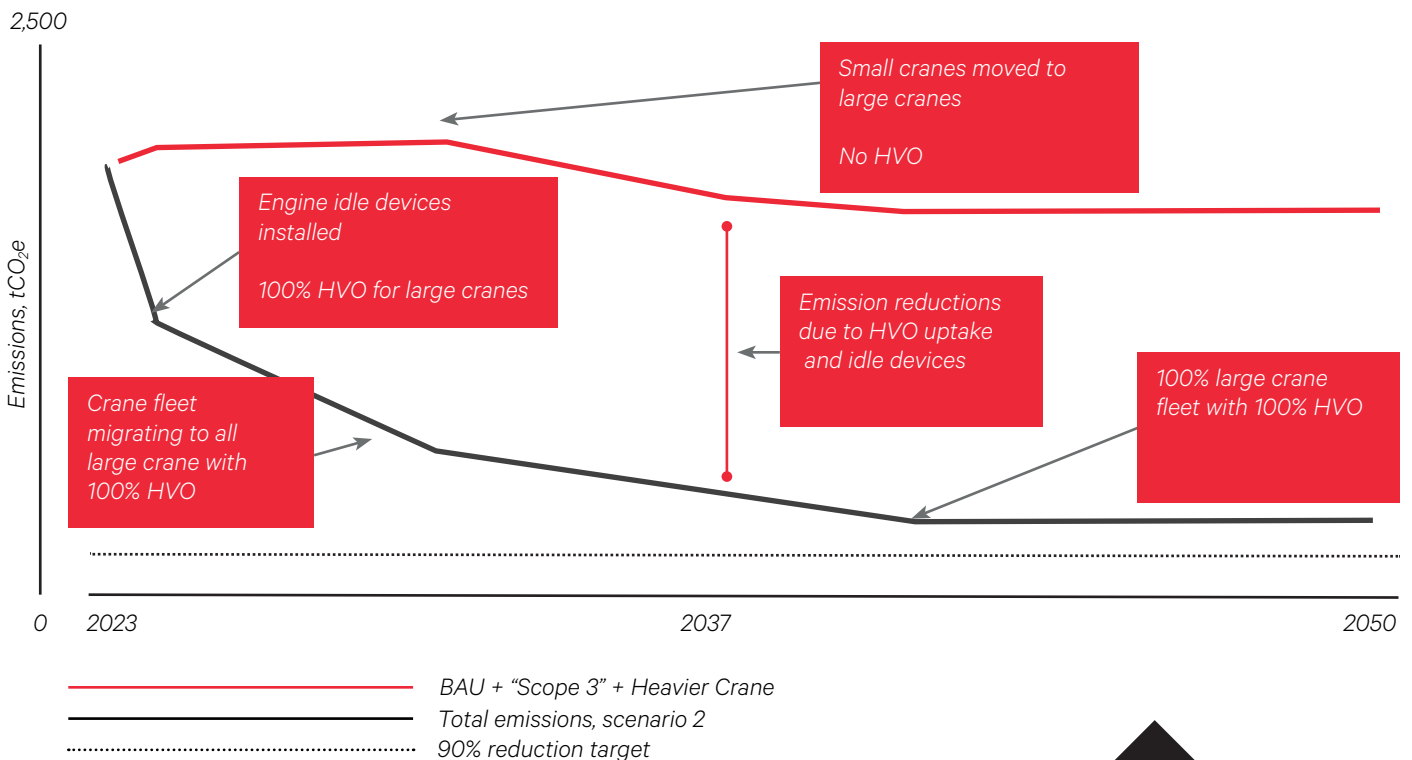
ENVIRONMENTAL IMPACT HIGHLIGHTS

MARR TAKES SUSTAINABILITY SERIOUSLY. IT'S INHERENT IN OUR COMMITMENT TO FINDING THE BEST AND MOST EFFICIENT SOLUTION TO EVERY JOB. WE INVEST HEAVILY IN THE LATEST TECHNOLOGY AND CONTINUOUSLY IMPROVE OUR EQUIPMENT AND PROCESSES TO PROVIDE ENVIRONMENTALLY FRIENDLY SOLUTIONS TO OUR CLIENTS.

According to research by the University of Queensland (UQ) in partnership with Lendlease³, the construction industry contributes around 23 per cent of global carbon emissions. Roughly 5.5 per cent of those emissions are directly related to activities on construction sites, mainly through the combustion of fossil fuels to power machinery and equipment such as mineral diesel in cranes.

By adopting new technologies and switching to renewable diesel, we have identified a scenario where we can dramatically reduce our crane fuel emissions by up to 80 per cent over the life cycle compared to mineral diesel. We are steadily increasing the number of our cranes operating with renewable diesel within our own activities to realise this reduction in our carbon footprint⁴. We also work in partnership with our clients to develop solutions to meet the needs of their sustainability and environmental management policies.

Chart 3: Emission reduction scenario: move to heavier lifts, shorter build times and increased off-site fabrication.



ENABLING PRODUCTIVITY AS A MEANS TO MORE SUSTAINABLE CONSTRUCTION

At a time when the construction industry faces urgent sustainability risks, Marr believes that finding solutions requires looking at sustainability from a multi-dimensional point of view⁵.

As craneage providers we are only at the 'thin edge of the wedge' in terms of what can be achieved to make our industry more sustainable. However, in acknowledging the emissions reduction targets of our clients, we are able to collaborate with them to provide implementable solutions to help them achieve their sustainability goals (see Taking the Australian Lead in Renewable Diesel, page 31).

The most successful projects Marr has worked on have been those where we have been engaged early to work with project teams to develop craneage solutions that integrate with the construction logic.

One of the main benefits of this early engagement – combined with strategically deploying heavy lift tower cranes – is that it opens the door for the constructor to 'think big' with their construction methodology. When craneage solutions are integrated early into the project planning stages, substantial lifting capacity enables modularisation – and this is where productivity drives a real step change in the program with the potential to achieve results with:

- An accelerated programme to commercialisation;
- Lower project costs;
- Improved safety and higher quality; and
- More sustainable and lower carbon construction (as illustrated in the scenario in Chart 3 below).

³ Stepping Up the Pace: Fossil Fuel Free Construction, The University of Queensland & Lendlease, May 2022. ⁴ Neste - Renewable diesel product information. ⁵ Multi-dimensional approach needed to tackle sustainability challenges, Simon Marr, New Civil Engineer, September 2022

