

THIESS

Delivering sustainable resources solutions

THIESS GROUP
2022 SUSTAINABILITY REPORT



THIESS GROUP

THIESS



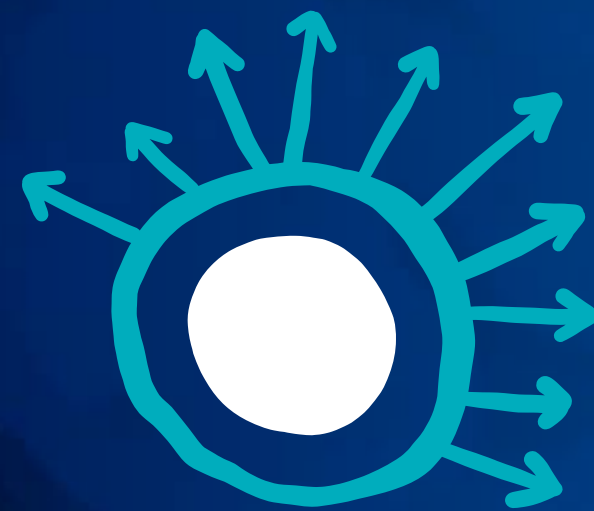
FLEETco



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Acknowledgement of Country



The Thiess Group acknowledges and respects the history and contributions of Indigenous peoples in all countries and regions where we operate. At our workplaces across the world, we recognise our responsibility to live and work on country, and with communities, respectfully and with care.

This report was produced on the lands of the Yuggera and Turrbal peoples. We honour and respect Aboriginal and Torres Strait Islander peoples as having the longest continuous culture on earth and recognise them as the Traditional Owners and Custodians of this land.

We pay our respects to their Elders past and present.



Delivering sustainable resources solutions

A message from the Executive Chair & CEO

Welcome to the 2022 Thies Group Sustainability Report, which maps our considerable progress on the transformation journey we started two years ago.



Michael Wright
Executive Chair & CEO, Thies Group

Over the past year, we launched a new vision that reflects our strategic response to the world's accelerating pathway to net zero carbon emissions. *Harnessing the power of people and technology to pioneer sustainable resources solutions* speaks to leveraging our strengths, expertise and desire for a brighter tomorrow to make a meaningful contribution to the global energy transition.

As the world recovered from the COVID-19 pandemic and faced upheaval in geopolitics and unpredictable weather conditions, the mining industry experienced risks and opportunities in 2022 that will continue to reverberate in 2023 and beyond – rising costs and inflationary pressures, challenges to the social licence to operate, skills shortages, and declining productivities and depleting resources, even as the sharp shift from fossil fuels to clean energy drives soaring demand for critical metals and minerals.

The Thies Group is navigating these changes with our four-pillared business strategy (outlined below), guided by our vision and ESG commitments—minimising environmental footprint; enhancing social value; and transparent, trusted governance.

We recognise that ESG sets the minimum operating standard for industry leaders and is fundamental to success today and into the future. Our ESG commitments must translate into action, which is why they are embedded in our targets, business plans and decision-making.

Diversifying commodities and services

In 2022, we made major progress in this area by acquiring ASX-listed Western Australia-based mining, civil and infrastructure services provider MACA, which has extensive expertise in minerals that enable the energy transition – copper, nickel and lithium.

In 2021, we set a target of rebalancing our commodities portfolio to consist of less than 25% thermal coal by the end of 2027.

With the launch of services in rehabilitation, technology and consulting services, an organic shift to metals mining, and the MACA acquisition providing expertise in the minerals and metals that are critical to zero emission technologies, the Group is tracking to achieve this target by the end of 2025, some two years early.

Thies refinanced a portion of its existing debt facilities in December 2022 into a term loan facility. This facility is not a Sustainability Linked Loan however included within the documentation are certain provisions linked to commodity diversification targets.

Creating a digital and sustainability advantage

We have made positive progress in our decarbonisation efforts to achieve our net zero by 2050 commitment. In 2022, Thies set an interim target of 25% reduction in emissions from diesel combustion in Thies operated fleet, by the end of 2035*, a major milestone on our journey to net zero.

*compared to a 2019 baseline

To achieve these, we will continue our partnership-centred, technology focused approach, as demonstrated through joint projects with leading original equipment manufacturers and think tanks such as Mining3. We are also developing new services for the low carbon economy, such as Thies Rehabilitation, which combines environmental expertise with decades of mining experience to deliver world-leading mine rehabilitation services.

Growing from our core for the future

Our work to decarbonise our operations has resulted in business improvements, ranging from emissions data platform improvements, to energy efficiency measures and alternative fuel initiatives, to further investment in autonomous operations. Our executive remuneration short-term incentive policy now also includes evaluation of performance on sustainability and climate action, which will ensure the Thies Group continues a leading role in pioneering sustainable resources solutions.

Reskilling our people as drivers of change

People are at the heart of our vision, and why we strive to ensure that every Group site or office is a healthy, safe and respectful workplace. We know we need to boost gender diversity across our global workforce to achieve this, hence the Thies 2022 target to increase female participation by 20%. Thies exceeded this in 2022 with a 23% improvement.

In 2023, we'll encourage other Group companies to also increase female participation.

We continue to upskill our employees to ensure they have the right capabilities to progress through their careers. For example, to date Thies has upskilled more than 50 operators to become autonomous controllers, in line with the industry's shift to autonomous mining operations.

We have made a solid start on our journey to a sustainable future, and I look forward to continuing to share our progress.

Michael Wright
Executive Chair & CEO



About this report

This report covers the sustainability performance of Thies Group Holdings (Thies Group or the Group), as depicted in the corporate structure in Appendix 1, from 1 January 2022 to 31 December 2022. It provides our stakeholders with a progress update on the delivery of our sustainability commitments.

In this report, references to **the Group** collectively include Thies Pty Ltd, [Fleetco](#), [Thies Rehabilitation](#), Thies Contractors Indonesia, Thies USA, Thies Mongolia, Thies Chile, Thies India, [RTL Mining and Earthworks Pty Ltd](#) (RTL, 88% Thies Pty Ltd owned) and [MACA Ltd](#) (MACA).

In the report, references to **Thies** include all entities listed above excluding RTL and MACA.

It follows the publication of Thies' first standalone Sustainability Report in 2021. Prior to this, the Group completed sustainability reporting through our former 100% parent (now 50% investor), [CIMIC Group Ltd](#) (CIMIC).

In transition: relevant acquisitions and integration processes

In late 2022, the Group acquired MACA, a contracting group based in Western Australia, providing services to the metals mining, infrastructure and construction sectors. Following the acquisition, integration of MACA into the Group is underway. From a sustainability perspective, we are reviewing MACA's systems, processes and reporting boundaries to understand commonality, identify opportunities and support longer term planning.

MACA recognises the importance of Environmental, Social and Governance (ESG) factors in delivering long-term sustainable performance and shareholder value. They are committed to incorporating ESG considerations

into decision-making processes. Following integration, MACA will align with the Group's ESG commitments.

In addition, during the latter half of 2020, the Group acquired a majority share in the RTL joint venture, a contract mining civil construction and transport business, based in Victoria.

We have included relevant and available sustainability data from MACA and RTL in the performance dataset of this report. In 2023, further work will be completed to expand MACA and RTL's dataset and ensure consistency with the Group's sustainability reporting. We will provide more detailed commentary on MACA and RTL data in our 2023 Sustainability Report.

Note, data presented in this 2022 report is not externally assured.

Defining our emissions

Consistency in accounting for the emissions in our value chain is important to the Group as we work to deliver our emissions reduction targets.

To better understand and report on the Group's carbon footprint, Thies completed a detailed review of their emissions in 2022 and aligned their reporting boundaries with client reporting approaches, as well as widely-used global reporting standards.

Thies also undertook a Global Reporting Initiative (GRI) aligned materiality assessment. From this assessment, they built a Sustainability Framework, which forms the basis of the structure of this report. In 2023, we plan to incorporate all Group companies into this Sustainability Framework.

✉ We welcome feedback on this report, please email sustainability@thies.com.au

Important information

This report includes forward-looking statements regarding the plans, strategies, objectives and commitments of the Group in relation to environmental, social and governance (ESG) and broader sustainability matters which are based on the Group's expectations as at the date of this report and/or the date of the Group's planning processes.

These forward-looking statements are subject to known and unknown risks, assumptions, uncertainties, contingencies and other factors many of which are beyond the Group's control, and which may cause the actual results, performances or achievements of the Group to differ materially from those expressed or implied in the statements contained in this document.

The forward-looking statements in this report are not statements of fact, guarantees or predictions, and have not been prepared to provide any guidance in relation to the future performance of the Group. No representation or warranty, express or implied, is given as to the accuracy, completeness or correctness, likelihood of achievement or reasonableness of any forward-looking information contained in this report.

Except as required by applicable regulations or by law, the Group does not undertake any obligation to publicly update or review any forward-looking statements, whether as a result of new information or future events.

Our business

The Thies Group is a leading mining services provider, operating across Australia, Asia and the Americas with more than 14,000 employees.

Through our companies, we connect clients from multiple commodities across the world's resources sectors with specialist services that leverage our decades of mining experience and innovation.

THIESS

Thiess delivers sustainable solutions in open cut and underground mining in Australia, Indonesia, Mongolia, and North and South America. Established in 1934, Thiess operates across diverse commodities, geologies, environments and cultures.

THIESS rehabilitation

Launched in 2022, **Thiess Rehabilitation** offers services in progressive mine rehabilitation, mine closure including infrastructure removal, and solutions for abandoned mines and contaminated land requirements.



Acquired in late 2022, **MACA** is a contracting group providing services to the mining, infrastructure and construction sector industries, headquartered in Perth, Western Australia.



Fleetco was established in 2013 and provides comprehensive plant hire and equipment ownership packages, and innovative capital replacement solutions within Australia.



Named for their original joint venture partners Roche Mining, Thiess and Linfox, Thiess' 88%-owned subsidiary **RTL** provides mining, rehabilitation, civil construction and heavy earthmoving plant hire services, as well as general and over-dimensional transport services from their base in Victoria, Australia.

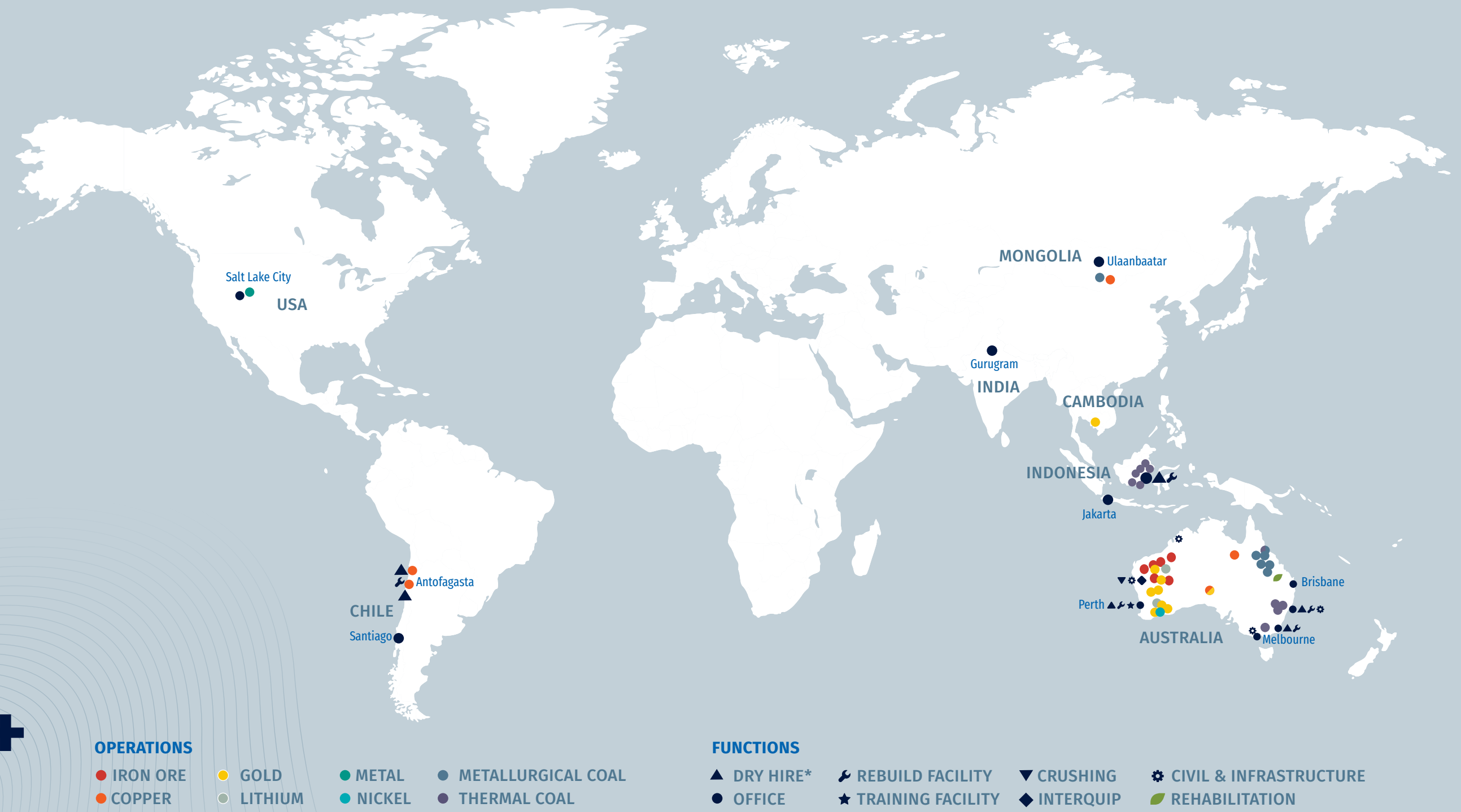
OUR OPERATIONS

7 COUNTRIES

41 PROJECTS

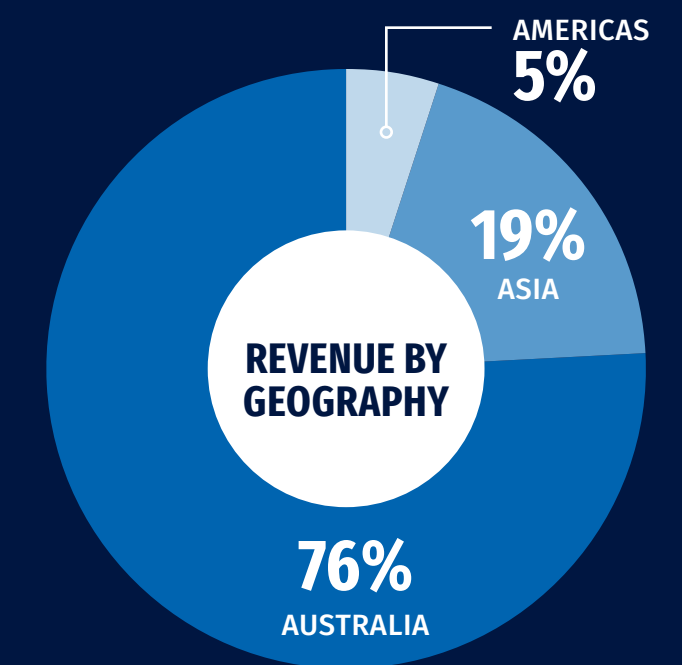
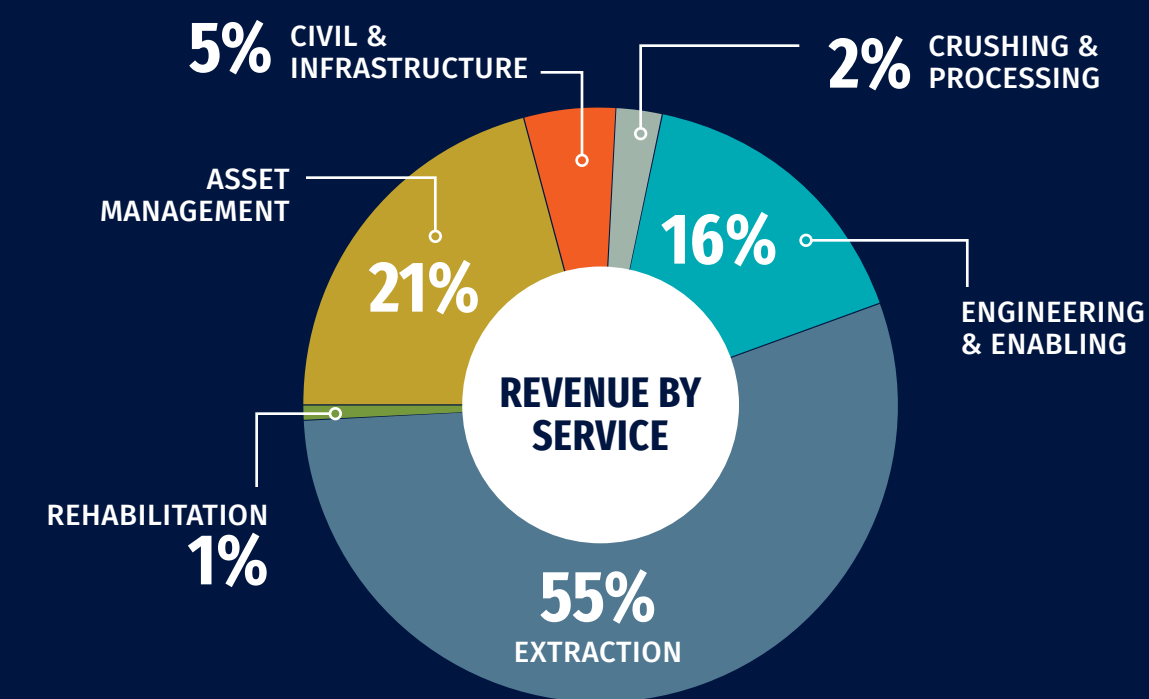
5 REBUILD CENTRES

14,000+ EMPLOYEES



*Delivered in Australia via **FLEETco**

OUR SERVICES



*Note this data represents the Group CY22 with MACA revenue as pro forma 12 months contribution



Environment

THIESS ONLY

DOUBLED

WATER REUSE AND RECYCLING*



40%

FLEET FITTED WITH **HYDROGEN TRICKLE FEED TECHNOLOGY** at one Australian operation



11

240-TONNE **ELECTRIC-WHEEL DRIVE TRUCKS**

deployed in Americas region



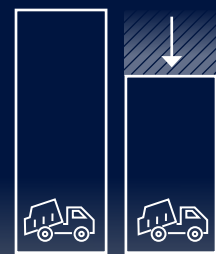
7.7%

REDUCTION IN FUEL BURN PER METRE DRILLED for autonomous drills at NSW operation



27%

LESS WASTE TO LANDFILL*



1st

HYDROGEN FUEL-CELL BASED POWERTRAIN prototype delivered by **Hydra Consortium**

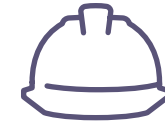


Social

THIESS ONLY

60%

FEMALE PARTICIPATION in new apprenticeship program launched in Chile



11

SCHOLARSHIPS AWARDED

7 female, 4 male including 1 person living with a disability



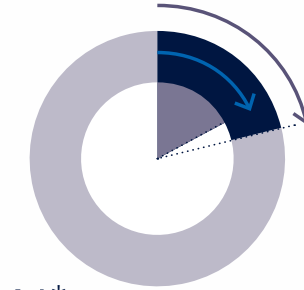
56%

REDUCTION IN POTENTIAL CLASS 1 SAFETY INCIDENTS^{^*}



23%

INCREASE IN FEMALE PARTICIPATION*



5 MILLION+

TRAINING HOURS

delivered via online training platform **LAAMP**



30%

INCREASE IN INDIGENOUS EMPLOYMENT PARTICIPATION* in Australia



Governance

THIESS ONLY

3

NEW POLICIES INTRODUCED

- Sustainability
- Environment
- Healthy, Safe & Respectful Workplaces



1,082

LEADERS RECEIVED LIVING OUR VALUES TRAINING in-person



1st

MODERN SLAVERY STATEMENT PUBLISHED



GROUP COMPANIES

THIESS REHABILITATION LAUNCHED and secured first contract



RTL CELEBRATES 30TH ANNIVERSARY



MACA JOINS THE GROUP



2022 achievements

Iron Bridge, Australia

*Compared to 2021
^ refer to glossary and assumptions



Introducing MACA

Mining and civil contract services provider MACA joined the Group in late 2022, extending our capabilities with additional commodities, services and operating areas.

Founded in Western Australia in 2002, MACA was listed on the Australian Securities Exchange in 2010 and grew rapidly through a series of strategic acquisitions. MACA celebrated 20 years of successful operations in 2022.



IN MEMORIAM

Gary Mitchell
1963–2022

Tragically, our MACA colleague Gary lost his life in October 2022 at the Karlawinda Gold Mine, Western Australia. Our thoughts remain with Gary's family, friends and workmates.

SAFETY (TRIFR)

3.32

REVENUE

\$1.57bn

WORK IN HAND

\$2.5bn

ESG achievements

As we integrate MACA into the Group, here is a snapshot of their 2022 ESG highlights (source: [MACA FY22 Annual Report](#)). Detailed commentary on MACA will be included in the 2023 Thies Group Sustainability Report.

Environment

FY2022 emissions*

1.45 ktCO₂e Scope 1 emissions
0.52 ktCO₂e Scope 2 emissions

Emissions reduction

MACA collaborated with Mitsui, AVL and other industry leading battery and engineering companies to investigate the electrification of dump trucks; and with SafeAI to retrofit MACA's mixed fleet of haul trucks with autonomous hardware and software.

Waste and recycling

A key waste minimisation initiative was paperless assessments, launched in 2021 with improvements to the online platform delivered in 2022.

Social

Training to achieve "Working Safely" vision

In 2022, initiatives included Safety Advisor Development Pathway; training on the new Work Health and Safety legislation; mental health first aid training; and the Dump Truck Operations Development Program.

Encouraging and nurturing diversity

Female and Indigenous participation continue to be focus areas for MACA. MACA's 2022 female participation rate was 18%, up 2% on 2021, and they are working to increase this through initiatives such as unconscious bias training; commitment to 50% female participation across trainee assessment centres and programs; Female Emerging Leaders Program; gender-focused talent identification sessions; and mentoring programs.

MACA focused on increasing Indigenous engagement in 2022 through initiatives such as its first Indigenous trainee assessment centres and capability building

efforts with Indigenous businesses on civil projects.

MACA continues to partner with Indigenous Management Group to create meaningful commercial opportunities for Yilka Talintji Traditional Owners – since 2018, the project has enabled four Yilka businesses to gain 5-year contracts at Gruyere mine.

Supporting our communities

Partnerships that generate long-term value and support a sustainable future for both MACA's people and the wider community include The Harry Perkins Institute of Medical Research; Murlpirrmarra Connection; The Perth's Children Hospital Foundation, Western Australian Symphony Orchestra, Fremantle Dockers Australian Football League Women's team and Youth Focus.

Governance

Modern slavery risks

MACA delivered their third Modern Slavery Statement in 2022.

*Scope 3 emissions for 2022 not available



Progress on our sustainability journey

In 2021, Thies introduced three commitments – minimised environmental footprint, enhanced social value, and transparent, trusted governance – to guide their strategic sustainability approach, and actions to deliver on these commitments. From 2023, the Group will adopt these commitments and work with all Group companies to record their ESG contributions and initiatives.

Thies' key activities in 2022 included participation in the Minerals Council of Australia's Towards Sustainable Mining Taskforce, progress against their Climate Action Roadmap, and completion of a GRI materiality assessment. See progress on Thies' 2021 Sustainability Report actions in the table to the right.

The Group also further incorporated sustainability considerations in our updated business strategy for 2022, which included setting an objective of creating a sustainability advantage. We will look to integrate MACA in the materiality assessment, Climate Action Roadmap and sustainability commitments from 2023.



