

Ausenco

2024 Sustainability Report



Santo Tomas,
Mexico

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About this report

Reporting period

January 1 - December 31 2024

Reporting cycle

Annual

Reporting framework

This Sustainability Report provides a summary of Ausenco's environmental, social and governance (ESG) performance for the 2024 reporting period (calendar year). The report covers ESG issues that we feel are material to our global engineering and advisory services company and includes information on key accomplishments and targeted areas of improvement. This report has been developed following guidance from the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) for services companies. Where possible, we have also aligned report content with the United Nations Sustainable Development Goals (SDGs).

Report scope and boundaries

This report covers Ausenco's performance and specific initiatives designed to address ESG impacts. Unless otherwise specified, the scope of topics is for all Ausenco operations. This report has not been reviewed or assured by an independent third party. Assurance of future reports is under consideration. The contents of this report were reviewed and approved by Ausenco's Executive Leadership Team.

Changes from last report

The most significant change from our previous report can be found in the reviewed and updated materiality assessment. While this assessment did not introduce new material topics, it did highlight additional subtopics which are reflected in the report content. We have continued to align our performance indicators with SASB standards for service companies and utilized key performance indicators (KPIs) derived from our materiality assessment which followed GRI guidelines. For data accessibility, we have provided tables in the Annex section of this report that link report content and data with applicable standards.

Materiality

We regularly review material topics for sustainability reporting and have updated our materiality assessment for this reporting period using guidance from both the GRI Reporting Principles and the SASB materiality finder. This assessment included a benchmarking of topics and best practices disclosed by peer organizations and clients in the markets we serve. We also considered the global sustainability context and ESG risk when reviewing material topics. Key sources of information used in the materiality review include relevant industry publications and Ausenco documents and communications on policies, values, company announcements, news and leadership communications. Material topics were reviewed and validated with Ausenco's executive leaders and internal subject matter experts. A list of material topics is provided in the Annex section of this report. [here](#).

Our stakeholders

Our stakeholder engagement helps us to inform the prioritization of topics and content, and to reflect on stakeholder feedback and our approach to engagement. We follow the general recommendations from the AA1000 Stakeholder Engagement Standard (2015) where appropriate. Our stakeholders are represented by internal and external individuals, groups of individuals or organizations that affect and/or could be affected by Ausenco's activities or services and/or associated performance. This includes employees, shareholders, customers, suppliers, industry associations, communities, governments and Indigenous peoples. Our intent is to align business practices with relevant global standards and to report on sustainability performance in a way that is relevant for our audience. We engage with stakeholders to learn about their perspectives and incorporate material issues into reporting and business decisions. A table summarizing our stakeholders and related topics with examples of our engagement actions can be found [here](#).

Contact

We welcome your feedback to this report. Please send any comments or questions to info@ausenco.com.

| Letter from the CEO

Change never slows and in 2024 we, once again, found ourselves navigating a complex global landscape. Geopolitical uncertainty, shifting trade dynamics and accelerating demand for critical minerals have all reinforced the importance of staying agile, focused and values driven.

This period has brought both risks and opportunities. We have seen growing pressure on supply chains, shifting investor expectations and changing sentiment around environmental and social performance. But we have also seen a new appreciation for critical minerals and the role that they will play in driving the energy transition. The importance of critical minerals is now front-page news and securing a reliable source is a strategic imperative for most countries. Government funding for projects is growing, creating new opportunities. At Ausenco, we believe that, by working differently, challenging convention and looking at problems with fresh perspectives, we can help unlock that potential in ways that benefit our clients and society.

Throughout the year, we remained committed to our strategic objectives, which have been refreshed and reinforced in our Roadmap to 2028 strategic plan. We continued to integrate sustainability considerations into how we deliver projects, strengthen governance and engage with communities. We made solid progress in reducing emissions across our operations and supporting our clients in their decarbonization efforts. And we enhanced our focus on safety, inclusion and innovation – key elements of building resilience and long-term value.

2024 also brought change within our own organization, with key leadership transitions that strengthen our future. We are proud of the team we have built — people with deep technical expertise, shared purpose and an unwavering commitment to finding a better way.

The opportunity for Ausenco is clear. Our culture, built on collaboration and innovation, positions us to adapt quickly and respond to the shifting needs of our clients and the world around us. We are helping deliver the insights and projects needed to bring critical minerals to market more efficiently and responsibly while working to minimize environmental impact and maximize community benefit.

As we look ahead, the pace of change will only accelerate. But we are ready. Because sustainability, to us, is not a standalone objective; it is embedded in everything we do. By staying true to our values and focusing on innovation, we continue to deliver smarter, more sustainable solutions for a better future.

*Together, we will continue
to create a better, more
sustainable future.*

Thank you to our people, our clients and our partners for your continued trust and support.



Zimi Meka
Chief Executive Officer
Ausenco



About Ausenco



About Ausenco

About Ausenco

We are a global company redefining what's possible. Based out of 21 offices across five continents, we deliver advisory, engineering and project delivery services to the mining, energy and infrastructure sectors. Combining deep technical expertise with a 30-year track record, we deliver innovative, value-add services that are creating a more sustainable future, one project at a time. We find a better way.

Ausenco was founded on a commitment to innovation. We are dedicated to finding ingenious solutions that create value for our clients – on every project. It is this commitment that has allowed us to successfully deliver challenging and ground-breaking projects in some of the most remote parts of the world.

With decades of experience working on the world's most demanding projects, our experts provide end-to-end solutions and consulting services for large-scale infrastructure and conventional and renewable energy for the public and private sectors.

Our commitment to innovation is rooted in sustainable solutions that have a positive impact on the world around us. We integrate sustainability and collaborate with clients and communities to deliver successful projects and positive outcomes with long term value.

In the fall of 2023, we expanded our footprint in the Middle East and North Africa (MENA) region. This move positions us to capitalize on new opportunities across the business by helping our clients find a better way to support investment in critical minerals, energy and infrastructure in the region.

Our services

If there is one thing we refuse to budge on, it is our commitment to challenging boundaries and finding innovative solutions to deliver projects – close to home or in the most remote parts of the world. Our people combine deep expertise with advanced technology and new ways of thinking to consistently deliver results. Our services include:

Sustainability, infrastructure engineering and asset optimisation consulting services focused on minerals and metals and related supply chains.

- Environmental planning and permitting
- Stakeholders, community engagement and Indigenous consultation and engagement
- Indigenous partnerships
- Sustainability strategic advisory and ESG consulting
- Climate change strategy and planning
- Transportation and logistics design and planning
- Pipeline system design
- Ports and terminals consulting
- Infrastructure engineering

Innovative and efficient project designs that deliver positive economic and sustainable impact.

- Conceptual design
- Pre-feasibility and feasibility studies
- Preliminary engineering
- Financing support

Our global presence



Efficient, fit-for-purpose project solutions with lower carbon emissions and reduced environmental impact.

- Engineering, Procurement and Construction Management (EPCM)
- Commissioning

Improved operational performance and full life cycle environmental solutions that deliver more efficient outcomes.

- Operations & Maintenance planning and performance improvements
- Environmental remediation, reclamation and repurposing

End markets

- Minerals & Metals (M&M)
- Infrastructure
- Energy

Our values

About Ausenco

We are committed to our values and having a positive impact on the world around us.

Our values

Safety in all we do: Regardless of where our people work across the globe, they deserve to be safe and feel safe. We let nothing compromise our safety performance and have safety initiatives in place to achieve our target of Zero Harm.

The client is our focus: We develop trusting and open relationships with our business partners and clients, ensuring we meet their needs and exceed their expectations. By delivering extraordinary results, we build their business and our own.

Our people are our strength: We value our people's ability, diversity and creativity, and do everything in our power to nurture their existing talents and develop new ones. The way we care for, grow and encourage our people is a key part of our culture and is governed by our People Practices.

Respect the community and the environment: Wherever we operate, we respect diverse communities and environments and strive to achieve sustainable outcomes for all. Our footprint must engender a positive outlook for future generations, both abroad and at home.

We seek ingenious solutions: We encourage our people to continually expand their knowledge and experience to become life-long learners. By constantly striving to find the best solution, we foster innovation.

We are open, honest and collaborative: We respect the diversity and differences of our people, clients and the communities in which we live and work. We are straightforward and collaborative in all our communication.



Finding a better way: 2024 highlights

About Ausenco

Roadmap to 2028

In 2024, we officially launched our five-year corporate strategy, Roadmap to 2028. This plan is designed to guide us through the next chapter of our journey, with seven priorities focusing on our people, innovation, growth and sustainability. Our roadmap is complemented by a set of annual metrics designed to measure our progress.



Expansion in the Middle East and North Africa

We are expanding our global presence in the Middle East and North Africa (MENA) region. This move allows us to capitalize on new opportunities for all our services as governments in the region make significant investments in critical minerals and infrastructure.

Driving health and safety forward

Ausenco achieved remarkable results in health and safety, underscoring our unwavering commitment to the well-being of our workforce. Despite our dynamic work environment, our long-term safety performance consistently ranks in the top quartile by industry standards, and our indicators continue to trend positively downward.

Ausenco



Seven years as one of Canada's Top Employers for Young People

We are proud to be recognized as one of Canada's Top Employers for Young People for the seventh year in a row. Ausenco's New Professionals Program gives students the opportunity to gain valuable work experience, grow their professional networks, receive mentorship from some of the best technical experts in their fields and explore a variety of paths for growth and development.

2024 employee engagement and inclusion surveys

In 2024, we proudly conducted our third employee engagement survey. An outstanding 88% of employees shared valuable feedback, demonstrating a strong collective commitment to shaping our workplace. This feedback is now transitioning into action to help ensure everyone feels valued and empowered to thrive.

We also implemented an inclusion survey in late 2024, measuring how our employees feel about our Diversity & Inclusion programs, Employee Resource Groups and their more general sense of belonging. With a 74% response rate and specific demographic and self-identification questions, we gained insight into the experience of specific communities including women and those who identify as LGBTQ+. We received overwhelmingly positive feedback that will be used to improve efforts moving forward.

