

Code of Business Conduct

("the code")



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Why We Have a Code of Business Conduct

We at Contract Resources have the best project managers and technicians in the industry. We stay safe, we work hard and we do a great job for our customers. We empower each of you to “Stop Work” if you see anything unsafe.

We want you to work with us in keeping our reputation high and for us to continue to be the best in the industry, the company that our rivals look up to. To do that we must work together to fulfil our **Values**, by:

- Working together safely to ensure **Zero Harm** and **Sustainability**;
- Working together side by side to value our **People** and **Teamwork**;
- Working together with our **Customers** to excel in our **Delivery** through **Innovation**;
- Working together, proud of our **Quality** of work and **Presentation**.

This Code of Business Conduct (“the **Code**”) has been prepared to guide help us deal with the challenges that we face from time to time. Please read it, think about what it says, and keep it handy. Make sure you, your colleagues and suppliers observe its provisions and be ready to use it to challenge anyone who tries to undermine our Values by their behaviour.

The Code cannot cover every eventuality. We will develop supporting guidance to expand on the Code’s provisions, but it’s important to understand that – just like our approach to Safety – the Code is ‘not up for discussion’. It’s not optional. Its provisions are non-negotiable. It applies to all of us and those who want to do business with us.

The Code sets minimum standards which we are all expected to meet. And anyone who does not meet our standards can expect the same treatment as anyone who doesn’t take safety seriously: it will be a disciplinary matter. In serious cases, they won’t be working with us in Contract Resources any longer.

Day to day issues may arise that you are not sure how to handle. If in doubt, please refer to the “Quick Code Checker” section of this procedure. If you have any concerns, please raise them with your manager or report them for further investigation using the Company’s independent “Speak Up” line (details below).

We look forward to working with each and every one of you to keep Contract Resources as good as we can make it, and a company we are all proud to be a part of.

Senior Management Team

Speak Up Contacts

Email: cr@deloitte-digital.com

Website: <https://australia.deloitte-halo.com/whistleblower/website/ContractResources>

AU: 1800 721 206

UAE: 800 0610 0471

Saudi (UAE): 800
0610 0471

NZ: 0800 477 787

Qatar: +61 3 9667 3608

The Code: Scope and Objective

Customers trust us. We have a responsibility to maintain that trust through our dealings with our clients, our business partners, and with one another. We must be honest and fair, ethical, prudent and respectful, and act with integrity in everything we do. That has always been our approach and that continues.

Each of us accepts a personal responsibility to behave in this way, and we will require it of our colleagues, our teams and those we deal with, including our clients and our sub-contractors. We will always comply with the law and our contractual obligations, but if the Code requires a higher standard, we will meet that too.

The Quick Code Checker

If you are in doubt about whether something meets our Values and the standards, we set ourselves through the Code, then ask yourself these questions:

1. Is it safe? Could someone get hurt? Could property get damaged?
2. Do I know or suspect that it's illegal or contravenes our Values, the Code or any Contract Resources' policy or procedure?
3. If it featured in the news on TV, would we at Contract Resources be embarrassed about it?
4. If someone I love asked me for advice about something like this, would I tell them to have nothing to do with it?
5. If I was doing this personally for my own benefit, would I feel guilty about it, or morally uncomfortable?

If the answer to any of the above is "Yes" then it's probably the wrong thing to do and a breach of the Code. Check with your manager how best to proceed or report your concerns to our "Speak Up Contacts" detailed in the "Why We Have a Code of Business Conduct" section of this procedure.

DON'T just ignore it and hope for the best. In the past, people have gone to prison for ignoring the warning signs that things weren't right.

The Code

By our behaviour and working together we will demonstrate and achieve our Company values.

"Working together safely to ensure Zero Harm and Sustainability."

Our values are

- **Zero Harm** - Care for health, safety, community and environment
- **Sustainability** - Commercially successful.