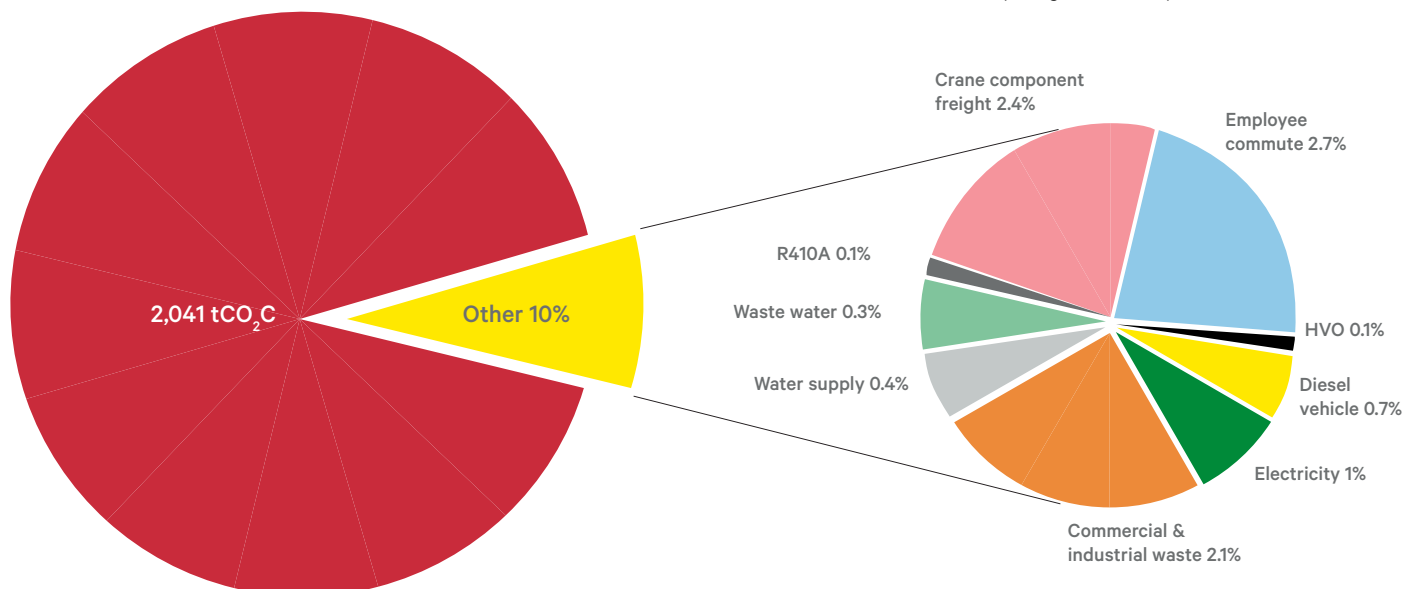


OUR MANAGING DIRECTOR, SIMON MARR, PRESENTED AT THE BIOFUTURING 2022 AUSTRALIA NATIONAL CONFERENCE IN BRISBANE. OPENED BY THE AUSTRALIAN GOVERNMENT'S MINISTER FOR CLIMATE CHANGE AND ENERGY, HON. CHRIS BOWEN, THE CONFERENCE FEATURED GLOBAL AND AUSTRALIAN BUSINESSES WHO ARE LEADING THEIR SECTORS IN ADOPTING BIOENERGY SOLUTIONS AND TECHNOLOGIES.

2023 HIGHLIGHTS INCLUDED:

- No significant environmental incidents;
- An annual audit and benchmarking current Scope 1 and 2 GHG emissions which identified that sourcing low carbon renewable fuels for our cranes would address 80 per cent of our baseline emissions, and that smaller office and workshop efficiencies in electricity, waste and water can deliver smaller but important reductions to our baseline as well. (See Chart 3 on p28);
- The completion of preparatory work on our environmental management system to allow for ISO certification in 2024, which will add to our current Quality and Safety certifications;
- Membership to Sustainability Advantage – a NSW Government initiative that, in their own words, ‘works with medium and large organisations to accelerate the adoption of sustainable practices and nurture leaders committed to securing a sustainable NSW’;
- Participation in the NSW Government’s Energy Savings Scheme and making the switch to motion sensor lighting in our office spaces and using LED lighting in our logistics warehouse, we estimate we will reduce our lighting energy consumption – and associated costs – by 63.28 per cent (see page 33);
- Trialling electric options for our fleet – after initial trials confirmed that an electric option was fit-for-purpose and outperformed existing LPG and diesel systems, we purchased an electric forklift for our Sefton yard with the intention to replace the remainder of our forklift fleet by June 2024, pending the availability of electric forklift equipment in Australia; and
- Waste management – we have:
 - Upgraded our washrooms with more water-efficient facilities (see page 33); and
 - Contracted a new waste services provider which has seen a switch from general waste management to commingled recycling, e-waste and general waste. With our new supplier also providing more accurate data, we are building baseline statistics which will enable targeted change programs to further segregate our waste streams and increase recycling streams up to 90% or more.

Diagram 2: Marr calendar year GHG emissions.





➤ POWERING A CLEANER FUTURE

As part of our commitment to reducing our impact on the environment, Marr has led the charge to introduce 100 per cent renewable diesel into Australia (see page 31: Case Study: Taking the Australian lead in renewable diesel) and made the decision to use panolin hydraulic synthetic oil on all cranes in our fleet.

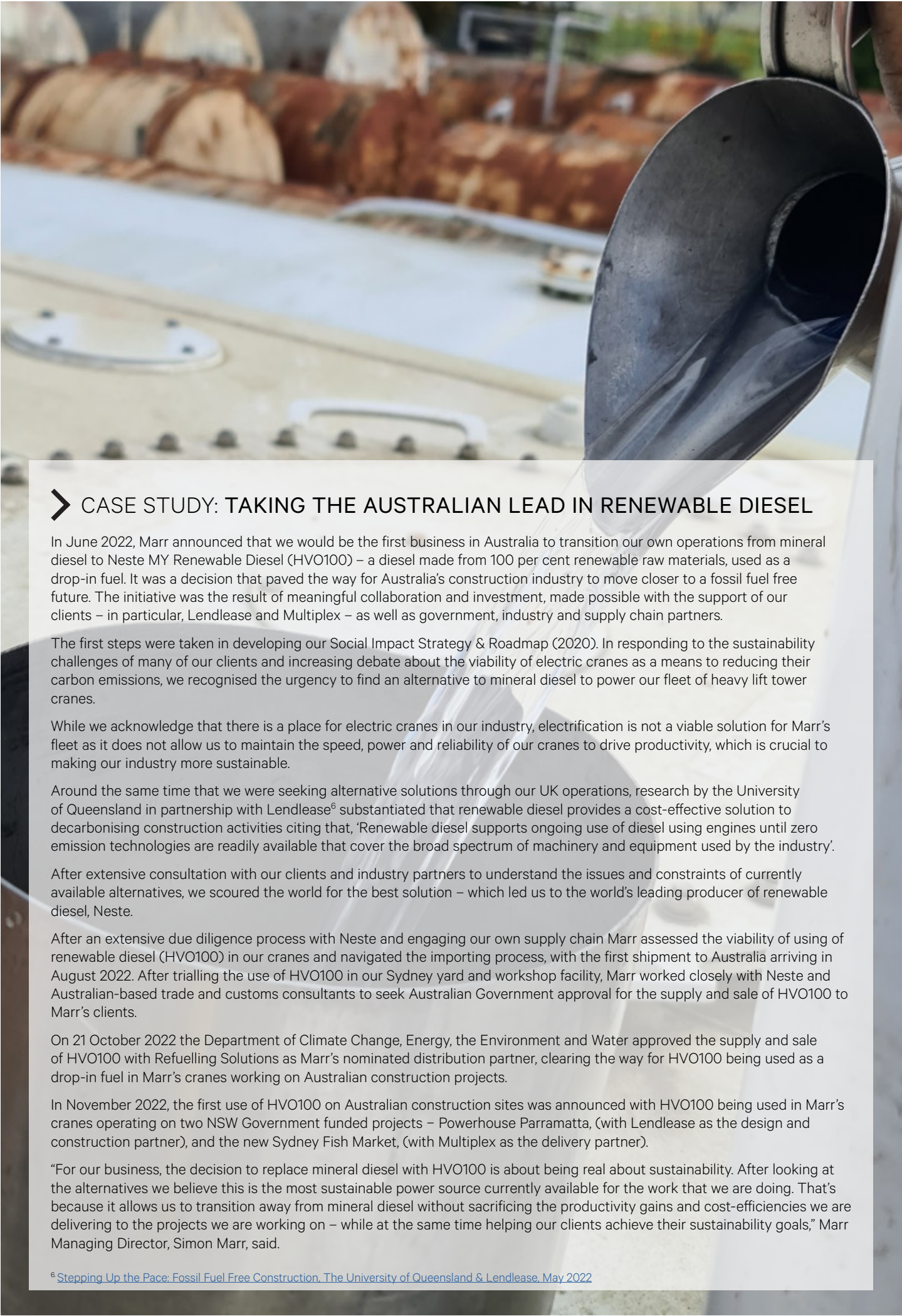
We first used panolin in 2010 whilst working with Kellogg Joint Venture – Gorgon (KJVG) on the Chevron-operated Gorgon LNG Project in Western Australia (pictured below). With the Project located within an A-class marine conservation reserve, Chevron's strict Quarantine Management System required careful observance of more than 300 procedures, specifications, checklists and guidelines to protect the native flora and fauna of Barrow Island and its surrounding waters.

Using the fully synthetic, readily biodegradable hydraulic fluid in our M2480D heavy lift luffing cranes working on the Project mitigated the risk of potential oil spills and paved the way for an environmentally friendly solution as the norm down the track.