INCLUSION SURVEY
2024 Because who **you** are is important.

Memberships and alliances

About Ausenco

We are members and supporters of industry associations and other initiatives that help us stay abreast of sustainability best practices and advance our sustainability expertise and shared knowledge.

APAC	North and Central America	South America
Association of Mining and Exploration Companies (AMEC) amec.org.au Australia-Africa Minerals and Energy Group (AAMEG) aameg.org Australasian Institute of Mining and Metallurgy (AusIMM) ausimm.com Australian Chamber of Commerce acci.com.au Austmine austmine.com.au CEEC International ceecthefuture.org Australia-Latin America Business Council (ALABC) alabc.com.au Pride in Diversity Australia prideindiversity.com.au Diversity Council Australia dca.org.au	Association of Mineral Exploration amebc.ca Canadian Institute of Mining cim.org Canadian Chamber of Commerce chamber.ca CanRea (Canadian Renewable Energy Association) renewablesassociation.ca Hispanomine hispanomine.com WIM Canada wimcanada.org Pride at Work Canada prideatwork.ca	WIM Chile womeninminingchile.cl H2Chile / Chilean Green Hydrogen Association h2chile.cl Mining Chamber of Ecuador (CME) cme.org.ec National Society of Mining, Petroleum and Energy (SNMPE) snmpe.org.pe International Hydrogeology Association Chile iah.org WIM Brazil wimbrasil.org WIM Peru wimperu.org Pride in Connection Chile prideconnection.cl WIM Argentina wim.ar

Governance



Roadmap to 2028 and our commitment to sustainability

Governance

Ausenco’s commitment to sustainability is rooted in the core values that guide our mission to find a better way to create a sustainable future. We look at sustainability from two complementary perspectives: internally through our governance structures, corporate strategy and actions, and externally through the work we undertake for our clients.

The world is facing significant economic, environmental and social challenges such as climate change, biodiversity loss and social inequality. The industries we serve are critical to addressing these challenges and creating a more sustainable future. That is why we are committed to helping unlock this potential for the betterment of economies, environments and societies.

We see a world of opportunity and are building on our company culture as an organization that helped pioneer the application of fit-for-purpose engineering practices and innovative, high-performance solutions to help solve some of the industry’s toughest sustainability challenges. We deliver innovative and thoughtful engineering and advisory solutions to reduce environmental and social impacts, preserve precious resources and respond to the challenges of climate change. This report provides an overview of our approach to sustainability and highlights some of our initiatives and achievements. We will continue to expand our reporting in the future as we evolve our sustainability approach.

In 2024, we officially launched our five-year strategy, Roadmap to 2028. We recognize that the collective effort and collaboration of all our teams will be crucial as we navigate the challenges and opportunities ahead. This plan is designed to guide us through the next chapter of our journey, with seven priorities focusing on our people, innovation, growth and sustainability. We are building on this roadmap with metrics and targets for each priority which will be included in future reporting.

 Continue to invest in our people Be a top destination for best-in-class talent.	 Strengthen and expand our specialty consulting practices Build a top-tier consulting business.	 Make our strong M&M business even stronger Recognized globally as the leading full-service provider to the energy transition and base metals sectors.	 Deepen client relationships Increase client engagement through a proactive and integrated approach to business development.	 Increase our digital effectiveness Capitalize on technology to deliver more efficient, innovative solutions and remain ahead of the competition.	 Champion women Create a culture where all women feel equally empowered to excel.	 Build on brand momentum Continue to evolve our brand by focusing on our integrated service offering, innovative solutions and track record.
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Sustainability governance

Governance

At Ausenco, sustainability governance is embedded at the highest levels. Our Board of Directors and senior leadership have ultimate responsibility and accountability to employees, clients and stakeholders for our ESG performance.

Board of Directors: The Board of Directors is responsible for ensuring that management sets appropriate sustainability policies and goals.

Chief Executive Officer: The Chief Executive Officer (CEO) is the most senior member of the leadership team, responsible for setting the strategic direction of the company and ensuring we adhere to our corporate values.

Leadership Team: Ausenco's Executive Leadership Team reports to the CEO and includes the Executive Vice President of Corporate Development & Strategy who leads Ausenco's sustainability strategy.

Our **Sustainability Policy** underscores our commitment to delivering on our sustainability vision. Our sustainability commitments apply to all Ausenco's global entities and employees, and include:

- Ongoing monitoring and oversight of sustainability performance by the Board of Directors and Executive Leadership Team
- Integrating sustainability into business processes, procurement and supply chain management
- Educating employees on our sustainability commitments and ensuring adherence to policy
- Reporting sustainability performance in alignment with international standards.



Altiplanic lagoons of San Pedro de Atacama, Chile

Global citizenship and the United Nations Sustainable Development Goals (UN SDGs)

Governance

Global citizenship is about leveraging our experience and values to take direct action on global sustainability challenges. We believe our industry can play an important role in advancing the UN Sustainable Development Goals and are working to align our business around these efforts.

Ausenco contributes to the UN SDGs by operating responsibly and contributing innovative solutions for global sustainability challenges.

While we consider all 17 SDGs important, we have chosen to focus on 10 goals where we believe we can have the greatest impact. We identified and prioritized SDGs based on a combination of our materiality assessments and the relevance for our business model and the industries we serve. We have mapped the selected SDGs to our material topics and core values to highlight priority sustainability topics which can be found in the Annex.



More information is available [here](#).

Leadership and business integrity

Governance

Leadership and business integrity are central to our culture and success. Our Board of Directors is committed to protecting and enhancing the company's long-term value. The Board sets the company standard for leadership and integrity through policy and exercises its responsibilities through committees including the Audit and Risk Management Committee and the Remuneration Committee. Our Executive Leadership Team (ELT) sets strategic direction, aligns people and resources and develops new opportunities that bring Ausenco's vision and culture to life. The ELT participates in sustainability reporting and approves the annual Sustainability Report.

Ausenco is committed to operating with the highest standards of ethical behaviour, honesty and fairness in all transactions and relationships. Our robust policies, internal guidelines, training, manuals and standards ensure business procedures and actions conform to company policy. The following is a list of policies set by our Board of Directors:

- [Code of Ethics and Values](#)
- [Principles of Ethics and Fairness](#)
- [Business Ethics Policy](#)
- [Whistleblower Policy](#)
- [Quality Policy](#)
- [Risk Management Policy](#)
- [Sustainability Policy](#)
- [Diversity & Inclusion Policy](#)
- [Modern Slavery Policy and Reports](#)

At Ausenco, we expect a lot from our leaders. People leaders have an important role to play in upholding Ausenco policy and demonstrating our values. For the most updated information regarding our board and ELT composition, visit: ausenco.com.