Subjects covered are

1. Safety is non-negotiable
2. Compliance with laws and our obligations
3. Competing fairly
4. Conducting business overseas
5. Confidentiality
6. Environmental

“Working together side by side to value our People and Teamwork.”

Our values are

- **People** - Our most valuable resource
- **Teamwork** - Performance through teamwork

Subjects covered are

1. Alcohol, drug and tobacco use, and gambling
2. Equality
3. Treatment of colleagues
4. Privacy and personal information
5. Using technology

“Working together with our Customers to excel in our Delivery through Innovation.”

Our values are

- **Customers** - Working together for continuous improvement
- **Delivery** - Changing the critical path by exceeding expectations
- **Innovation** – Leading in innovative technology and performance

Subjects covered are

1. Responsibilities for dealing with stakeholders
2. Financial inducements: bribery & corruption
3. Gifts and entertainment
4. Political contributions and activities

“Working together, proud of our Quality of work and Presentation.”

Our values are

- **Quality** - 100% right first time
- **Presentation** - Proud to Stand Out

Subjects covered are

1. Pride in our work; pride in our team
2. Working with the best business partners
3. Conflicts of interest
4. Outside employment
5. Using Company resources
6. Improper use of Company information

Working Together Safely to Ensure Zero Harm and Sustainability

Safety is Non-Negotiable

Health and safety in the workplace is our fundamental right. The law requires us as employer and as employees to maintain a safe workplace and systems. Supervisors are responsible for ensuring safe and environmentally sound systems are in place and are observed. We must be competent and appropriately certified or licensed to perform our work.

We will:

- Present for work in a fit state;
- Carry out our duties safely in a way that minimises the risk of accidents;
- Carry out our duties in a way that minimises environmental impact;
- Observe site rules, Company and client procedures and work methods;
- Promptly report environmental and safety incidents, and unsafe practices;
- Wear appropriate PPE and use equipment in accordance with safety requirements;
- Not smoke (or use a smokeless cigarette device) except in designated 'smoking' areas;
- Observe site-specific security protocols.

Compliance with Laws and Our Obligations

We will comply with the law wherever we do business. We will honour our contractual obligations. We will require our counterparts to do the same. If the law seems to conflict with our Code or our Values or company policies, we should check with our manager or, if that gives no resolution, our General Counsel.

We will maintain the highest standards of ethics and integrity. We will be fair and honest in all our dealings: with clients and customers, contractors and staff, and each other.

Competing Fairly

We will compete fairly with our competitors in winning and performing business. We will observe all applicable competition laws. Particularly:

- We will NOT discuss with our competitors (or enter into oral or written agreements or understandings with them) about prices and market allocations of work, and we will not exchange competitive information with them. These practices are criminal offences and are punished very harshly by the authorities.
- We will NOT conduct our marketing (including any references to our competitors and their services, or anyone else), in any manner that is untruthful and/or misleading.
- We will present the Company in a fair manner and ensure that all our publicity and sales materials (including descriptions of our network and affiliations, resources employed and services) is accurate and unambiguous.

Conducting Business Overseas

The Code applies wherever we do business, including overseas where cultural/business norms of a host country may be complex. Cultural/business norms must be understood and respected for the Company to operate effectively.

We will understand, respect and abide by the laws in the countries we travel and work in. We will be culturally sensitive and observe local customs and behaviour. Behaviour which is acceptable in Australia may be inappropriate or misinterpreted overseas.

We will be very careful if unexpectedly offered gifts. Unless the gift is small such that we may safely accept it (see the "Gifts and Entertainment" section of this procedure) we will very politely but firmly decline the gift explaining that we do not wish to cause offence, but we as a Company have decided it is our global policy not to accept valuable gifts. For more information about the dangers in accepting gifts, see the Financial Inducements: Bribery and Corruption section below.

Confidentiality

Clients and others (including our colleagues) trust us and the Company with many kinds of confidential, proprietary, and private information. While we may use that information properly to perform our duties, we must respect their confidence and must not share any company, client or other confidential information with anyone else without authorisation of the CEO.