Fast-forward to 2022 and the decision to use panolin across our entire fleet was an easy one as it provides additional protection to the environment.

We're also committed to finding the most sustainable and efficient energy solutions to power our own operations.





➤ CASE STUDY: TAKING THE AUSTRALIAN LEAD IN RENEWABLE DIESEL

In June 2022, Marr announced that we would be the first business in Australia to transition our own operations from mineral diesel to Neste MY Renewable Diesel (HVO100) – a diesel made from 100 per cent renewable raw materials, used as a drop-in fuel. It was a decision that paved the way for Australia's construction industry to move closer to a fossil fuel free future. The initiative was the result of meaningful collaboration and investment, made possible with the support of our clients – in particular, Lendlease and Multiplex – as well as government, industry and supply chain partners.

The first steps were taken in developing our Social Impact Strategy & Roadmap (2020). In responding to the sustainability challenges of many of our clients and increasing debate about the viability of electric cranes as a means to reducing their carbon emissions, we recognised the urgency to find an alternative to mineral diesel to power our fleet of heavy lift tower cranes.

While we acknowledge that there is a place for electric cranes in our industry, electrification is not a viable solution for Marr's fleet as it does not allow us to maintain the speed, power and reliability of our cranes to drive productivity, which is crucial to making our industry more sustainable.

Around the same time that we were seeking alternative solutions through our UK operations, research by the University of Queensland in partnership with Lendlease⁶ substantiated that renewable diesel provides a cost-effective solution to decarbonising construction activities citing that, 'Renewable diesel supports ongoing use of diesel using engines until zero emission technologies are readily available that cover the broad spectrum of machinery and equipment used by the industry'.

After extensive consultation with our clients and industry partners to understand the issues and constraints of currently available alternatives, we scoured the world for the best solution – which led us to the world's leading producer of renewable diesel, Neste.

After an extensive due diligence process with Neste and engaging our own supply chain Marr assessed the viability of using of renewable diesel (HVO100) in our cranes and navigated the importing process, with the first shipment to Australia arriving in August 2022. After trialling the use of HVO100 in our Sydney yard and workshop facility, Marr worked closely with Neste and Australian-based trade and customs consultants to seek Australian Government approval for the supply and sale of HVO100 to Marr's clients.

On 21 October 2022 the Department of Climate Change, Energy, the Environment and Water approved the supply and sale of HVO100 with Refuelling Solutions as Marr's nominated distribution partner, clearing the way for HVO100 being used as a drop-in fuel in Marr's cranes working on Australian construction projects.

In November 2022, the first use of HVO100 on Australian construction sites was announced with HVO100 being used in Marr's cranes operating on two NSW Government funded projects – Powerhouse Parramatta, (with Lendlease as the design and construction partner), and the new Sydney Fish Market, (with Multiplex as the delivery partner).

"For our business, the decision to replace mineral diesel with HVO100 is about being real about sustainability. After looking at the alternatives we believe this is the most sustainable power source currently available for the work that we are doing. That's because it allows us to transition away from mineral diesel without sacrificing the productivity gains and cost-efficiencies we are delivering to the projects we are working on – while at the same time helping our clients achieve their sustainability goals," Marr Managing Director, Simon Marr, said.

⁶ [Stepping Up the Pace: Fossil Fuel Free Construction, The University of Queensland & Lendlease, May 2022](#)



Image courtesy of: NSW Government

[ABOVE & BELOW LEFT] NSW GOVERNMENT FUNDED PROJECTS - THE NEW SYDNEY FISH MARKETS (MULTIPLEX) AND POWERHOUSE PARRAMATTA (LENDLEASE) WERE THE FIRST CONSTRUCTION PROJECTS IN AUSTRALIA TO USE 100% RENEWABLE DIESEL (HVO100) IN MARR'S CRANES OPERATING ON THE PROJECTS.



[ABOVE L-R]: TOM GELLIBRAND (INFRASTRUCTURE NSW), GORDON JOHN MARR (MARR CONTRACTING), DANIEL MURPHY (MULTIPLEX) AND DANE MORRISON (LENDLEASE) ANNOUNCING THE FIRST CONSTRUCTION PROJECTS IN AUSTRALIA TO USE NESTE MY RENEWABLE DIESEL (HVO100), NOVEMBER 2022.

➤ CASE STUDY: ENERGY & WATER CONSUMPTION IMPROVEMENTS

Whilst office and workshop energy and water is only a minor component of our carbon footprint, we still strive to find efficiencies in our operations and reinforce our culture of innovation and continuous improvement.

Marr participated in the NSW Government's Energy Savings Scheme which provides rebates to businesses who replace inefficient lights, such as fluorescent fixtures and halogen lamps, to new energy efficient lights such as LEDs. By making the switch to motion sensor lighting in our office spaces and using LED lighting in our logistics warehouse, we estimate we will reduce our lighting energy consumption – and associated costs – by 63.28 per cent (see Table 2 below).

By upgrading to more water-efficient facilities at our Sydney office and yard, we have also reduced our water usage by almost 72 per cent.

Table 2: Energy savings achieved by making the switch to LED lighting in our logistics warehouses at our yards at Sefton and Villawood.

ANNUAL LIGHTING ENERGY CONSUMPTION BEFORE (KWH)	ANNUAL LIGHTING ENERGY CONSUMPTION AFTER (KWH)	ENERGY CONSUMPTION REDUCTION (KWH)	ANNUAL ENERGY CONSUMPTION REDUCTION (%)
59,894	21,992	37,902	63.28%

Table 3: Water savings achieved by upgrading the washrooms at our Sydney facilities with more water-efficient alternatives.

ANNUAL WATER CONSUMPTION BEFORE (L)	ANNUAL WATER CONSUMPTION AFTER (L)	ANNUAL WATER CONSUMPTION REDUCTION (L)	ANNUAL WATER CONSUMPTION REDUCTION (%)
93,600	26,260	67,340	71.94%



LEARNING & DEVELOPMENT

AT A GLANCE

GOAL:

TO PROVIDE DEVELOPMENT OPPORTUNITIES FOR OUR WORKFORCE TO ENSURE WE HAVE THE RIGHT CAPABILITY TO DELIVER EXCELLENT SERVICE.

OBJECTIVES:

- Increase awareness and visibility of social impact amongst staff;
 - Create clear expectations of performance that are supported by efficient, responsive and supportive career pathway planning and promotion; and
 - Create a high-performance culture supported by diversity and quality employee engagement and development.
-

LEARNING & DEVELOPMENT ACTION PLAN

GOAL: TO PROVIDE DEVELOPMENT OPPORTUNITIES FOR OUR WORKFORCE TO ENSURE WE HAVE THE RIGHT CAPABILITY TO DELIVER EXCELLENT SERVICE.

STATUS KEY:

- In Development
- Work in progress
- Completed

OBJECTIVE	ACTIONS	STATUS
Raising increasing awareness & visibility of social impact amongst staff	Develop internal communications plan that creates internal and external awareness of all social value focus areas created by Marr including proactive and reactive communications	●
	Launch of Lucidity learning centre to enable all team members with access to induction content (in workplace harassment, bullying, EEQ, diversity, health safety and wellbeing, environmental impact and cultural sensitivity)	●
	Communicate the career pathway and personal development process and end-of-year review system to give employees clarity on the career progression opportunities they will be able to partake in	●
Creating clear expectations of performance that are supported by efficient, responsive & supportive career pathway planning & promotion	Establish core competence model for all role groups within Marr	●
	Communicate the career pathway and personal development process and end-of-year review system to give employees clarity on the career progression opportunities they will be able to partake in	●
	Review and improve our Performance Management, counselling and disciplinary guideline document to provide clear performance expectations and consistently assist individual improvement based on those expectations.	●
Creating a high-performance culture supported by diversity & quality employee engagement & development	Develop internal scholarship program and deploy	●
	Launch an organisational-wide Employment Engagement Survey for staff at all levels of the workforce to receive honest feedback on how Marr performs across a range of key areas including leadership, career development, safety, wellbeing, recruitment and selection	●
	Provide training and guidance on how to improve social value outcomes to employees contributing to procurement purchasing decisions. Leverage members to Supply Chain Sustainability School resources, Reconciliation Australia (NSW) and Supply Nation	●
	Offer staff with volunteering program opportunities such as delivering career talks, curriculum support, literacy support, safety talks etc. within target client project areas	●
	Design and formalise a regional knowledge exchange program within Marr	●

LEARNING & DEVELOPMENT HIGHLIGHTS

WE ARE COMMITTED TO SUPPORTING OUR WORKFORCE BY CONTINUALLY IMPROVING OUR WORKPLACES AND PRACTICES INCLUDING THE WAY WE DELIVER LEARNING AND DEVELOPMENT OUTCOMES.