Actions from Thies' 2021 Sustainability Report Outlook	Action status at end of 2022	Related section in this 2022 Report
Minimised environmental footprint		
Continuing the Group's portfolio transition to meet 25% thermal coal revenue target by end of 2027.	In progress	Diversifying to support the energy transition
Setting science-based emission reduction targets aligned to 2050 net zero commitment.	In progress	Decarbonising for a better tomorrow
Progressing Climate Action Roadmap.	In progress	Climate Action Roadmap
Enhanced social value		
Targeting a 20% increase in female participation for each region compared to 2021.	23% increase	Diversity and inclusion
Targeting a 15% improvement in Total Recordable Injury Frequency Rate for each region compared to 2021.	30% improvement	Employee wellbeing and development
Increasing number of Indigenous businesses contracted with Thies from 19 to 35 by end of 2023.	In progress	Responsible supply chain
Transparent, trusted governance		
Implementing amended executive remuneration STI policy to include sustainability and climate action focus.	In progress	Business integrity
Commencing materiality assessment to GRI standard.	Completed	Progress on our sustainability journey
Publishing Thies' first Modern Slavery Statement.	Completed	Business integrity



Towards Sustainable Mining (TSM)

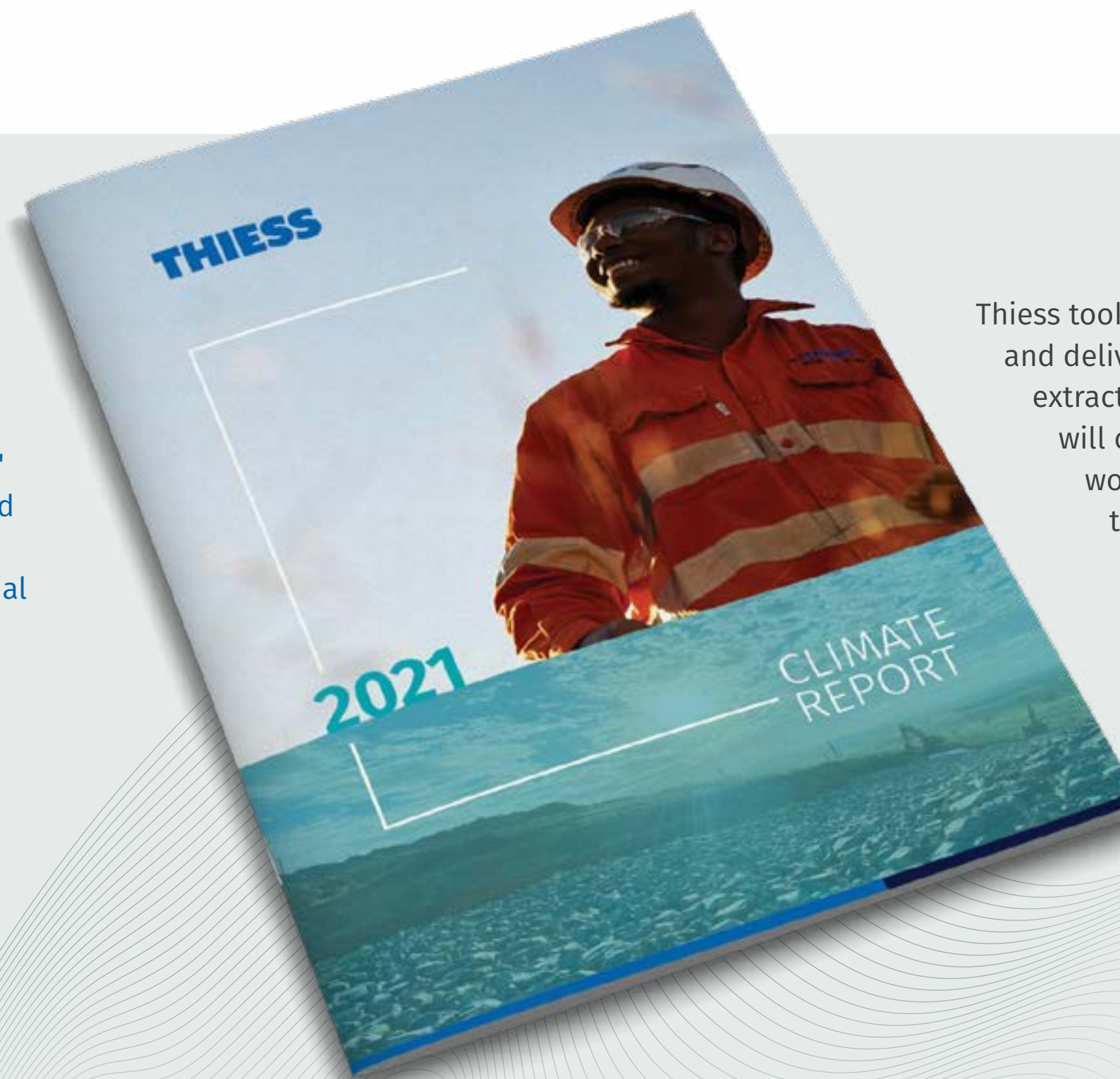
TSM is an award-winning accountability framework established by the Mining Association of Canada (MAC) to help mining companies evaluate, manage and communicate their sustainability performance. In 2020, the Minerals Council of Australia (MCA) Board (of which the Group's Executive Chair and CEO, Michael Wright is a member) agreed to adopt the TSM framework in recognition of the evolving ESG landscape and will require all members to participate in the program by 2025.

A taskforce was formed, composed of MCA member company representatives including Thies, to review and align the framework for the Australian mining industry, while retaining the framework's intent and ensuring consistency for global companies undertaking implementation in multiple countries. Thies is assisting the MCA in the development of a TSM implementation pathway for mining services providers in Australia.

In 2023, Thies will continue working with the MCA and MAC on TSM implementation options for mining service providers. They will also continue to participate in the TSM Taskforce and new TSM Initiative Leaders working groups to further develop and implement the framework for the Group and wider industry.

Climate Action Roadmap

To demonstrate and deliver progress on Thies' climate change commitments, Thies developed their first Climate Report in 2021. The report, using the Task Force on Climate-related Financial Disclosures (TCFD) framework, detailed Thies' first public metrics and targets in relation to their response to climate change.



Thies took steps towards reducing risks associated with climate change and delivering business benefits in 2022, as outlined below in the extract of key actions from their Climate Action Roadmap. This work will continue in 2023, with the Group's ongoing commitment to working with our value chain and collaborating on innovations to decarbonise. The Group will investigate expanding this Climate Action Roadmap in 2023 to all Group companies.

We also believe that business-wide climate education and training is crucial for achieving climate actions – this is a key priority for 2023.

THIES PROGRESS

Refined Decarbonisation Roadmap focussing on carbon reduction technologies and initiatives.

Set Thies' first quantitative emissions reduction target using Thies' emissions data and with consideration of the **Science Based Targets initiative (SBTi)** criteria.

Completed climate scenario analysis in respect of four priority physical and transition risk themes and started integrating key learnings into Thies' business strategy and risk management processes.

Further refined Thies' Scope 1, 2 and 3 emissions disclosure.

Conducted a GRI aligned materiality assessment.

GROUP ACTIONS IN 2023

Evaluate renewable energy options to reduce the Group's **Scope 1** and **2** emissions, and work with our key suppliers to continue to refine our **Scope 3** emissions disclosure.

Implement a process to measure effectiveness of decarbonisation plans and begin to develop an adaptation plan for physical risks.

Develop a framework for climate related data collection and analysis and begin to develop non-emission metrics and targets for the mitigation of climate risks.

Further integrate scenario analysis outputs into risk management, governance, strategy and planning processes.

Consider carbon pricing frameworks that can be adopted for internal evaluation of strategic growth options.

Investigate inclusion of all Group companies in Climate Action Roadmap.

GRI aligned materiality assessment

Thiess engaged Deloitte in 2022 to complete a GRI aligned materiality assessment to help them better understand stakeholder views and expectations regarding ESG, and respond to material sustainability risks and opportunities. The assessment was conducted before MACA joined the Group – they will be integrated in 2023.

The assessment was informed by four key inputs – internal documentation, reporting and regulatory standards, market trend analysis and peer benchmarking. This helped identify the ESG topics or issues most important to **Thiess' stakeholders**. The Group ESG team then determined the impact of these issues on the business, which were prioritised and presented in a materiality matrix.

THIESS MATERIALITY MATRIX



-  ENVIRONMENTAL MATERIAL TOPICS
-  SOCIAL MATERIAL TOPICS
-  GOVERNANCE MATERIAL TOPICS

The materiality assessment, reviewed with consideration of the United Nations Sustainable Development Goals (UN SDGs), was then used to develop a Sustainability Framework.



Mount Pleasant, Australia

Sustainability Framework

This framework outlines key material topics for Thies under their ESG commitments and assists in structuring their sustainability approach and reporting.

Within this framework, some material issues from the assessment have been grouped for simplicity and incorporated into the framework topic definition. All topic definitions are available in [Appendix 2](#). Many Thies activities contribute to achieving the UN SDGs, hence the Group has mapped the SDGs to the framework topics throughout this report.

In 2023, the Group plans to incorporate all Group companies into this framework and adopt these sustainability commitments.



Diversifying to support the energy transition

The race is on to develop cleaner, lower emission technologies to reduce the world's dependence on fossil fuels – clean, reliable and affordable energy is integral to addressing climate change.

The mining sector plays a pivotal role in supplying the raw materials critical to the energy transition.

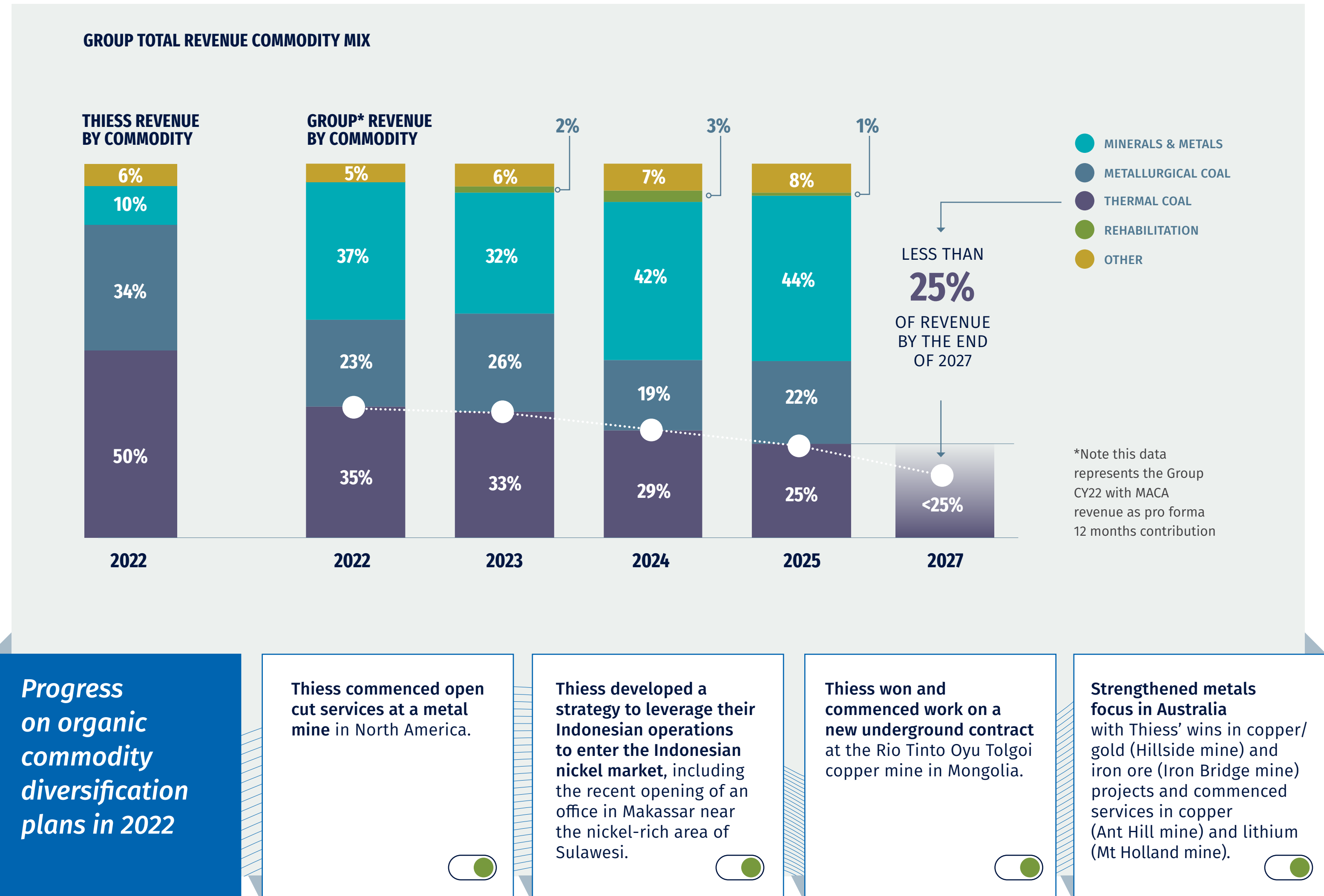
That's why we have been diversifying our commodities portfolio. We support the rising demand for metals including copper – essential to the growth in electrification; nickel, zinc and molybdenum – key materials for the renewable energy sector; and lithium, which underpins battery evolution.

We are also assessing inorganic growth options as we leverage our core competencies to develop service offerings for sustainable mining and lower emission markets – including rehabilitation, asset management, technology and consulting services.

Commodities

In 2022, we saw strong progress on our commodity diversification plans. The Group is focused on growth in metals and minerals that support the global energy transition including copper, nickel and lithium; continuing our presence in metallurgical coal, which is needed for steelmaking and essential infrastructure, while monitoring technologies that reduce dependency on this commodity, and rebalancing our thermal coal exposure to less than 25% of total revenue by the end of 2027. We will continue to provide [sustainable mining services](#) to select thermal coal mines as thermal coal use is phased down.

Our organic and inorganic strategies in 2022 saw us widen our commodity base and our revenue from thermal coal is now expected to reduce to 33% by the end of 2023 and based on our current plans and projections, to 25% by the end of 2025—potentially accelerating our progress towards our end of 2027 target of having less than 25% thermal coal total revenue in our portfolio. These estimations are shown in the graph on the right.



Diversifying to support the energy transition *continued*

With our shift in focus to metals and mineral opportunities, our organic pipeline of opportunities has evolved substantially with minerals and metals projects now representing almost 71% of Thiess' current target pipeline, increasing from 52% in 2020.

This expansion has been coupled with an organic reduction in thermal coal revenue with the Thiess contract at Mount Owen mine ending in 2022.

The Group's acquisition in late 2022 of Western Australia-based mining, civil and infrastructure services provider MACA, delivered an immediate step change in commodity diversification while adding new capabilities to the business. MACA's integration into the Group will allow us to play a larger role in providing the raw materials critical to the global energy transition, in particular the metals and minerals likely to be needed to accelerate decarbonisation technologies.

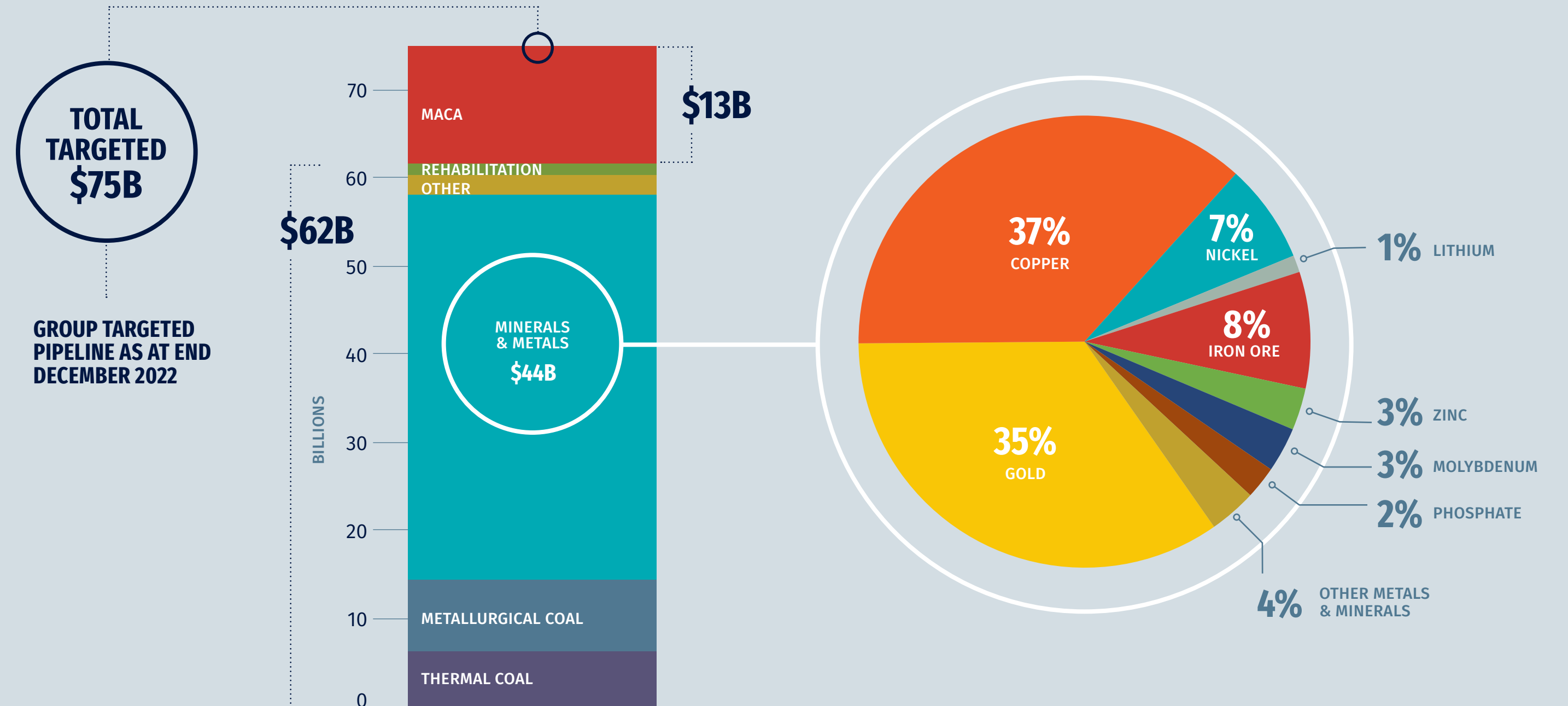
Thiess' work in hand (WIH) increased by 25% over 2022, to \$11.9b by the end of December. With the addition of MACA to the Group, a further \$2.5b WIH has been added, consisting primarily of metals and minerals mining in Australia (74%) and international (9%) as well as in civil and infrastructure (15%). This takes the Group WIH balance to \$14.3B as at end of December 2022.



Thiess North America team, USA

For 2023 and beyond, the Group has a good pipeline of global minerals and metals project opportunities.

Our targeted pipeline (shown to the right) as at end of December 2022 identified more than 147 minerals and metals contract opportunities for Thiess. These opportunities are expected to come to the market over the next five years across our operating regions in Australia, Asia and the Americas. MACA is also targeting an organic pipeline of a further \$13 billion, all of these being metals and minerals or civil and infrastructure opportunities outside of mining.



Services

Established in 1934, Thies has a track record of expanding and growing service offerings by building on core capabilities. Nine decades later, Thies has evolved into the Thies Group and our pioneering spirit continues to guide our diversification of services in response to the opportunities arising from the global energy transition. We are focussed on growth in areas such as services that have a lower carbon footprint.

In 2022, Thies continued to expand their service offering with their stand-alone rehabilitation business, Thies Rehabilitation. They are also continuing to work on the revitalisation of underground metals mining; development of asset services; and consulting and technology commercialisation offerings.

In 2023, Thies will continue to develop digital technology solutions to address problems faced by the mining industry and assist clients in realising the value of data driven, remote-operated mines.

THIESS
rehabilitation

CASE STUDY

THIESS REHABILITATION SECURES FIRST CONTRACT

Launched in March 2022 as part of the Group's diversification strategy, Thies Rehabilitation was awarded their first contract, a 3.5 year partnership with Ensham Resources.

Over the term of the contract Thies Rehabilitation will deliver more than 700 hectares of mine rehabilitation solutions – creating areas of native bushland corridors and cattle grazing – at the Yongala area of Ensham Mine in Queensland, Australia. It will include design and construction of final landforms, seedbed preparation and sowing of pasture and native species.

The final landform design and construction was optimised to reduce equipment hours and emissions, and the team are also investigating aerial drone seeding to further improve efficiencies. The rehabilitation will deliver a stable landform that can be released back to the local landholder for grazing, reinstating the pre-mining land use.

Group Manager Thies Rehabilitation James Anderson said: "We're excited to work with Ensham Resources and Idemitsu on this, our first standalone mine-site rehabilitation project. Our team is looking forward to applying our industry-leading landform design methodologies and applying technology, including drones for surveying and seeding, to this project."



Ensham Mine, Australia

Operating regions and inorganic growth

With the MACA acquisition, the Group now services clients in seven countries – Australia, Indonesia, Mongolia, India, Chile, the United States and Cambodia. While we will see organic growth in these countries, we are also attuned to opportunities beyond those borders.

Inorganic growth is also a key component of our strategy, and we will continue to explore opportunities that meet our objectives, backed by our shareholders' support.



Progress on services diversification in 2022, and key actions for 2023



APRIL 2022
Thiess developed strategic relationship with Tata Steel, signing agreement to deliver mine planning and engineering services.



MAY 2022
Thiess commenced work on a new underground contract at the Rio Tinto Oyu Tolgoi copper mine in Mongolia.

OCTOBER 2022
Acquisition of MACA



ASSET SERVICES
Further investigate segments of the market where Thiess can fill a niche with innovative solutions.

CONSULTING AND TECHNOLOGY COMMERCIALISATION

Utilise our India Hub resources to win new technical consulting assignments and investigate the commercialisation of in-house technology solutions.



MARCH 2022
Thiess Rehabilitation launched

ASSET SERVICES
Thiess investigated approach for asset services offering including leveraging current maintenance capability and use of remote operation centre philosophy.



JULY 2022
Thiess Rehabilitation secured first contract with Ensham Resources.



MACA INTEGRATION
Integration into Thiess systems and processes



UNDERGROUND SERVICES
Expansion in Asia, building on Thiess' established position at the world class Oyu Tolgoi copper mine in Mongolia

COMPLETED IN 2022

PROGRESSING IN 2023

Decarbonising for a better tomorrow

As a mining services provider with more than 40 sites in seven countries and more than 14,000 employees, the Group can make a meaningful contribution towards decarbonising the world's resources sector.

We support the responsible transition to a lower carbon future and reaffirm our ambition to reduce emissions from all mining services, including our commitment to work with our clients to reduce diesel combustion emissions from fleet we operate.

As a service provider, the Group does not have financial control over any mines, and **operational control** is generally held by our clients, the mine owners. However, we acknowledge we often have a degree of influence in relation to aspects of our clients' emissions profiles and we are working with them to investigate options to reduce emissions from the projects we operate.

*The RTC transfers emissions reporting obligations from a corporation designated as having operational control over the facility to the corporation that has financial control over the facility.

Improvements in emissions data capture and reporting

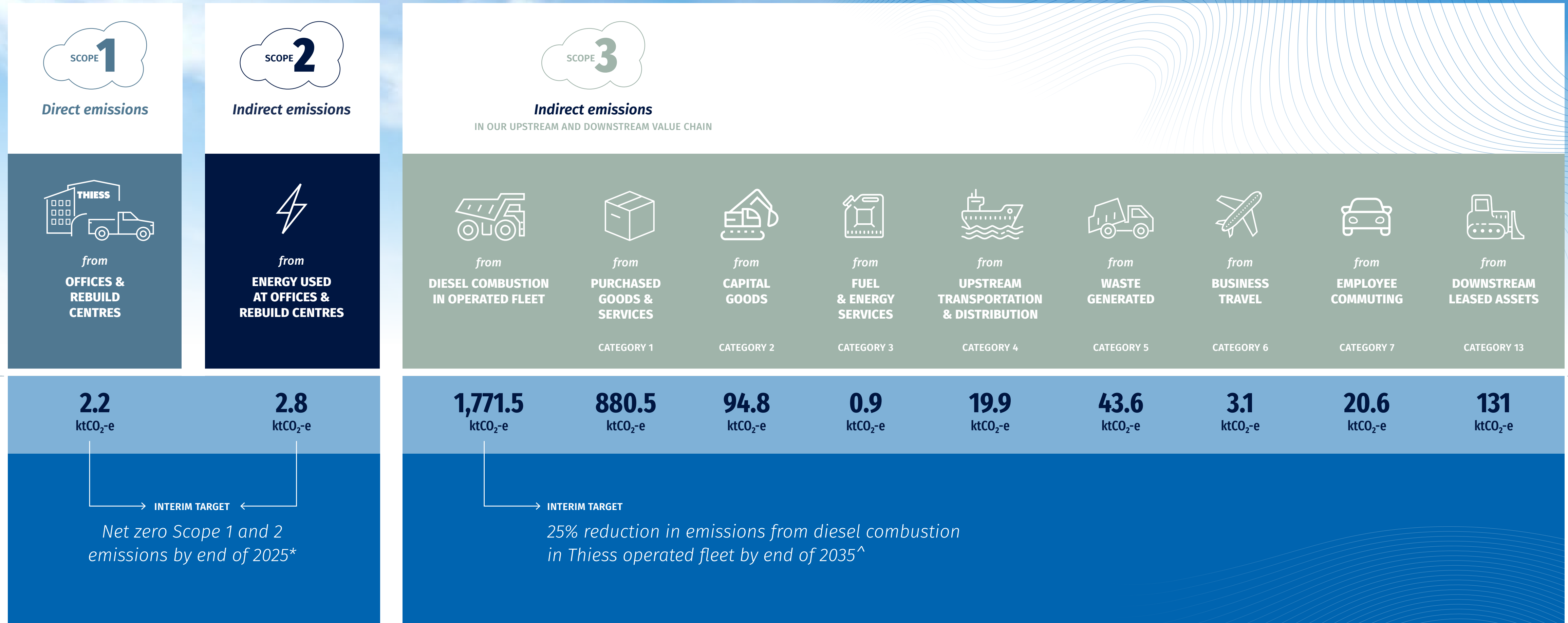
Consistency in accounting for the emissions in our value chain is important to the Group as we deliver on emissions reduction targets. We are continuing work to better understand and report on our carbon footprint.

In 2022, Thiess completed a detailed review of their Scope 1, 2 and 3 emissions with the help of external advisors and aligned their reporting boundaries with widely-used global reporting standards – the Global Reporting Initiative (GRI), the Greenhouse Gas (GHG) Protocol, Science Based Targets Initiative (SBTi) guidance, and National Greenhouse and Energy Reporting legislation (*NGER Act 2007*); and ensured consistency with client reporting approaches. The resulting changes are outlined in the table to the right. While this review was completed for Thiess, the Group plans to apply these definitions across all Group companies and report Group emissions in 2023.