We must not use any confidential information or company data for our own personal advantage.

These duties apply throughout our employment, but also after the end of our employment for any reason.

Environmental

We recognise that we have a responsibility to minimise our impact on the environment. We will make every effort to understand the environmental effects of the work we do and take all reasonable steps to:

- optimise the use of resources and minimise polluting and greenhouse gas emissions;
- design and develop work products and techniques considering the impact they have on the environment and any potential to re-use and recycle them;
- properly manage, in compliance with applicable laws, waste treatment and disposal;
- avoid the use of potentially dangerous substances (as defined by applicable laws); and
- apply logistics management policies that take environmental impacts into consideration.

Working Together Side-by-Side to Value Our People and Teamwork

Alcohol, drug and tobacco use, and gambling

Consistent with our stance on safety we expect all employees, contractors and visitors to any of our workplaces not to be affected by alcohol, legal or illegal drugs. Alcohol must not be offered or consumed at any of our sites without prior CEO approval. Smoking is only permitted in designated smoking areas. Gambling is not permitted at our sites. The possession or use of illegal substances at our workplaces, or functions or in conjunction with our business is strictly prohibited.

We recognise that addiction to alcohol or drugs or gambling is an illness. Any employee with an addiction will be treated in the same way as an employee with any other illness, but that employee has a responsibility to seek treatment. We may conduct random drug and alcohol tests and all employees agree to subject themselves to that random testing.

Equality

We want to work in an environment where every employee feels that they are fairly treated and are respected. We will do business and run our operations in a way that respects the human rights of others, both as individuals and in the communities, that we interact with.

Each of us will be evaluated solely on our skills, qualifications and abilities and not non-job-related qualities like age, gender, race, religion, sexuality and family commitments. We will apply the same principles when choosing our business partners and require that they treat their workers in a similar fair and non-discriminatory manner.

We will not use child labour, where a “child” refers to a person who is younger than 15 years old or who has not yet reached the age for completing compulsory education, whichever is greater.

We will not use “forced labour”, but only employees who voluntarily and freely choose to work for us, without any coercion or threats.

Our workers may freely join associations or unions, and bargain collectively, in accordance with local law, without interference, discrimination, retaliation, or harassment. Similarly, those of us who do not want to join a union or association are free to do so.

We will insist that our suppliers and subcontractors work by the same principles.

Human Rights

Human rights are the basic standards of treatment to which everyone is entitled, regardless of gender, race, nationality, economic status or religion. We are committed to supporting the fundamental human rights of our people, as well as the people we work with all over the world.

We do not support the use of any form of forced labour including prison, indentured, bonded, military and slave labour and any form of human trafficking in our operations or our suppliers' operations. We expect that all our business partners and suppliers comply with our environmental, health and safety, and human rights standards, and our Values. We will maintain a due-diligence program of all new and existing suppliers to ensure that they comply with our human rights requirements.

We must treat our people with fairness, respect and dignity. We must follow practices that promote health and safety and respect individuals regardless of gender, race, nationality, economic status or religion. We must understand our commitment to upholding human rights and should ensure that we comply with these commitments when we are performing work.

Treatment of colleagues

We will prevent and eliminate unlawful and inappropriate workplace behaviour. All persons have the right to be treated with courtesy, respect, fairness and impartiality. We will recognise and accept differences in others and respect them. We recognise that what we consider as a joke or fun, may distress others - we will not tolerate discrimination, harassment or bullying of any sort.

Privacy and personal information

We collect personal information from our employees so that we can run our business efficiently. This data will be treated and stored in a confidential way, and not provided to external parties unless required by law or the employee has given written consent. (Reference the [Privacy](#) procedure.)

Personal information relating to clients or external personnel or other people will not be provided to Contract Resources staff unless it is needed so we can perform our duties and it will not be given to others, unless permitted by law.