In January 2023, Perry Hartikainen joined our Senior Leadership Team in the role of Head of Human Resources (HR) – Global. This appointment has solidified our HR function to support our business – and the people within it – as we continue to grow and expand both in Australia and internationally.

2023 HIGHLIGHTS HAVE INCLUDED:

- The development of Marr’s Learning & Development (L&D) framework (see Diagram 3 below);
- The completion of a skills and competencies matrix as benchmarking for the establishment of a core competence model for all role groups across the business;
- The launch of Marr’s Skills Hub including On-demand Digital Learning and Study Assist – an initiative providing employees with financial assistance to undertake external studies related to their current job or a future role they would like to grow into within our business. This is the first knowledge transfer and capability building initiative to be rolled out as part of our future vision for Marr’s Learning Academy; and
- Facilitated four employee exchanges for employees from the UK and Australia to travel internationally and work in local facilities and/ or projects with the opportunity for knowledge sharing.

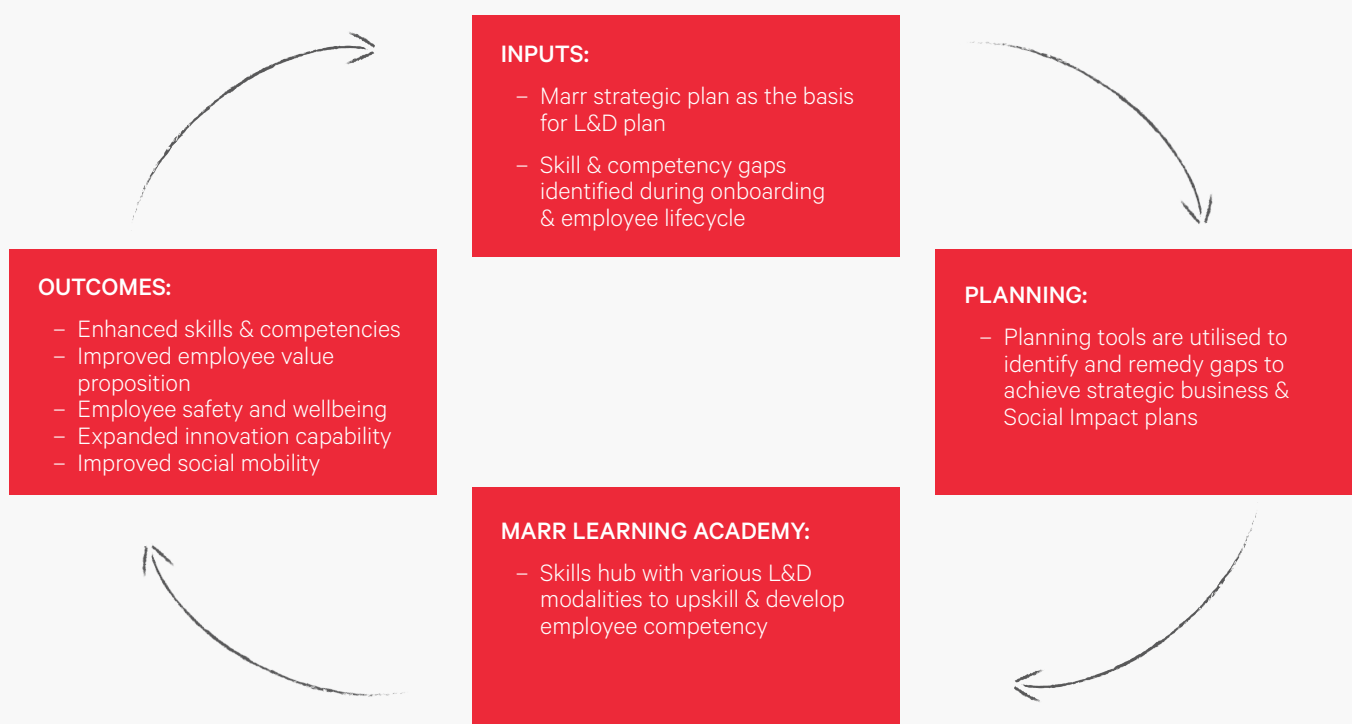
INTERNAL ENGAGEMENT

In early 2023, Marr engaged an external learning and development consultancy to support us in developing a learning plan to support our approach to internal engagement encompassing safety, learning and communications. As part of this engagement, interviews were conducted with internal stakeholders across all levels and aspects of the business to better understand the needs and opportunities for improvement. As a result of this engagement, we have subsequently:

- Conducted an audit of existing internal communications channels;
- Developed an internal communications plan, content and new assets to support HR and HSEQ-led initiatives;
- Fast-tracked the development of Marr’s intranet;
- Actively promoted our Employee Assistance Program (EAP) and mental health support services; and
- Reinvigorated our approach to front-line team health and safety engagement through the use of technology and digital platforms to facilitate communication of key safety information to operations and feedback from the field.



Diagram 3: Learning & development framework 2023.





AT THE HEART OF OUR SUCCESS LIES HUMAN RESOURCES' DEDICATION TO NURTURING PERFORMANCE, FOSTERING CONTINUOUS LEARNING AND DEVELOPMENT, CHAMPIONING DIVERSITY, EQUITY, AND INCLUSION, AND EMPOWERING LOCAL EMPLOYMENT. BY INTERTWINING THESE PILLARS, WE ELEVATE ORGANISATIONAL PERFORMANCE AND CULTIVATE A SOCIAL IMPACT THAT RESONATES WITHIN OUR COMMUNITIES TO DRIVE POSITIVE CHANGE AND SUSTAINABLE GROWTH.

PERRY HARTIKAINEN
HEAD OF HUMAN RESOURCES - GLOBAL,
MARR CONTRACTING



➤ CASE STUDY: LEVERAGING INTERNATIONAL EXPANSION FOR EMPLOYEE OPPORTUNITIES

On 31 May 2023, the Australia-UK Free Trade Agreement (FTA) came into force offering new opportunities for Australian businesses like ours to grow their presence in the UK.

In September 2023, Marr was awarded the contract to deliver specialised heavy lifting crane services on the Lostock Sustainable Energy Plant (LSEP) in Cheshire, UK.

Working with our client, Black & Veatch, our craneage solution is supporting Black & Veatch's preferred MMC/ DfMA methodology and helping to deliver a safer, more productive site by allowing larger, heavier components to be lifted and subsequently reducing the number of lifts required on the project.

By introducing a new way of thinking about craneage solutions for large-scale projects of this kind to the UK market, Marr is exporting not just our technology and equipment, but knowledge and expertise.

For Marr employees, the expansion of our international operations is offering new opportunities for professional development and the transfer of knowledge and skills between our Australian and UK operations.

As an example, in January 2023, Hamish Butcher (pictured) joined our Workshop Team as a Mechanical Fitter based at our yard in Sydney. Six months down the track, he was packing his bags for his first overseas assignment with Marr.

Hamish's father, Andrew ('Butch') Butcher, worked with us as a crane operator for nine years and operated the prototype M2480D on construction of the world's first integrated waste to energy plant in Doha, Qatar in 2007-2009.