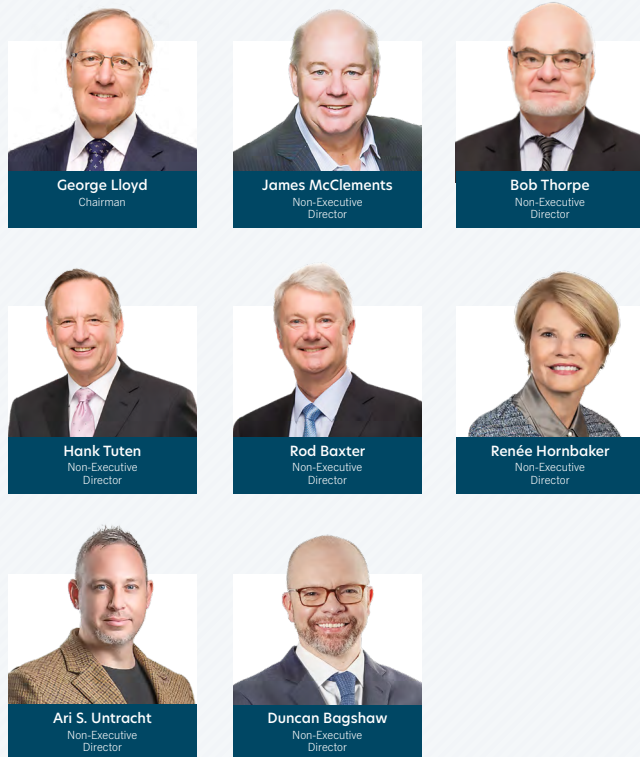


Mantoverde Development Project
Atacama Region, Chile

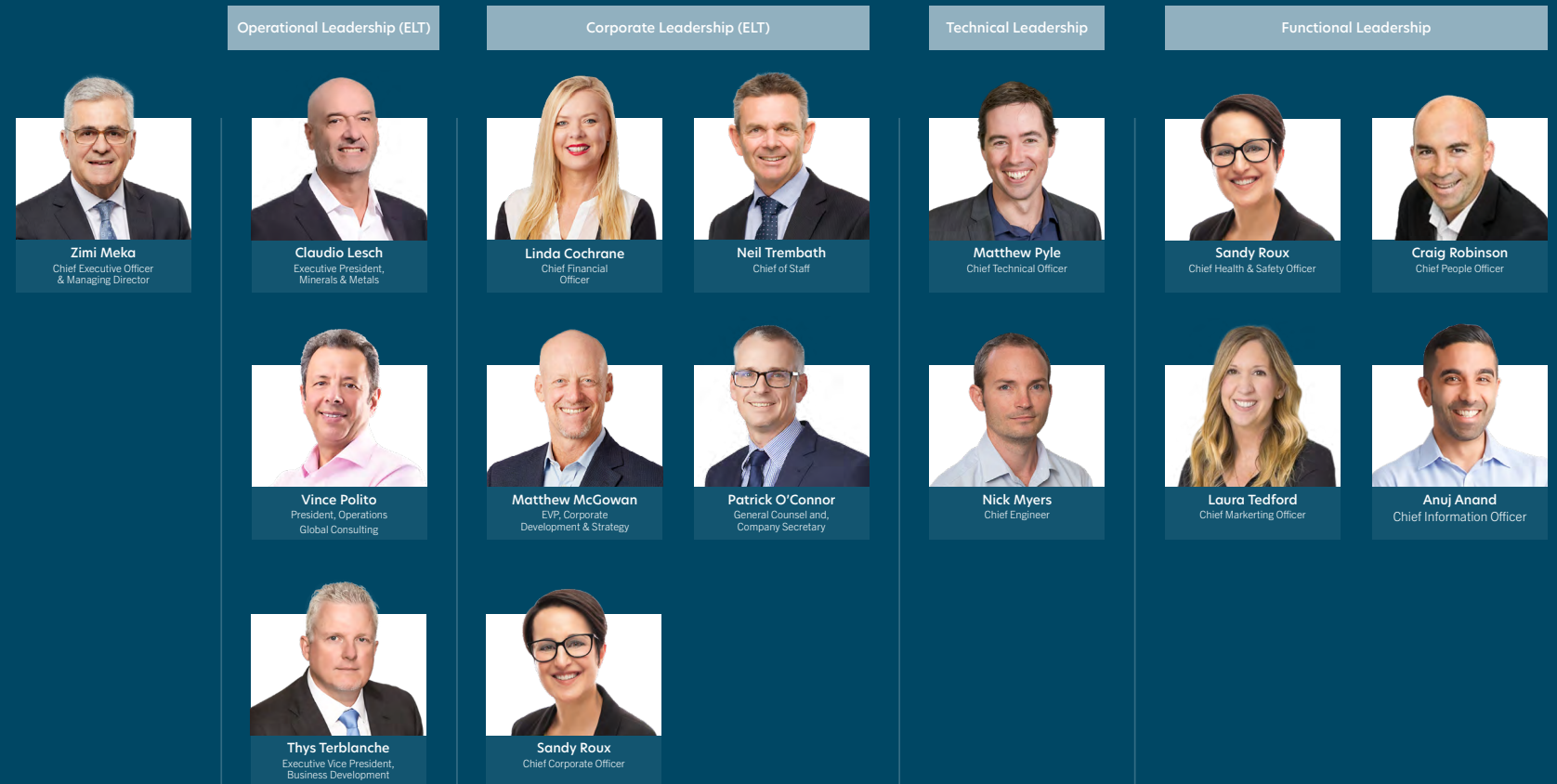
Ausenco Board and Executive Leadership Team

Governance

Ausenco Board



Executive Leadership Team



Managing risks

Governance

Effective risk management is critical to our success and to reducing the potential for harm to our people, communities and clients.

Ausenco provides services to mining, energy and infrastructure sectors worldwide where risk is inherent every day and at every step of a project. That is why we aim to integrate risk management throughout our business including operations, services and projects. Ausenco's enterprise risk management system provides a framework for effective risk management alongside the Ausenco [Risk Management Policy](#). We manage risk in accordance with company policy and maintain a program of education and training to keep our project leaders informed on industry-accepted best practices for risk management.

In terms of risk management governance, the Ausenco Board of Directors is responsible for risk management policy while the Chief Executive Officer is responsible for the leadership, direction and coordination of risk management throughout Ausenco. The Executive Leadership Team is responsible for monitoring risks related to the achievement of corporate business objectives with the Executive Presidents, Presidents and functional leads accountable for managing risks within their respective businesses. Our managers are responsible for managing risks within their team and all employees are responsible for engaging in and supporting the risk management process and ensuring potential risks are reported and managed accordingly.



Ethics and anti-corruption

Governance

Ausenco's policies, principles and values have been developed to ensure high standards of conduct and ethical behaviour in all our business activities globally. The company is committed to abiding by all laws applicable to the jurisdictions in which it operates, and we expect anyone doing business on our behalf to also comply with those laws. Our people are expected to maintain high levels of professional conduct and business ethics in all our locations.

Our **Business Ethics Policy** outlines how Ausenco deals with all reported misconduct or unethical behaviour. It also assists in ensuring serious misconduct or unethical behaviour is identified, investigated and dealt with appropriately. During 2024, employees were provided with mandatory training that included a review of policy and potential scenarios to get a better understanding of how to act ethically when facing potential risks.

Ausenco has an anonymous whistleblower channel ("Alertline") in place to enable people to report an issue if they believe that someone has contravened our policies, principles, values, standards or the law. Our anonymous whistleblower channel and policy ensure our employees, agents, vendors, contractors and customers can raise concerns regarding an actual or suspected contravention of our ethical and legal standards without fear of reprisal. The Alertline is maintained 24 hours a day, 7 days a week, 365 days a year by a third party independent of Ausenco. The line can be accessed by either telephone through a toll-free telephone service or online. By using an independent third party to host the Alertline, the identity and the contents of the submission are anonymous and confidential.

For the purposes of making a report under this channel, matters may include any actual or suspected corrupt activities, such as offering or accepting bribes, kick-backs or inducements; theft, fraud or misappropriation; significant mismanagement or waste of funds or resources; serious harm to employees, public health, safety or the environment; conduct or practices which are illegal; irregular accounting practices; workplace harassment, violence, inappropriate behaviour and quality concerns. Under no circumstances will the report of such information be the basis for retaliatory action against the employee making the report.

In 2024, no confirmed incidents of corruption were reported through the whistleblower hotline, and no employee or contractor was dismissed for corruption incidents.



Digital governance and cybersecurity

Governance

Ausenco remains committed to maintaining strong IT security practices and safeguarding the privacy of our employees, clients and stakeholders. In 2024, we undertook initiatives to enhance our cybersecurity posture, focusing on awareness, advanced technologies and cross-functional collaboration.

We maintain robust IT security processes, including regular cybersecurity awareness training for all employees. Protecting the privacy of stakeholders remains a core priority, and we ensure that personal and sensitive data under our control is managed responsibly and in line with industry best practices.

All Ausenco employees and contractors are required to complete the Ausenco Information Security Awareness training upon hire and annually thereafter, which includes both mandatory and recommended courses as part of ongoing security awareness campaigns led by the Ausenco Security team. This training helps identify and mitigate potential security risks in the workplace and beyond. To further reinforce secure behaviours, quarterly phishing simulations are conducted across all regions to assess staff awareness and compliance with security protocols.

We also host an annual Cyber Security Awareness Month, during which practical tips and educational resources are shared through internal communications. These efforts aim to empower employees to make informed decisions online and strengthen Ausenco's cybersecurity posture – at work and at home.

As artificial intelligence (AI) continues to evolve and integrate into business operations, we recognize both its transformative potential and its associated risks – including concerns around data privacy, bias, security and ethics. To address these proactively, we developed and implemented an Acceptable AI Use Policy. This policy provides clear guidance on the responsible and secure use of AI tools, ensuring alignment with our values, legal obligations and industry best practices. By fostering a culture of accountability and awareness, we aim to harness the benefits of AI while minimizing its risks to individuals, our organization and society.

In 2024, we built on our achievements. We intensified efforts to protect sensitive information and enhance our resilience to cyber threats. Our first specialized adversary simulation (red teaming exercise) delivered valuable insights into the security posture of key systems, tested incident response capabilities and significantly improved response times – from hours to minutes. The implementation of a continuous External Attack Surface Management (EASM) solution further strengthened our defences by providing real-time visibility into our internet-facing assets, allowing us to proactively identify, assess and remediate vulnerabilities.

Through these ongoing efforts, Ausenco continues to reinforce its cybersecurity resilience, protect stakeholder data and effectively manage cyber risks, **with no reported data breaches in 2024.**



Responsible value chain

Governance

At Ausenco, we work with suppliers who share our values and commitment to social, environmental and economic responsibility.

We acknowledge that our supply chain activities can have unintended impacts and recognize that our purchasing decisions can influence positive change throughout the supply chain.

With our headquarters based in Australia, we are proud to comply with the Australian *Modern Slavery Act 2018* (Cth). In 2020, we established our [Modern Slavery Policy](#) (Policy), outlining our stance on modern slavery including forced labour and child labour. The Policy reinforces our commitment to address these risks in our business and supply chain and includes an annual statement of compliance. As an Australian company, this legislation applies to our operations globally and we

have developed a joint statement which covers all Ausenco entities worldwide. This reflects our commitment to support international efforts to abolish all forms of modern slavery and setting out measures to ensure no slavery or human trafficking is present across our business operations or supply chain.

In 2023, Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act, S.C. 2023 (the "Supply Chains Act") came into force to prevent and reduce the risk that forced labour or child labour is used by businesses and their supply chains. To support compliance with the Act and our Policy, we introduced amendments to our standard terms and conditions to ensure suppliers are aware of their obligations. Every purchase order and contract issued to a supplier includes Ausenco's new standard purchase order terms and conditions. We have included provisions in these terms and conditions to ensure suppliers comply with the Act and our Policy. Ausenco is entitled to terminate a contract if the supplier contravenes any obligation or duty outlined in the Act and/or Policy. We also implemented a new Modern Slavery Questionnaire into our onboarding process for new and existing vendors which helps ensure they are aware of our Policy and provides helpful information for our supplier management practices.



Minas-Rio Project,
Minas Gerais, Brazil

Environmental stewardship



Environmental stewardship

Environmental stewardship

Protecting natural and human environments is more important than ever. Our global team of specialists help clients find a better way to deliver their projects by minimizing impacts and advancing collaborative solutions for a more sustainable future.

At Ausenco, we are proud to offer a broad range of environmental expertise and services across multiple sectors. We conduct technical field monitoring of complex ecosystems and habitats, deliver integrated environmental assessments for major capital projects and support stewardship initiatives for vulnerable species. We have extensive experience managing environmental permitting and approvals processes, drawing on our specialists in wildlife, fisheries, marine ecology, vegetation, climate change and communities. Our diversity of environmental expertise and engineering services enables an integrated approach at every stage of a project's lifecycle – from conceptual design through approvals, construction and operations. Our success in delivering effective environmental studies and planning support is built on strong relationships with communities, Indigenous groups, industry associations and government agencies. By working collaboratively, we find a better way to deliver successful projects.