Using technology

We recognise that smart use of technology gives us an edge over our competitors so Company hardware, software, technology and data are valuable assets to be protected and used wisely.

We will use these assets wisely and securely in a professional and ethical manner. We will not use them for criminal purposes or for non-Company purposes, nor to intimidate or threaten others or to access, download, store, distribute or sell offensive material, including gambling, pornography, discriminatory, defamatory, threatening, malicious or profane content.

Working Together with Our Customers to Excel in Our Delivery through Innovations

Responsibilities for Dealing with Stakeholders

Excellence in our customer service is vital for us. Our reputation and success depend on how we deliver our contracted services to our clients.

We are all expected to be professional, helpful, courteous and respectful when dealing with clients. We must be timely in responding to their requests and unbiased in our advice to them, consistent with our trusted relationship as advisers to them. We should be attentive to clients' changing needs and constantly look for opportunities to improve and increase our service provision to them.

Where a client raises a complaint, this must be addressed promptly and at the correct level. Any such complaint must be forwarded to the CEO for action and we must respond in a co-ordinated way so that the client does not receive conflicting messages.

It is important that all media enquiries are politely and firmly referred to the CEO or to the General Counsel for the preparation of a proper and full response. Only the CEO (or someone specifically authorised by the CEO for a particular issue) is permitted to release information or make comments to the media.

Financial Inducements: Bribery and Corruption

We agree that any form of bribery, "kickback", or improper payments (cash, non-cash or anything else of value) to government officials, clients, Company employees, or **anybody** else is **wrong**. This is whether it's done to obtain an unfair or improper advantage or for any other reason. These things are strictly prohibited. They are also illegal offences and the penalties are severe for both the Company and individuals.

We and our suppliers and their employees, agents or representatives are prohibited from directly or indirectly accepting, soliciting, offering or paying a bribe or providing anything else of value to any Company employee or any third party (including gifts or gratuities, with the exception of modest gifts permitted under the "Gifts & Entertainment" section of this procedure).

If we are asked to pay any money or make any valuable gift, we will report this to the General Counsel who will decide with the appropriate level of Contract Resources management what action the Company should take.

Gifts and Entertainment

Accepting gifts from others may encourage them to think they can influence our decision-making. We will not request, encourage or accept gifts or benefits in connection with our work, other than the salaries we earn. We will not offer or give any bribes or valuable presents so as to influence any decision-maker, or anybody else.

This includes scenarios which may often be perceived as immaterial eg: “if you do this favour for us then we will do that favour for you”. This type of behaviour in any form regardless of value is not acceptable. (See the “Financial Inducements: Bribery and Corruption” section of this procedure).

We may accept small gifts e.g. mugs, T-shirts, caps, pens, acts of hospitality, or moderate meals during genuine business meetings, BUT only if doing so **will not** be compromising our independence or Contract Resources’ reputation. Gifts of cash must NEVER be accepted.

Where clients or others try to give us valuable gifts (including travel, entertainment, alcohol, lotto tickets, or sporting tickets) then we will politely decline these UNLESS these have been disclosed to, and cleared by, our CEO first and records on the Company Gifts register. In these cases where there is no potential or actual conflict of interest, the CEO may decide—with the General Manager—how gifts may be shared or distributed with other employees, charities, or others.

Political Contributions and Activities

While we recognise all employees may exercise their democratic rights to be politically active in a private capacity, Contract Resources does not support or fund any political party. Individual employees must not therefore suggest – when making any public comment – that they do so on behalf of Contract Resources. The only exception to this is that the CEO (or anyone specifically authorised by the CEO) may comment or make representations on behalf of Contract Resources to protect or enhance the Company’s position (see the “Responsibilities for Dealing With Stakeholders” section of this procedure).

Similarly, it is important that we do not support or sponsor fundraisers, other events, or clubs and organisations which may have a political stance or bearing. General Managers may make donations to sports clubs and other community organisations (to the level authorised by the Company’s [Delegation of Authority](#) matrix) provided they have checked that these are for a community benefit and do not have an underlying political association. Any other event or function, club or organisation must be approved by the CEO first, before we agree to sponsor it.