Inspired by his dad, Hamish gained work experience in Marr's Sydney yard when he was 17 years old, planting the seed for his ambition to return to us one day. After joining the Australian Defence Force (ADF), where he gained his Cert 3 & 4 in Mechanical Engineering - Technical Trade, Fitter and Turner with TAFE NSW as part of his trade training, Hamish worked as a mechanical fitter with the Australian Army for eight years. During his time with the ADF, Hamish worked on Australian Army bases in Adelaide and Darwin as well as the Middle East supply base in Dubai.

Based at our Workshop in Sefton, Hamish is part of our team of highly skilled mechanical, electrical, diesel and hydraulic fitters and plant mechanics, apprentices and tradesman assistants tasked with ensuring that our cranes and support equipment run smoothly.

The month-long assignment was Hamish's first trip to the UK where he worked on the refurbishment of one of our cranes in preparation for upcoming major projects in the UK.

"This is a great example of how we will be able to support the dedication and commitment of our team with the opportunity to travel for work as we grow internationally," said Perry Hartikainen, Head of Human Resources - Global.



➤ CASE STUDY: SUPPORTING INDUSTRY RESEARCH

Marr's commitment to learning and development outcomes also extends to how we engage with our industry.

In 2021, Marr's Managing Director, Simon Marr, was invited to participate in one of nine interviews with industry experts in Australia, Singapore and the UK as part of a research project investigating how Building Information Modelling (BIM⁷) could be used to improve safety outcomes in the construction industry.

Commissioned by the NSW Government's Centre for Work Health and Safety, the team of researchers from Torrens University Australia and Western Sydney University led by Professor Kerry London scoured the world for examples of best practice Building Information Modelling (BIM) management.

Marr uses BIM extensively to model crane erection and dismantling, organise communication with our clients and engineers, and to interrogate and visualise construction methodologies to optimise movements for safety.

In sharing the research findings, Professor London cited Marr as an example of 'leading from the supply chain' – referring to specialist contractors who were keen to take up the opportunity to use BIM as part of the design and planning process.

⁷ [BIM is good for health, so why don't we talk about it? – Global Construction Review, 15 October 2021](#)



DIVERSITY, EQUALITY & INCLUSION

AT A GLANCE

GOAL:

TO FOSTER THE DIVERSITY OF OUR PEOPLE AND CREATE AN INCLUSIVE WORKPLACE.

OBJECTIVES:

- Improve gender, generational and cultural diversity within Marr; and
 - Enhance our culture of equality, diversity and inclusion at Marr.
-

EQUALITY, DIVERSITY & INCLUSION ACTION PLAN

GOAL: TO FOSTER THE DIVERSITY OF OUR PEOPLE AND CREATE AN INCLUSIVE WORKPLACE

STATUS KEY:

- In Development
- Work in progress
- Completed

OBJECTIVE	ACTIONS	STATUS
Improving gender, generational & cultural diversity within Marr	Provide data on count of workforce calculated by gender, age group, culture to have a baseline	●
	Document equality in recruitment, development, retention and promotion processes, particularly ensuring no disadvantage on the basis of gender, cultural background, locality, disability or Indigenous origin	●
	Coach and execute equality in recruitment, development, retention and promotion processes, particularly ensuring no disadvantage on the basis of gender, cultural background locality, disability or Indigenous origin	●
Enhance our culture of equality, diversity & inclusion at Marr	Develop equality, diversity and inclusion policy to demonstrate expected organisational behaviours and the positive value EDI can create	●
	Ensure Bullying Harassment Policy has a zero-tolerance approach to inappropriate behaviour, including bullying and harassment	●
	Action plans for Australia & UK focusing on equality, diversity and inclusion as well as other country risks. Deploy Lucidity and other training tools	●
	Build and implement a procedure for assessing potential involvement in social impact programs including those initiated by clients, ensuring Marr employees are involved in the process	●



Chart 4: Marr employee gender diversity

DIVERSITY, EQUALITY & INCLUSION HIGHLIGHTS

AT MARR, WE KNOW THAT GREAT PEOPLE COME FROM ALL WALKS OF LIFE AND THAT DIFFERENT BACKGROUNDS BRING ANOTHER PERSPECTIVE TO HOW WE THINK – AND THAT’S A GOOD THING.

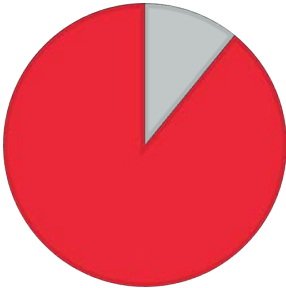
We are committed to creating a diverse, inclusive and flexible workplace that reflects the clients and communities we work with. We actively promote gender and cultural diversity, and the employment of people with a disability.

The construction industry is a traditionally male-dominated industry, particularly on the delivery side in which we operate. In Australia, construction is one of the largest employers, employing about 1.26 million people (9.2 per cent of the national workforce) and yet it has one of the lowest levels of female participation. Although women comprise almost half (47.4 per cent) of the Australian workforce, female participation in the building construction industry is just 14 per cent with most in administration and support roles. Only a small percentage work as tradespeople or in managerial and decision-making positions.

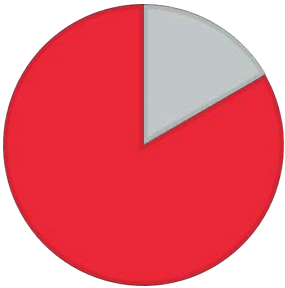
Despite this, we are committed to benchmarking against other niche operators in our sector with a focus on improving diversity across all metrics within our business through recruitment and the adoption of future technology.

Marr is aiming to improve our DEI performance across all metrics. We know that our strength is in fostering a culturally and linguistically diverse (CALD) workplace with 37 per cent of our workforce being from a non-English-speaking or non-Anglo Australian background – and we are committed to further enhancing this as our business grows globally.

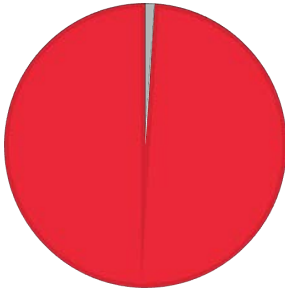
GENDER DIVERSITY OF TOTAL WORKFORCE
 89% Male employees
 11% Female employees



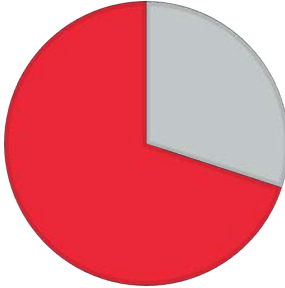
GENDER DIVERSITY OF LEADERSHIP ROLES
 83% Male leadership roles
 17% Female leadership roles



GENDER DIVERSITY OF BLUE COLLAR ROLES
 99% Male blue collar roles
 1% Female blue collar roles



GENDER DIVERSITY OF WHITE COLLAR ROLES
 70% Male white collar roles
 30% Female white collar roles