Scope	2021 Sustainability Report	Change in this 2022 Sustainability Report
	<p>All direct emissions from Thiess owned or controlled offices and rebuild centres, as well as direct emissions from diesel combustion in the mining fleet and equipment they operate, regardless of operational control.</p>	<p>Re-defined as direct GHG emissions from facilities where Thiess has operational control and there is no reporting transfer certificate (RTC)* in place as defined by the <i>NGER Act</i>.</p> <p>In 2022, these facilities are Thiess owned or controlled offices and rebuild centres only. The 2022 project to refine Thiess' emissions disclosures (as further explained in relation to Scope 3 emissions below) resulted in a narrower boundary for Scope 1 disclosures. This saw emissions associated with diesel combustion in Thiess operated fleet move from Scope 1 to Scope 3.</p> <p>Thiess remains focussed on reducing emissions from all mining services and working with clients to reduce emissions from diesel combustion in fleet, regardless of operational control.</p>
	<p>All indirect emissions from the generation of purchased electricity used at Thiess offices and rebuild centres.</p>	<p>No change. Relates to indirect GHG emissions from purchased energy at facilities where Thiess has operational control and there is no RTC in place. In 2022, these facilities are Thiess owned or controlled offices and rebuild centres only.</p>
	<p>Indirect emissions not included in Scope 2 that occur both upstream and downstream of Thiess' value chain. In 2021 this was limited to an estimate of 35 ktCO₂e from waste and business travel categories only.</p>	<p>Re-defined Scope 3 emissions as the indirect GHG emissions resulting from activities in Thiess' value chain but outside of their operational control.</p> <p>The GHG Protocol divides Scope 3 emissions into 15 categories including:</p> <ul style="list-style-type: none"> upstream emissions – indirect GHG emissions related to purchased or acquired goods and services downstream emissions – indirect GHG emissions related to sold goods and services. <p>In collaboration with the University of Queensland, and Deloitte, Thiess undertook a project in 2022 to refine Scope 3 disclosures.</p> <p>This resulted in an expanded Scope 3 boundary and emissions estimate of 2,965.8 ktCO₂e. Of this, 1,771.5 ktCO₂e were emissions from diesel combustion in Thiess operated fleet and 1,194.3 ktCO₂e were from the inclusion of category 1, 2, 3, 4, 5, 6, 7, and 13 Scope 3 reporting categories.</p> <p>See Our sustainability performance data for breakdown.</p>

Our Scope 1, 2, 3 emissions and commitments

THIESS 2022 DATA AND INTERIM TARGETS SHOWN. TO BE EXPANDED TO INCLUDE ALL GROUP COMPANIES IN 2023.



Scope 3 increased from only 2 categories in 2021 to include eight in 2022. Diesel combustion in operated fleet has also been moved from Scope 1 to 3 in 2022.

*refer to glossary and assumptions ^compared to a 2019 baseline



Emission reduction targets

In 2021, Thies committed to net zero Scope 1 and 2 emissions by 2050 and launched their inaugural Sustainability and Climate Change Reports.

In 2022, Thies redefined their emission boundaries but their net zero by 2050 target remained unchanged and continues to apply to the same emission sources.

As the Group plans to apply this redefined boundary across all of our emissions in 2023, our net zero target by 2050 is inclusive of our Scope 1 and 2 emissions and Scope 3 emissions from diesel combustion in Group operated fleet*.

In 2022, Thies also developed an **interim target** of **25% reduction in emissions from diesel combustion in Thies operated fleet* by the end of 2035**[^]. Thies developed this target using fleet modelling with advice from original equipment manufacturer (OEM) partners on expected delivery of technology upgrades to power their fleet. This refined their Decarbonisation Roadmap and provided a clearer outline of Thies' pathway to net zero.

Thies will continue to review their emissions targets as they monitor the progress and commercial availability of technology to decarbonise.

It also allowed Thies to set other interim emission targets in 2022:

Net zero

THIESS SCOPE 1 AND 2 EMISSIONS BY END OF 2025**

85%

OF ALL THIESS OPERATED LIGHT VEHICLES TO BE HYBRID OR BATTERY ELECTRIC BY END OF 2030

* These targets are based on estimates as at the date of this report. We include estimates of Scope 3 emissions in the calculation of our target as a means to more accurately represent the value chain emissions associated with the actions we are taking. However, including these emissions in the calculation should in no way be construed as an acceptance by the Group of responsibility for these emissions.

[^] compared to a 2019 baseline.

** based on 2022 scope definitions.


In 2023, the Group plans to continue to:

- ✓ refine Thies' Scope 3 disclosures by working with major suppliers to obtain more accurate emissions data
- ✓ review integration of MACA into Group emissions targets and metrics
- ✓ further incorporate all Group companies into our sustainability reporting framework.



Decarbonisation Roadmap

Thiess continues to work on improving operational and energy efficiency as they strive to decarbonise their business. In 2022, Thiess focussed on the emissions reduction technologies and initiatives outlined below. In 2023, we will look to expand Thiess' Decarbonisation Roadmap to incorporate all Group companies and their initiatives.

IMPROVING ENERGY EFFICIENCY

Thiess' focus on integrating analytics into their business has advanced Thiess' ability to optimise the productivity of mining operations resulting in more efficient haulage and the reduced fuel consumption of their asset base.

In addition, their strengthened data processing capability allows them to:

- monitor extensive asset condition parameters to maximise the useful life of componentry while avoiding in-service failure
- implement a new Power BI app to provide better interrogation and visual representation of Scope 1, 2 and 3 emissions per region, project and asset, enabling Thiess to identify opportunities and potential improvements.

They also investigated battery electric vehicle (BEV) options for light vehicles and maintenance trucks; and developed a pilot program to use BEV buses between camps and sites in 2023 (see case study to the right). Additionally, Thiess now includes BEV haulage in current and future project modelling to provide cost and emissions estimates, encouraging clients to move to lower emissions mining.

CASE STUDY

BATTERY ELECTRIC VEHICLES

Thiess is investigating the use of battery electric vehicles (BEVs) in all applications on their sites.



In 2022, Thiess investigated the use of battery electric buses for use between their camps and sites to support shift changeovers. These types of commutes, with multiple runs with time in between not running, are a suitable application for BEVs. Working with an electric vehicle lease company, Thiess is investigating various specifications to suit different applications. Upon successful completion of a pilot planned for 2023, Thiess will begin a program to replace all accommodation-site transport with a BEV option.

Electric options are also emerging in the commercial light vehicle market and Thiess is currently undertaking assessments to select suitable vehicles to replace with BEVs. Initial assessment shows tool-of-trade vehicles used in the Hunter Valley, New South Wales in Australia may be most suitable due to shorter travel distances. They will use feedback from pilot participants to assess applicability for other sites and applications.



PARTNERING FOR A NET-ZERO EMISSIONS FUTURE



Net-zero emissions mining will only be achievable when breakthrough technology, such as large-scale electrification and hydrogen fuel cells, become commercially available for large mining fleet.

The Thies Group is partnering with other organisations to drive research and the development of this technology.

Thies is part of the Hydra Consortium, which recently celebrated the construction of their first hydrogen fuel cell-based powertrain prototype. The consortium also includes ENGIE, Mining3, Antofagasta Minerals, Mitsui, Ballard Power Systems, Hexagon Purus, Reborn Electric Motors and Liebherr Mining. Testing is being carried out near the Thies Encuentro operation in Chile, and Thies provides engineering and operational input into this project. While there were operational challenges due to altitude, humidity and air quality, the project has provided significant learnings that will enhance development of the next iteration of fleet.

Thies are working with Mitsui to electrify mining equipment such as battery drive haulage trucks. Other initiatives include a pre-feasibility study on the retrofit electrification of existing diesel haul trucks; and assessing the suitability of a battery powered water cart.

MACA is also collaborating with Mitsui, AVL and other battery and engineering companies, to investigate electrification of dump trucks, with a current focus on battery design and packaging. Studies are also underway on cycle simulations to ensure efficiency.



Thies joined research organisation Mining3, which delivers technology to improve the industry's safety, sustainability and productivity. This year, they hosted the Mining3 Innovation Forum at Thies' global headquarters in Brisbane. The event welcomed industry experts who explored challenges including decarbonisation, automation and acceleration of transformation.

Thies are also part of the Global Mining Guidelines Group, a not-for-profit organisation that provides a platform for collaboration, and supports enhancements in safety, innovation and sustainability in mining.

Thies is partnering with leading universities. They worked with the University of Sydney to research alternative decarbonisation initiatives and identify emissions reduction impacts, and have been invited to participate in Queensland University of Technology's (QUT) Digital Innovation Sprint in February 2023, which will explore decarbonisation challenges and opportunities to direct QUT's future research.





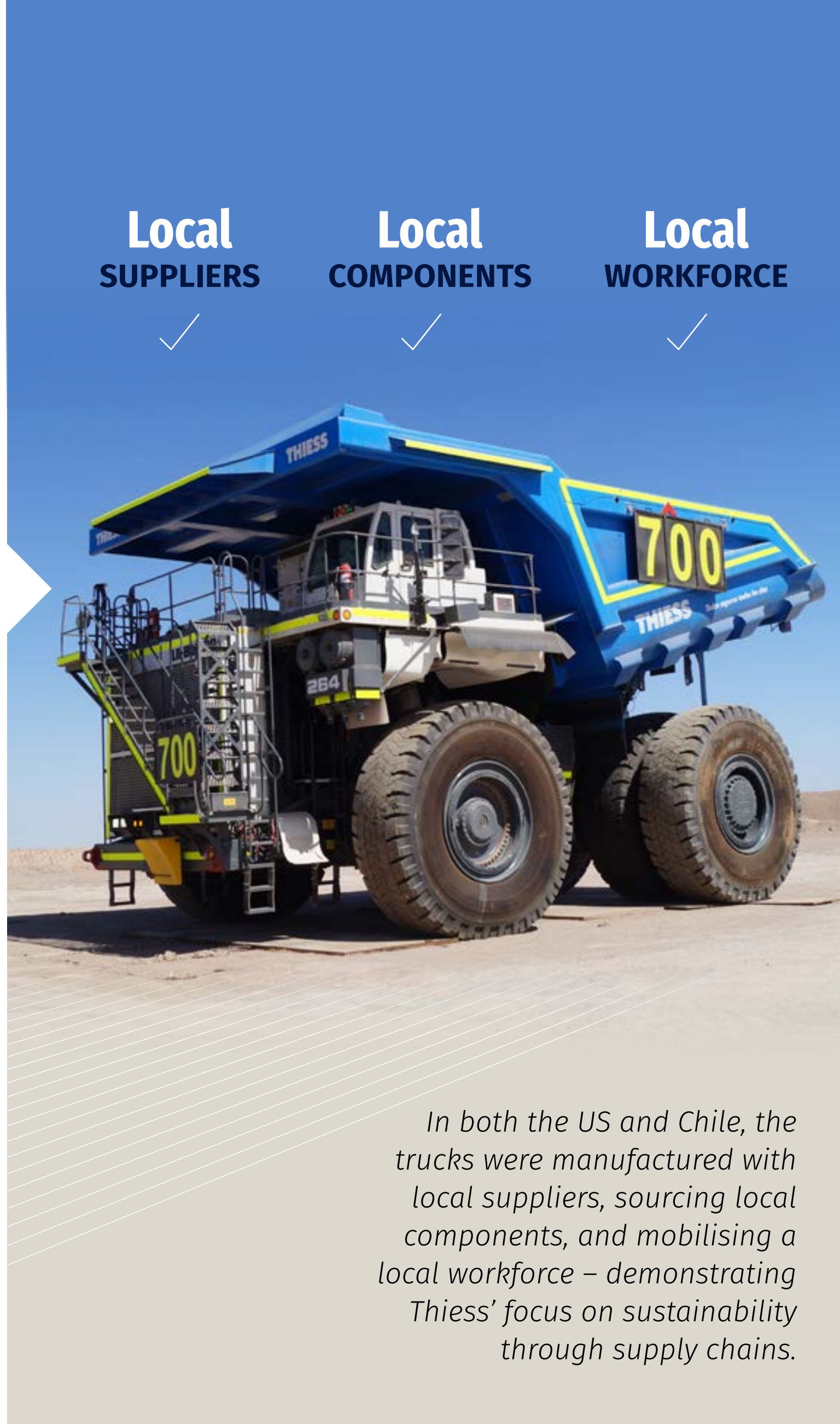
INVESTING IN TRANSITIONAL TECHNOLOGIES

Thiess continues to invest in and pilot a range of transitional lower carbon technologies in the journey towards the Group's net zero by 2050 commitment.

Thiess introduced five new electric-wheel drive Liebherr T264s in Chile and deployed a further six at their United States operations. The trucks feature energy agnostic drivetrains, allowing future retrofit or upgrade modules as new, lower emissions power sources like electric batteries and hydrogen become available. They are also equipped with Liebherr's trolley assist system, which connects the electric-drive system to an electrical network, offering increased productivity with reduced fuel consumption and fleet emissions. In both the US and Chile, the trucks were manufactured with local suppliers, sourcing local components, and mobilising a local workforce – demonstrating Thiess' focus on enhancing social value through their supply chains.

Thiess is also studying the use of renewable diesel, a like-for-like replacement for petroleum diesel, to provide emissions reductions prior to large-scale introduction of new technology. They are partnering with suppliers to provide full certification of ethical feedstock, to reduce potential concerns around the use of palm oil. In 2023, Thiess will work with their suppliers and OEMs to seek to confirm the validity of the product specification with the aim of reducing emissions at a future pilot site.

Thiess continued work with Mine Energy Solutions (MES) to begin work to convert six trucks to a dual-fuel energy supply of gas and diesel by 2023. They also continued trialling the introduction of hydrogen trickle-feed technology to reduce diesel usage at a project in South Australia. See case study on the right.



In both the US and Chile, the trucks were manufactured with local suppliers, sourcing local components, and mobilising a local workforce – demonstrating Thiess' focus on sustainability through supply chains.



CASE STUDY

EMBRACING TRANSITIONAL TECHNOLOGY

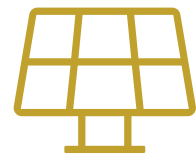
Thiess is working to reduce diesel usage to reach the Group's goal of net zero Scope 1 and 2 emissions and Scope 3 emissions from fleet we operate by 2050. Part of this journey includes utilising transitional technology while more advanced technology, which will significantly reduce diesel emissions from heavy mining vehicles, is developed and commercialised.

Hydrogen trickle-feed is a transitional technology where small amounts of hydrogen generated on board mining fleet is captured and 'trickle fed' into the engine to improve combustion and reduce diesel usage and associated emissions.

In 2022, Thiess started a trial of this technology at their Prominent Hill operation with units fitted to 40% of the haul fleet.

Subject to trial outcomes, this technology may provide a flexible solution that Thiess will investigate for retrofitting to a range of equipment types. In 2023, they plan to introduce the technology to autonomous drills at one of their New South Wales sites in Australia, and to trucks at their operations in North and South America.

Thiess also continued their partnership with Mine Energy Solutions (MES) that was announced in 2021, with the aim of being the first to bring dual-fuel retrofit technology to their fleet. In 2022, they started a project to convert six trucks to a dual-fuel energy supply of gas and diesel, which is planned to be completed in 2023. The technology is expected to result in a reduction in tailpipe emissions of up to 23%.



EXPLORING RENEWABLE ENERGY SOLUTIONS



Thiess conducted solar lighting tower trials across multiple projects in Western Australia and Queensland. The plants saved on cost, diesel use and emissions while being virtually maintenance free, but challenges arose in terms of light output when compared to a diesel-powered equivalent. They have shared the learnings and other Thiess sites will investigate the applicability of solar lighting tower options in 2023.

Thiess will also continue to explore renewable energy solutions, including the installation of solar and hydro power as part of sustainable end land use planning with Thiess Rehabilitation.



LEVERAGING AUTONOMOUS OPERATIONS

Thiess' autonomy journey began in 2012 and has produced safety and environmental benefits that continue today.

In September, Thiess, WesTrac and Caterpillar® partnered to deliver a series of autonomous drilling world-firsts at a New South Wales project. These included piloting the use of the drills in a production environment using an off-site remote operating centre, and simultaneous operation of three autonomous drilling rigs from a single remote operating station.

Improved efficiency due to autonomy has seen a 7.7% reduction in fuel consumed per metre of drilling. Autonomy also delivers safety benefits by removing people from an active mining environment, and provides opportunities for our people to upskill.

In 2023, Thiess will begin mining operations at the new Olive Downs Complex operation in Queensland, which plans to incorporate autonomous equipment.

**7.7%
reduction**
IN FUEL CONSUMED
PER METRE OF DRILLING

ASSESSING OFFSETS



We recognise that although technology underpins the Group's decarbonisation pathway, carbon offsets can play a role in addressing hard to abate emissions.

In 2022, we continued to research offset options from various carbon markets but note that our strategy is to pursue cost-effective emissions abatement options before considering offsets.





THIESS

THIESS GROUP
2022 SUSTAINABILITY REPORT

Minimised environmental footprint

Our approach

Energy and emissions

Land and biodiversity

Water and tailings

Circular economy

Environment outlook

THIESS GROUP

THIESS



FLEETco



Our approach

The Thies Group is committed to minimising our environmental footprint and aspire to be industry leaders in environmental management.

Our environmental performance update is focussed on Thies for 2022, with MACA joining the Group late in the year. MACA environmental performance data for 2022 is available in [Our sustainability performance data](#) and we will integrate them further into our reporting in 2023.

In 2022, Thies reviewed and improved their Environmental Policy, incorporating the following actions:

- ✓ **Act on climate change and decarbonise the business.**
- ✓ **Reduce reliance and impact on water resources.**
- ✓ **Manage land responsibly and protect biodiversity.**
- ✓ **Find innovative ways to reduce and reuse waste.**

The updated Environmental Policy aims to empower Thies employees to innovate, collaborate and develop creative solutions to achieve leading environmental outcomes. It also establishes Thies' commitment

to support technology-based solutions and deliver data-backed improvements in their performance.

To support the approach, Thies developed online training modules for their workforce, covering specific areas such as ground disturbance, cultural heritage management, and rehabilitation. These modules will be delivered to required roles in 2023.

Thies also implemented a data improvement program to assist with their sustainability reporting. As part of this, they provided training to Thies sites globally to improve understanding of ESG reporting requirements and more accurately capture environmental data. Thies also reviewed and better defined their environmental data parameters and aligned these with GRI standards.

Environmental management performance

Thies continued their responsible environmental management performance in 2022 with no significant **environmental incidents** and no fines, monetary sanctions or cultural heritage breaches recorded.

They received and investigated 35 community complaints on environmental issues, and no breach of legislated environmental compliance limits were identified. To improve Thies employees' understanding and reporting of environmental incidents, Thies developed a global environmental incident online training module with enrolments scheduled for 2023.

A global ISO 14001 surveillance audit of the Thies environmental management system was undertaken by Bureau Veritas in 2022 with no major non-conformances identified.



Circular economy



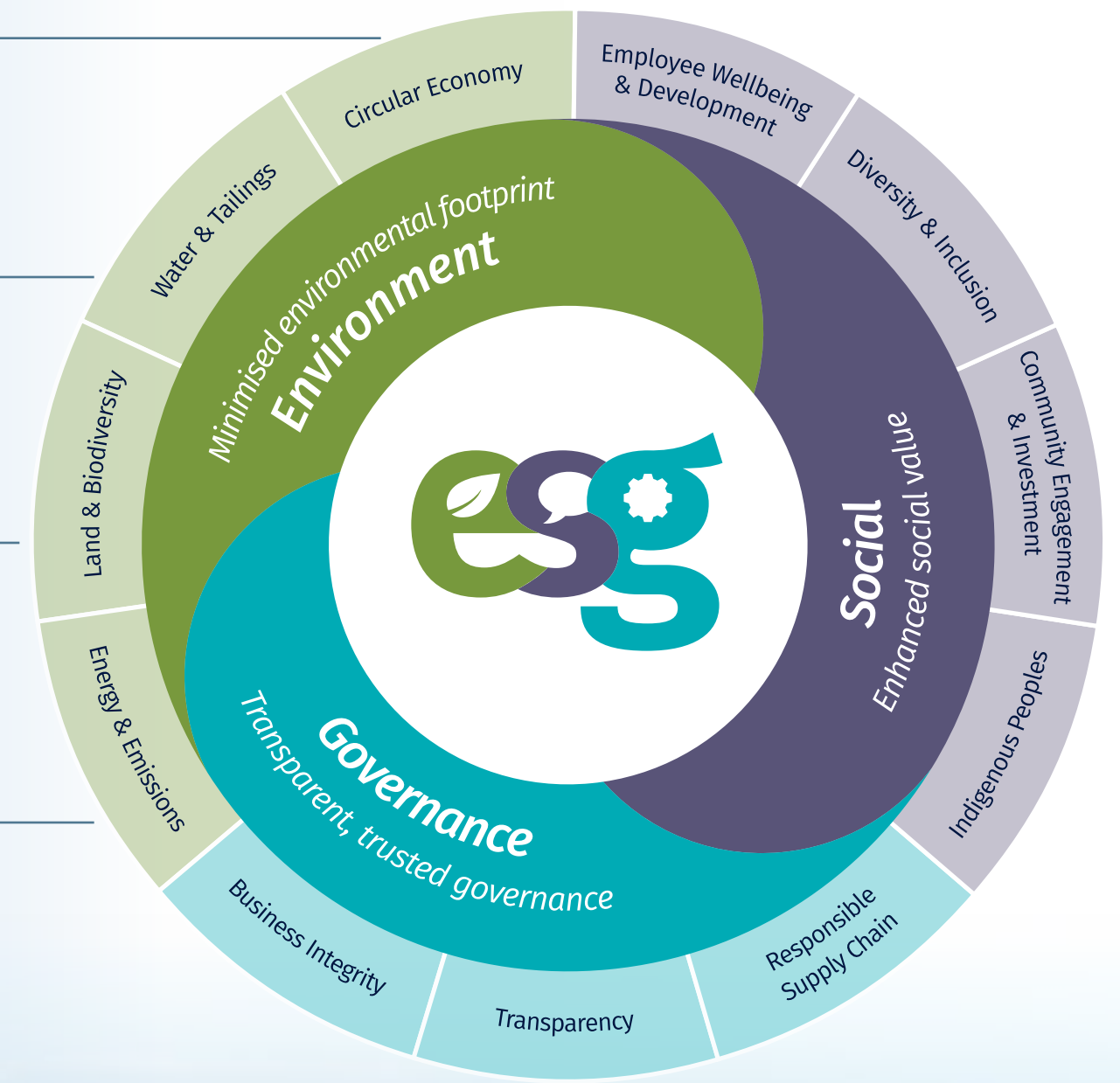
Water and tailings



Land and biodiversity



Energy and emissions



Sangatta, Indonesia



Energy and emissions

The Thies Group is committed to contributing to the decarbonisation transformation that is central to meeting the requirements of the Paris Agreement and United Nations SDGs. We are committed to achieving net zero Scope 1 and 2 emissions and Scope 3 emissions from diesel combustion in fleet we operate by 2050.

In 2021, Thies invested in an emissions data platform to better visualise emissions data. In 2022, the platform was further improved to include Scope 1, 2 and 3 emissions, [emissions intensity](#), idle time and emissions per project and per asset, to assist operations leaders in their efforts to improve energy efficiency. It was also transferred to a Power BI app, which has better capability to interrogate and graph data, and allows for automatic transfer of the data, reducing possibility of error.

Scope 1

Thies generated a total of 2.15 ktCO₂e Scope 1 emissions, using our new reporting scope boundary definitions (see [Decarbonising for a better tomorrow](#)). This represents a 23% decrease from 2021 primarily due to reduction in diesel use at Thies' Balikpapan workshop as they transitioned from diesel gensets to electricity.

1,772 ktCO₂e emissions were generated from diesel combustion in fleet Thies operated (now included in Scope 3) representing a decrease of over 8% from 2021. This decrease resulted from lower material movement at some larger projects, reduced activity at projects with contracts ending, and an increase in dry hire at their Curragh North operation.

Coupled with an increase in revenue this resulted in a decrease in emissions intensity from 0.60 in 2021 to 0.51 in 2022.

Scope 2

[Scope 2](#) emissions increased from 1.81 ktCO₂e in 2021 to 2.81 ktCO₂e mostly due to the change from diesel gensets to electricity at the Thies Balikpapan workshop, and improvements in data capture and reporting including incorporating data from Thies' India, Mackay,

Santiago, Salt Lake City and Ulaanbaatar offices, and workshops at La Negra in Chile and Ulaanbaatar in Mongolia.

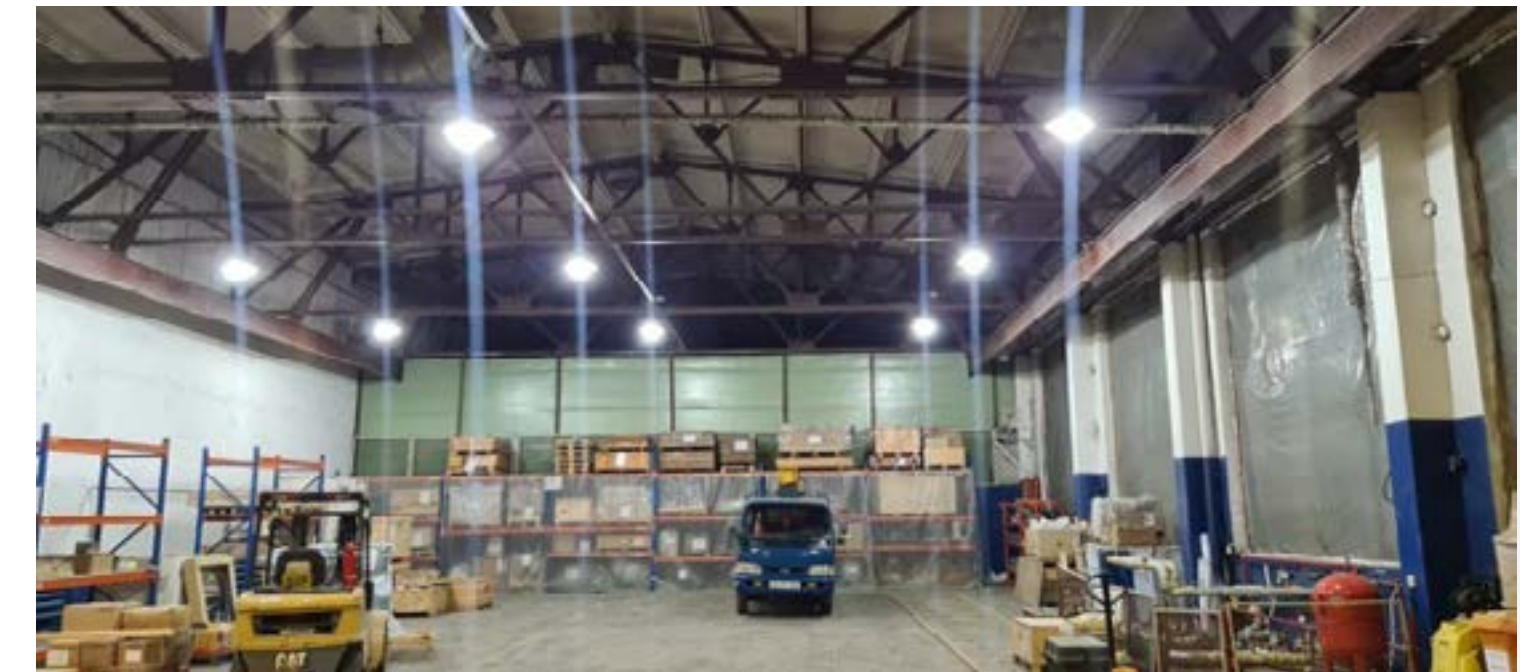
Scope 3

In 2021, Thies' reported Scope 3 emissions only included two categories being business travel and waste to landfill. In 2022, they embarked on a project with the University of Queensland and Deloitte to review and implement the GHG Protocol and expand mapping of Scope 3 emissions. This helped Thies better understand their supply chain emissions and develop a framework for data collection – enabling a disclosure of Thies' Scope 3 emissions profile more reflective of actual emissions. Moving forward, this framework will be applied across the Group to identify potential reduction opportunities, and assist with the decarbonisation of the entire value chain.