As a professional services organization that operates from leased office spaces, we have implemented practices at our offices to minimize our environmental footprint including encouraging waste reduction, recycling, energy efficiency and measuring greenhouse gas emissions. We promote a culture of environmental stewardship with employees and commit to efficient use of energy and materials in our day-to-day operations. However, we recognize that developing a culture of environmental stewardship and responsibility within our operations is only the beginning because the biggest positive impact we can have is through the work we do for our clients.



Climate change

Environmental stewardship

Climate change is significantly affecting both the places where we live and work and the natural and human environments where we help deliver projects. Climate change hazards are increasing in frequency and severity including forest fires, heat waves, droughts, flooding and hurricanes. The sectors we serve, including mining and supply chain operations, are vulnerable to climate change threats which can cause significant disruptions and losses.

At Ausenco, we are working to integrate climate risk into every major project to deliver more resilient mines, supply chains and infrastructure. Our diverse group of multidisciplinary professionals are well positioned to support clients in developing climate resilient infrastructure and in 2024, we established a special business unit focused on advancing climate risk advisory services for the mining, energy and infrastructure sectors. We also completed innovative climate risk assessments for significant mine projects and began the process of integrating climate risk into engineering services across the company. In 2025, we will review climate change risks and opportunities for our services and operations.

Corporate greenhouse gas (GHG) emissions

Our corporate GHG emissions are associated with leased office spaces which are captured as scope 2 indirect emissions. We follow the GHG Protocol Corporate Standard, using a combination of utility bills and average emissions intensities to calculate

emissions for our leased office spaces. Ausenco does not have a corporate vehicle fleet and does not own office facilities, therefore no direct (scope 1) emissions have been identified in the inventory for this reporting period. For the 2024 reporting period, indirect scope 2 emissions for all leased office spaces across North America, South America and Asia-Pacific regions are estimated at 760 tonnes of carbon dioxide equivalent (tCO2e).

Leased offices grouped by region	Tonnes carbon dioxide equivalent emissions (tCO2e)
North America	209
South America	320
Asia-Pacific	231
Total	760

Beyond engineering. Ausenco's role in sustainable bauxite transport

Ausenco collaborated with Mineracao Bauxita Paragominas (MBP) to design and demonstrate the feasibility of the world's first bauxite ore slurry pipeline at their Miltonia mine project in Brazil. We helped the client find a better way to address challenges faced in earlier testing phases, enabling MBP to proceed with the project. This 244-kilometre pipeline is a sustainable engineering solution that avoids traditional transport methods such as road or rail that have more significant environmental and social impacts. The innovative pipeline design includes four pressure monitoring stations along the route, a fibre optic telecommunications system and the use of Ausenco's proprietary Pipeline Advisor™ (a digital twin software application) for leak detection and process optimization. This project exemplifies Ausenco's philosophy to find a better way, delivering ingenious engineering and advisory services across multiple teams to deliver an integrated solution with better economic, environmental and social performance.

Pioneering ecosystem relocation for sustainable mining in Argentina

Ausenco's collaboration with Lundin Mining on the Josemaría copper mining project in Argentina shows our commitment to environmental stewardship and innovative sustainability solutions. Located within the ecologically sensitive San Guillermo Biosphere Reserve, the project faced significant environmental assessment challenges due to potential impacts on high-Andean wetlands (vegas). Our multidisciplinary team responded by developing a pioneering Conservation

and Compensation Plan for High-Andean Wetlands. This comprehensive plan, which included detailed studies, ecological valuations, infrastructure relocation and research initiatives, secured the environmental approval for the project. A core component of this plan involved maximizing efforts to rescue and relocate impacted wetlands to new, more suitable sites.

Since 2020, Ausenco has been at the forefront of implementing this ambitious plan. Our scope has included extensive monitoring of flora, fauna, wetlands, water flows and groundwater levels, alongside carbon sequestration studies. Crucially, we have executed escalated trials for wetland rescue and relocation, starting with 400 square meters in 2022-2023, expanding to 1.3 hectares in 2024, and aiming for three hectares by summer 2025. This incremental approach, refined through rigorous testing of substrates, species and irrigation systems, embodies a philosophy of continuous improvement and nature-based solutions.

Our success stems from blending expertise in engineering, biology, hydrology, hydrogeology and agronomy. We have worked closely with Lundin Mining's operators and, importantly, engaged local residents from Iglesia, Jachal and Guandacol in field operations. This community involvement, along with integrating traditional "champeo" techniques from South American Indigenous communities, has enriched our methodology and fostered local support in areas historically hesitant towards mining. By developing creative, effective and self-sustaining solutions for critical ecosystems impacted by essential resource production, we are proud to contribute to Andean sustainability and advance practices in the industry.

Environmental sustainability

Environmental stewardship

Collaborating to improve understanding of sustainability in salt flats with high ecological and social sensitivity

Chile, along with Bolivia and Argentina, make up the so-called “Lithium Triangle” which holds 56% of the world’s lithium reserves, a critical mineral used in electric vehicles and energy storage systems. The Salar de Atacama stands out in this triangle because, in addition to containing 27% of global lithium reserves and the highest quality mineral in the world, it is a highly sensitive area due to its biodiversity and its relationship with the cultural environment. For this reason, Ausenco is collaborating with several companies, including Albemarle, a leading global producer of lithium, to contribute valuable knowledge about these salt ecosystems. This partnership is helping to improve understanding of the salt flats’ unique ecology to help minimize the ecological and social impacts while supporting sustainable lithium extraction.

“Some salt flats are ecosystems with high conservation value,” says Patricio Olivares, Ausenco’s Biodiversity Practice Lead for South America. “However, there is a lack of expert knowledge of these ecosystems that would allow us to accurately determine the potential impact of lithium exploitation on the salt flats. We are generating this valuable knowledge for the industry in Chile, thanks to a pioneering study we conducted together with Albemarle in the heart of the Salar de Atacama.”

The Albemarle initiative includes a high-tech nursery, which was designed, built and implemented by Ausenco’s biodiversity team and launched in November 2021. “All of this is done to study the native plant species that grow in the Salar de Atacama and its surroundings,” explains Carolina Vargas, Biodiversity Leader at Ausenco Chile.

“In just four years of research, the nursery has generated significant advances in our understanding of these species and their valuable habitat,” says Olivares. The nursery has a production capacity of 5,000 plants, and irrigation is done through flood and recirculation tables, using graywater from the Albemarle treatment plant, a process that contributes to the efficient and sustainable use of water resources.

At the beginning of this project, Ausenco and Albemarle collaborated closely with local communities near the Salar de Atacama, supporting significant exchange of knowledge. Today, local species are being planted in the industrial area to improve the environment for workers and progress is being made to plant difficult-to-cultivate species of great interest to the community due to their multiple medicinal and culinary uses. “Although the project has completed its initial phase after four years, a new phase is now underway that focuses on knowledge transfer and the dissemination of various products. We also plan to test new species reproduction protocols and field transplantation techniques,” says Vargas.



People and communities



People and communities

People and communities

At Ausenco, we conduct our relationships with employees, contractors, clients, Indigenous peoples and other individuals and organizations with integrity and respect.

At Ausenco, we are committed to building positive relationships based on integrity and respect through:

- Establishing and implementing leading standards of practice to ensure the health and safety of our employees and communities
- Building and sustaining connections with Indigenous governments and communities, based on a foundation of trust and partnership
- Listening to our employees and stakeholders and integrating their perspectives into our business practices
- Providing a fair, equitable, diverse and inclusive work environment for all
- Designing and delivering projects that provide economic and social development opportunities for communities.



Let's Grow with Love program
Ancash Region, Peru

Health, safety and wellbeing

People and communities

At Ausenco, the proactive management of Health, Safety and the Environment (HSE) isn't just a policy; it is fundamental to our business and the successful outcomes we deliver for our clients. Recognizing that our people operate across diverse conditions, climates and countries, their wellbeing and safety are our absolute highest priority.

Our commitment to HSE is deeply embedded in our values: 'Safety in All We Do' and 'Respecting the Community and Environment'. These values guide our daily actions in every location worldwide as we relentlessly strive for the next level of HSE performance. In 2024 we updated our Health, Safety and Environment Policy to further strengthen our approach which commits Ausenco to:

- Ensuring the safety and wellbeing of employees, contractors, visitors and stakeholders through the implementation of our effective and world-class HSE Management System
- Complying with all applicable health, safety and environmental legislation, regulations, licence requirements, standards and Codes of Practice
- Setting and achieving objectives and targets that include reducing and preventing pollution by ensuring effective environmental controls are in place
- Monitoring, measuring, reporting, reviewing and continually improving Ausenco's HSE Management System with the objective of eliminating work-related injury and illness and improving environmental performance
- Documenting, implementing, maintaining and communicating the HSE policy to all employees and contractors
- Promoting HSE awareness amongst employees and contractors by providing ongoing education programs to foster an HSE-conscientious workforce
- Demonstrating HSE accountability by effectively and openly communicating with all stakeholders including our shareholders, clients, employees and government
- Supporting and providing resources in which to set, implement and review environmental objectives and targets that promote the principles of sustainable development.



Carrapateena Project
South Australia

Leading our HSE culture and managing our risks

Health, safety and wellbeing

Our **'Golden Rules of Safety'** are directly aimed at preventing serious injuries. They are a set of mandatory health and safety control measures that apply to all Ausenco operations and controlled activities. These requirements are a key element of our HSE Management System and have been designed to emphasize the most important requirements of managing critical risks.



At each level, monthly meetings are held to address issues, identify areas for improvement and, most importantly, recognize positive HSE behaviours and outcomes. Wrapped around this formal structure is a series of focus weeks and days dedicated to themes related to health, safety and the environment. These events are an opportunity for employees to reflect and learn across all locations in our business. This includes a focus on mental health and wellbeing.

Occupational Risk Prevention Excellence Award for Best Business Initiative – Peru

At Ausenco, safety and innovation go hand in hand. When our geotechnical lab team identified a risk during core rock profiling, they responded with a smart fix – a clamp-style coupling that keeps hands clear of the cutting disc, eliminating direct contact and significantly reducing risk. With a focus on safety in everything we do, we are proud to report that this solution was recognized by Rímac Seguros, earning the Occupational Risk Prevention Excellence Award for Best Business Initiative.