RACE ETHNICITY OF MARR WORKFORCE (CALD)⁸

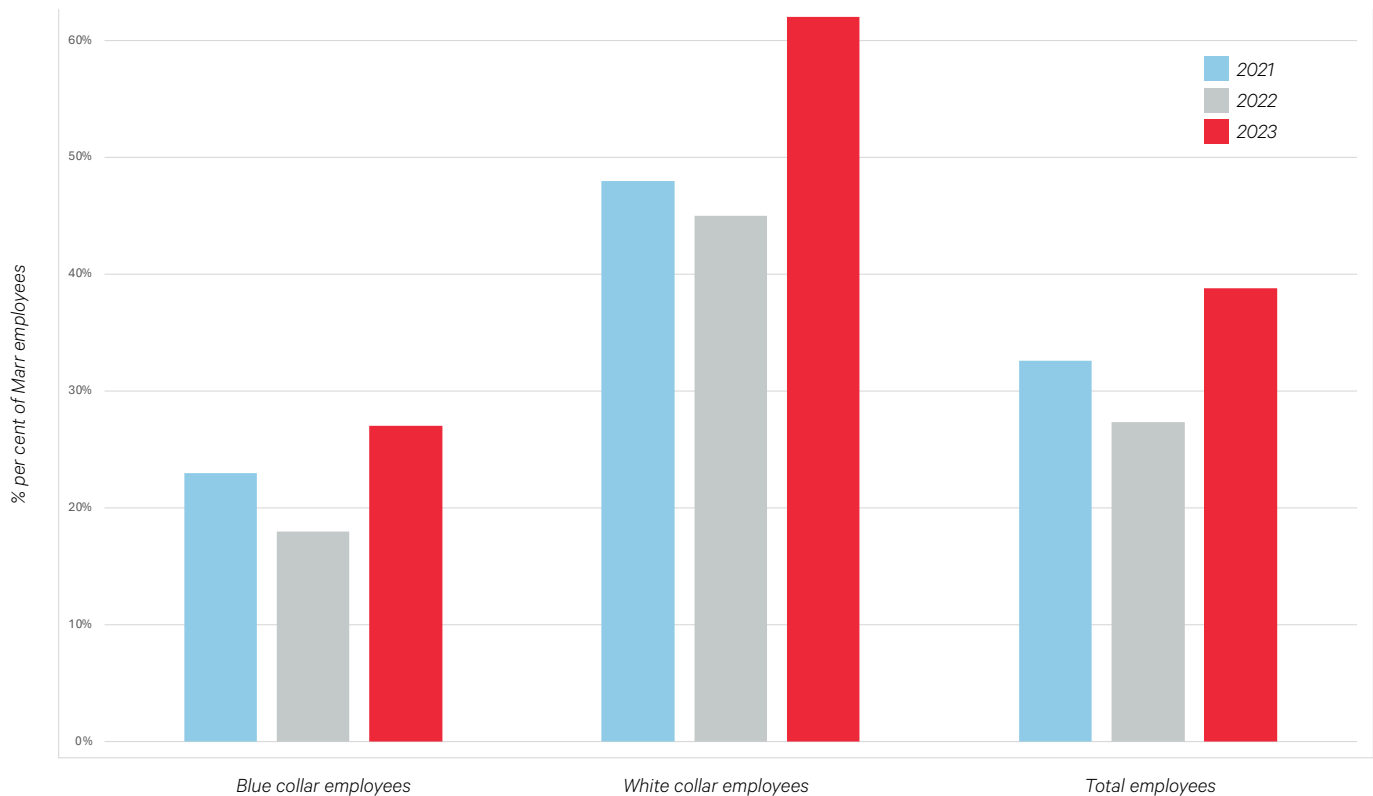


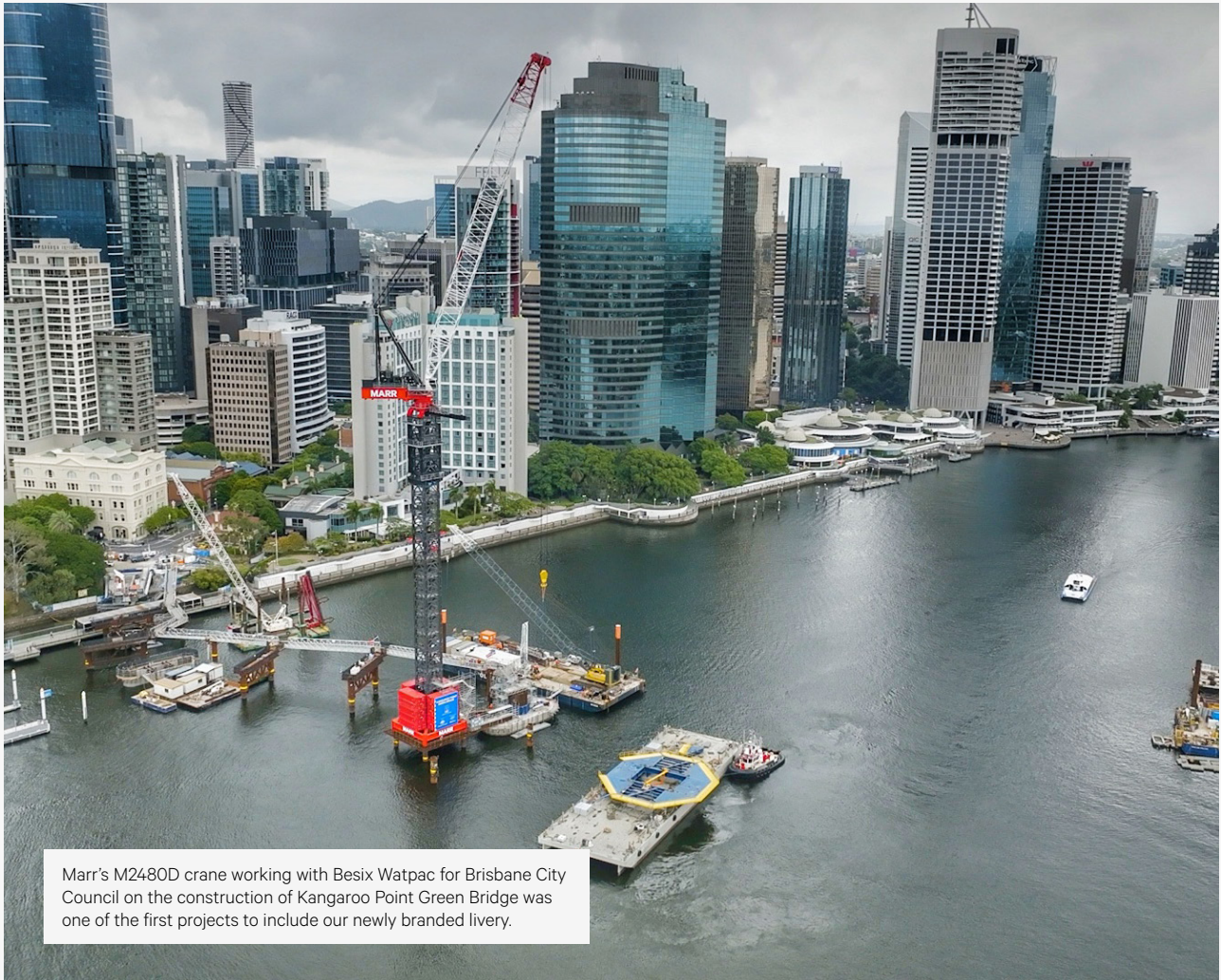
Chart 5: Marr employee baseline data as benchmarking for future DEI markers (2020-2023) – Cultural background.⁸

2023 HIGHLIGHTS INCLUDED:

- Review and analysis of our recruitment methods to identify potential biases which revealed there were no biases detected related to race, gender, socio-economic status, or geographical location;
- Drafting of unconscious bias training for hiring managers including education on how biases can impact decision making and strategies to mitigate bias in the hiring process;
- The diversification of recruitment channels through advertising opportunities on university career hubs;
- The promotion of a more inclusive L&D culture by providing resources for professional development, including financial support through Study Assist and On-demand Digital Learning;
- Completed analysis of employee baseline data as benchmarking for future DEI markers based on gender, cultural background, sexual orientation and disability; and
- Industry memberships and associations:
 - Reconciliation Australia (NSW);
 - National Association of Women in Construction (NSW Chapter);
 - Pride in Construction; and
 - Living Wage Foundation (UK).



⁸Culturally & Linguistically Diverse (CALD) defined as those from non-English speaking background (NESB) or whose culture or linguistic heritage differs from the dominant Anglo-Australian culture. This includes individuals who may have migrated to Australia from other countries or who have parents who did so.

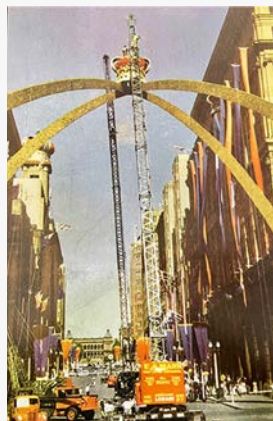


Marr's M2480D crane working with Besix Watpac for Brisbane City Council on the construction of Kangaroo Point Green Bridge was one of the first projects to include our newly branded livery.