This project has resulted in a significant increase to Thies' estimated Scope 3 emissions from 35 ktCO₂e in 2021 to 2,966 ktCO₂e for 2022. In 2022, this includes 1,772 ktCO₂e of emissions from diesel combustion in fleet Thies operated and 1,194 ktCO₂e from the inclusion of other Scope 3 reporting categories in their value chain that were not reported on in 2021.

See [Our sustainability performance data](#) for a further breakdown of Scope 3 emissions categories.

The Thies Group was not required and did not report to the National Greenhouse and Energy Regulator again in 2022, as we do not have operational control of our clients' mine sites and do not meet minimum reporting thresholds.



CASE STUDY

THIESS FACILITIES LIGHTEN UP WITH ENERGY EFFICIENT LEDs

This year, Thies' Ulaanbaatar warehouse in Mongolia began replacing all 28 light fixtures in the main warehouse and 138 lights in the office area with LEDs. The wiring was also upgraded to provide more control over the individual lights, allowing the team to only use lights where needed, reducing electricity consumption in unused areas. The team estimates they are now saving 23,616 kWh per year or around 21 tCO₂e. The new LEDs also produce more lumens, meaning the workshop and office are brighter with less power.

Thies' Darra workshop in Queensland, Australia also implemented a similar initiative, replacing lights with LEDs over four years. The replacement work was completed mid-2022, saving approximately 74.5 tCO₂e per year.

21tCO₂e

AT ULAANBAATAR WAREHOUSE
SAVED

74.5tCO₂e

AT DARRA WORKSHOP
SAVED

In 2023, the Thies Group aims to implement at least six fleet emission reduction projects, and further refine our Scope 3 emissions disclosure.



CASE STUDY

SOLAR LIGHTING TOWER TRIALS SHINE WITH POTENTIAL

Due to exposed locations and low duty-cycle requirements, Thies identified solar power as a viable alternative for lighting towers across their business. During 2022, they carried out pilot trials at one Queensland and two Western Australia projects.

The first site in Western Australia ran a 30-day solar powered lighting plant trial in April and May 2022. During the trial, the eight lighting plants saved 635L of diesel, 1.35 tCO₂e emissions and approximately \$6,500 with no servicing, no refuelling, reduced labour and 0% downtime. Eight units have been used at the second Western Australia site since August with zero emissions or maintenance expenditure. Effective change management with solar powered towers resulted in virtually maintenance-free units.

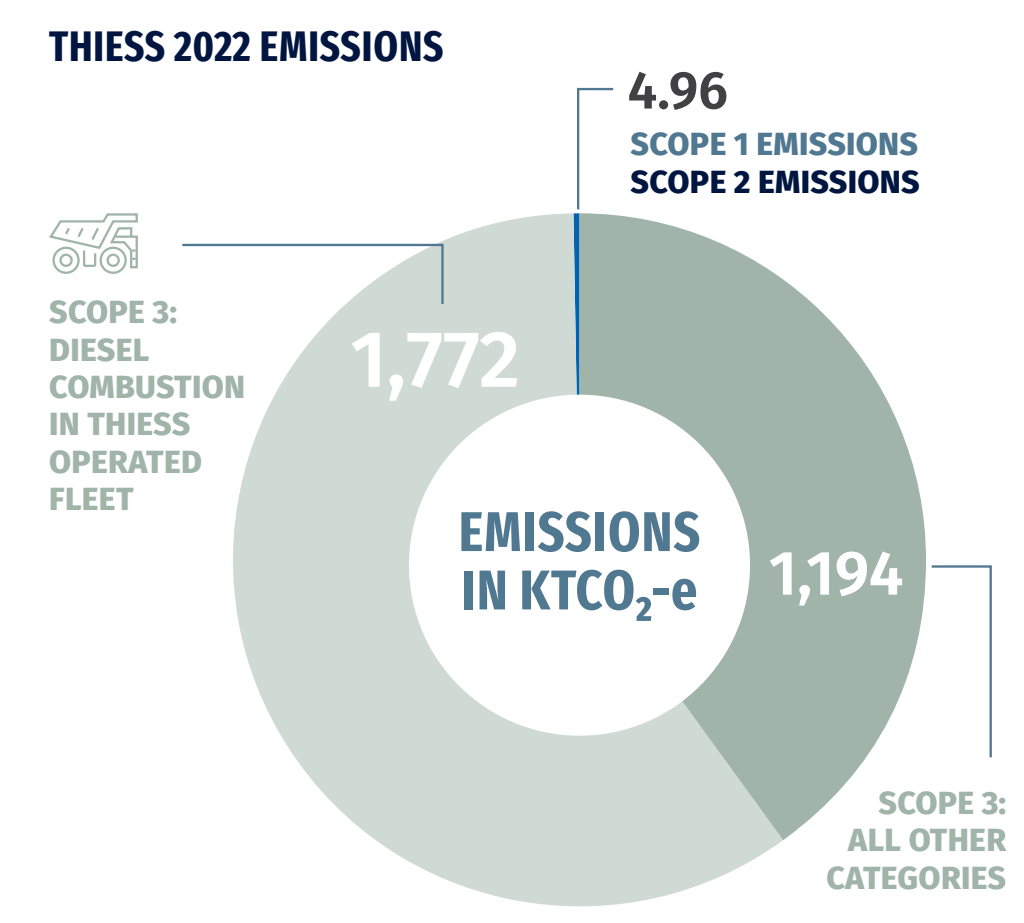
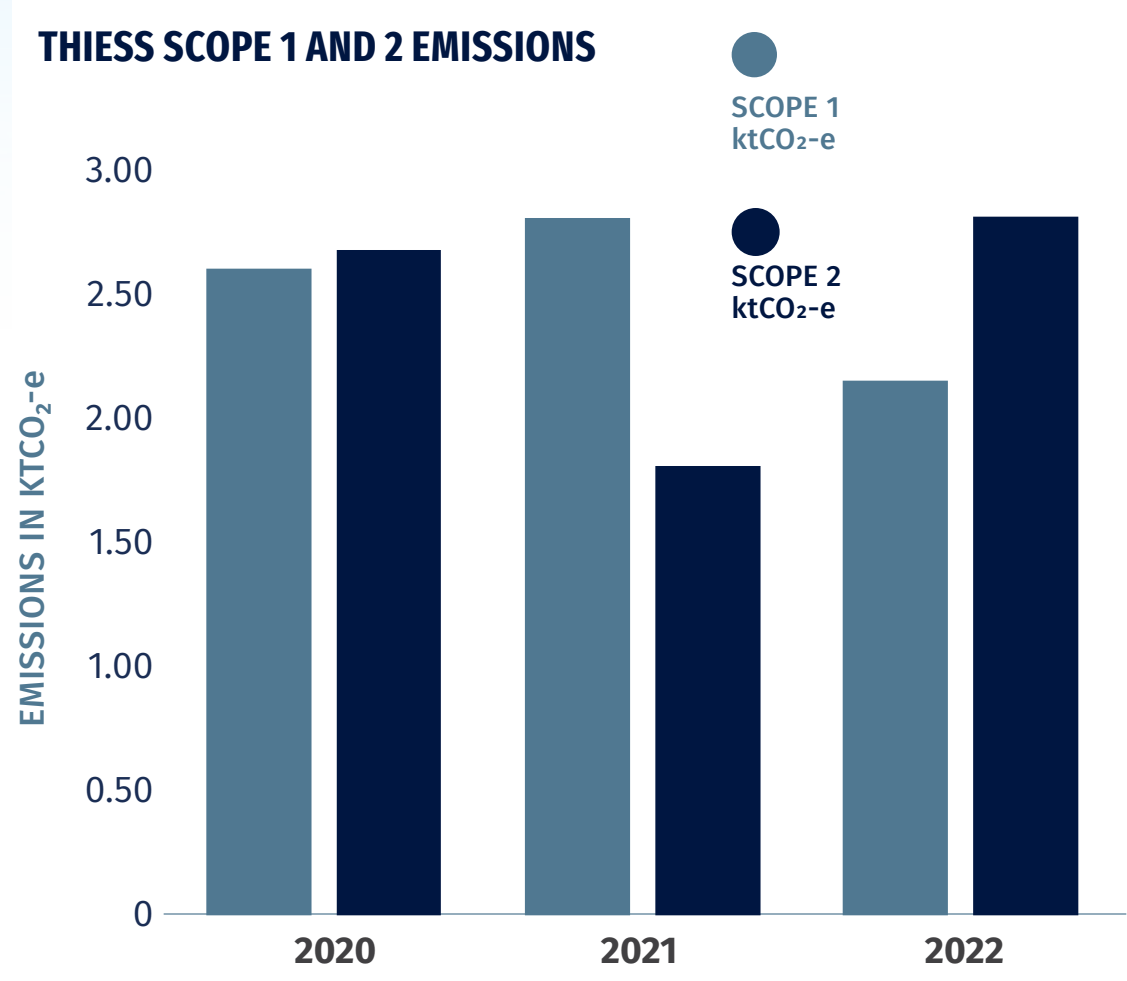
However, the units were found to produce less light than a diesel powered equivalent. Further work is underway to establish how the units can be arranged efficiently and in a more targeted manner to overcome this issue. These learnings have seen other Thies sites also investigating the use of solar powered lighting towers.



635L
OF DIESEL
SAVED

1.35tCO₂e
EMISSIONS
SAVED

\$6,500
IN SERVICING
& REFUELLING
SAVED



Land and biodiversity

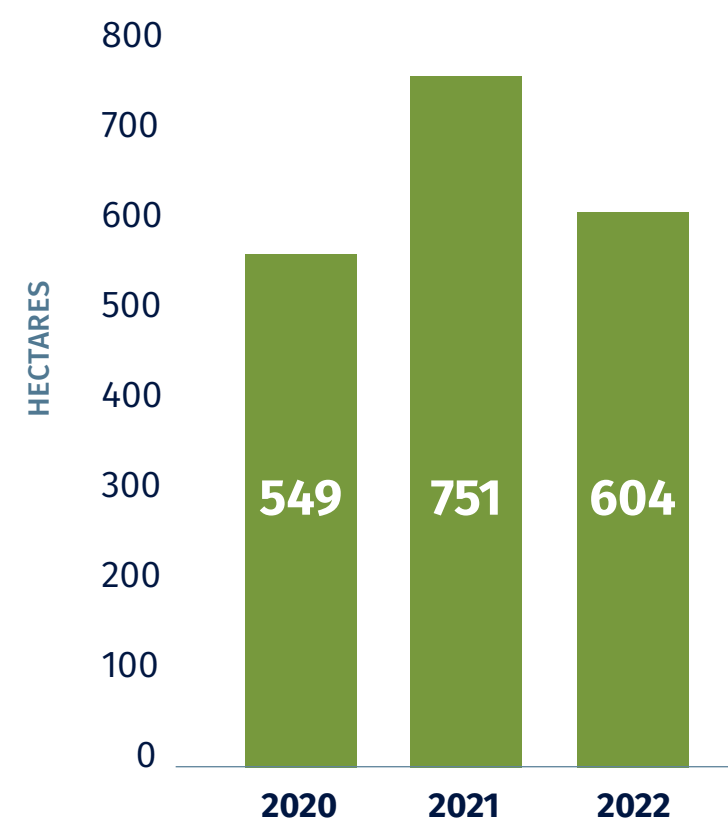
The Thies Group prioritises responsible land management practices at our operations, and we work to minimise disturbance to land, water and biodiversity.

Land management

Rehabilitation is undertaken in partnership with our clients and, in 2022, Thies rehabilitated 604 hectares of mined land – 213 hectares in Australia and 391 hectares in Indonesia. Of this 52 hectares was completed by the new Thies Rehabilitation business. Rehabilitated ecosystems ranged from rainforest in Indonesia to native bushland and grazing in Australia.

THIES TOTAL ANNUAL REHABILITATION*

*refer to glossary and assumptions



Biodiversity

Thies supports biodiversity protection and the progressive return of self-sustaining environments at the projects where they operate. In 2022, they introduced a new global Biodiversity Standard that sets out how Thies supports UN SDG 15 to protect and restore ecosystems. This includes not operating within World Heritage Areas, seeking opportunities to enhance biodiversity outcomes on projects, and pursuing rehabilitation opportunities.

Thies personnel also attended briefing sessions on the new Taskforce on Nature-related Financial Disclosures (TNFD) framework to review applicability to the business. We look forward to the release of the finalised TNFD framework, which is expected to be in late 2023.



CASE STUDY

DRONES DELIVER VALUE ACROSS REHABILITATION PROJECTS

Thies Rehabilitation uses drone technology to deliver value across the entire rehabilitation lifecycle. In 2022, the team collected more than 100 hours of drone flight data across rehabilitation projects, saving approximately 200 days in traditional surveying time, and around 8.42tCO₂e, and delivering a more accurate dataset.

Thies Rehabilitation also completed trials using multispectral sensors to track vegetation health and water management in rehabilitation areas. They are also trialing UAV-mounted LiDAR sensors that can penetrate vegetation to see how well the sensors detect erosion that would otherwise not be visible; and looking at drone opportunities for species identification, seeding and weed management.

Group Manager Thies Rehabilitation James Anderson said: “Drones reach where people and equipment cannot, so we’re gaining new levels of access and efficiency as well as safety benefits. We can monitor different parameters to identify issues early and target resolutions.”

100 hrs OF DRONE FLIGHT DATA CAPTURED | **200 days** OF TRADITIONAL SURVEYING TIME SAVED | **8.42tCO₂e** EMISSIONS SAVED



CASE STUDY

THIES DIGS DEEP TO SUPPORT MONGOLIA'S 'BILLION TREES' TARGET

The Mongolian Government announced their commitment to planting and growing one billion trees by 2030 at the United Nations Climate Change Conference in Glasgow in 2021. The program aims to help combat climate change and assist in increasing forest cover in the country to reduce desertification by 4%.

To support the program, Thies sponsored and took part in AmCham’s 200 initiative, planting trees at the National Garden Park in Ulaanbaatar in July this year.



CASE STUDY 

THIESS CELEBRATES WORLD ENVIRONMENT DAY

Thiess again celebrated World Environment Day on June 5, a global initiative that encourages awareness and action for the environment. The 2022 theme was ‘only one earth’.

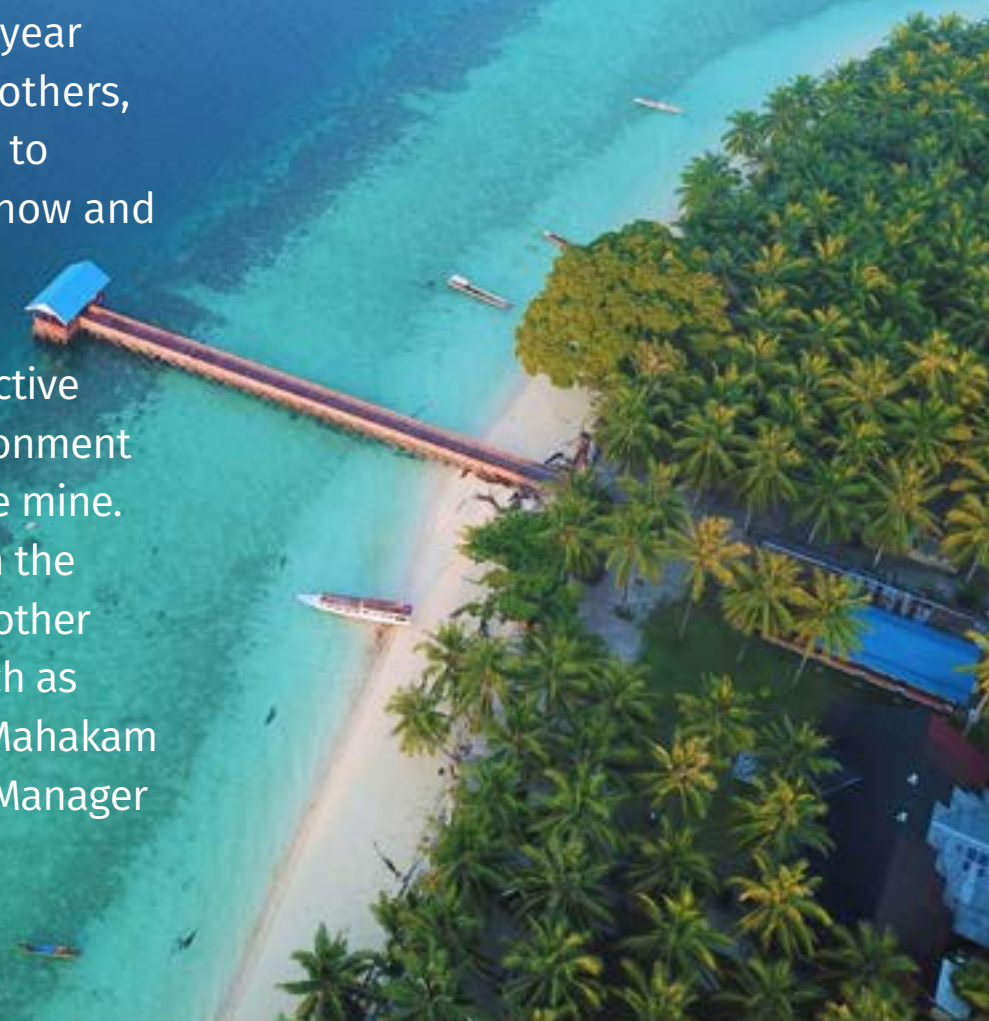
Thiess operations participated by organising initiatives including tree planting programs and hosting a biodiversity conservation seminar at a local school.

Environmental Graduate Ajeng Widyakusuma from the Melak operation in Indonesia said: “World Environment Day is a key date on our team’s calendar. We believe it’s important to take time out around this day each year to remind ourselves, and others, about how important it is to protect our environment now and for future generations.”

“This is a form of our collective concern towards the environment and community around the mine. We also invite all people in the community to innovate in other environmental aspects such as water conservation,” said Mahakam Sumber Jaya Mine Project Manager Ahjab Karim, in Indonesia.

Thiess also ran an employee photo competition. Employees from every operating region submitted pictures of places in nature that needed protecting or actions they were taking to protect the environment.

The winner was Aditya Zuwardi Nugraha, from the Balikpapan Support Facility, with this photo of Kaniungan Island in Indonesia. Aditya said this environment needed to be protected because the island is in a biodiversity hotspot – featuring 872 species of reef fish, 507 species of coral, and invertebrates, including protected species.



CASE STUDY 

‘ONE PERSON ONE TREE’ GROWS ENVIRONMENTAL AWARENESS



In September, the Thiess team at the Wahana project in Indonesia launched the ‘One Person One Tree’ program as part of their commitment to a sustainable future.

Inspired by Thiess’ World Environment Day celebration in June, the team partnered with the client to encourage employees and subcontractors to plant a tree around the main office, workshop and rehabilitation areas on site. The team aims to plant 985 trees – one for every employee – and have already reached 70% of their target.

As part of the program, the team created a nursery to plant fruit trees for employees to harvest in the future. The program helps to educate employees about rehabilitation and the importance of returning land to a sustainable use after mining.

Wahana Deputy Project Manager July Osmon Simanjuntak said: “It highlights nature, climate and pollution action by encouraging people to live sustainably. The involvement and collective effort also demonstrate the team’s awareness of revegetation efforts, highlighting their commitment to minimise environmental degradation.”

985

NUMBER OF TREES THE TEAM IS AIMING TO PLANT

70%

TARGET ALREADY REACHED

CASE STUDY 

EDUCATING STUDENTS ABOUT BIODIVERSITY CONSERVATION



As part of World Environment Day 2022, the Thiess team at the Melak operation in Indonesia co-hosted a Biodiversity Conservation Seminar with the client for students at the local high school.

The half-day seminar was presented to 233 high school students to encourage them to get involved in ecological restoration initiatives. The team also hosted a quiz so that the students could learn more about environmental regulations in the mining industry and the efforts to protect ecosystems and biodiversity in Melak. Students were also given water tumblers to reduce the use of single-use plastics.

Both the students and the teachers enjoyed Thiess’ visit with the Vocational School Headmaster Sendawar Pak M. Noor Tazeli saying: “We were delighted that Thiess spoke at the External Mining Course Learning event to help discuss career opportunities and mining experiences with the students as well as educate them on sustainability in the industry”.



Water and tailings

The Thies Group understands that effective water management is vital, especially in the face of increasingly unpredictable climate conditions.

Water management

Thies' primary water use continues to be dust suppression at projects they operate. In 2022, Thies' water withdrawals totalled 14,080 ML, increasing from 12,202 ML in 2021. This is partly due to improvements in data capture and accuracy, and improved reporting boundary definitions, following their data improvement program in 2022.

Thies' total licensed water discharge increased from 108 ML reported in 2021 to 228 ML in 2022. This increase was primarily due to high rainfall in Indonesia corresponding to a high discharge volume at the Satui project. They have also moved to water meter monitoring at some of their Indonesian sites in 2022, which provides a more accurate capture of discharges.

Globally Thies reused or recycled 4,210 ML of water, more than twice what they reused or recycled in 2021. This is due to more accurate capture and reporting of water data and increasing water reuse at Thies' Indonesian projects.

Tailings

Thies has limited material exposure to tailings dams and co-disposal areas across their operations, currently managing only one coal co-disposal facility. However, they continue to implement their Dam Governance Framework to ensure all dams are risk assessed and managed effectively.

4,210ML
WATER REUSED
OR RECYCLED
GLOBALLY



CASE STUDY

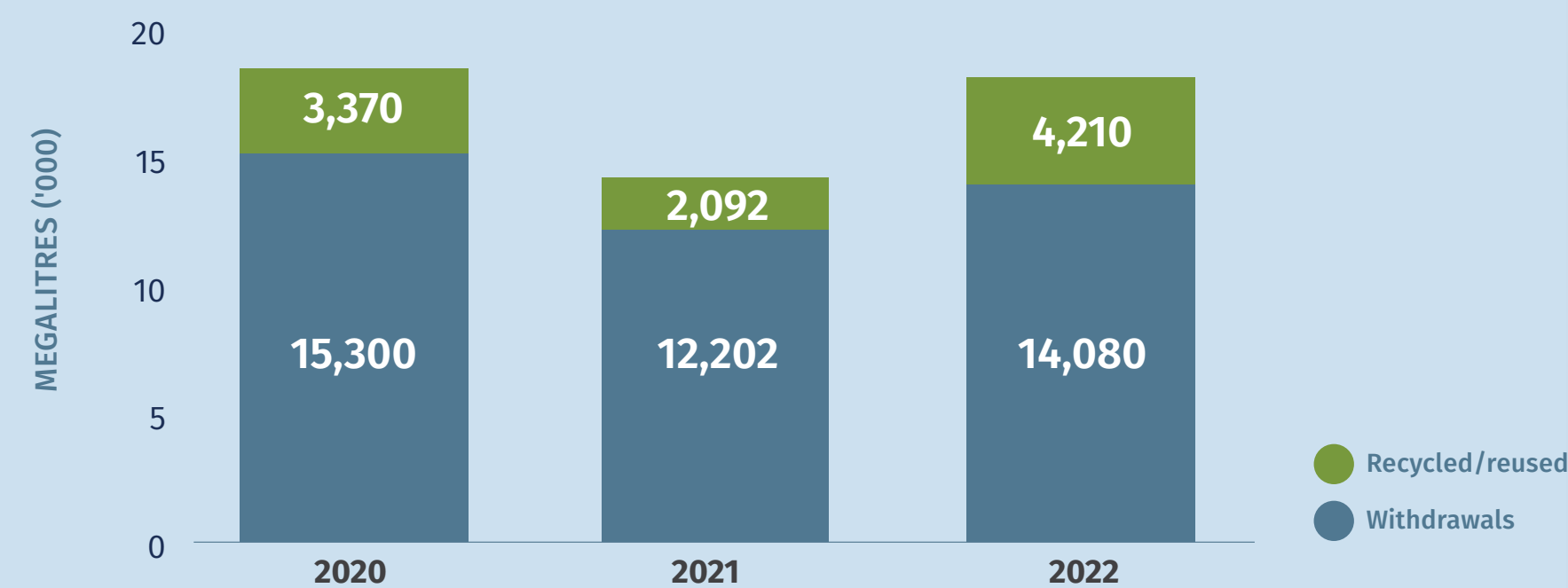


THIES' 20-YEAR PARTNERSHIP WITH INTERNATIONAL RIVER FOUNDATION

Thies' longstanding commitment to sustainable water management is underpinned by their status as a founding member of the International River Foundation (IRF), a not-for-profit organisation established in 2003 to champion the restoration, protection, and resilience of the world's rivers. In association with the IRF, Thies awards a biennial International Riverprize, recognising organisations who have achieved remarkable outcomes for their local rivers and communities.

In 2022, Thies sponsored the 25th International Riversymposium in Vienna, bringing together experts from all over the world to advance efforts towards resilient rivers. In addition, the Group's Executive Chair and CEO Michael Wright, transitioned from his position as Director on the IRF Board to Chair.