Working Together, Proud of Our Quality of Work and Presentation

Pride in Our Work: Pride in Our Team

We are proud to work in the Contract Resources’ team, and the Code helps us maintain that pride.

Our uniforms will be full, current and clean. We will wear them proudly: neat and tidy while on duty and ensuring our behaviour and personal hygiene does not discomfort others or cause any risk to the health or safety of us or others. Particularly, we will not engage in behaviour that may adversely affect our reputation, or the reputation of our team or the Company.

Where some factor restricts our ability to wear our full uniform, e.g. pregnancy, or a medical or cultural circumstance, we will dress professionally and appropriately for our duties and work environment so that we project a professional image of ourselves and the Company to our colleagues, our clients and everyone else.

Working with the Best Suppliers and Business Partners

We rely on our contractors and suppliers to provide us with goods and services when it is more efficient for us and our clients than for us to make or provide these ourselves. They contribute to our success. In choosing contractors or suppliers we will select those who have values and principles like our own and who conduct business ethically and with integrity. We will select them fairly and ensure that our relationship with them is clear and documented so that each of us understands the other’s expectations, rights and responsibilities.

Business partners are those we deal with who act as the Company’s representatives in relationships with clients, governments or others. These include agents, brokers, advisers and representatives, customs agents and lobbyists. Because they speak on our behalf it is essential that we exercise the greatest care in choosing them wisely. If they act badly it will be the Company’s reputation that will suffer, possibly irretrievably. Consequently, the Company will only appoint such a business partner in writing, signed by the CEO, and after proper due diligence has been conducted and presented in writing to the CEO for approval.

If there is any doubt about the integrity or ethics of a supplier, contractor or business partner we will have nothing to do with them.

Conflicts of Interest

A conflict of interest occurs where our personal interests influence—or appear to influence—the impartial performance of our duties and responsibilities to the Company.

We will be sensitive to situations which do or could suggest conflicts between our personal interests and the interests of the Company. As employees, we will consider ourselves as being in positions of trust, and so we will conduct ourselves accordingly.

We will be watchful for situations where our private interests may conflict with our general employment responsibilities. Examples include where the Company needs to recruit staff (and our relatives apply for the positions) or the Company engages contractors (and we or our friends and relative's own businesses offering these services) or we have any interest (direct or indirect) in a business which competes with the Company.

In these and similar circumstances, we will disclose our interests to the Company's management as soon as we become aware of any potential or actual conflict so that the CEO and General Manager can make an informed decision which we do not influence. Where—after our disclosure—an activity is approved, despite an actual or apparent conflict, then the disclosure and the decision will be recorded so that we and the Company cannot be criticised in any way.

Particularly, we must not supervise a family member or be able to influence their salary package.

Outside Employment

If we take additional employment outside the Company or run another business, there is a risk that this makes us tired at work and a safety risk for ourselves and our colleagues. There is also the risk that a conflict of interest may arise (see the "Conflicts of Interest" section of this procedure).

So, before we take outside employment or conduct any other business, we will advise our manager so that any safety risk can be assessed, and any potential conflict of interest can be managed. In the case of a conflict, the CEO and General Manager will determine its extent and the action required to resolve it.

Using Company resources

Apart from our staff, Company assets include property, plant and equipment, vehicles, goods and products. But Company assets also include intangible things like information systems, computing resources, intellectual property and other valuables.

We will:

- Use Company assets safely, economically and for the purpose they are designed;
- Not misuse, or allow others to misuse, those assets;
- Ensure assets are secured against theft, properly stored, maintained and repaired;
- Ensure we have any necessary qualification, license, permit or accreditation, and the correct approval before we operate equipment; and
- Respect the Company's intellectual property rights and safeguard all its Industrial information, including, but not limited to, know-how, trade secrets, financial information, new product or service development plans and other sensitive or personal information. We will share this information only with those people who have a legitimate business need for the information and when permitted by law.