Mantoverde Development Project
Atacama Region, Chile

Long-term HSE performance

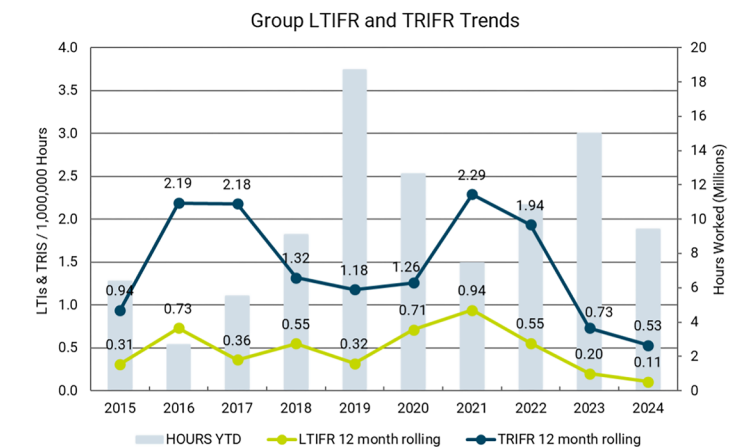
Health, safety and wellbeing

We continuously review our HSE data to better understand our successes and opportunities for improvement. And we actively encourage all employees and contractors to report safety observations and hazardous conditions. This rich database provides vital information for meaningful data analysis. As a result of our commitment to continuous performance improvement, our long-term safety performance indicators continue to trend positively downward, despite the small rises and falls in the lagging indicator data that occurs as the work risk profile of the business changes over time. For several years, our lagging indicator performance has been top quartile by industry standards.

Lagging indicator performance

KPI*	2024	2023	2022	2021	2020	2019
TRIFR**	0.53	0.73	1.94	2.29	1.26	1.18
LTIFR***	0.11	0.20	0.55	0.94	0.71	0.32

*KPIs are per 1,000,000 hours worked and includes all employees, contractor and subcontractor hours worked under Ausenco's control. **TRIFR: Total Recordable Incident Frequency Rate. ***LTIFR: Lost Time Injury Frequency Rate.



Region	Number of reported injuries and illness events (recordable and non-recordable)							
	2024		2023		2022		2021	
	R	NR	R	NR	R	NR	R	NR
APAC / Africa	0	5	0	7	6	63	5	50
North America	3	21	4	23	11	51	10	33
South America	5	81	7	46	4	28	3	6
Total	5	107	11	73	21	142	18	95

*Recordable Injuries includes: Lost Time Injuries, Restricted Work Injuries and Medical Treatment Injuries.

Dynamic workplace

People and communities

Our people are our strength. We value our people's ability, diversity and creativity and we do everything in our power to nurture their existing talents and develop new ones. Our focus on caring for, growing and encouraging our people is a key part of our culture, governed by our people practices. At Ausenco, we are proud of our ability to attract visionary people who embrace challenges and bring innovative solutions to each and every project.

We aim to provide all employees with opportunities to build their skills and be recognized for their work. We also expect our people to continuously deliver outstanding results for their clients, regardless of whether they are internal or external clients. We work hard to build a vibrant, dynamic, safe and inclusive work environment that fosters long-term relationships with our people. As we operate in a highly competitive job market scenario where there is intense competition for talent, we focus on improving engagement and developing people's careers.

We encourage employee learning and development through formal programs and on-the-job experience, providing a range of development opportunities including leadership development, technical skills development, core systems education and support for external education.



Mantoverde Development Project
Atacama Region, Chile

Diversity, inclusion and equity

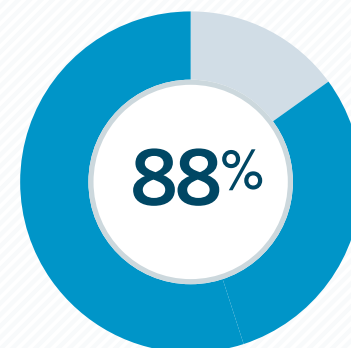
Dynamic workplace

Employee engagement survey: In 2024 we conducted our employee engagement survey. An outstanding 88% of Ausenco employees participated, significantly exceeding the 81% average for all companies implementing the same survey system. This high level of participation is incredibly valuable as it provides us with important insights to help us with continual improvement.



Cultural Diversity Week
Brisbane, Australia

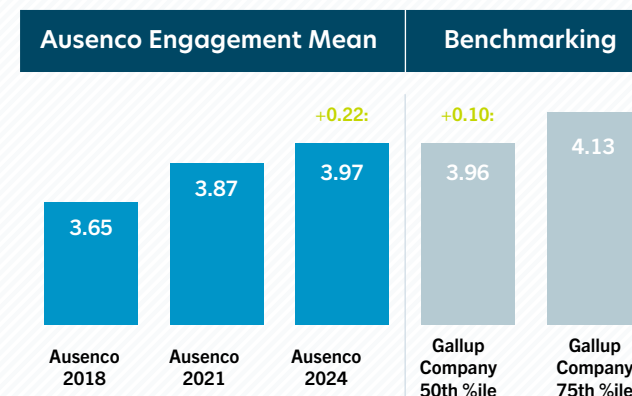
Meaningful increase in engagement between surveys



of Ausenco participated and completed the survey.
(Total Respondents = 2033)

2021: 83%
(Total Respondents = 1232)

Gallup Average
Participation Rate : 81%



Global %ile	15%	39%	52%
Satisfaction	3.74	3.92	4.06
Global %ile	22%	40%	62%

We also seek to grow our own leaders through a formal approach to succession planning and talent management. Ausenco's performance planning and development framework, InterAct, is designed to ensure every employee has what they need to challenge their own boundaries and help achieve our shared goals. InterAct involves regular interactions between managers and their team members throughout the year. Individuals are accountable for delivering performance outcomes, and team leaders support the achievement of these goals through clear expectations, regular feedback and support. Employees participate in performance reviews and review development goals with their manager as part of the performance review process. Employees identified as having "high potential" participate in more intensive development plans.

In 2024, 88% of our people completed performance reviews. This represents a 5% increase since 2022, marking an improvement in our collective commitment to continuous development.

Diversity, inclusion and equity

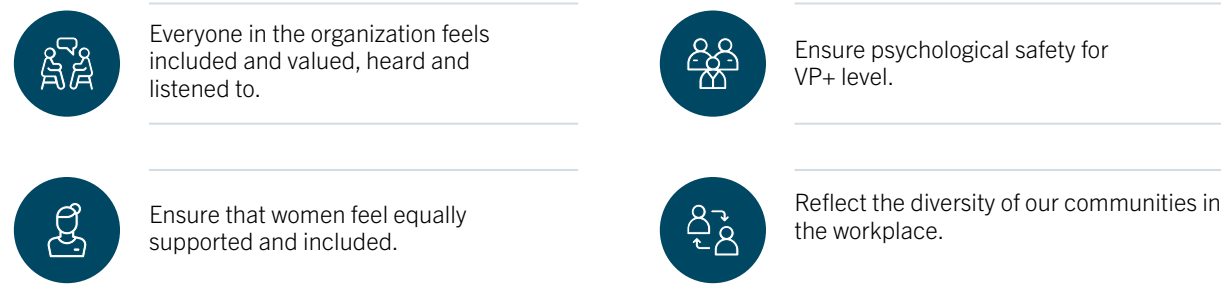
Dynamic workplace



Behaviours

1. Have the courage and create an environment where we empower others to always speak up when they see behaviors inconsistent with our values
2. Demonstrate cultural awareness, make space for diversity of opinions and dissent to be expressed, and actively listen to all views, irrespective of background, language, culture and experience
3. Show situational awareness and understand who is in the room and how best to engage everyone in the discussion. Self examine for conscious and unconscious biases and how that may be influencing behaviors.

Ausenco D&I Goals



Expanded Parental Leave Program

With a focus on further enhancing equity across our organization, Ausenco employees benefit from an expanded Parental Leave Benefits Program, setting a global minimum standard for paid parental leave of 12 weeks and providing the support and flexibility our people need to balance their family and work lives, taking into consideration existing government benefits. We recognize that there are many ways a new child can be welcomed into a family, so our policy is inclusive of birth parents, non-birth parents, adoptions and surrogacies. Our Parental Leave Benefits Program provides our people with access to a diverse complement of financial and health benefits and acknowledges the critical role all parents play in family wellbeing. We are proud to support new parents and look forward to continuing our ongoing journey towards building a more inclusive organization.

Diversity, inclusion and equity

Dynamic workplace

New Professionals Program

At Ausenco, we offer opportunities for undergraduate students and new professionals to develop their careers and make real contributions to project outcomes. Our New Professionals Program and [Graduate Program](#) give students the opportunity to gain valuable work experience, grow their professional networks and receive mentorship from some of the best technical experts in their fields. We engage participants on rotational assignments and provide exposure to a variety of topics including administration, operations and business leadership. Participants finish the program by sharing their experience, key takeaways and connections with peers.