THIES WATER WITHDRAWALS AND RECYCLED/REUSED



CASE STUDY 

GREENING GREYWATER REUSE AT LA NEGRA WORKSHOP

In 2022, the Thies team at the La Negra workshop in Chile started an initiative to reuse the greywater from handwashing in the site bathrooms. The water is fed into a small treatment plant and then used to irrigate the workshop gardens twice a day. Since the initiative was implemented in May, the team have treated and reused 223 KL on the gardens.

223KL

WATER TREATED
AND REUSED ON
GARDENS



CASE STUDY 

INNOVATIVE WAYS TO REUSE WATER AT THIES SITES IN INDONESIA

At their Satui operation in Indonesia, the Thies team reuses water recovered from the settling pond for intermittent spraying. So far this year, the team has reused almost 93,000KL of water for dust suppression and preventing coal spontaneous self-combustion.

93,000KL

WATER REUSED FOR
DUST SUPPRESSION

The team at the Sangatta operation constructed a water treatment plant to treat water captured from pit dewatering and surface water runoff. The plant was commissioned in September and has since been producing about 1500L/day of greywater that is used in their Sangatta office.

1,500L

GREYWATER REUSED
PER DAY IN THE
SANGATTA OFFICE

At the Mahakam Sumber Jaya (MSJ) operation, the team installed a rainwater harvesting system at the project camp ready for use in 2023. The system is fed from rainwater captured from roof areas and pumped into the site water treatment plant for treatment with the existing raw water used at the camp. Since installation in mid-December the team have already collected and reused 15,000L of water.

15,000L

WATER COLLECTED
AND REUSED AT MSJ



Circular economy

The Thies Group considers the reduction and elimination of waste and pollution, and generation of value from normally wasteful by-products, as part of our contribution to a circular economy.

Waste management

Through 2022, Thies generated 14,308 tonnes of waste to landfill, of which 72% was classified as non-hazardous (including general waste, timber, metal and tyres). Hazardous waste was made up predominantly of hydrocarbon contaminated material. Thies recycled or reused 14,853 tonnes of waste in 2022, of which 55% was classified as hazardous.

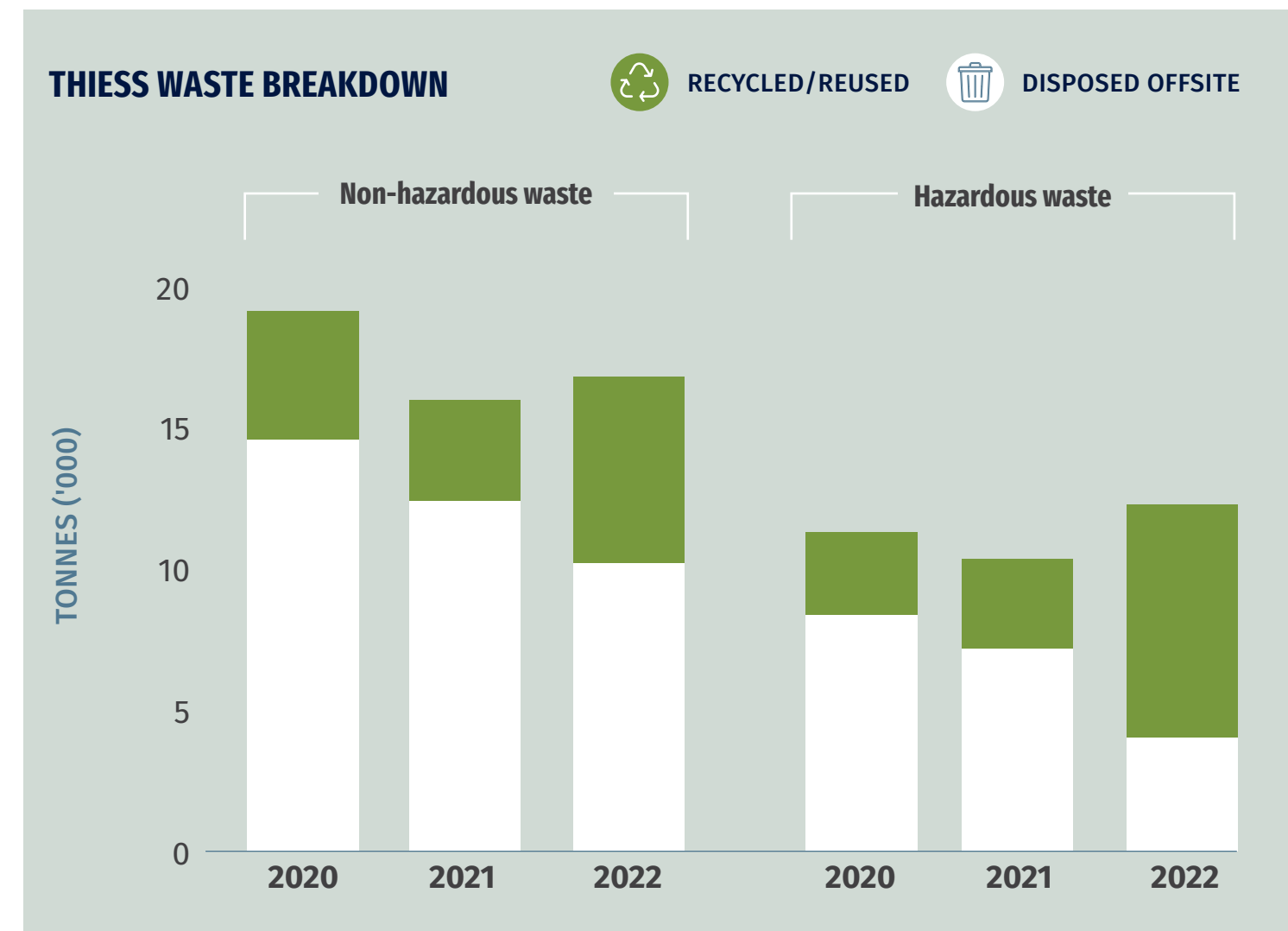
In 2022, Thies reduced total waste to landfill by 27% and more than doubled their reused or recycled waste compared to 2021. This is primarily due to the reuse of tyres at the Sangatta operation in Indonesia for drop structures in rehabilitation campaigns, and improved allocation of metal and timber recycling in their waste dataset. They have also seen a general reduction in waste

to landfill with only 35% of projects reporting an increase in 2022 as the Group sustainability strategy is further embedded in the business.

Total hazardous waste generated in 2022 increased by 16% to 12,306 tonnes from 10,380 tonnes in 2021. This is partly due to a change in the way waste oil data was reported on some sites to more accurately capture disposal and recycling actions.

Reducing plastic use

Thies implemented waste reduction initiatives at multiple projects, including at a metal mine in North America where employees were encouraged to bring reusable food containers and given individual plastic drinking bottles to encourage reuse. A similar initiative was also implemented at their India Hub office.



CASE STUDY

THIESS SITES CLEAN UP

In March 2022, the team at Mount Owen mine took part in Clean Up Australia Day. The initiative involved cleaning up the Mount Owen access road, carparks and offices. This made a visible difference to the local environment and supported Thies' commitment to minimising our environmental impact.

Thies Mount Owen Senior Environmental Advisor Linda Lunnon said: "The clean-up was a true team effort with representatives from each department chipping in and is one of the reasons why I love working here."

Clean-up initiatives were also organised during 2022 at the Satui and Mahakam Sumber Jaya projects in Indonesia, Encuentro project in Chile and Oyu Tolgoi project in Mongolia.



Mt Owen Mine, Australia



Digitising paper forms

In 2022, RTL initiated a digitisation project to reduce paper across their operational processes. HR self-services such as registration, onboarding, leave and staff transfers were delivered with real time notifications through a new Artificial Intelligence based cloud and mobile solution. In 2023 RTL plans to begin to digitise and track all operator led tasks on smart devices (online and offline mode) and give faster and reliable data for quick decision making. The project is expected to reduce RTL's carbon footprint by reducing more than 100,000 paper forms per year.

RTL IS REDUCING
MORE THAN
100,000
PAPER FORMS

Extending fleet life

The Group operate and maintain one of the largest mining fleets globally. As part of our strategy to extend the life of our assets, Thies have identified a significant number of trucks for rebuild between 2023 and 2030 in Australia and Indonesia.

Rebuilding rather than replacing fleet will provide time for the more advanced technology required to replace diesel engines in mining fleet to be developed, while also reducing capital expenditure, reducing the risk of stranded assets, and contributing to a circular economy. It will also allow Thies teams to integrate new technology into the rebuild process as it becomes available to reduce their carbon footprint as much as possible.

To facilitate this large project, Thies is currently investigating options to establish a purpose-built rebuild facility.



AWARD

DIGITAL SOLUTIONS IMPROVING EFFICIENCY AND REDUCING PAPER WASTE

Thies was awarded the Mining Magazine 2022 Production & Maintenance Award for two new digital solutions at their Australia operations – a mobile warehouse and mobile maintenance app.

Developed with software company Rinami, the warehouse app replaces manual paper-based processes with a handheld device operated via a cloud network linked directly to their inventory management system, while the maintenance app eliminates the need for paper forms and duplication of work, linking personnel to the maintenance management system and enabling them to use handheld devices to plan jobs, create work orders and allocate parts digitally.



Environment outlook



In 2023, Thies plans to:

DELIVER ONLINE **ENVIRONMENTAL TRAINING MODULES**

IMPLEMENT **SIX FLEET EMISSIONS REDUCTION PROJECTS**

BEGIN TO IMPLEMENT A PROGRAM TO ACHIEVE **NET ZERO SCOPE 1 AND 2 EMISSIONS** BY END OF 2025*

BEGIN TO DEVELOP AN IMPLEMENTATION PLAN FOR **TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES** AFTER ITS RELEASE

In 2023, the Group plans to:

FURTHER INCORPORATE ALL GROUP COMPANIES INTO **SCOPE 3 REPORTING**

REVIEW INTEGRATION OF MACA INTO **GROUP EMISSIONS METRICS AND TARGETS**

*including evaluation of renewable energy options



Sisters in Mining, Australia

THIESS

THIESS GROUP
2022 SUSTAINABILITY REPORT

Enhanced social value

Our approach

Employee wellbeing and development

Diversity and inclusion

Community engagement and investment

Indigenous peoples

Social outlook

THIESS GROUP



Our approach

The Thies Group is committed to enhancing social value for our people, communities, stakeholders and wider society.

A key strategic objective is to reskill our people as drivers of change through building a competent and diverse workforce.

To achieve this we prioritise a safe, healthy and respectful workplace for our people, deliver people engagement and development programs and focus on turning our social performance commitments into action across our regions and projects.

Our social performance update is focused mainly on Thies for 2022, with MACA joining the Group late in the year. MACA social performance data is available in [Our sustainability performance data](#). More commentary on MACA social performance will be included in the 2023 Thies Group Sustainability Report.

We work with local communities to understand their needs and expectations, maintain our social licence to operate, mitigate adverse impacts on communities and generate positive socioeconomic value through employment and supply chain participation, and investment.



Employee wellbeing and development



Diversity and inclusion



Community engagement and investment



Indigenous peoples



Nupa Minimbah Training Hub, Australia



Employee wellbeing and development

The Thies Group is committed to investing in the long-term sustainability of our greatest asset – our team of more than 14,000 people. Our people are integral to the services we provide our clients around the globe.

In June 2022, Thies conducted a Global Engagement Survey to capture the views and experiences of their people. The survey was designed to help Thies provide insight into how to best support employees and identify focus areas to strengthen company culture. Every staff member across their global business was invited to participate and they received more than 1,900 responses across all operating regions.

In 2023, the Group will look to develop action plans to address and incorporate the outcomes of the 2022 survey, and conduct the survey again with a plan to expand it across all Group companies.

Wellbeing

Thies continued implementing their Mental Health Roadmap in 2022, conducting webinars to provide further information, progress to date and planned activities. They also released a short video to recognise World Mental Health Day, featuring employees sharing their mental health-related experiences. Thies trained an additional 77 peer supporters across three sites in New South Wales, and work is underway to train appointed peer supporters across other Australian sites in early 2023. Rollout of the peer support program for other regions is planned for late 2023.

They developed and launched a ‘mental health for leaders’ e-learning module via our online learning management system LAAMP, to assist Thies leaders to identify signs of mental ill health, initiate a conversation and connect workers

with support services. A Wellbeing Specialist (Psychologist) commenced in Indonesia in September, and since then education sessions raising awareness of the employee assistance program have been conducted and 488 leaders have been trained representing 64% of all leaders in the region.

Thies has developed Mental Health Action Plans for all operating regions, outlining focus areas and initiatives to be rolled out in 2023 and beyond. Examples of inclusions are continuing to build engaged and capable leaders, increasing the promotion and access to Thies' central hub for mental health resources, further embedding mental health risks into daily operations, and the use of digital solutions across the Group to increase options for employees seeking early support.

There are high rates of smoking across Indonesia, and the Thies Indonesian business responded to this issue by implementing a Smoke-Free Workplace Policy. All sites and offices went smoke-free, making their workplaces healthier and improving the quality of life for workers and their families. Thies engaged Gajah Mada University to train their paramedics and safety teams to act as internal counsellors and support workers who want to quit smoking.



CASE STUDY

SMOKE-FREE, HEALTHIER THIESS WORKPLACES IN INDONESIA

On 1 October 2022, all Thies offices and projects in Indonesia went officially smoke-free with the launch of their Smoke-Free Workplace Policy.

They also introduced a Smoking Cessation Program, to support their employees to quit smoking, which includes:

- online counselling through the employee assistance program
- offline counselling by trained internal counsellors
- face-to-face psychological assistance by a well-being coordinator
- purchases of nicotine replacement therapy products
- stop smoking challenges at the Mahakam Sumber Jaya and Wahana sites.

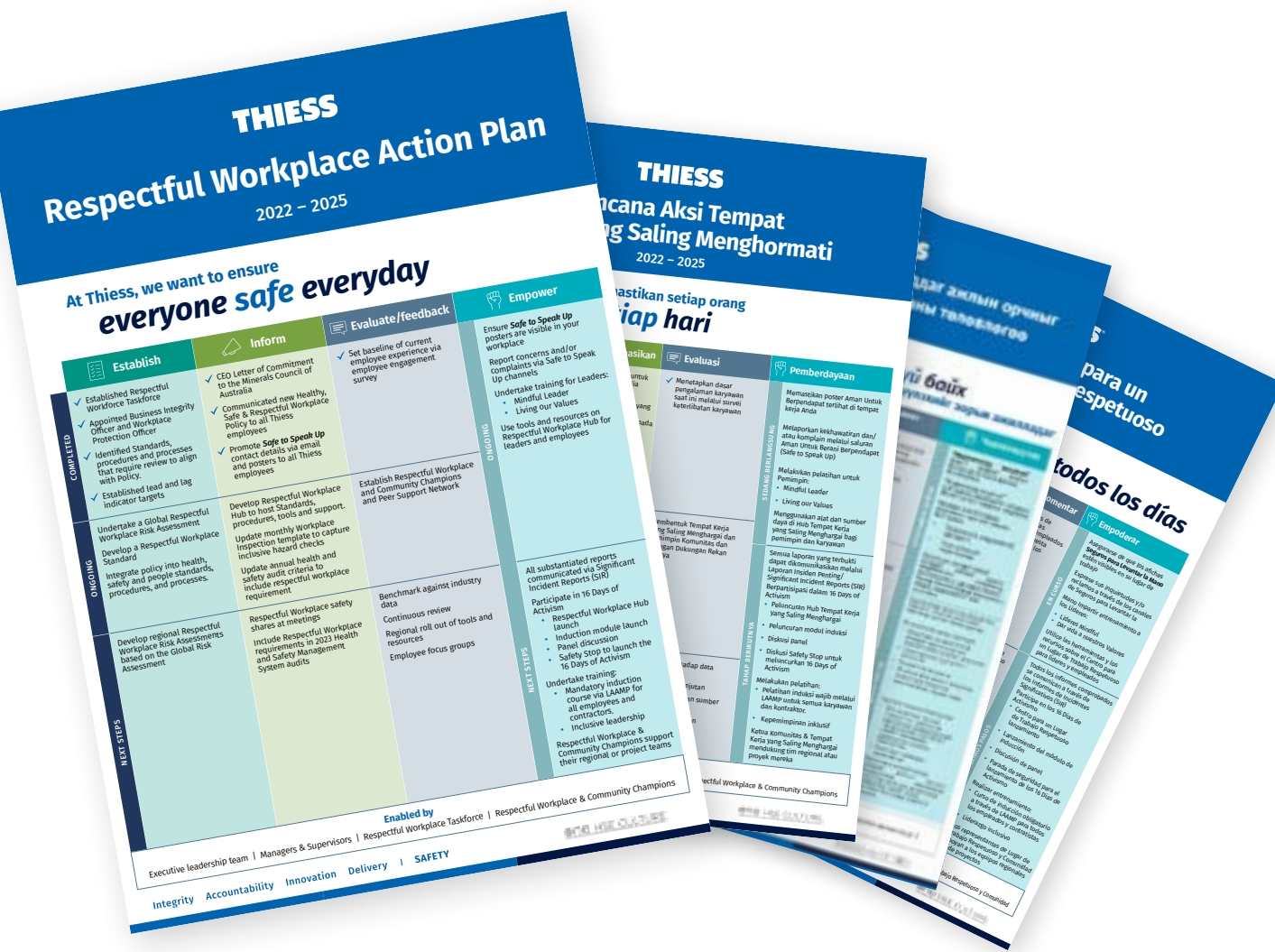
Thies also supported their employees through other activities such as webinars by pulmonologists, health talks, family education days, and visual collateral with information around offices and projects.

So far, 87 employees have joined the program. Its success will be measured after six to 12 months by reviewing the number of employees who have successfully reduced their smoking or quit altogether.

Maintaining a healthy, safe and respectful workplace

Across the Thies Group, safety underpins everything we do. No matter our job or position, each of us has a role to play in ensuring we keep everyone safe everyday. This means providing a workplace that's both physically and psychologically safe – where our people feel respected, valued and able to speak up for themselves and their teammates.

In keeping with this key commitment Thies has taken action in response to the Human Rights Commission's Respect@Work Report, which details the prevalence of bullying, discrimination and sexual harassment across the mining and resources sector. While this report originated in Australia, global mining companies have confirmed that the experiences shared are universal.



Thies Group Executive Chair and CEO Michael Wright and Business Conduct Representative and General Counsel Trish Russell represent Thies on the Mineral Council of Australia's Respect@Work Taskforce and have participated in numerous industry panels on Respectful Workplaces, including the Queensland Resources Council.

In early 2022, Thies established its own Respectful Workplace Taskforce - see their case study on page 55. Thies also prioritised healthy, safe and respectful workplaces in the 2022 Business Plan, launching their new Healthy, Safe and Respectful Workplace Policy across their global business in June.

This new Policy replaces the Health and Safety Policy and reaffirms Thies' commitment to supporting the health, safety and psychological wellbeing of every person, by addressing harassment, bullying and discrimination with the same priority and resources as other health and safety risks within the business.

The Thies Respectful Workplace Action Plan was launched in November 2022. It details the initiatives Thies are delivering to support the new policy.

Although developed for Thies in 2022, the policy will be expanded to all Group companies in 2023.



AWARD

INDUSTRY RECOGNITION OF SAFETY EXCELLENCE AT THIES

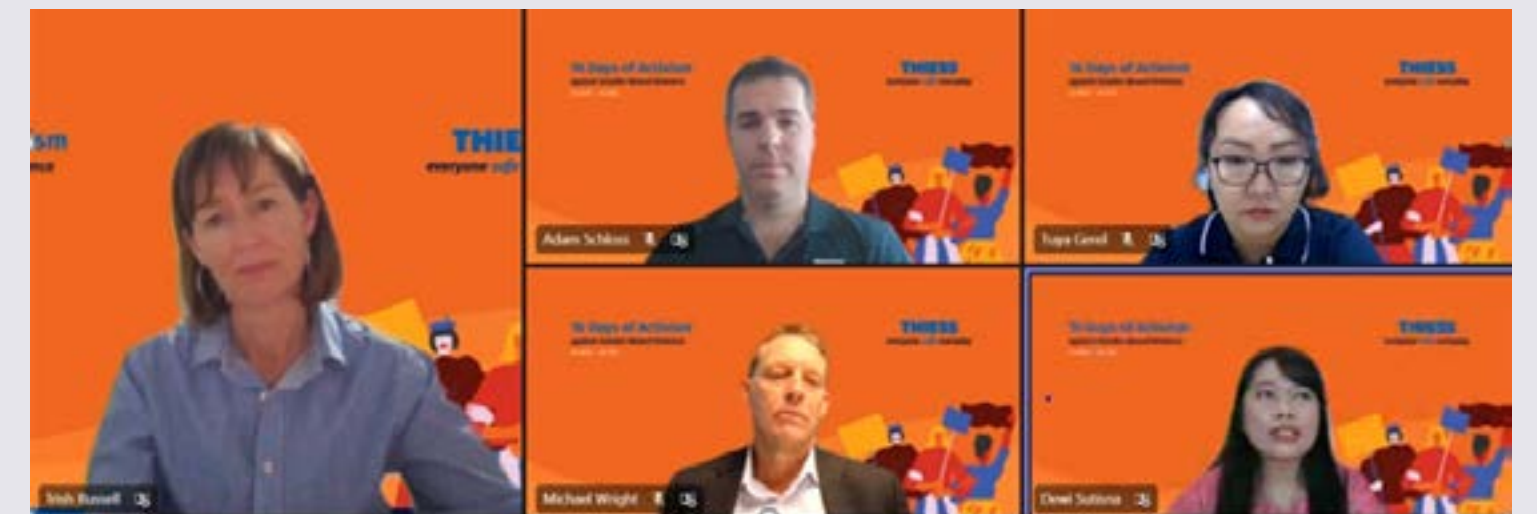
In 2022, Thies received the bronze award in the Mining Services Provider category from the Mutual de Seguridad in Chile for "working every day for the benefit of workers' safety and the safety culture of the organisation".

The Indonesian Ministry of Energy and Mineral Resources named the Thies Mahakam Sumber Jaya and Sangatta sites the winners of the Good Mining Practice Award, which recognises excellence across technical, safety, sustainability and mining management.

CASE STUDY

EVERYONE HAS A ROLE TO PLAY: ACTION AGAINST GENDER-BASED VIOLENCE

As part of the United Nations Women's 16 Days of Activism global campaign focused on eliminating gender-based violence, Thies held an employee panel discussion to highlight the important role of bystanders.



Hosted by our General Counsel and Company Secretary Trish Russell, panellists from across Thies operations shared their experiences of being an active bystander and speaking up against situations of bullying, harassment or discrimination.

Safety Stop for Respect meetings were also held across all Thies operations throughout November and December to discuss respectful workplace behaviours.



Healthy, Safe and Respectful Workplace performance

In line with their safety vision of *everyone safe everyday*, Thiess reported improvements against key lead and lag performance metrics for the year.

Thiess saw improvements in lead indicators such as **on-time action closeouts**, completion of **critical control verifications (CCVs)** and **critical risk** audit results. Of note was a 50% reduction in the number of repeat **critical control** major non-conformances, from 12 in 2021 to 6 in 2022, which demonstrates improved leadership and accountability in addressing non-conformances and putting in place effective actions.

Over the past year, Thiess has continued engaging with and empowering their workforce to report unsafe conditions. This, along with their commitment to identifying and understanding causal factors to prevent repeat incidents, has resulted in measurable improvements across their main incident key performance indicators (KPIs).

In 2022, there were zero fatalities or permanent disabling injury incidents on Thiess projects. However the Group wants to acknowledge our MACA colleague Gary Mitchell who tragically lost his life in October 2022 at the Karlawinda Gold Mine in Western Australia. Our thoughts remain with Gary's family, friends and workmates.

Thiess had a 56% year-on-year reduction in Potential **Class 1 (PC1)** events, with only four reported - the lowest number of PC1s reported in a 12-month period in Thiess' history.

Thiess' 12-month rolling total recordable injury frequency rate (TRIFR) of 0.92 per million hours worked achieved a 35% improvement globally on the 1.41 recorded in 2021, and exceeded their 15% improvement target of 1.20 for 2022. However some regions performed more strongly than others, with the Australia and Asia regions exceeding the target with 43% and 38% improvements respectively.

In 2023, Thiess will continue to focus on reducing their TRIFR but will also be tracking their lead indicators, with a safety leadership score calculation incorporating CCV completion, opportunities identified and opportunities corrected. They will target a leadership score of >90.

35%
IMPROVEMENT OF
THIESS' GLOBAL TRIFR

56%
YEAR-ON-YEAR
REDUCTION IN THIESS
PC1 EVENTS

everyone safe everyday

Lead indicators

Thiess lead indicators measure the effectiveness of proactive steps to minimise risks and prevent incidents.

Measures	2020	2021	2022
Action management Target: ≥97% on-time closeout of actions	97%	98%	99%
Critical control verifications (CCVs) Target: 100% completed as scheduled	99%	99.6%	99.7%
Audits – H&S management system and critical risk (Thiess Safety Essentials or TSEs) Target: 100% completed as scheduled	84%*	97%	91%
Audits – Repeat critical control major non-conformances (CCMNCs) Target: Zero repeat CCMNCs in TSE audits	11	12	6
Audits – Action management Target: 100% of actions arising from audits are entered within 7 days	60%	93%	92%

*Completion of audit schedule was impacted by ongoing COVID-19 travel and site access restrictions

Lag indicators

Thiess lag indicators are a record of safety performance.

Measures	2020	2021	2022
Potential Class 1 (PC1) Incidents	12	9	4
Fatalities	1	0	0
Permanent disabling injuries	0	1	0
12-month total recordable injury frequency rate (TRIFR)	1.06	1.41	0.92



CASE STUDY

RECOGNISED FOR EMBODYING ONE HSE CULTURE

Thiess celebrates their teammates who embody the One HSE Culture and behaviours to keep **everyone safe everyday**, such as Reza Aulia Putra, Mechanic at the Thiess Mahakam Sumber Jaya (MSJ) project in Indonesia.