We will not use Company assets for our personal purposes unless written approval has been given by an appropriate Supervisor beforehand. Any such approval can never include using the Company's associated consumables such as fuel since it is not appropriate for an approved use to result in financial benefit for an employee or another person associated with an employee. Any approved use of an asset must be conducted safely and reflect the Company's procedures.

Any wilful damage or repeated negligence causing damage to Company assets will be a disciplinary issue and managed through the process outlined in the [Disciplinary Management](#) procedure.

Before we leave the Company's employment, we will return all Company equipment, property, documents and information. This includes instruction manuals, identification cards and passes, travel passes, uniforms, corporate or procurement cards, keys, cab charge dockets, mobile phones, other communication devices, personal protective equipment, tools, computer hardware and software.

Accurate Records and Improper Use of Company Information

It is important that the Company's books and records are complete and accurate so that the Company can comply with its legal obligations, and deliver on its contracted commitments to its customers, its owners and us as employees.

We will ensure that all suppliers and contractors provide accurate and complete invoices and other transaction documentation. We will not assist or engage in, or condone, any action or inaction that could reasonably be expected to result in the Company's books and records not being accurate and complete in all respects.

We will ensure that all time sheets, expense reimbursements, Company accounts, financial reports, tax returns, and other documents, including those submitted to external agencies, are accurate, clear, and complete. All entries in Company books and records, including departmental accounts and individual expense reports, must accurately reflect each transaction.

We will make only those Company payments and financial transactions that have been properly authorised in line with the [Delegation of Authority](#) procedure and limits set in the Company's intranet, Cyber Office. Such transactions will be accurately and completely recorded in accordance with generally accepted accounting principles.

(Reference the [Procurement](#) and [Credit Cards and Expenses](#) procedures)

We recognise that false, incomplete or misleading entries are illegal. No Company funds will be undisclosed, unrecorded or placed in a personal account. We recognise that any employee who commits an illegal act with regard to the Company's funds and records is – in addition to exposing themselves to the risk of criminal prosecution—bringing discredit to us all as a team.

We agree that Company assets must be properly protected, and our records regularly compared with the actual assets, so that we can take prompt action to reconcile any differences.

Breaching the Code and Company Policies

Because our Values are important to us, we will encourage each other to abide by the Code. Each of us is responsible for ensuring that our own conduct complies with the Code and our policies and procedures. If we supervise anyone, then it's our responsibility to ensure that the conduct of anyone reporting to us fully complies with the Code and with our policies and procedures. If we are supervisors, we have an obligation to properly investigate and manage breaches of the Code and our Company policies and procedures. We can obtain advice on how to do this best from the Human Resources Department.

Each of our colleagues have a similar responsibility to observe the Code. We will call out any intention by them not to comply with the Code and encourage them to comply. If we observe or suspect misconduct or a breach of the Code, we should report it to our manager in person or in writing—without fear of reprisal—in line with the Company's [Employee Feedback and Misconduct Reporting](#). If we prefer, we may report the failure using the "Speak Up" line whose numbers are in the "Speak Up Contacts" section of this procedure.

These are absolute responsibilities. We cannot choose the bits of the Code we don't want to comply with.

Consequently, breaches of the Code, or any fraudulent acts will result in the taking of appropriate disciplinary action, up to and including, dismissal from employment with Contract Resources. Disciplinary action will be taken in accordance with the Company's procedures and policies and local law. Anyone breaching the Code may also be subject to civil or criminal charges and penalties.

IMPORTANT: We as a Company will not tolerate any retaliation (whether that is any form of punishment, disciplinary action, bullying or harassment or anything else) against you for raising a breach of the Code in good faith. If you have been retaliated against because of raising a concern about a breach of the Code, then please alert our Head of HR immediately so action can be taken.