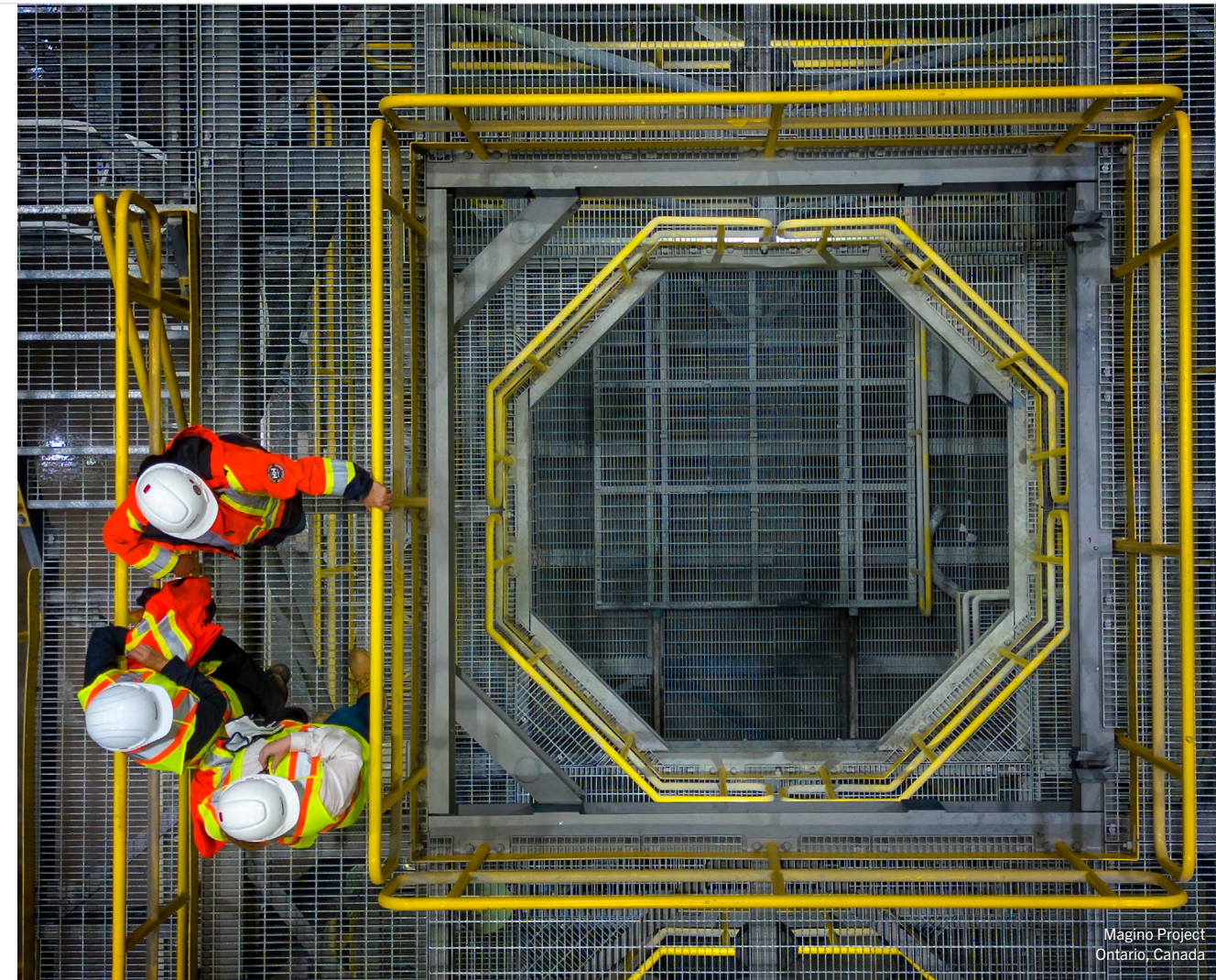
	APAC Africa	North America	South America	Total
Graduates	38	52	47	137
Undergraduates	20	3	14	37
Total	58	55	61	174

* Only APAC offers Scholarships to undergraduates and in 2024 there were 13

Building a Vertical Organic Vegetable Garden, a Graduate-Led Community Project

As part of Ausenco's graduate program, participants are invited to participate in community focused projects. In partnership with Engineers Without Borders, a team of Ausenco graduates designed and built a vertical organic vegetable garden using recycled PVC pipes at Lar dos Meninos São Domingos daycare. Alongside construction, our sustainability specialists delivered an interactive environmental education workshop for the children, sparking curiosity about hands –on gardening, healthy food and sustainable practices

This initiative reflects Ausenco's purpose of respecting and supporting communities. By combining technical creativity with social engagement, the project brought practical benefits to a vulnerable institution while inspiring the next generation. It also gave our graduates the opportunity to apply problem-solving skills in a real-world community context.



Magino Project
Ontario, Canada

Fostering diversity and inclusion

Dynamic workplace

Building an inclusive culture means more than creating a sense of belonging. It means fostering a workplace culture where everyone feels safe, respected and empowered to thrive – free from fear, discrimination, harassment or ridicule.

Ausenco

Ausenco Diversity & Inclusion Policy

We value diversity and inclusion and recognise the organisational strength and opportunity for ingenuity that it brings.

Diversity

We believe diversity contributes to the achievement of our corporate and strategic objectives. It enables us to attract the people with the best skills and to develop a workforce whose diversity reflects the communities where we live and work.

We actively promote diversity in our workforce. At Ausenco, diversity includes level of education, skills and training, religion, race, ethnicity, language, gender, sexual orientation, disability, age and all other types of diversity.

Our focus reinforces the importance of equality in the workplace. We make hiring and advancement decisions based on merit, not any defined or artificial quota. At Ausenco, the best person for the job is hired and promoted.

Inclusion

Our global Fair Treatment Policy ensures that, in all our business activities, people operate in an environment that is free from bullying, discrimination and harassment.

We are committed to providing an environment where all our employees are treated with respect and have fair access to opportunities. Where our people bring their whole selves to work and can openly and honestly contribute to finding a better way.

Finding a better way

All leaders are responsible for implementing this policy. The Board's Remuneration Committee is responsible for assessing the achievement against diversity objectives on an annual basis.

In addition to our annual review of progress on our diversity goals and adherence to our diversity policy, we invite interested parties to provide feedback on our diversity policy and performance.

By gathering more diverse voices and giving everyone a sense of belonging, we can deliver more ingenious solutions. Finding a better way means finding a better way for everyone.

Zini Meka,
Chief Executive Officer
October 2022

Our Diversity & Inclusion Policy outlines how the company addresses diversity and reinforces the importance of equality and inclusion in the workplace. Together with our global Fair Treatment Policy, we ensure that, in all our business activities, people work in an environment where they can thrive and that is free from bullying, discrimination and harassment. We are committed to providing an environment where all our employees are treated with respect and have fair access to opportunities. By gathering more diverse voices and giving everyone a sense of belonging, we can deliver more ingenious solutions.



Copper Creek Project,
Tucson, Arizona, USA

Fostering diversity and inclusion

Dynamic workplace

With operations in 21 offices across 9 countries and with projects in over 80 locations worldwide, our team is made up of individuals with a range of skills, values, backgrounds and experiences. We value this diversity and recognize the organizational strength and opportunity for ingenuity it brings.

Distribution of men and women across our business

Region	Headcount Dec-24	Men	Women	% Men	% Women
	3,007	2,150	857	71.5%	28.5%
APAC Africa	511	363	148	71.0%	29.0%
North America	789	519	270	65.8%	34.2%
South America	1,707	1,268	439	74.3%	25.7%

	Total	Men	Women	% Men	% Women
Board of Directors	9	8	1	90%	10%
Ausenco Leadership Team	14	11	3	80%	20%

We know diverse and inclusive workplaces have more committed employees, outperform their competitors and are more sustainable. We believe our diversity contributes to the achievement of our corporate and strategic objectives. It enables us to attract people with the best skills and attributes, and to develop a workforce whose diversity reflects the global nature of our business and clients.

In 2024, we began the process of refreshing our diversity and inclusion goals after completing those set out in 2021. With the support of Egon Zehnder and Gallup, we conducted an Inclusion Survey in the 2024 calendar year and established focus groups to support action planning in early 2025. Updating our inclusion survey provided a clear, data-driven understanding of how our employees feel today about their experience at work, particularly around diversity, equity and inclusion. In total, 74% of our people participated, sharing an overall positive response that confirmed a *Satisfaction with culture* mean rating of 4.18 out of 5.

Employee Resources Groups

Our three Employee Resource Groups (ERGs) represent people of different geographies, businesses and experiences who are champions of company-wide diversity and inclusion initiatives, working together to develop a strategy, propose actions and measure progress. The Global Diversity & Inclusion committee informs the Board about diversity and inclusion progress quarterly.

Women@Ausenco and Pride@Ausenco

Dynamic workplace

Women@Ausenco

We established the Women@Ausenco employee resource committees – comprised of people who share a passion for gender equity – to support women with networking and mentoring opportunities. Created in 2021, the committees amplify the profile of women at Ausenco, foster diversity and inclusion and expand opportunities available to women. The initiative is governed by a global steering committee that is sponsored by our Chief Financial Officer (CFO), Linda Cochrane. Our 2024 Inclusion Survey revealed that women reported a strong sense of inclusion, with their experiences largely aligning with those of men. However, as women advance to senior leadership positions, we are observing emerging gaps in inclusion. We are committed to addressing these to ensure inclusion grows with leadership progression. This data reinforces our view that including ‘Champion Women’ as one of our seven strategic priorities was the right decision.

Pride@Ausenco

Pride@Ausenco was created in 2023 and is dedicated to celebrating diversity and empowering LGBTQ+ people. We are committed to fostering an inclusive environment where every employee, regardless of their individual expression, feels respected, valued and empowered to thrive both personally and professionally. In 2024, our Inclusion Survey revealed that our LGBTQ+ employees have a positive experience at Ausenco. They are empowered to be their authentic selves at work, consistently reporting a strong sense of respect and inclusion. Their positive feedback extends to our Diversity & Inclusion

initiatives, with LGBTQ+ employees rating the impact of these efforts higher than the company average – a clear testament to the vital work of our Employee Resource Groups and Inclusion Committees. The Diversity and Inclusion (D&I) Committee was established to drive progress against company-wide D&I goals and champion a culture of inclusion. In 2023, regional committees created their charters and strategic plans, laying the foundation for ongoing initiatives. The committees’ main objectives are to ensure everyone in the organization feels included and valued, to empower employees to speak up against behaviours inconsistent with company values, and to demonstrate cultural awareness and psychological safety. The committee also serves as a communication channel for D&I issues, sponsors key initiatives, and amplifies the needs of the organization to leadership. Training programs and workshops are regularly provided to build foundational knowledge and inclusive habits, helping make the workplace more welcoming for all backgrounds and perspectives.



Engaging with communities

People and communities

We are inspired by the diverse communities and natural environments that we work in and strive to be a catalyst for their sustainable development.