Reza was performing a transmission removal from a CAT 777D dump truck, which involves lifting the transmission from the truck. During the process, the rigger who was assisting the crane operator with the lift, answered a call, disrupting his focus. Reza noticed this and recognised the danger. He stopped work and asked the rigger to end the call before they were able to continue the lifting process safely.

Yofi Hendri, Plant Manager at MSJ, praised Reza for undertaking a TAHAN action to stop the job and speak up for safety. "I am very proud to have a team member who is strongly committed to always maintaining and ensuring a safe workplace, like Reza Aulia Putra," Yofu said. "Reza's behaviour is an example for others to follow, to ensure a safe environment for everyone."

TAHAN is an acronym for stop, which is from their One HSE Culture behavioural framework of Communication – *Stop the job if in doubt and fix the problem or warn people of any danger.*

The Thiess team in Indonesia undertakes preventive actions through job observations, critical control verifications (CCV), hazard reporting and TAHAN to work to ensure *everyone safe everyday.*

Respectful workplace issues

In April, Thiess started reporting respectful workplace issues as reported to the Reportable Conduct Group (RCG) (i.e. bullying, harassment or inappropriate conduct; sexual harassment/sexual assault; discrimination – racial and other), alongside health and safety metrics – resulting in an increase in reported matters. See [Integrity in business conduct](#) for data.

The increase in reported matters can be seen as an indicator that Thiess is creating workplaces where people feel empowered and safe to speak up and report these types of events. It also demonstrates their ambition to be open and transparent in their workplace reporting.





Focusing on critical risks

Thies's leadership and critical risk management programs are essential to improving safety management, preventing fatalities and serious incidents and ensuring effective controls are in place. A key part of this is the Thies Safety Essentials (TSE), a set of non-negotiable critical controls and core procedures for seven initial key risk activities – Explosives, Geotechnical, Heights, Isolation, Lifting, Traffic and Tyres.

Delivering on a key 2022 Business Plan initiative, Thies recognised fatigue as a critical risk and launched the eighth TSE for fatigue management. Fatigue and its impacts are a significant risk in the mining industry. Repetitive work tasks, extreme work environments,

travel to and from site and extended business travel and work hours can cause insufficient or poor-quality sleep, which if not managed, may lead to serious harm.

The TSE for Fatigue focuses on the effective management of risks associated with travelling to and from the workplace, roster design and performance at work, and provides guidance for implementing fatigue monitoring technology. Thies has issued global action plans to monitor the implementation of this new TSE. Auditing against the TSE for Fatigue is planned to commence in 2023.



AWARD-WINNING SAFETY INNOVATIONS HIGHLIGHT THIES CULTURE OF SAFETY LEADERSHIP

The Thies QCoal Northern Hub (QCNH) team in Australia won the 2022 Innovation METS Award at the Queensland Mining Awards. The team was recognised for their innovative nylon rim cleat, which they designed, engineered and trialled to significantly reduce manual handling risks for tyre fitters – as featured in a case study in Thies's 2021 Sustainability Report.

Following this success, the QCoal team has continued efforts to reduce workplace risks. In 2022, recognising the risks associated with live testing heavy equipment, the team developed a solution to remove workers from this environment.

They trialled and tested various wireless and Bluetooth devices to allow employees to use a mobile application to test pressure, engine function and electrical conductivity on heavy equipment from a safe distance.

The adoption of this new technology has improved safety processes at QCNH, with up to 75% of live tests now completed remotely. The team is already applying this solution to other forms of live testing, including steering ball joint and pin movement tests and operational testing.

Up to 75%
OF LIVE TESTS NOW
COMPLETED REMOTELY

The Thies team at QCoal Northern Hub was recognised at the 2022 Queensland Mining Awards.



Development

Thiess works to upskill employees through technology and collaboration with original equipment manufacturers (OEMs). In 2022, they identified career development pathways with vocational education provider TAFE and major stakeholders in the mining sector, ensuring their people get appropriate training to meet the industry's ever-evolving needs.

Digitising our workforce

After creating 8,500 digital identities for frontline workers in 2021, Thiess rolled out online-enabled kiosks to all Thiess sites to connect their operations workforce to their global systems. The kiosks allow employees to access their work email account, online training platform LAAMP, and other web-based programs. These identities and kiosks are the first step in the digital transformation of Thiess' global workforce. To date, the kiosks have been accessed more than 38,000 times with the number growing daily.

Throughout 2022, Thiess has continued to invest in data and analytics to improve the effectiveness of their operations and asset management. They've made foundational investments in establishing a modern data lake environment and big data processing capability, whilst continuing to focus on developing their people with advanced analytical skills.

As Thiess further embraces autonomous operations, their foundational investments in data management have provided extensive capability to analyse the immense data sets streamed off modern mining equipment. To extract insight from these new datasets, their in-house team of data scientists apply innovative machine learning and statistical analysis techniques to difficult business problems, supporting Thiess in the achievement of their performance and ESG goals.



Training for careers of the future

The industry's shift to autonomous mining will provide a wide range of sustainability benefits and create new opportunities, in particular for those who are already in the industry (see *Leveraging autonomous operations*). The Thiess Group is committed to growing and investing in our people, and already we have upskilled more than 50 Thiess operators to work across autonomous equipment deployed across several of the Thiess Australian operations:

Lake Vermont, Queensland:

- Thiess mobilised six Caterpillar D11 dozers fitted with semi-autonomous tractor system (SATS) technology, which are remotely controlled from two remote operator stations in an office environment. The current controllers are being upskilled in the most up to date software.
- Thiess are running two Epiroc autonomous drills, and have recently delivered refresher training to re-familiarise their drill controller on the new RCS 5 interface.

Olive Downs, Queensland:

- Thiess is developing training material for autonomous haulage system controllers, builders and pit technicians.

Mt Arthur, New South Wales:

- Thiess has two Caterpillar MD6310 and one Caterpillar MD6250 drills equipped with Caterpillar's Autonomous Drill System (ADS) technology, which are remotely controlled from a remote operator station in an office environment.
- Thiess' current controllers are being upskilled as the ADS technology suite transitions from semi-autonomous drilling to full autonomous drilling (with the addition of autonomous row change capability).



Ensuring high quality maintenance capabilities

Maintenance capability review

Thiess deployed a maintenance capability review across their Indonesian projects to understand Technician Level 2 & 3 and Auto Electrical capabilities and development opportunities. The review has so far captured over 600 personnel, with the work continuing into 2023.

Trainer and assessor development program for maintenance

Following the success of the Thiess Trainer and Assessor Development Program (TADP) in Australia in 2021, Thiess launched TADP globally in 2022. TADP is designed to ensure consistency in how they deliver training and conduct assessments, by delivering a standardised approach and clearly outlining roles, responsibilities and standards required for each position.

The program consists of OEM best practice guidelines and compliance modules, including operator

development programs aimed at improving operator capabilities. This sets a consistent global standard regardless of site or region, as well as developing a network of likeminded colleagues.

Indonesia was the first region to receive the global program. Technical Training Manager Heryatmiko Panduwibowo (Miko) said: "By implementing OEM standards consistently across sites and regions, operators will be able to run equipment in the safest and most effective way, reducing mis-operating and increasing equipment health to ensure we get the best out of our equipment. It also means when operators move to different sites, they can apply their skill and understanding in the same way."

According to Mining Training Superintendent Katrina Boon: "Trainers and assessors play a big role in the smooth and successful operation of our business, so it's really important we invest in their development."





Upskilling our people

Online learning management system - LAAMP

Thiess released additional functionality in LAAMP in 2022, allowing their employees to log into online training sessions and automatically record their attendance using unique user QR codes. The Thiess teams in Indonesia have embraced the technology, which has led to a completely paperless training process at all Indonesian sites.

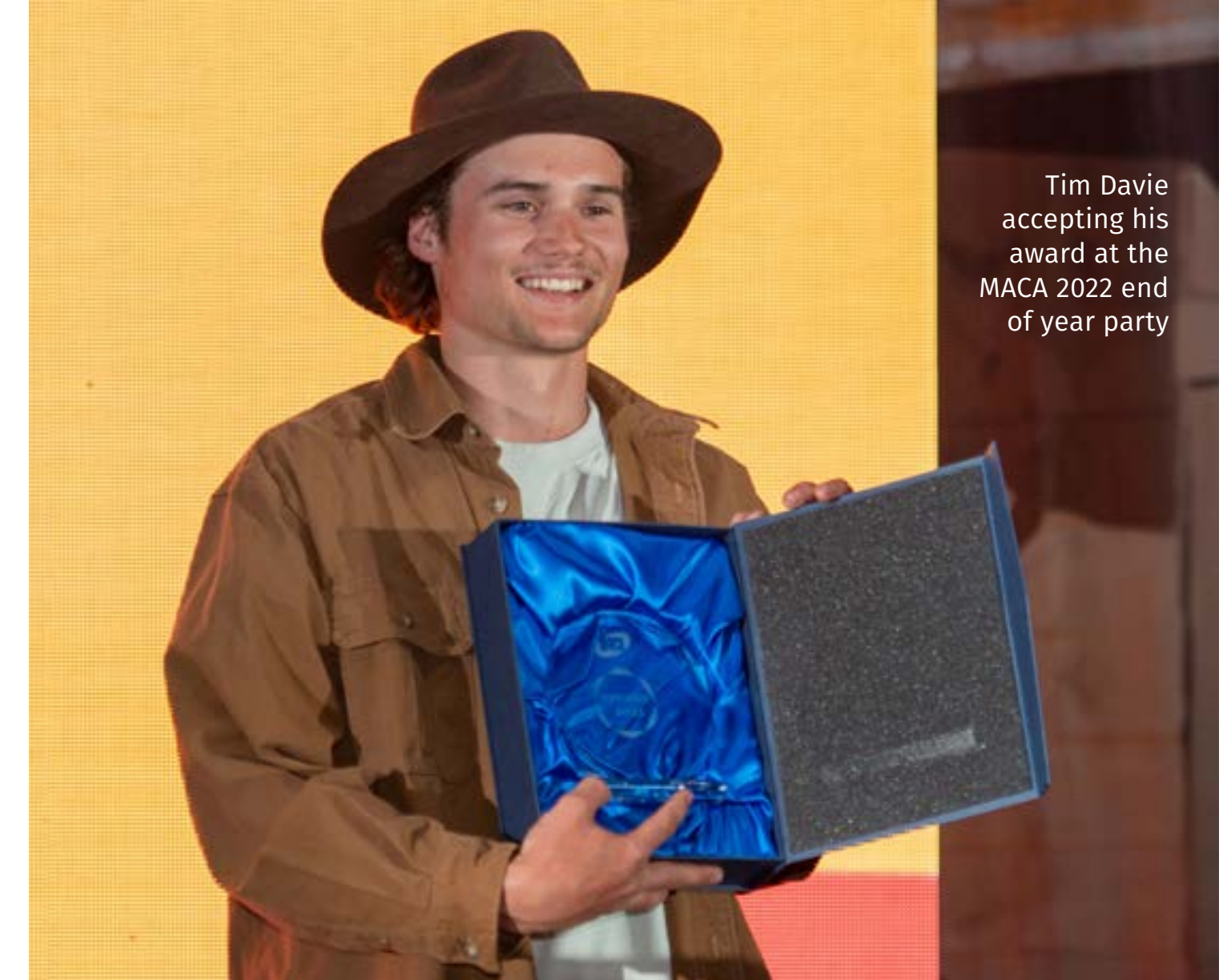
Thiess also expanded the LAAMP online training platform to their Mongolian and Chilean projects, and mobilised it at six new Australian projects including the Ensham Rehabilitation Project in Central Queensland.

Leadership programs

In 2022, Thiess launched leadership programs focused on developing and supporting their global leaders to motivate high performing teams and lead confidently in a rapidly evolving industry. The programs also incorporate several months of coaching, to embed the theory and tools learnt during the formal training sessions.

Social learning platform

Recognising that the way their people learn and what they want to learn is changing, Thiess trialled a social learning platform in 2022 that brings together the world's top training providers, giving their employees access to thousands of learning resources, available on-demand. The platform will be rolled out fully in 2023. It features training courses of various durations and levels, covering topics like business skills and personal development, through to compliance and project management.



Tim Davie accepting his award at the MACA 2022 end of year party

CASE STUDY

MACA CELEBRATES APPRENTICE OF THE YEAR

In December, MACA hosted their annual Apprenticeship Challenge at their Welshpool workshop near Perth, Western Australia.

MACA's Apprentice of the Quarter winners – Mitchell Belton, Benjamin Rayner, Timothy Davie, Drew Gleeson, and wildcard Cody Voss – flexed their skills in a technical challenge designed to test the knowledge, approach to safety, and problem-solving skills of apprentices.

MACA Organisation Development Manager Clayton Taboni said: "Apprentices worked their way through five sets of practical challenges, including engine valve set and injector height checks, creating starting circuits, wheel loader hydraulic checks, posi-track loader starting fault, and removing a broken bolt from tack frame components."

Expert tradesmen assessed apprentices as they worked their way through each station within the allocated timeframe. The competition was tough, and ultimately Tim Davie was named Apprentice of the Year for 2022.



Employee wellbeing and development *continued*

CASE STUDY

SIMPLE INNOVATION SUPPORTS NEW-TO-INDUSTRY EMPLOYEES

One of Thies's Queensland sites in Australia recently increased their recruitment of new-to-industry trainee operators. With no previous operating experience, the trainees must complete a minimum of 400 supervised training hours to receive their authorisation to operate without trainer supervision.

To help experienced operators identify operators under training on active circuits, the site team developed a simple and cost-effective solution. Drawing inspiration from the 'L' and 'P' plate scheme for learning and provisional drivers, the team introduced magnetic 'N' plates for trainees to display on their equipment when in the close supervision stages of training.

The identifying plate provides a quick and easy way for other workers to recognise the trainees on the circuits and provide an increased level of understanding, or assistance as needed.



CASE STUDY

RTL TEAM BROADEN SKILLS AT THIESS CAVAL RIDGE SITE

RTL usually operates in Victoria's Latrobe Valley. Due to wet weather in the area, the RTL team is only able to complete earthmoving works six months a year.

During the wet season from June until the end of November, RTL deployed a team of 33 personnel to Thies's Caval Ridge project in Queensland, to support the Thies team in delivering mining services. This opportunity to work at a Central Queensland project enabled RTL employees to broaden their skills and experience.

RTL employee Craig Harris said: "I couldn't pass up the opportunity to use my skills in a really big operation – the scale of the project has blown me away and I'm learning so much. It's a real boost for my skills and career."

Thies and RTL are investigating opportunities to expand the program in 2023 to other Thies sites.



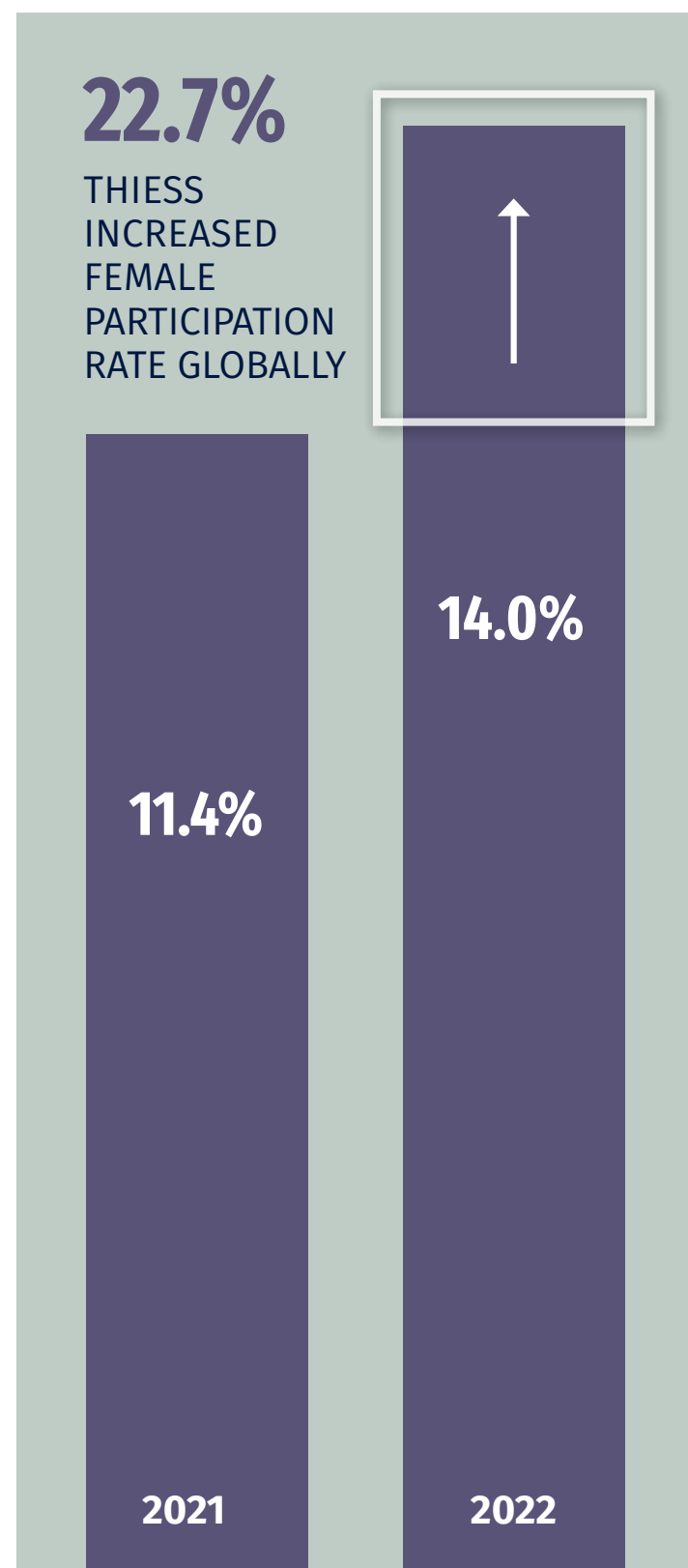
Diversity and inclusion

The Thies Group's commitment to building an industry leading and diverse workforce is central to our business strategy and long-term sustainability – where diversity of thought and experience enables innovation, efficient delivery and optimal productivity.

We aim to create equal opportunities for employment, professional development and career progression and embed respectful behaviours into our workplace to create an inclusive culture.

In 2022, Thies set a target to increase female participation by 20% globally, compared to 2021, and achieved a 22.7% increase globally, with some regions performing stronger than others. Representation of women in leadership roles continued to increase from 15.6% in 2021 to 17.9% in 2022. Thies will continue to progress their female talent into leadership and technical roles and review their recruitment processes to target females in their talent pipeline.

In Australia, Thies' Indigenous employment participation increased significantly by 29.6% from 5.8% in 2021 to 7.5% in 2022.



Thies teams in Asia and the Americas focused on creating accessible and meaningful employment opportunities for people living with a disability. Through partnerships with local disability support providers, adapting their processes and engaging local communities, Thies has employed 17 people living with disability from local communities in 2022.

Thies continued to develop the cultural knowledge of their leaders and teams through the delivery of Indigenous cultural competency in Australia and ethnicity training in Indonesia. Where possible, they encourage the participation of local community leaders in the training delivery. The training equips leaders with an understanding of history, cultural protocols, communication and promotes intercultural relationships.

CASE STUDY

THIES WOMEN RECOGNISED BY AUSTRALIAN INDUSTRY



Michelle Eckersley from Thies' Mount Pleasant operation was named a finalist in the New South Wales Women in Mining Awards in the Technical Innovation category. Michelle was recognised for project managing the delivery of 101 hectares of innovative rehabilitation, including embedding quality assurance and control processes that have been recognised by the NSW Resources Regulator as industry-leading.

Nicole Shibasaki, from Thies' Caval Ridge project, and Emma Richards, from our Curragh site, were honoured at the Queensland Resources Council Indigenous Awards.

Nicole was announced as winner of the 2022 Exceptional Indigenous Person in Queensland Resources Award. Nicole leads the A crew team as Dispatch Officer and Supervisor, and is the first Indigenous female supervisor at the Thies Caval Ridge project.

Emma Richards was Highly Commended in the same category as Nicole. Emma's career in the resources industry began through Thies' *Sisters in Mining* program in 2017 and today she operates some of the largest haul trucks in the world. She also mentors new Sisters in Mining trainees and other employees as they begin their journey in the resources industry.



Her role, however, goes beyond just being great at her job. For Nicole, it's about supporting women and Indigenous women in the mining industry, creating opportunities for the next generation by challenging bias and cultivating a safe and respectful culture.



CASE STUDY

INCREASING DIVERSITY THROUGH EMPLOYMENT PATHWAYS

Thiess expanded existing and implemented new employment programs designed to grow workforce diversity across mining operations, maintenance trades and technical roles. Globally, female participation in these programs continues to grow year on year, and in Australia Indigenous participation has also increased.

With women under-represented on Thiess maintenance teams, they focused on building our trade talent through pre-apprenticeship and apprenticeship programs. Globally, their apprenticeship intakes for 2022 included 23.4% female participation.

Thiess Group Manager Diversity & Inclusion Nevinia Davenport said: “Bringing new and diverse talent into all levels of our employee pipeline is crucial to achieving our business strategy goals and ensuring we are providing meaningful employment outcomes for local communities. The continual representation and development of women and Indigenous people into leadership roles is a key focus.”



Chile

In 2022, Thiess Chilean operations launched their first apprenticeship program, Programa de Mantenimiento Mecánico de Equipos Móviles, with a 60% female participation rate.

The Chilean team also launched the Formation Program to deliver haul truck operator training to 13 female students, who are residents of Antofagasta, near their operations. These programs have had a positive impact on the local community with the students using the opportunity to improve their skills, gain practical experience and build the mining industry in Chile.



Indonesia

In mining operations, Thiess delivered on-the-job truck operator training programs for 33 women, including an all-female intake at their new Kapuas project.

In 2021, Thiess employed 11 women through their Bus Warden recruitment campaign – these women have since been promoted into operational and technical roles including dispatch, assistant drilling, quality control and surveying, security and rigging. The 2022 bus warden roles were filled by women and people living with disability.

Thiess also developed targeted traineeship opportunities for people living with disability.

To build their pipeline of future professionals, Thiess awarded scholarships to 5 (3 women and 2 men) undergraduate university students, including a person living with disability. Their vacation programs recommenced with 45.5% female participation.



Australia

In 2022, 10 new Indigenous women joined Thiess' award-winning Sisters in Mining program.

In New South Wales, their new-to-industry truck operator program had 70 participants, which included 40 Indigenous participants and 30 women.

From November, the opening of the new Nupa (meaning try, learn, attempt in the language of the local Traditional Owners, the Wonnarua people) Minimbah (teaching place) Training Hub increased their capacity to cater for 16 new participants every month. Program participants are given theoretical, practical and hands-on experience under the guidance of mentors and trainers, setting them up for successful careers in the industry, with many of the participants transitioning to roles with Thiess at the end of the program.

Thiess also awarded scholarships to 6 (4 women and 2 men) undergraduate university students, including a person living with disability. Their 2022 Graduate Program saw 18% female participation.



Community engagement and investment

The Thies Group engages with our local communities to understand key issues, priorities, expectations and objectives.

Through early consultation and informed engagement, in collaboration with our clients, we participate in our communities and contribute towards community development.

- **Community engagement** – Fosters open, transparent, two-way dialogue with stakeholders
- **Community development** – Builds capacity and improves opportunities for sustainable development
- **Community participation** – Creates full, fair and reasonable opportunities for partnership and participation.

This approach is underpinned by Thies' social performance and investment frameworks. Targeted local participation and engagement plans assist Thies in working closely with each community and in considering operational impacts and opportunities for engagement activities, local procurement, employment and training to generate local benefit.

In 2022, Thies contributed to more than 100 community-led organisations globally, investing more than \$1.5 million. They prioritise investment opportunities that contribute to community liveability and wellbeing, education and Indigenous affairs.

Some highlights include:

- **partnerships** with medical and aero-medical organisations
- **sponsorship** or in-kind support of community infrastructure construction projects
- **emergency** flood and fire response fundraising, donations and volunteer support
- **in-kind support** of local Traditional Owner groups for on-country activities
- **fundraising** for the Indigenous Literacy Foundation
- **sponsorship** of remote school students and teachers to attend education or industry events in major city centres.

Our partnerships with community organisations are focused on supporting the long-term sustainability of local communities.

In 2023, Thies plans to undertake a review of their social investment framework and processes to ensure they are enabling their operations and regions to create ongoing social value in their local communities aligned to stakeholder objectives and expectations.

100+
COMMUNITY-LED
ORGANISATIONS CONTRIBUTED
TO GLOBALLY IN 2022

\$1.5m+
INVESTED IN 2022



CASE STUDY

MACA CANCER 200 RIDE FOR RESEARCH TEAMS RAISE ALMOST \$2 MILLION

In October over 1,500 cyclists participated in the 11th annual MACA Cancer 200 Ride for Research, a 200km, two-day journey from Optus Stadium in Perth to Mandurah and back in Western Australia.

The ride supports the Harry Perkins Institute of Medical Research, which conducts ground-breaking research, clinical trials, and innovative new treatments to provide better outcomes for cancer patients.

Overall, the event raised over \$8.5 million – the biggest amount to date. MACA teams contributed an incredible \$1.9 million, and the Thies team \$10,000, to this record-breaking total.

MACA is proud to be the ongoing title sponsor of the MACA Cancer 200 Ride for Research. MACA and Thies look forward to continuing to support the Perkins Institute and cancer research into the future.

\$8.5m
RAISED IN TOTAL



CASE STUDY

THIESS CONTINUES 25-YEAR PARTNERSHIP WITH HEAR AND SAY FOUNDATION

One in seven Australians is impacted by hearing loss and one to two in 1,000 babies in Australia is born with permanent hearing loss. In response to this, Thies has been partnering with the Hear and Say Foundation for 25 years and is a regional founding partner of the Hear to Learn School Screening program, which operates across Central Queensland.

This partnership also enables Thies' Central Queensland employees to support the program when it visits their local communities. Caval Ridge team members Guy Cleaver and Mitchell Freeman visited Coppabella State School as volunteers during the Hear to Learn program in 2022.