➤ CASE STUDY: THE SWITCH TO A MORE GENDER-INCLUSIVE BRAND

During the 'Space Race' and a high-profile project to celebrate Queen Elizabeth II's visit to Sydney in 1954 (see below) that our industry peers nicknamed us as 'The Men From Marr's'. Paying homage to humankind's quest to put 'a man on the moon' or land on planet Mars, the wordplay on the Marr family's surname and innovative approach in the air stuck and became a distinctive part of our livery and brand for decades to come.

Almost 70 years later, in 2022 we made the decision to refresh our logo as simply 'Marr'. The change was influenced by our desire to reflect the diverse talent in our workforce, promote more gender-inclusive language, and foster meaningful engagement with both internal and external stakeholders.



[ABOVE L-R] In 1954 to celebrate Queen Elizabeth's visit to Australia after her Coronation the year before, a large model crown was constructed to be placed atop the Bankers Arch at Martin Place in Sydney's CBD. Over the course of two weekends two of Marr's biggest cranes at the time (both with a lifting capacity of just 12 tonnes) lifted and welded the arches in place, before lifting the crown to the centre of the Banker's Arch. This high-profile project was the first time Marr Contracting used our previous moniker 'The Men from Marr's'.



PERUVIAN-BORN NATHALIA PATINO HAS COMPLETED HER MASTERS DEGREE AND PROGRESSED HER CAREER PATHWAY FROM PROCUREMENT SPECIALIST TO PROJECTS COORDINATOR DURING HER EMPLOYMENT WITH MARR.

➤ CASE STUDY: FOSTERING A DIVERSE, ENGAGED AND INNOVATIVE WORKPLACE

Marr operates in a male-dominated industry and high-risk environment where the majority (66 per cent) of our employees are in trade-related roles in our Workshop and Yards or on the 'front-line' as crane operators, riggers and dogmen. With our labour hire services expanding to meet the demands of our growing business, this has seen an increase in male employees with female representation of our overall workforce decreasing to 10.9 per cent.

Female representation in our technical and functional teams ('white collar') is 30 per cent, and within our leadership team, it is 17 per cent. We see the improvement objectives we have for learning and development as one pathway to improving female representation in both these categories. Further innovation programs need to be defined to assist in addressing the underrepresentation of females in our trade-related roles, both within Marr and the wider industry.

"We believe that higher levels of female participation would benefit not just our business, but our sector. For example, why hasn't our sector been able to attract more female crane operators in the same way that the mining industry has recruited women to operate heavy machinery? So, it's about what we, as a still male-dominated industry, can do to attract more women and unlock higher levels of female participation," says Marr's Managing Director, Simon Marr.

For example, Peruvian-born Nathalia Patino (pictured) joined Marr as a Purchasing Specialist with our Procurement Team in May 2022. During her employment with us, Nathalia has successfully completed her second Masters degree (in Project Management) from Western Sydney University, and as part of her career progression plan moved into a new role as Projects Coordinator.

At Marr, Nathalia says she has found her true passion highlighting that, "Here I've had a so many opportunities to feed my desire to keep learning and growing both personally and professionally."



LOCAL EMPLOYMENT

AT A GLANCE

GOAL:

TO CREATE EMPLOYMENT OPPORTUNITIES WITHIN THE COMMUNITIES WHERE WE WORK.

OBJECTIVES:

- Leverage our supply processes to partner and collaborate with sourcing platforms to increase our social impact, specifically local, diverse, and inclusive employment; and
 - Source Marr employees from our local operating communities as our company grows.
-

LOCAL EMPLOYMENT ACTION PLAN

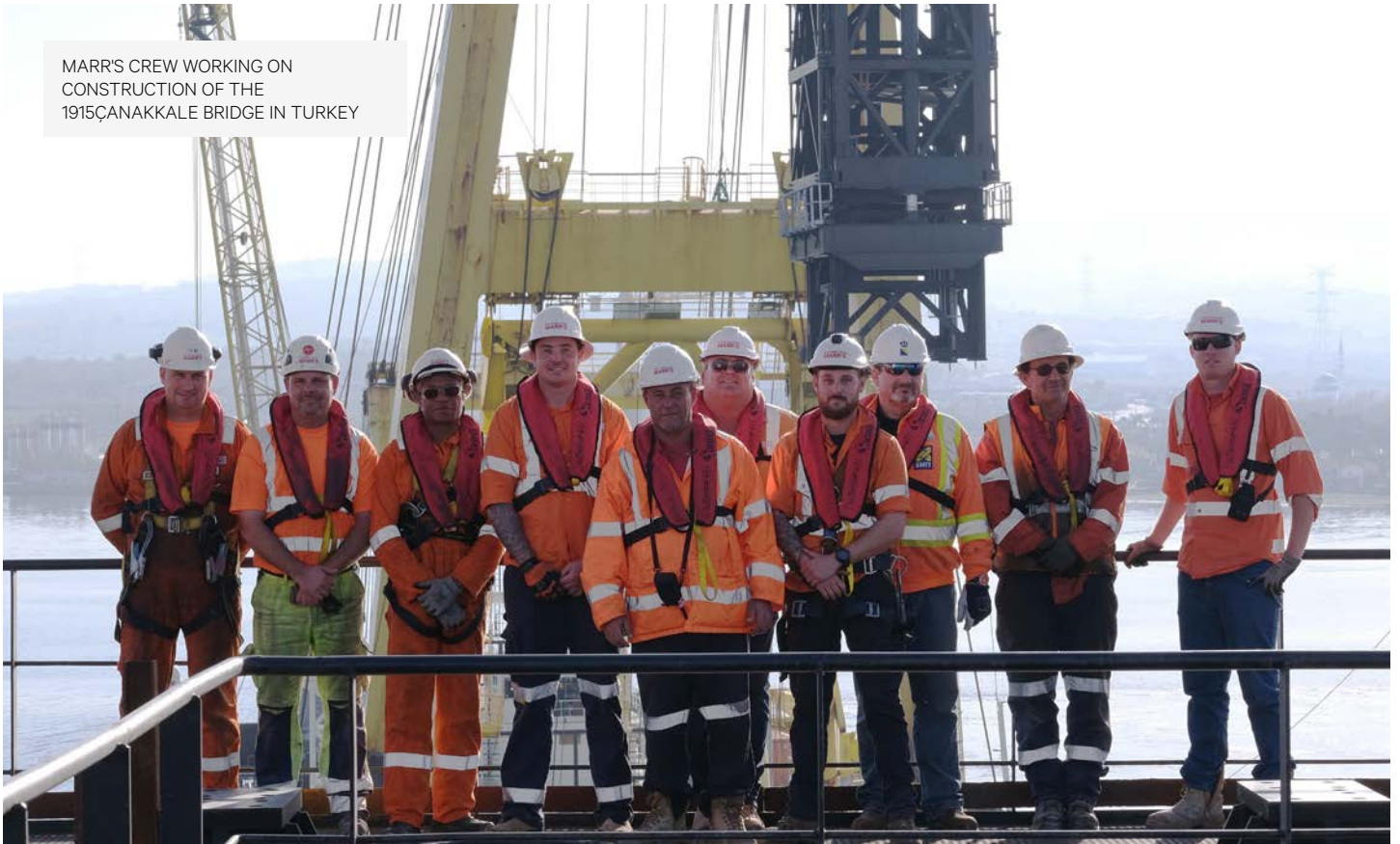
GOAL: TO CREATE EMPLOYMENT OPPORTUNITIES WITHIN THE COMMUNITIES WE WORK.

STATUS KEY:

- In Development
- Work in progress
- Completed

OBJECTIVE	ACTIONS	STATUS
Leverage our supply process through collaboration to increase our social impact	Incorporate Social Impact supplier data into supply chain map by FY2025	●
	Use updated supply chain map to complete the risk analysis of top 30 relationships	●
	Analyse 2023 costs to determine per cent of supply spend and break down into (project : overhead : capital : asset maintenance) for local and non-local spend	●
	Identify which existing suppliers already have impactful social support plans in place, including modern slavery requirements	●
	Incorporate into supply process the use of partnerships and sourcing platforms that improve local spend, local employment and overall supply chain diversity	●
Source Marr employees from our local operating communities as our company grows	Implement a process which ensures there is no bias in our recruiting system against local communities	●

MARR'S CREW WORKING ON
CONSTRUCTION OF THE
1915ÇANAKKALE BRIDGE IN TURKEY



LOCAL EMPLOYMENT HIGHLIGHTS

WE ARE COMMITTED TO BUILDING A RESPONSIBLE, INCLUSIVE, AND TRANSPARENT SUPPLY CHAIN THAT GENERATES SUSTAINABLE VALUE FOR ALL OUR STAKEHOLDERS, INCLUDING THE COMMUNITIES THAT WE OPERATE IN.