As a resources industry stakeholder, we can play an important role by facilitating contribution to the economic, social and environmental development of host communities. We are proud to work alongside clients and communities to create meaningful, long-term benefits that contribute to their shared prosperity.

Collaboration to improve access to clean drinking water

To ensure access to clean drinking water and reduce environmental risks for a community of over 200 residents, Ausenco has strengthened its collaboration with the nonprofit Ingeniería Sin Fronteras (ISF) to lead a volunteer project in El Alfalfal, Cajón del Maipo. After more than a year of collaborative work, the project successfully implemented a renewed water distribution system and environmental risk management framework that significantly improved both the quality and accessibility of water, transforming life in this water-scarce region. The initiative, which included co-design workshops and active community participation, offers sustainable solutions with lasting positive impact.

“The project in El Alfalfal showcases how humanitarian engineering can create tangible and meaningful change,” said Óscar Robles, a Materials Handling Consultant at Ausenco and a mentor in the community alongside the team. “Our collaboration with ISF allowed us to co-develop sustainable solutions that not only address immediate challenges but also strengthen the community’s long-term resilience,” he added.

This initiative reflects Ausenco and ISF’s vision of applying humanitarian engineering methodology that combines technical expertise with a holistic approach to solving social and environmental challenges.

Álvaro Leguía, Director of ISF, highlighted the project’s broader impact: “Beyond the infrastructure, this collaboration has empowered the community to take ownership of their challenges and strengthen their ability to manage future initiatives. Today, families can enjoy the peace of mind that comes from having access to clean, safe water.”

Local resident, Carolina Martínez, expressed gratitude: “The new system provides excellent water quality and consistent pressure. It’s a significant improvement, especially during winter when we often lost access, or during the thaw when water arrived contaminated. We’re truly grateful.”

Building on this success, Ausenco and ISF are preparing a second stage: a wildfire prevention plan. Located in a high-risk area, El Alfalfal faces increasing threats from wildfires, intensified by prolonged drought and extreme weather events linked to climate change. This new initiative will equip residents with tools and strategies to protect their homes and ensure the safety of the community.



Indigenous relationships

People and communities

Ausenco is committed to building positive relationships with Indigenous peoples and governments and advancing reconciliation in all its forms. We are inspired by the diversity of Indigenous cultures and perspectives, knowledge systems and values, and believe collaboration with Indigenous peoples is needed to address some of today's most pressing economic, environmental and social challenges.

With an ever-increasing focus on engagement, consultation, negotiations and discussions between clients, communities and regulators, Indigenous engagement remains a critical component of project planning and execution. The ability to develop positive relationships with communities while navigating complex project dynamics with transparency and respect is instrumental to the overall success of land and resource development projects. With decades of relevant experience, our team recognizes the key role of Indigenous groups in the decision-making process as well as the complex and evolving legal and policy context underpinning Indigenous consultation requirements. We respect the cultural heritage present within Traditional Territories and acknowledge and respect the constitutional rights and title of Indigenous groups. Our experience working with our clients and Indigenous communities spans a variety of project settings and regulatory contexts.

Our Reconciliation Action Plans for Canada and Australia guide strategic efforts on reconciliation and create a pathway for Ausenco to learn and improve in Indigenous relationship building. We are committed to establishing positive, long-term working relationships with Indigenous communities that benefit both clients and communities alike. We offer a broad range of programs and services tailored to support Indigenous communities, government agencies and private sector clients. In 2024, we launched a new initiative, BRIDGES (Building Relationships for Indigenous Development, Growth, Engagement and Sustainability), focused on fostering mutually beneficial, long-term partnerships with Indigenous governments and communities in Canada.



Annexes



Tracking our performance

Annexes

	Disclosure topic	Information location	Related Standard
Material topic			
Organizational Profile	Organizational details	See 'About this report' and 'Ausenco at a glance'	GRI 2: General Disclosures 2021 2-1
	Entities included in the organization's sustainability reporting	See 'About this report'	GRI 2: General Disclosures 2021 2-2
	Reporting period, frequency and contact point	See 'About this report'	GRI 2: General Disclosures 2021 2-3
	Restatements of information	See 'About this report'	GRI 2: General Disclosures 2021 2-4
	External assurance	See 'About this report'	GRI 2: General Disclosures 2021 2-5
	Activities, value chain and other business relationships	See 'Ausenco at a glance'	GRI 2: General Disclosures 2021 2-6
	Employees	See 'Dynamic workplace' and the disclosure metrics included in the material topic	GRI 2: General Disclosures 2021 2-7
	Governance structure and composition	See 'Leadership and business integrity'	GRI 2: General Disclosures 2021 2-9
	Chair of the highest governance body	See 'Leadership and business integrity'	GRI 2: General Disclosures 2021 2-11
	Role of the highest governance body in overseeing the management of impacts	See 'Sustainability Governance'	GRI 2: General Disclosures 2021 2-12
	Delegation of responsibility for managing impacts	See 'Managing risks'	GRI 2: General Disclosures 2021 2-13
	Role of the highest governance body in sustainability reporting	See 'Sustainability Governance'	GRI 2: General Disclosures 2021 2-14
	Conflicts of interest	Details regarding conflict of interest are addressed in Ausenco's Principles of Ethics and Fairness and included in Ausenco's Business Ethics Standard. These documents are available here: Our Governance Ausenco - Ausenco English	GRI 2: General Disclosures 2021 2-15
	Communication of critical concerns	See 'Ethics and anti-corruption'	GRI 2: General Disclosures 2021 2-16

Tracking our performance

Annexes

	Disclosure topic	Information location	Related Standard
Material Topic			
Ethics and transparency	Statement on sustainable development strategy	See 'Roadmap 2028 & our commitment to sustainability' and 'Ausenco's Sustainability Policy'	GRI 2: General Disclosures 2021 2-22
	Policy commitments	See 'Roadmap 2028 & our commitment to sustainability' and 'Ethics and anti-corruption'	GRI 2: General Disclosures 2021 2-23
	Embedding policy commitments	See 'Roadmap 2028 & our commitment to sustainability' and 'Ethics and anti-corruption'	GRI 2: General Disclosures 2021 2-24
	Mechanisms for seeking advice and raising concerns	See 'Ethics and anti-corruption'	GRI 2: General Disclosures 2021 2-26
	Compliance with laws and regulations	See 'Ethics and anti-corruption'	GRI 2: General Disclosures 2021 2-27
	Membership associations	See 'Memberships and alliances'	GRI 2: General Disclosures 2021 2-28
	Approach to stakeholder engagement	See 'Our Stakeholders'	GRI 2: General Disclosures 2021 2-29
	Process to determine material topics	See 'Our values, material topics and the connection to the UN SDGs'	GRI 3: Material Topics 2021 3-1
	List of material topics	See 'Our values, material topics and the connection to the UN SDGs'	GRI 3: Material Topics 2021 3-2
	Operations assessed for risks related to corruption	See 'Ethics and anti-corruption'	GRI 205: Anti-corruption 2016 205-1
	Communication and training about anti-corruption policies and procedures	See 'Ethics and anti-corruption'	GRI 205: Anti-corruption 2016 205-2 SASB SV-PS-510a.1
	Confirmed incidents of corruption and actions taken	There were no incidents of corruption reported in 2024	GRI 205: Anti-corruption 2016 205-3
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	\$0	SASB SV-PS-510a.2
Data and information security	Number of data breaches, percentage involving customers' confidential business information or personally identifiable information, number of customers affected	There were no data breaches reported in 2024	GRI 418: Customer Privacy 2016 418-1 SASB SV-PS-230a.3
	Description of approach to identifying and addressing data security risks	See 'Digital governance and cybersecurity'	SASB SV-PS-230a.1
	Description of policies and practices relating to collection, usage, and retention of customer information	See 'Digital governance and cybersecurity'	SASB SV-PS-230a.2

Tracking our performance

Annexes

	Disclosure topic	Information location	Related Standard
Sustainable value chain	Operations and suppliers at significant risk for incidents of child labor	See 'Digital governance and cybersecurity'	GRI 408: Child Labor 2016 408-1
	Operations and suppliers at significant risk for incidents of forced or compulsory labor	See 'Responsible value chain'	GRI 409: Forced or Compulsory Labor 2016 409-1
Careful management of resources	Energy consumption within the organization	Leased facilities with electricity metering reported a total of 381,950 kWh. Please note that we don't own assets. All our offices are leased and many of them don't provide metered energy.	GRI 302: Energy 2016 302-1
	Interactions with water as a shared resource. Management of water related impacts: withdrawal, discharge and consumption	See 'Environmental Stewardship'. As all our global facilities are leased office locations, we do not have data for water consumption	GRI 303: Water and Effluents 2018 303-1
Decarbonization and climate resilience	Direct (Scope 1) GHG emissions	The emissions inventory did not identify material direct (Scope 1) emissions sources for the reporting period. Ausenco emissions from leased office facilities have been reported as indirect (Scope 2) emissions which is consistent with the GHG Protocol Corporate Standard. We will continue to look for and measure sources of direct emissions in future emissions inventories.	GRI 305: Emissions 2016 305-1
	Energy indirect (Scope 2) GHG emissions	Scope 2 GHG emissions provided a total estimated 760 tonnes CO2e for 2024	GRI 305: Emissions 2016 305-2
	Other indirect (Scope 3) GHG emissions	We are in the process of determining an approach for estimating Scope 3 GHG emissions in the future	GRI 305: Emissions 2016 305-3
	GHG emissions intensity	See 'Climate resilience'	GRI 305: Emissions 2016 305-4
	Reduction of GHG emissions	See 'Climate resilience'	GRI 305: Emissions 2016 305-5
Health and safety culture	Occupational health and safety management system	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-1