General Manager, Mining Queensland Vikesh Magan explained Thies' focus on aligning corporate partnerships with the needs of communities around their operations and involving their people in this important work.

"Thies is very proud of our long-standing relationship with Hear and Say. The Hear to Learn Program is so important in identifying later onset hearing loss not captured by the universal screen at birth. Schools across Central Queensland have participated in this important program and I thank all of the Thies volunteers who take the time to support the students and Hear and Say."



CASE STUDY

SUPPORTING THE HEALTH AND WELLBEING OF MONGOLIAN COMMUNITY ELDERS

In November, Thies' Mongolia team visited the Khanbogd, Manlai, and Bayan-ovoo soums communities that surround our Oyu Tolgoi project to deliver medical treatment, food and gifts.

Launched in October in partnership with the accredited hospital Amin Bulag in Khanbogd, the 'Permanent Services' initiative is an important part of their commitment to supporting the communities where they live and work.

During the visit, the team were able to speak with community elders, who have worked tirelessly for the future of Mongolia, and wish them good health and well-being.

CASE STUDY

RIDIN' 4 MATES AT MOUNT OWEN

The Thies team at Mount Owen in Australia pedalled 650km across six days from Tumut to Bulga, commemorating former Thies employees Mick Ford and Gary 'Dale' Harris who lost their battle with brain cancer in 2016 and 2020, respectively.

However, their memories live on in the inaugural Ridin' 4 Mates charity event, established by colleagues at Mount Owen. Mount Owen Project Manager Jeroen Hendriks said the ride was a special way to celebrate the lives of Mick and Dale.

"The team wanted to honour Mick and Dale, and the idea to ride between the places they both enjoyed seemed fitting."

All proceeds from the event are donated to the Mark Hughes Foundation to support brain cancer research. A total of \$51,490 was raised, with over \$6,000 donated by the Mount Owen team.



CASE STUDY

MACA EMBRACES CAMBODIAN CULTURE AND DELIVERS PROJECT SUCCESS

MACA's approach to international operations focuses on the integration of different cultures to create a safe and productive workplace, as demonstrated by MACA's International division, MACA OPMS, at the Okvau Gold Project in Cambodia.

MACA OPMS Executive Director Mark Breingan said he was pleasantly surprised when he found MACA's values naturally reflected the Cambodian culture, making the integration seamless.

"Being a collectivist society, the Cambodian culture has a strong emphasis on loyalty, pride to family and community so already there was some alignment with MACA's value of *People First*."

The proof of this is in the team's performance – celebrating two years of operations in 2022, the OPMS team has exceeded production targets and maintained a zero **lost time injury** workplace.

"I truly believe the culture at OPMS has had a direct positive impact on the safety, quality, and production of the project, achieving more than capable through process and procedures alone," said Mark.

In addition to working together, the crew enjoys socialising and participating in events, frequently driving initiatives to benefit the local community. These include traditional ceremonies, school development, and infrastructure works.

"MACA OPMS's community engagement is actively driven by the employees, which we are delighted to support. To me, this resonates with the sense of community in the Cambodian culture. It's a community, a family, not just a workplace."



CASE STUDY

PILOT AGRICULTURE PROGRAM HELPS LOCAL BUSINESSES FLOURISH IN INDONESIA

In July 2022, Thiess' MSJ Coal Mine Project in Indonesia supported an agricultural program in the local villages of Makarti, Sebuntal, Perangat Selatan, Separi Kampung and Bukit Pariaman. The program is designed to enable micro, small and medium business owners to plant crops that are then cultivated and used to produce traditional crafts for sale.

Thiess' support included business mentoring, resources and equipment to complete maintenance and repairs to the carts and other key equipment and infrastructure.

The program enables local people to build their skills and financial sustainability, benefitting the whole community.



Indigenous peoples

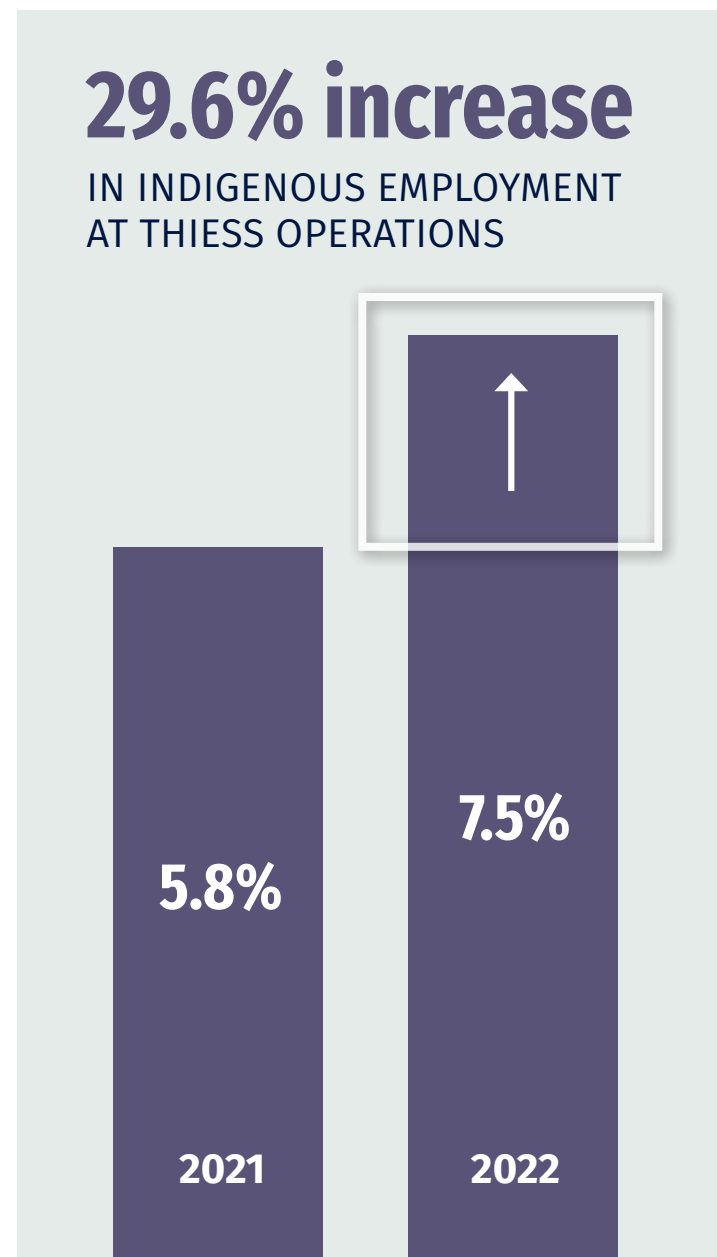
The Thies Group takes seriously our responsibility to understand and respect the rights, interests, and perspectives of the Indigenous peoples (also known as First Nations, First Peoples, Aboriginal Peoples or Native Peoples) in the communities where we operate.

In February, Thies launched their fourth consecutive Reconciliation Action Plan in Australia. Their approach has been informed by the learnings from their successes and challenges, and feedback from employees and external stakeholders including Traditional Owners, Indigenous organisations and Reconciliation Australia.

Indigenous employment participation at Thies operations increased by a significant 29.6% from 5.8% in 2021 to 7.5% in 2022, which they achieved through targeted recruitment campaigns, apprenticeships, traineeships in truck operations, graduate programs and their partnership with CareerTrackers.

In 2023, Thies plans to expand their employment programs for Indigenous employees, including their Engineering Cadetship Program launched in 2022 and new maintenance trades pre-apprenticeship programs.

Thies' national supply chain [influenceable expenditure](#) increased from 2.25% spent with 19



businesses in 2021 to 2.80% spent with 62 businesses in 2022. See [Improving local supplier participation](#) section.

Thies takes a cross-functional support approach to facilitate economic development opportunities for local Indigenous businesses. Representatives from

Thies' community engagement, procurement, assets and projects teams work in collaboration with Indigenous businesses to understand specific interests and carve out opportunities to build capability.

Thies also continued to deliver full day cultural competency training, with an additional 87 people leaders in 2022 completing the training, increasing the completion rate to 40%. Under their cultural learning framework, Thies is on-track to achieving the targeted 80% completion rate by the end of 2023.

Thies has renewed their national partnership with the Clontarf Foundation for a further two years with an increased financial contribution.

In North America, Thies commenced a stakeholder mapping and analysis process to understand their Indigenous peoples stakeholder groups and in 2023 they plan to commence engagement and planning processes, based on the principles of Free, Prior and Informed Consent (FPIC).



CASE STUDY

CAPABILITY BUILDING AT MOUNT HOLLAND

Thies commenced operations at the Mount Holland lithium site in Western Australia in 2022, with a focus on creating capability building opportunities for the native title claimants, the Marlinyu Ghoorlie people and other local Indigenous businesses.

Tucker Dust & Diesel is owned by Travis Tucker, a Traditional Owner of the lands on which the Mount Holland operation is located. Thies engaged Travis to supply light vehicle mechanical labour, lighting towers and forklifts.

Goomarin Services, owned by Jarrod Hayden is a local Indigenous business that supply water carts. "Goomarin Services is thankful to Thies and Covalent for unlocking a regional contract with a local business creating a long-term sustainable contract with tangible outcomes allowing the business to endure and create further opportunities in the region. The journey for Goomarin is now to reinvest in sustainable asset development to begin to support our local communities," said Jarrod.

In total, 4.07% of the project's influenceable expenditure is with Indigenous business, exceeding their target of 2.50%.



Indigenous peoples *continued*

CASE STUDY

THIESS TAKES UP THREE-YEAR PARTNERSHIP WITH INDIGENOUS EMERGING BUSINESS FORUM

In 2022, Thies commenced a three-year sponsorship commitment with the Indigenous Emerging Business Forum (IEBF). The IEBF is a not-for-profit organisation that encourages and supports employment and business development opportunities for First Nations peoples.

This year's forum saw over 1200 delegates and 110 Indigenous-owned businesses attend, celebrating culture and achievement and showcasing Indigenous entrepreneurship and capabilities across several industries.



CASE STUDY

THIESS CURRAGH CLEANING CONTRACT GROWS INDIGENOUS BUSINESS CAPABILITY

In 2021, the Thies procurement team ran a tender for cleaning services at their Curragh project in Queensland. They identified the tender as a good opportunity to work with a local Indigenous business and promoted it through the Supply Nation business register. Ochre, a newly established business, was keen to pursue the opportunity. They submitted highly competitive quotes and showed a strong desire to work with Thies to deliver a quality service.

Impressed with Ochre's submission and wanting to provide the opportunity to build their capabilities, the Thies finance and procurement teams met weekly with Ochre to provide support on how to become a supplier with Thies and prepare for contract commencement. Thies also worked with Ochre to overcome initial challenges, including offering free accommodation on site to Ochre personnel.

Working closely with Ochre, in 2022 Thies identified ways their supplier registration processes could be streamlined, making it simpler and more efficient for both existing and new contractors (Indigenous or otherwise).

The pandemic, Brisbane floods and global economic pressures made 2022 a challenging year for Ochre. However, collaboration with, and support from, Thies, allowed Ochre to continue the contract and grow their overall business capabilities.



Social outlook



In 2023, Thiess plans to:

TARGET 80%
of Thiess people leaders completing full day cultural competency training

EXPAND EMPLOYMENT PROGRAMS
for Indigenous employees

IMPLEMENT NEW SOCIAL LEARNING PLATFORM
to enable employees to upskill via on demand online training

IMPLEMENT PEER SUPPORTER TRAINING
as per Thiess Mental Health Roadmap, across Australia in early 2023 and other regions in late 2023

REVIEW THIESS SOCIAL INVESTMENT FRAMEWORK
and processes and identify areas for improvement

In 2023, the Group plans to:

IMPLEMENT OUR GLOBAL ENGAGEMENT SURVEY
across all Group companies

TARGET A 20% INCREASE
in female participation compared to 2022

TARGET A >90
safety leadership score





THIESS

THIESS GROUP
2022 SUSTAINABILITY REPORT

Transparent, trusted governance

Our approach

Business integrity

Transparency

Responsible supply chain

Governance outlook

THIESS GROUP

THIESS



FLEETco

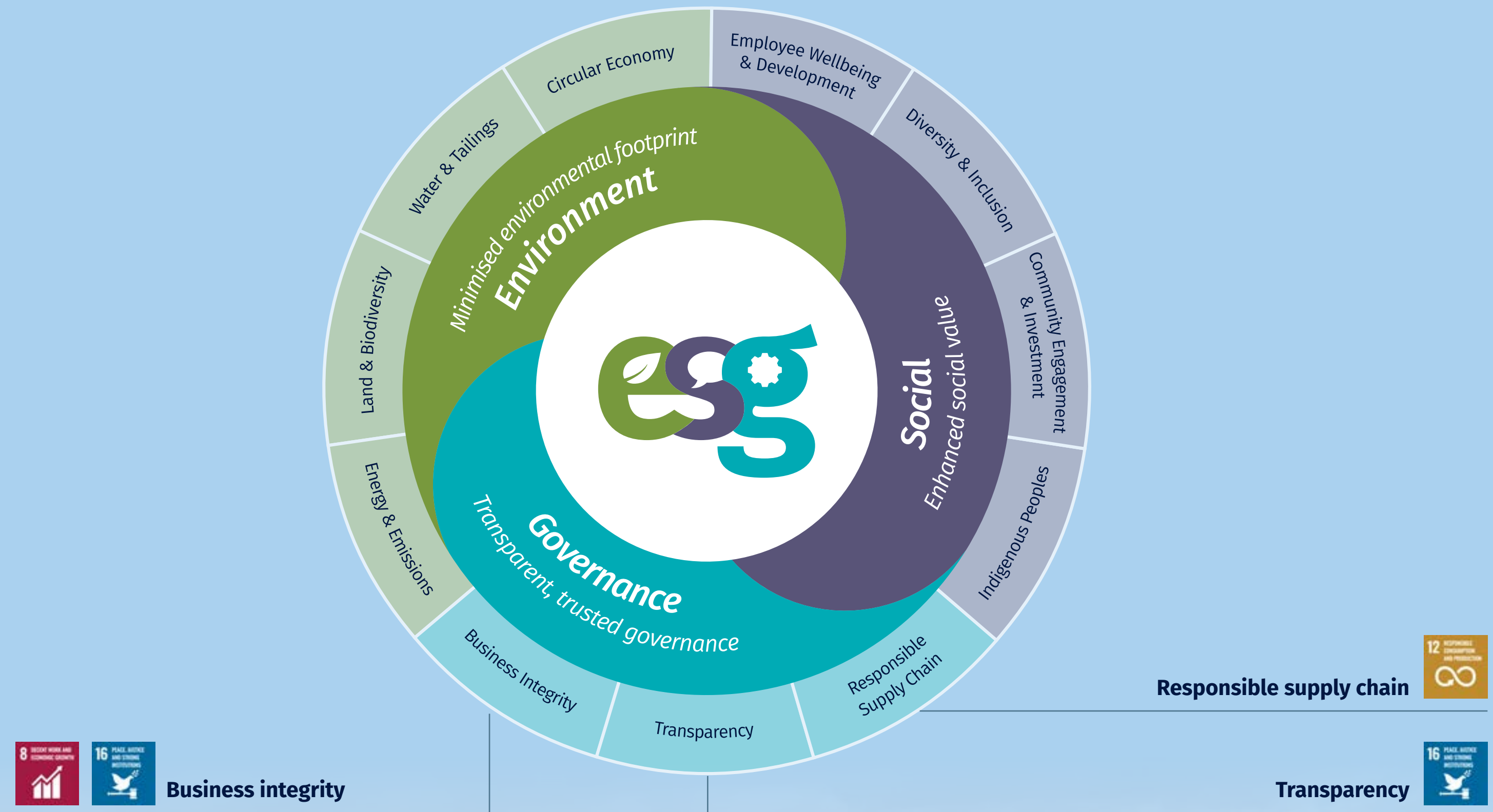


Our approach

The Thies Group is committed to providing transparent and trusted governance. In 2022 we expanded on the initial disclosures included in Thies' 2021 Sustainability Report and took steps to ensure greater clarity and transparency in our business governance.

We take a continuous improvement approach to our governance framework and supply chain and we look to implement practices that support our ESG commitments. Sustainability is integral to our business and we work to integrate it into our decision making, every day.

Our governance performance update is focused on Thies activities in 2022, with MACA joining the Group late in the year. MACA governance data is available in [Our sustainability performance data](#). More commentary on MACA governance performance will be included in the 2023 Thies Group Sustainability Report.

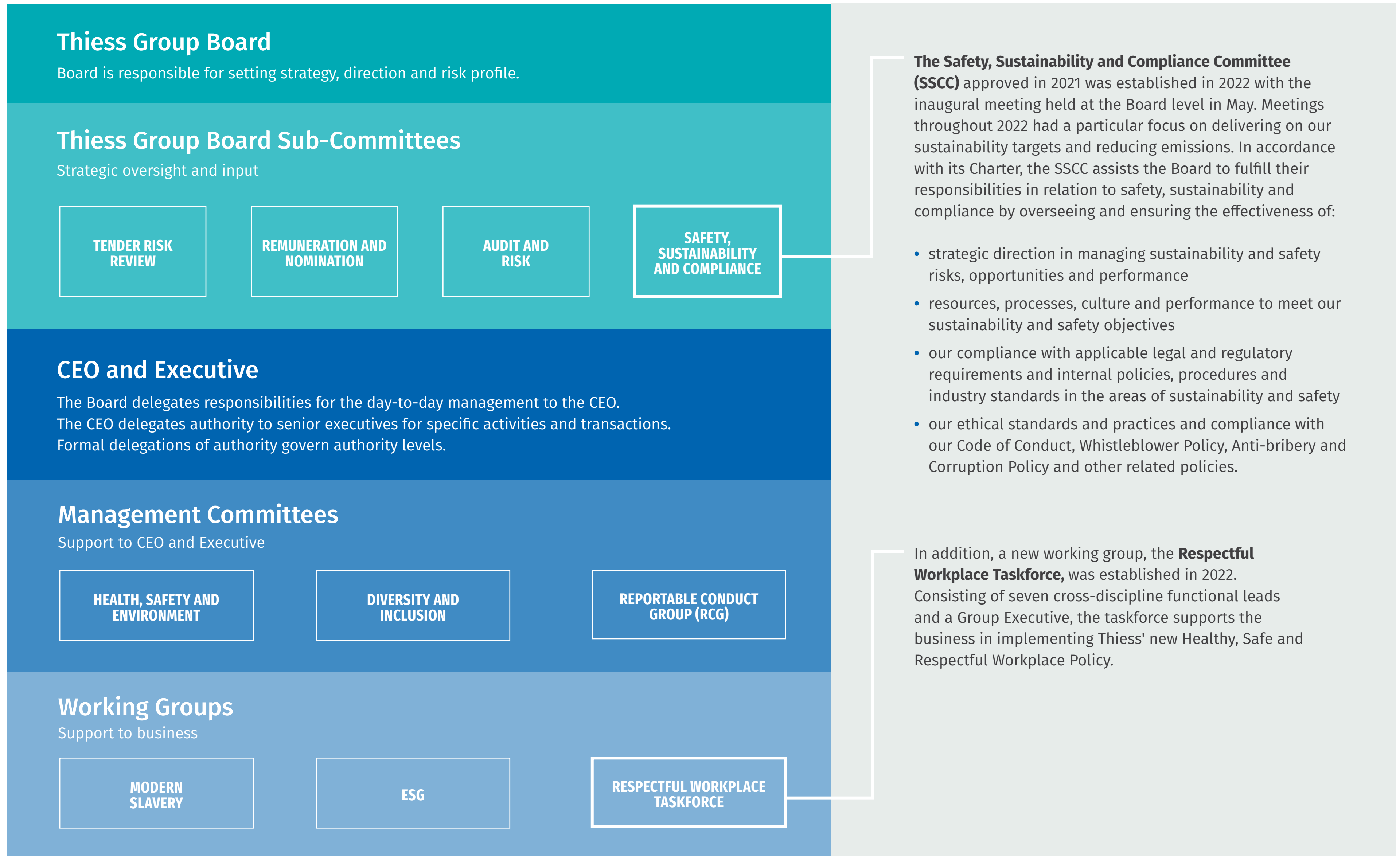


Business integrity

Our governance structure

As detailed in Thies's 2021 Sustainability Report the Thies Group Board has overall responsibility for setting our sustainability approach. Our governance structure includes cross-functional Board sub-committees, committees and working groups that provide input into critical sustainability risks and opportunities.

With MACA joining the group in late 2022, integration has begun to include them in Group governance processes. This includes incorporating MACA into our work winning and tender risk review approach. In 2023, we will continue governance integration.



The Thiess Group Board



Michael Wright
Executive Chair and CEO
Thiess Group

Michael was appointed Executive Chair of Thiess Group in February 2020 and Chief Executive Officer in July 2021.

Michael has over 30 years' experience across the resources & industrial industries in Australia, Asia, Africa and the Americas. Prior to being appointed to the joint role of Executive Chair and CEO of Thiess Group, Michael was the CEO of ASX listed CIMIC Group, responsible for leading Sedgman, UGL, CPB Contractors, Leighton Asia and Thiess.

He serves as a Director of the Minerals Council of Australia and the Sustainable Minerals Institute, and is Chair of the International RiverFoundation Board.



Trish Russell
Company Secretary and
General Counsel
Thiess

Trish has more than 23 years' experience providing legal, ethical, commercial, risk and governance advice to mining and construction industries. She joined Thiess in 2005 and was appointed General Counsel and Company Secretary in 2014. Trish trained at King Wood Mallesons and Pinsent Masons in Australia and Ireland, as well as serving as a Judge's Associate in the Federal Court of Australia. Her experience drives a relationship focused approach, delivering best for business outcomes with integrity.



Giorgio Furlani
Strategic Advisor
Elliott Advisors

Giorgio is a Strategic Advisor at Elliott, having joined its London office in 2010. Prior to his current role as CEO AC Milan, Giorgio was focused on investing in public and private equity and debt securities on a global basis. Prior to Elliott, Giorgio was an investment analyst at Apollo Management in London, and started his career in the investment banking division of Lehman Brothers. Giorgio holds an MBA from the Harvard Business School and is a graduate of Bocconi University.



Ayezhan Malik
Investment Analyst
Elliott Advisors

Ayezhan is an Investment Analyst at Elliott, having joined its London office in 2020. At Elliott, he focusses on investing in public and private equity and debt securities with a focus on the EMEA markets. Before joining Elliott, Ayezhan was a private equity associate at Warburg Pincus in London. He started his career in the investment banking division of J.P. Morgan in New York. Ayezhan holds an MBA from the Harvard Business School and obtained a BA in Economics and Mathematics magna cum laude from Yale University.



Juan Santamaria
Executive Chairman
CIMIC Group

Juan was appointed Executive Chairman of CIMIC Group in November 2020. Juan was Chief Executive Officer and Managing Director of CIMIC between February 2020 and June 2022.

Juan formerly held positions as the Managing Director of CPB Contractors with responsibility for CPB Contractors, Leighton Asia and Broad in all geographies. Prior to that, he was the Managing Director of UGL.

Juan also holds positions as Chief Executive Officer of ACS Group, a global civil and engineering construction group; and Chief Executive Officer of Hochtief, a global infrastructure company.



Robert Cotterill
Executive General Manager
Strategy, Mergers and
Acquisitions
CIMIC

Robert was appointed Executive General Manager Strategy, Mergers & Acquisitions at CIMIC in April 2019.

Since 2007, Robert has held various positions within the CIMIC Group, overseeing numerous business strategies, M&A transactions and integrations of large organisations. More recently he led the CIMIC Group's acquisition of UGL, the creation and IPO of Ventia and the 50% sale of Thiess to Elliott in 2020. He was also on the Ventia Board from inception until March 2022.

Robert holds a Bachelor of Engineering (Environmental) and Master of Commerce from UNSW.



Sharon Warburton
Non-Executive Director

Sharon is Non-Executive Director for the ASX200-listed companies Wesfarmers Limited, Worley Limited, Blackmores Limited and Northern Star Resources Limited, as well as an Independent Director of Karlka Nyiyaparli Aboriginal Corporation and Adjunct Professor in Leadership and Strategy at Curtin University.

Prior to this Sharon had an international executive career in strategy and finance within the construction and resources industries.



CASE STUDY 

**THIESS RESPECTFUL
WORKPLACE TASKFORCE**

Thiess established their Respectful Workplace Taskforce in May 2022, to embed respectful workplace behaviours and values into their company culture, and empower leaders and people to create and maintain healthy, safe and respectful workplaces at all projects, sites and offices.

The taskforce is co-Chaired by Thiess' Business Conduct Representative and General Counsel Trish Russell and Head of Health, Safety and Sustainability Mark Bartlett, and consists of functional leaders from Health and Safety, Diversity and Inclusion, People, Legal, and Communication.

The taskforce launched the Respectful Workplace Action Plan in November 2022. Key actions already underway include:

- alignment with the Thiess One HSE Culture and Behaviour Framework
- reviewing relevant policies and guidelines including recruitment procedures, site requirements including lighting and facility availability, and procedures to ensure the independent conduct of investigations
- delivering education and awareness through the 'Living Our Values' training program
- tracking, reporting and communicating respectful workplace incidents alongside other key performance indicators

- developing and maintaining the Respectful Workplace Hub, an online repository for leaders and employees to access relevant policies, standards, procedures, tools and training materials

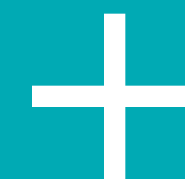
In 2023 Thiess will focus on developing and implementing a Respectful Workplace Standard to mandate the way that Thiess manages and achieves a respectful workplace for all their people, including recruitment procedures, standards of behaviour to eliminate occurrences of bullying, harassment and discrimination, physical site requirements and ongoing trusted and transparent governance through independent complaints and investigation handling processes.

This approach to respectful workplace behaviours and standard development will be applied across all Group companies in 2023.