With the objective to leverage our supply chain and procurement processes, Marr is focusing on spend as a driver of local employment. We are working on a model that suits the needs of our business as well as those of our clients and the projects we work on, both in Australia and internationally. As we expand our operations in the UK, we also have a long-term goal to build our capacity in this market and expect that we will be able to directly impact local employment further as we grow. In the meantime, we are committed to:

- Employing office and administrative personnel within an 80 kilometres radius of our Head Office locations in Australia and the UK where possible;
- Hiring local crew on projects where possible and enabling in-market knowledge transfer and capacity building opportunities on our specialist equipment; and
- Ensuring that our supply chain is leveraged to have an impact on local spend.

2023 HIGHLIGHTS:

- Supply chain mapping exercise undertaken with the aim of understanding the risks and opportunities in our supply chain (see page 49); and
- Re-certified⁹ to the UK Common Assessment Standard (CAS) - Constructionline Gold Standard.

⁹First certified in 2020.

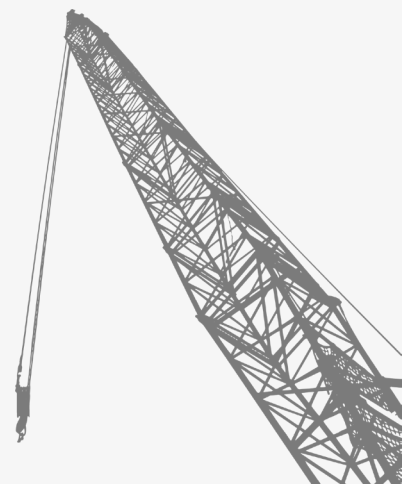
➤ CASE STUDY: 1915ÇANAKKALE BRIDGE, TURKEY

FLOW-ON BENEFITS TO THE LOCAL ECONOMY

Between 2019-2021, Marr Contracting was involved in the construction of the world's longest span suspension bridge, 1915Çanakkale Bridge in Turkey (see page 13).

Engaged by the constructors – DL E&C-Limak-SK ecoplant-Tapi Merkezi Joint Venture (DLSY JV) – Marr developed a heavy lifting solution for the construction of the bridge towers that helped to decrease the construction program and associated risk (by more than 12 months), reduce cost and improve safety on the project.

Throughout the project, Marr hired seven Turkish nationals as part of our crane crew and engaged 19 Turkish businesses with flow-on benefits to the local economy across sectors including service and equipment, accommodation, car rental and transport, administration and professional services, and marketing-related services.



➤ CASE STUDY: MAPPING OUR SUPPLY CHAIN

In June 2023, our Procurement Team undertook a supply chain mapping exercise with the aim of understanding the risks and opportunities in our supply chain from both a strategic and sustainability/ social impact point-of-view.

As part of this exercise, we identified our top 20 suppliers in terms of spend and top 80 in terms of transactions and invited those businesses, (including their related entities), to participate in a survey related to all aspects of their operations including governance, environmental and social impact.

Our findings identified that 74.07% of our supply chain have a proactive approach to ESG/corporate social responsibility drivers; with the remaining 25.93% indicating an average approach. None of our suppliers indicated a reactive approach.

Based on the findings of this survey, our intent is to map our direct suppliers and their supply chain (+1) with the view to better risk management from a procurement point-of-view and engagement with key suppliers.

“Importantly, we are looking for opportunities to leverage the sustainability efforts of our key suppliers or, in the instance of a critical supplier who doesn’t have an existing strategy or capability, support them in developing their own capability,” said Cameron Owens, Procurement Manager, Marr Contracting.

Diagram 4: Marr Supplier Social Impact risk and opportunity analysis.



APPENDIX

APPENDIX 1. SUMMARY OF MARR'S SOCIAL IMPACT ROADMAP WITH PLANNED KPIS (PAGE 51).

EXTERNAL LINKS:

['MULTI-DIMENSIONAL' APPROACH NEEDED TO TACKLE SUSTAINABILITY CHALLENGES | NEW CIVIL ENGINEER](#)

[WHY THE RIGHT CRANAGE SOLUTION EQUATES TO HIGHER PRODUCTIVITY IN WTE PLANT CONSTRUCTION | ENERGY FROM WASTE NETWORK](#)

[CRANE SOLUTION PROVIDERS: WHY THE BEST CRANAGE SOLUTION IS ABOUT PARTNERSHIP, NOT PROCUREMENT](#)

[WHITE PAPER: A NEW WAY OF THINKING FOR THE CONSTRUCTION INDUSTRY](#)

APPENDIX 1:

SUMMARY OF MARR'S SOCIAL IMPACT ROADMAP WITH PLANNED KPIS.

FOCUS AREA	GOAL	OBJECTIVES	PLANNED KPI's
Health, Safety & Wellbeing	To promote the wellbeing of our people & ensure they return home safely everyday	Raise awareness with and support the wellbeing and health of our employees	# Mental Health Campaigns % Employees completed psychosocial risk program % Employees provided access to Employee Assistance Program (EAP) % Employees utilizing EAP
		Design & establish a structured process of work delivery that enables safe and healthy outcomes	Design program progress % Employees in functional capacity sustaining program # Field observations Lost Workday Incidence Rate
		Improve our assessment and influence in understanding major risks and their critical controls	% Projects finished with no major incidents Major potential Lost Time Injury Frequency Rate (LTIFR) % Major Risks with critical controls defined # Critical control audits completed
		Embed & improve structured process of work delivery that enables safe and healthy outcomes	% Quality observations Certification gap closure to plan LTIFR Total Recordable Injury Frequency Rate (TRIFR)
		Grow and support our positive organisational wide safety culture	% Leaders completed coaching program # Leadership field walks # Safety awards and recognition % Positive safety culture rating
Learning & Development	To provide development opportunities for our workforce to ensure we have the right capability to deliver excellent service	Increase awareness and visibility of social impact amongst staff	% Training modules including Social Impact % Employees completed required inductions % Improvement in employee Social Impact awareness
		Create clear expectations of performance that are supported by efficient, responsive and supportive career pathway planning and promotion	% Employees with learning and development plans % Scheduled performance discussions completed \$ Spent on employee development
		Create a high-performance culture supported by diversity and quality employee engagement and development	# Volunteering programs p.a. # Scholarship programs p.a. % Employee completion of engagement survey
Environmental Impact	To manage and reduce our impact on the environment	Understand our GHG emissions and implement a science -based carbon reduction target by FY24	Total Scope 1 and 2 emissions GHG Emissions intensity Total Scope 3 emissions Technology roadmap to schedule
		Understand our impact on biodiversity within our sites and client projects	% Ecological monitoring plans to schedule # Significant environmental incidents
		Implement practices which recycle our key resources by FY24	% Waste recycling rate
Equality, Diversity & Inclusion	To foster the diversity of our people and create an inclusive workplace	Improve gender, generational and cultural diversity within Marr	% Employees from minority and vulnerable groups % Females in leadership roles % Females in workforce Gender pay gap
		Enhance our culture of equality, diversity and inclusion at Marr	Employee survey rating on equality Employee survey rating on diversity Employee survey rating on inclusion
Local Employment	To create employment opportunities within the communities we work	Leverage our supply processes to partner and collaborate with sourcing platforms to increase our social impact, specifically local, diverse and inclusive employment	% Local spend in operating locations % Contribution of local spend to local employment % Of suppliers paid on time
		Source Marr employees from our local operating communities as our company grows	% Employees from local communities

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