Tracking our performance

Annexes

	Disclosure topic	Information location	Related Standard
Health and safety culture	Hazard identification, risk assessment, and incident investigation	See 'Health, safety and wellbeing' In 2024 Ausenco's global LTIFR was 0.11 The company had a global TRIFR of 0.53. From a total of 113 events reported related to injuries and illness, 5 were recordable and 108 non recordable. 5 events are related to APAC operations, 24 to North America operations and 84 to South America operations. From a total of 18,272 health and safety events reported through Ausenco's VelocityEHS system, 98% are related to proactive events detected by our people and 2% are related to reactive events (incidents, near misses and hazards). Incidents 112 / Near Misses 24 / Hazards 2,585 / Audits 1 / Inspections 5,756 / Observations 187 / Walkthrough 50. The percentage of H&S action items closed on time or early was 86% and the average Incident investigation time was 4 days.	GRI 403: Occupational Health and Safety 2018 403-2
	Occupational health services	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-3
	Worker participation, consultation, and communication on occupational health and safety	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-4
	Worker training on occupational health and safety	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-5
	Promotion of worker health	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-6
	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See 'Health, safety and well-being'	GRI 403: Occupational Health and Safety 2018 403-7
	Workers covered by an occupational health and safety management system	100%	GRI 403: Occupational Health and Safety 2018 403-8
	HSE performance	See 'Health, safety and wellbeing'	GRI 403: Occupational Health and Safety 2018 403-9
Dynamic workplace	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	See 'Dynamic workplace'	SASB SV-PS-000.A
	New employee hires and employee turnover	See table below (next page)	GRI 401: Employment 2016 401-1 SASB SV-PS-330a.2

Tracking our performance

Annexes

Assignment Category	Headcount Dec-24	Men	Women	% Men	% Women
Totals	3,007	2,150	857	71.5%	28.5%
Agency Contractor	19	18	1	94.7%	5.3%
Casual	155	115	40	74.2%	25.8%
Direct Contractor	108	93	15	86.1%	13.9%
Fixed Task - Full Time	1	0	1	0.0%	100.0%
Fixed Term - Full Time	312	251	61	80.4%	19.6%
Fixed Term - Part Time	12	4	8	33.3%	66.7%
Internship	27	12	15	44.4%	55.6%
Permanent - Full Time	2,321	1,638	683	70.6%	29.4%
Permanent - Part Time	52	19	33	36.5%	63.5%

Region	Headcount Dec-24	Men	Women	% Men	% Women
Totals	3,007	2,150	857	71.5%	28.5%
APAC Africa	511	363	148	71.0%	29.0%
North America	789	519	270	65.8%	34.2%
South America	1,707	1,268	439	74.3%	25.7%

New employee hires and employee turnover

Region	Total	M Seprns Jan-24 to Dec-24	W Seprns Jan-24 to Dec-24	EI T-over M	OI T-over M	EI T-over W	OI T-over F
Totals	941	715	226	11.8%	22.7%	15.2%	12.2%
APAC Africa	102	67	35	13.1%	7.7%	16.9%	8.1%
North America	247	159	88	15.7%	15.1%	21.0%	11.0%
South America	592	489	103	9.9%	29.8%	10.6%	14.4%

Tracking our performance

Annexes

Dynamic workplace

Employee hours worked, percentage billable

In 2024, our billable employees worked a total of 4,454,350 hours with 81.1% reimbursability. This figure excludes corporate and support staff.

SASB SV-PS-000.B

Average hours of training per year per employee

See table below

GRI 404: Training and Education 2016 404-1

Programs for upgrading employee skills and transition assistance programs

See ‘Dynamic workplace’

GRI 404: Training and Education 2016 404-2

Percentage of employees receiving regular performance and career development reviews

All permanent employees participate in performance reviews. In 2024, 2,373 employees were required to participate in performance reviews and 86% of performance reviews were completed as of February 03, 2025, for the 2024 calendar year. All employees are encouraged to set development goals with their manager as part of the performance review process. Ten percent of employees who are identified as having leadership potential are required to develop a learning plan which is recorded in the system.

GRI 404: Training and Education 2016 404-3

Employee engagement as a percentage

Our last Engagement Survey was performed in 2024 and had 88% participation.

SASB SV-PS-330a.3

Diversity of governance bodies and employees

See ‘Dynamic workplace’.

GRI 405: Diversity and Equal Opportunity 2016 405-1
SASB SV-PS-330a.1

Incidents of discrimination and corrective actions taken

No incidents registered in 2024

GRI 406: Non-discrimination 2016 406-1

Parental leave

See ‘Fostering Diversity and Inclusion’

GRI 401: Employment 2016 401-3

Engagement with Indigenous peoples and communities

Incidents of violations involving rights of Indigenous peoples

No incidents registered in 2024

GRI 411: Rights of Indigenous Peoples 2016 411-1

Tracking our performance

Annexes

E-Learning delivered courses	Attendance as a %	Average Hours
Corporate	17%	192
Diversity	3%	286
Health and Safety	19%	1,091
Human Rights	16%	490
IT, Marketing and P&P	14%	471
Technical	3%	75

Outside of E-Learning - Talent management courses	Attendance as a %	Average Hours
Human Rights - Ethics and Modern Slavery	42%	1,258
IT, Marketing and P&P - Engagement	40%	187
Diversity - International Women’s Day	40%	1,804
HSE Environment Week	41%	1,257

Our values, material topics and the connection to the UN SDGs

Annexes

Core Values	Priority area	Material topic	Prioritized SDGs	How we can impact on SDGs
Respect community and environment We seek ingenious solutions The client is our focus Safety in all we do Our people are our strength We are open, honest and collaborative	Environmental stewardship	Careful management of resources	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND	- Sourcing of resources that are produced in ways that reduce environmental and social impacts - Reducing resource consumption and optimising resource use in our operations - Measuring and mitigating GHG emissions from operations and business development activities - Setting science-based reduction targets in line with interannual agreements - Reducing waste generation through prevention, reduction, recycling and reuse - Creating lean and resource-efficient designs for our clients that reduce the footprint of our projects and reduce risk of potential impacts to air, land and water - Developing quality, reliable and resilient infrastructure that can withstand climate-related hazards
		Decarbonization and climate resilience/adaptation		
	Innovation	Ingenious solutions		
		Quality		
	Our people, partnerships and collaboration	Health and safety culture	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS	- Providing physical and psychologically safe working environments - Ensuring open communication channels and effective participation in decision-making - Promoting and growing diversity and inclusion in our workforce - Giving young professionals the opportunity to develop skills and knowledge - Contributing to quality employment, education and training in the countries we operate in - Promoting professional skills and raising capacity for effective climate and sustainability related planning and management - Enhancing local economic development through jobs, supply chain practices and local procurement - Engaging respectfully with indigenous peoples by acknowledging the past, reconciling this with the present - Contributing to an inclusive society
		Diversity, inclusion and equity		
		Dynamic workplace		
		Engagement with Indigenous peoples and communities		
		Sustainable value chain		
	Business integrity	Ethics and transparency	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	- Supporting initiatives to promote transparency, accountability and anticorruption - Integrating sustainability information into business decisions and reporting - Developing diverse and sustainability-conscious leadership - Engaging our supply chain in responsible practices - Enhancing sustainability in our corporate governance practices and policies - Maintaining high standards of cyber security and data protection
		Data and information security		

Our stakeholders

Annexes

	Stakeholder	Key topics	Examples of engagement actions
Internal	Board of Directors and Executive Leadership Team	- Business strategy and positioning definition - Performance compared to expectations of stakeholders - ESG Leadership activities - Diversity & Inclusion vision and strategy	- Interviews with the CEO - Executive Leadership Team presentations/ discussion - Internal communications - Sustainability Report approval
	ESG Steering committee	- Leadership direction to teams - Identification and support of ESG implementation team members - Business strategy and market positioning - Opportunities, risks and boundaries of ESG action - Standards and external commitments	- In-depth interviews - Sustainability and ESG-related meetings - White papers and publications - Consistency towards standards for compliance and reporting
	ESG working teams	- Application of ESG in the field - ESG internal advisory, updates and trends - ESG services for clients: marketing and delivery - Connection with Capital projects	- Focus groups and direct communication with representatives - Involving suppliers in our approach to solutions toward ESG initiatives - Engagement with local communities where we work - Training - ESG and sustainability network experience - Sustainability Report development - White papers and technical publications
	Ausenco's people	- Sustainable Project Delivery experience across the life cycle - Professional advice and delivery - Living safety culture - Ausenco's values representation - Culture and diversity awareness - Performance tracking - Work-life balance - ESG strategy	- Annual employee surveys - Performance and career development discussions - Training - Internal communications - Team building activities - Networking and internal consultancy - Employee resource groups - Open internal communication mechanisms and apps - Whistleblower channel - Town halls and regional team presentations - Special activities (Health and safety week, diversity workshops, etc.)

	Stakeholder	Key topics	Examples of engagement actions
External	Investors and financial partners	- Disclosure requests - Risks, trends and management - Adaptability of the business	- Strategic meetings - Conferences, discussion with senior executives and market sector experts - Annual information forms and reports - Selected interviews
	Clients	- Case studies and best practices - Strategy development and business differentiation	- Projects' feedback - Statements of qualification and requests - Whistleblower channel - Joint participation on industries' shared spaces
	Standard setters and regulators	- Rise in number and depth of standards - Review of regulations - Requirements' trends - Evaluations' rationale	- Webinars and training - Strategic analysis of documents - Key conferences and industry events - Training participation
	Contractors and suppliers	- Knowledge sharing - Leadership by example - Value chain joint efforts for sustainability	- Procurement process & policy review/ key suppliers input and lessons learned - Direct communications and meetings with project managers and senior leaders - Whistleblower channel
	Business and industry associations & technical organizations	- Partnerships for sustainability - Technical collaboration - Integration of perspectives and knowledge - Thought leadership - Sustainable development initiatives	- Collaborate with suppliers on technical solutions and partnerships to support ESG solutions - Participation on key industry joint spaces - Sustainability network activities
	Communities	- Support to communities initiatives - Culture awareness and respect - Job creation - Skills development - Local investment	- Media and social media reviews - Anthropological aspects analysis for projects - Local engagement initiatives and sponsorships - Local procurement initiatives, supply chain investments - Consultation process within projects - On-site direct dialogue and engagement



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