Objectives and vision of the Thiess Respectful Workplace Taskforce

Leverage the Thiess One HSE Culture to embed respectful workplace values into the way we work together



Review processes and produce clear tools for our leaders and our people



Achieve 'cut through' and cultural change using a values approach

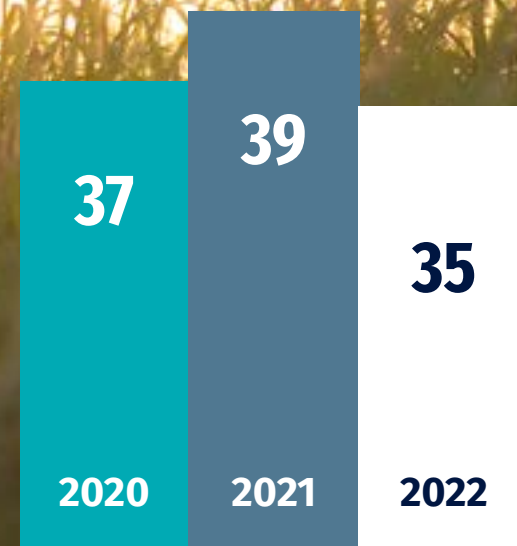
Integrity in business conduct

This year, Thiess worked hard to improve the transparency of workplace complaints raised throughout their operating regions. Thiess believes that by being transparent with how workplace complaints are handled, they can continue to build trust and a respectful culture amongst their people.

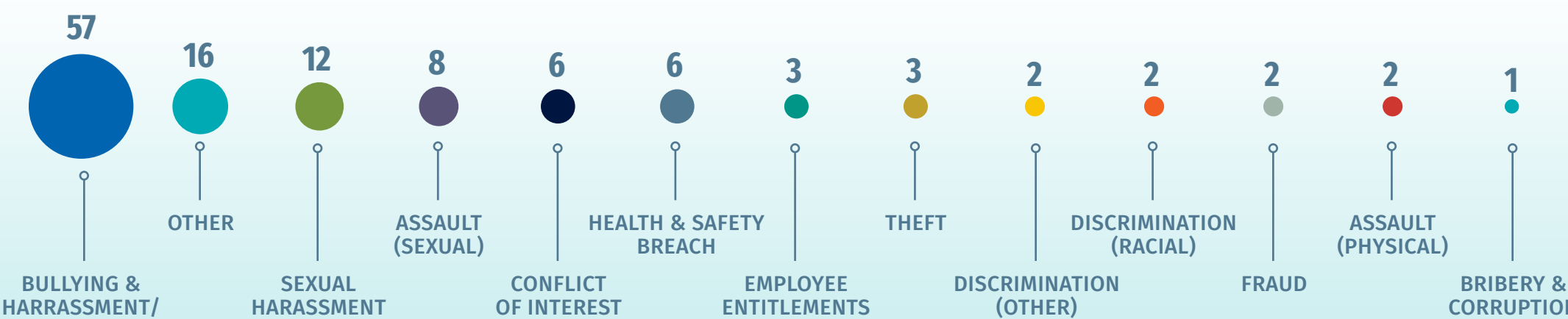
Thiess built a Power BI dashboard that generates accurate and real-time graphs to present the nature, status and outcome of workplace complaints to the greater business. The dashboard draws from the data in workplace grievance registers that are used throughout the organisation.

A total of 120 Workplace Complaints were raised in 2022, 35 of them were classified as Serious Workplace Complaints in accordance with the Thiess Levels of Authority definition. All 35 Serious Workplace Complaints were reported to the RCG.

To ensure integrity and ethical conduct, Thiess has policies and procedures in place that set standards and articulate their values. Thiess' policies are approved by the Thiess Group Board and are available at thiess.com.



SERIOUS WORKPLACE COMPLAINTS REPORTED TO RCG



NATURE OF ALL THIESS WORKPLACE COMPLAINTS RAISED

Thiess key policies include:

- Code of Conduct
- Anti-Bribery and Corruption
- Whistleblower
- Modern Slavery
- Dealing with Third Parties.

New policies approved by the Group Board in 2022:

Sustainability – builds on the commitment established in the Code and involves the integration of ESG factors into decision making to maximise short- and long-term shareholder value, seek competitive advantage, and contribute to safe and healthy employees, communities and ecosystems.

Healthy, Safe & Respectful Workplace – describes Thiess' high-level commitment to health, safety and psychological well-being through the implementation of their four key pillars of health and safety management.

Environment – describes Thiess' commitment to minimising their environmental footprint and aspiration to be leaders in environmental management. Includes key actions to act on climate change, reduce water impacts, manage land responsibly, protect biodiversity and reduce and reuse waste.

In 2022, Thiess also commenced a review of their Tendering and Work Winning Policy and Tender Risk Review Board Committee Charter to reflect their ambition to pursue opportunities with sound ESG credentials and adopt a risk-based approach with appropriate regard for climate change risk along with other relevant risks and opportunities. This update is expected to be completed in 2023.

Additionally, the Group implemented amendments to our executive remuneration short term incentive (STI) policy to include evaluation of performance on sustainability and climate action. In 2023, we plan to update our executive STI policy to include three sustainability and climate action measures - work in hand in metals and minerals, emissions reduction initiatives and safety leadership - worth 25%. Diversity will also be a key focus for the executive and the Group will investigate the inclusion of these sustainability and climate measures in the broader remuneration policy to reflect their implementation at the executive level.





CASE STUDY



A PARTNERSHIP TO END HUMAN TRAFFICKING

In the United States, sexual exploitation survivor identification remains below 1% on average. Thies's North America team partnered with Utah-based non-profit organisation, Malouf Foundation, to raise awareness of human trafficking and support the organisation's work to confront child sexual exploitation and human trafficking of children.

Founded in 2016, the Malouf Foundation partners with industry experts and survivors to educate the public and increase survivor identification. Through the partnership, our leadership team completed the Foundation's OnWatch training, a survivor-led and informed education program that empowers users to spot, report and prevent trafficking where they live and work.

Thies's People and Capability Manager David McLoughlin said: "At Thies's, we're committed to keeping everyone safe everyday, and that commitment extends to our communities. Taking part in this free educational opportunity is a simple way that we can contribute by bringing awareness to this issue throughout our communities and the areas where we operate."

Code of Conduct training

As part of Thies's' 2022 focus on building a respectful workplace and in addition to the publication of their new Healthy, Safe and Respectful Workplace Policy, the Thies's Code of Conduct training was refreshed as 'Living our Values' – a deliberate shift away from a compliance approach for business integrity to a values-based approach.

'Living our Values' is a collaborative and interactive group session run by Thies's' Business Conduct Representative and General Counsel. The session educates using real life scenarios and aims to build trust amongst employees by transparently showing Thies's' progress towards building a respectful workplace. 'Living our Values' is presented to all decision makers in senior management and high-risk roles every two years.

67%

OF OUR WORKFORCE COMPLETED ONLINE CODE OF CONDUCT TRAINING

The Thies's Code of Conduct is accessible to employees any time via Thies's' intranet. Thies's employees are also provided with a copy of the Code and supporting documents during their on-boarding and are required to complete online training on the Code. In 2022, 8,239 employees, comprising 67% of our workforce completed online Code of Conduct training. A total of 1,082 decision makers in senior management and those with high-risk roles have also received face-to-face training as part of 'Living our Values' sessions.

The Thies's compliance team endeavours to continuously train high-risk new starters across the regions. While Thies's is proud of their efforts in 2022 to drive a respectful workplace culture, the business is working to improve their current Code of Conduct training completion rates for 2023 by implementing more frequent training sessions, and alternative modes of training where face-to-face may not be viable. In 2023 MACA will adopt the Thies's Code of Conduct and subordinate policies.

Reportable conduct

The Thies's Reportable Conduct Group (RCG) is responsible for monitoring and responding appropriately to matters relating to their Code in accordance with the Workplace Behaviour Grievances – Management and Reporting Guideline. Matters include complaints regarding sexual harassment, bribery, discrimination, safety breaches, procedural breaches, bullying and harassment, human resources (HR) matters (including concerns around payment entitlements), intellectual property (IP) and environmental breaches.

In late 2021, Thies's started aligning their Ethics & Compliance Register and Workplace Behaviour Grievance Register and consistently reported all matters relating to their Code of Conduct to the RCG, as well as to the Safety, Sustainability & Compliance Committee, the Group Board, and other required stakeholders. Throughout 2022, Thies's maintained this consistent reporting to key stakeholders and made efforts to prioritise transparency with the business via the Power BI Dashboard data.



Thiess global governance system

Policies, procedures and operational requirements are deployed globally through an online platform, the Thiess Governance System (TGS). The TGS houses individual Project Governance Systems that provide project-specific information.

The TGS provides access to content in the four key languages of the Thiess operating regions – English, Bahasa Indonesian, Chilean Spanish and Mongolian.

To ensure their governance system remains fit for purpose they undertake regular review activities including:

- review of system improvement suggestions
- review of the continuing suitability, adequacy and effectiveness of the TGS with our Executive Leadership Team (conducted September 2022).

In 2022, Thiess conducted a review of policies and procedures to define their Global Business Requirements. In 2023, they will implement these requirements as part of the TGS update to ensure consistency at all their operations in accordance with Thiess’ Levels of Authority.

Audit

Thiess delivers annual audit programmes across their offices and projects to ensure that controls are in place and appropriately managed.

Operational audits		FIRST LINE OF DEFENCE
Focus areas Site focussed, critical controls, real time application (and verification) of risk management controls	Accountability Site and functional leads and supervisors; subject matter experts (SMEs)	
Process and system audits		SECOND LINE OF DEFENCE
Focus areas Management systems and framework implementation and effectiveness; review of procedural and control implementation	Accountability Systems and governance leaders and process SMEs; site and business unit personnel	
Internal audits – co-source partner		THIRD LINE OF DEFENCE
Focus areas Review of effectiveness of governance and controls applied to business processes and risks	Accountability Co-source partner with reporting line to the Audit & Risk Committee	
External audits – financial		
Focus areas Examination and reporting on financial records, systems and controls; alignment with financial reporting requirements	Accountability Independent, external audit body appointed by the Board	
External audits – non-financial		
Focus areas Thiess safety, environmental and quality management systems	Accountability Independent, JAS-ANZ accredited Certification Body	



Thiess maintains independent, external certification of their quality, environmental and safety management systems. Annual audits are undertaken by an independent external certification body to verify the ongoing effectiveness of their management systems against the ISO 9001:2015, ISO 14001:2015, ISO 45001:2018; and AS NZS 4801:2001 standards.

In 2022, Thiess was certified by Bureau Veritas. Their current certification scope is:

“Contract mining services and project management including design/mine planning, surveying, engineering, construction, fabrication and repair, maintenance of fixed and mobile plant, processing and rehabilitation.”

The sites and projects covered by the scope of certification are detailed in the accompanying certificate appendix issued by Bureau Veritas.

Risk management

Thiess’ Risk Register identifies, assesses, monitors and reports current and emerging enterprise risks and identifies the required treatment and key controls for material risks.

On a quarterly basis (or more regularly as required), the Group Manager Risk, Governance and Assurance leads small groups in facilitated enterprise level risk workshops. A broad cross section of leadership in operational management and functional disciplines participate in these workshops, to identify, update, assess and capture mitigations for existing and emerging risks that may materially impact the achievement of Thiess’ strategic, operational, financial, environmental, health and safety, and social performance objectives.

The output from the facilitated workshops is a revised Risk Register, which is issued to the Executive including the CEO and CFO for consultation and review. Once feedback is incorporated, the Risk Register is finalised and presented to the Audit and Risk Committee with recommendations on all risks, including climate related risks.

The standing agenda item for consideration of the Risk Register at the Audit and Risk Committee meetings provides an opportunity for Directors to understand and challenge the Risk Register. The Risk Register also informs the selection of scope for deep dive audits and rapid assessments for the Internal Audit team on an annual basis.





Data protection and cyber security

Digital transformation is changing the way we work and making us more connected, but in doing so we acknowledge the increased cyber security and data protection risks.

Thiess regards the fair and lawful treatment of personal information as a priority with their commitment set out in their Privacy Policy. They have a three-year Information Security Strategic Plan in place, based on the NIST Cybersecurity Framework and aligned to ISO 27001.

In 2022, Thiess invested heavily in cyber risk prevention including review and strengthening of security measures across their entire supply chain. They undertook close collaboration with a strategic technology partner to onboard a security operations centre, enabling Thiess to scale up in the future, utilising advanced cyber technologies and cyber skill sets.

Recognising the need to evolve to meet business challenges and opportunities, Thiess began implementing an enterprise architecture framework in 2022. The framework, to be delivered in phases and completed in Q2 2023, will support and enable their business to transform in a considered manner.

They also developed a three-tiered globally modular standard to enhance Thiess sites' network capabilities. The standard will enable their workforce to perform critical activities such as send and receive information from within the pit; use digital radios across site, operational and enterprise systems and autonomous technology; and access asset data and sensors.

In 2023, Thiess plans to double their investment to deliver their Security Strategic Plan. Key priorities are to implement a zero-trust program to protect private information, introduce an advanced mine site operations scanning software, and systemise governance, risk and compliance processes.



Transparency

Tax contributions

As a global business, it is critical Thies maintains systems to ensure compliance with all taxation law and reporting obligations. Their approach is underpinned by robust governance, tax risk policies and proactive tax management. They ensure tax is paid in the jurisdictions they operate in, managed by their Head of Tax who reports to the Group Chief Financial Officer.

Thiess reports an aggregated income tax expense in their financial accounts and had an effective tax rate of 27.2% in 2022 compared with 27.9% in 2021. This is lower than the Australian corporate tax rate of 30% due to a mix of different tax rates across their operating regions.

In 2022, Thiess contributed \$136.5 million in cash income taxes including dividend withholding tax across our global operations, compared with \$86.6 million in 2021.

Thiess contributes to regions in addition to corporate income taxes. For example, as a major employer in Australia, Thiess paid \$44.8 million of state payroll tax in the 2021/22 year and collected \$182.3 million of taxes on behalf of employees and remitted this to the Australian Government. Similarly in Indonesia, for 2022, Thiess collected \$10.4 million on behalf of employees, which was remitted to the Indonesian authorities.

THIESS' TAX CONTRIBUTION IN 2022 WAS

\$182.8m*

*includes cash income taxes and employer payroll taxes

Encuentro, Chile



Responsible supply chain

Thiess takes seriously their obligations and opportunity to enable and enhance their ESG commitments and ambitions through their supply chain.

Thiess' procurement strategies focus on supply chain excellence and sourcing sustainable, cost-efficient outcomes. As part of this, they build collaborative relationships with their suppliers to improve sustainability and business outcomes across their shared value chains.

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NEW THIESS
SUPPLIERS
ASSESSED IN 2022

Supply chain standards

Thiess' Code of Conduct sets out the standards for themselves and their suppliers of goods and services. They expect the businesses they work with to actively improve sustainability performance throughout the value chain.

In addition to their regular Code of Conduct training, Thiess held specialist face to face 'Living our Values' training for decision makers in senior management and high-risk roles in 2022. This ensured their global supply team, procurement, and other key roles have a clear understanding of what is required to meet their Code of Conduct commitments.

Across all the regions where Thiess operates, they have and will continue to deliver modern slavery training for their people. This includes both on-line training and face-to-face presentations via video conference.

Assessing suppliers

Thiess takes a systematic approach to assessing potential suppliers. Thiess uses a third party risk assessment software to assess and rate all Thiess suppliers as part of their onboarding process. Thiess has 3,487 registered suppliers in Thiess' global network who they assessed as meeting their Code of Conduct requirements during the onboarding process.

In 2022, there were 791 new Thiess suppliers who were assessed under the supplier risk process. A total of 251 suppliers have been removed from their supply chain who were assessed as extreme or high risk that was unable to be satisfactorily mitigated. These suppliers were either engaged prior to the introduction of the third-party risk assessment software, and so only assessed for the first time in 2022, or the software alerted Thiess to a change in supplier risk profile status to that of extreme or high risk.

In 2022, in line with Thiess' new Healthy, Safe and Respectful Workplace Policy, all new suppliers on-boarded through the Felix Source to Contract software

(Australia only) were required to complete a registration pre-qualification questionnaire, which now includes questions relating to the policy and training within their organisation in addition to other ESG criteria. Assessment of existing suppliers using the questionnaire will begin in 2023.

In March 2022, the Australian Government passed the *Critical Infrastructure Act 2022*, where entities and organisations operating in the critical infrastructure sectors will be mandated to upgrade their cybersecurity practices to comply with the Act. In response to this, Thiess reviewed the requirements and identified integration processes. Suppliers will need to meet strict security assurance requirements before their services are engaged and they are granted access to any of Thiess' network, systems or data. Integration of the new requirements and establishment of approval processes will be part of the on-boarding process through Felix in 2023.



CASE STUDY

IMPROVING ACCURACY OF SCOPE 3 EMISSIONS REPORTING

In 2022, Thiess collaborated with the University of Queensland on a thesis project to expand the mapping and reporting of Thiess' Scope 3 emissions and to identify areas of improvement for reduction strategies.

Utilising their procurement Power BI system and the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard, they classified suppliers that contribute to operating and capital expenditure into broad industry-based groupings and allocated each an appropriate emissions factor. They also obtained emissions estimates for 2022 from their logistics providers by assigning an emissions factor based on their mode of transport. Suppliers identified as 'unclassified' in the dataset were then re-classified using line descriptions to further refine their Scope 3 emissions estimate.

The project resulted in a substantial improvement in the number of categories and accuracy of data included in Thiess' Scope 3 emissions disclosure and the development of a framework to allow for continued and consistent reporting.

In 2023, Thiess aims to incorporate all Group companies into the constructed reporting framework and work with their major suppliers by issuing an evaluation survey to obtain their emissions data, allowing for more accurate Scope 3 estimates.

Minimising human rights and modern slavery risks

Thiess acknowledges that their business and supply chain partners operate in some industries and geographies that are considered a higher risk for human rights and modern slavery. To address this, Thiess takes a systematic risk-based approach, incorporating a third-party assessment tool to evaluate suppliers for human rights breaches and modern slavery risks and conducting additional due diligence for high-risk suppliers. Human Rights Impact Assessments have been conducted in Indonesia in 2018, Mongolia in 2020/21 and India in 2022.

In 2022, their cross-functional Modern Slavery Working Group supported the business to assess and address modern slavery risks. In May 2022, Thiess published their first standalone Modern Slavery Statement covering activities throughout 2021, as required under the Australian *Modern Slavery Act 2018*.

As outlined in Thiess' statement, they completed supply chain mapping across commodity, sector, and country risks. This helped identify two focus areas – high impact suppliers and high-risk suppliers. They then commenced

on-the-ground assessment of two selected high-risk suppliers in Indonesia and one high-risk supplier in Chile, using a tool that meets Department of Home Affairs requirements of assessing suppliers' policies and practices to identify, assess and mitigate modern slavery risks in their supply chains and operations, with additional health and safety inspections of workplace facilities. These assessments will continue in 2023, having regard for commodity, jurisdiction and sourcing methods.

Improving local supplier participation

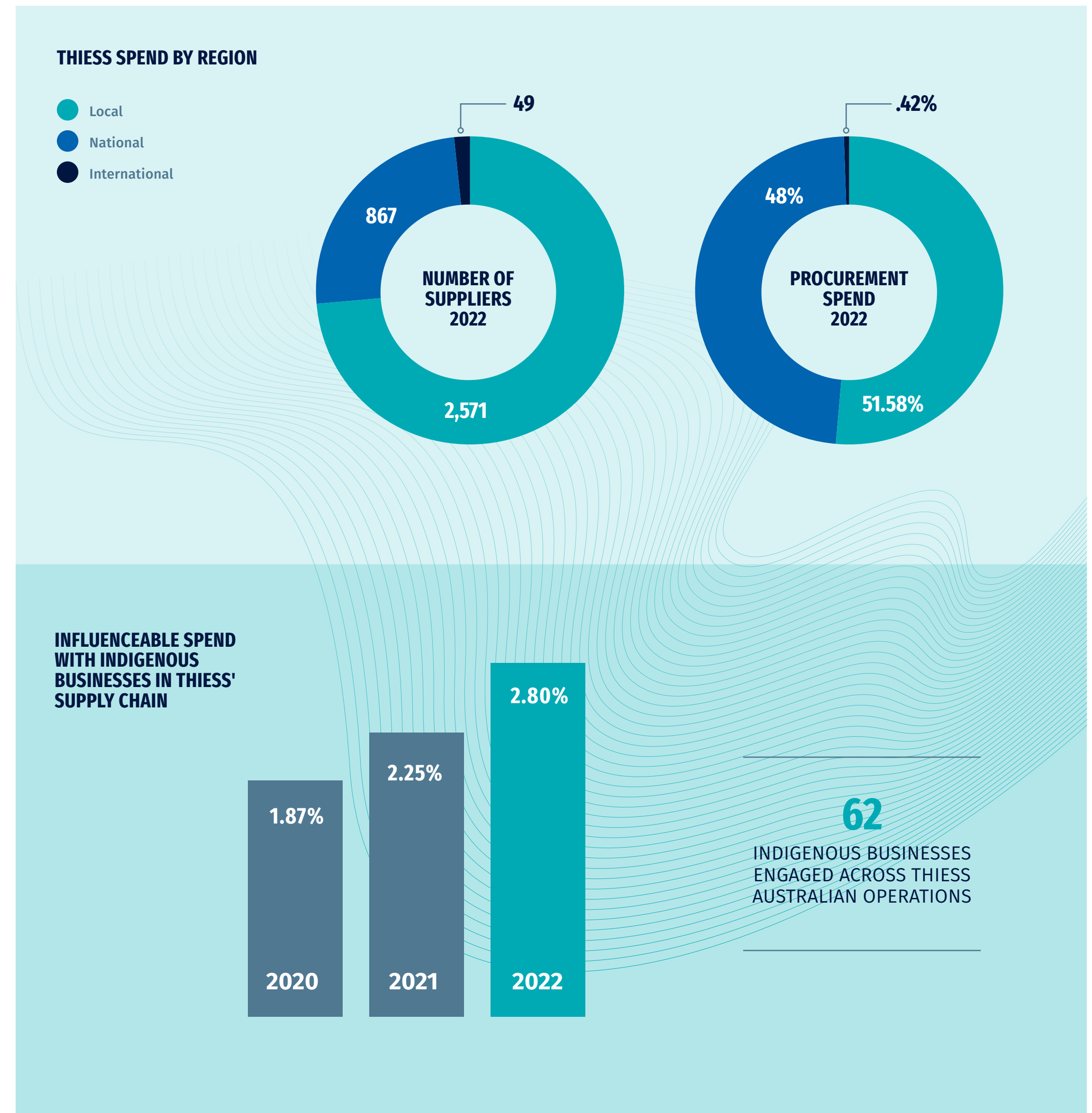
Thiess' global operations are often located in remote or isolated environments. They take a balanced and consistent approach to procurement with a strong focus on local supplier participation.

In 2022, Thiess reviewed their definition of **local spend**, particularly in relation to their Australian operations and updated it to ensure greater transparency and a more representative assessment. Suppliers who support multiple projects across many states are now classified as **national** even if there is a local office. This has resulted in a decrease of Thiess's reported local expenditure to 51.58% of their total global

expenditure and an increase in reported national expenditure to 48%. Only 0.42% of Thiess' global expenditure is classified as **international**.

This supply chain process improvement allows categorisation of suppliers more accurately across their global supplier base and provides a consistent approach for future reporting.

In Australia, Thiess' Reconciliation Action Plan (RAP) sets targets to increase influenceable expenditure and the number of Indigenous businesses engaged through their supply chain. Thiess is currently tracking at 2.80% influenceable expenditure against the Australian Government goal of 3% by 2023. Thiess are currently engaged with 62 Indigenous businesses across their Australian operations, with 32 under formal contract. By the end of 2023, Thiess aims to increase the number of Indigenous contracted businesses to 35 and meet the Australian Government target of 3%. They will achieve this through direct engagement with Traditional Owner organisations and at 'Meet the Buyer' events.



Driving change in sustainability performance with major suppliers

Thiess has a core group of long-term suppliers who have a presence in every country of operation. In particular, strong partnerships with original equipment manufacturers (OEMs) have delivered positive sustainability outcomes. Thiess worked with major OEMs throughout 2022 to select new products that are more fuel efficient and can be adapted to alternate fuel and power sources in the future. This will help reduce their current carbon footprint and prepare for future opportunities to further decarbonise.

In 2022, Thiess also selected two high-impact suppliers – Bridgestone Mining Solutions Australia Pty Ltd and Caterpillar of Australia Pty Ltd – to complete high level ESG assessments (including modern slavery risks) through the Thiess Felix software. Their submissions detailed their current and future ESG strategies and how they align with Thiess'.

In 2023, Thiess will look to expand the assessments to include all key OEMs and high-impact suppliers on the delivery of ESG solutions that can improve Thiess' sustainability performance. For example, they will work with Bridgestone on new products such as MasterCore to produce longer lasting tyres, which helps reduce the amount of land waste and raw materials being consumed within Thiess.

Furthermore, they are also reviewing older mining assets for rebuild opportunities to extend the assets' useful life. This will reduce the amount of waste and allow for additional re-manufacturing while including new technologies that assist with emissions reduction when operated.

Thiess will also continue to work with major fuel and oil providers to identify alternative fuel sources to reduce fleet and equipment emissions.



Thiess and Liebherr representatives, USA



Governance outlook



In 2023, Thies plans to:


UPDATE TENDERING AND WORK WINNING POLICY
and Tender Risk Review Board Committee Charter to reflect updated ESG commitments


INCREASE NUMBER OF CONTRACTED INDIGENOUS BUSINESSES
to 35 and meet 3% influenceable expenditure target


OBTAIN MORE ACCURATE EMISSIONS DATA
from major suppliers where available


EXPAND ESG ASSESSMENTS
to include all key OEMs and high impact suppliers

In 2023, the Group plans to:


DEVELOP AND IMPLEMENT
A Respectful Workplace Standard


REVIEW EXECUTIVE STIs LINKED TO SUSTAINABILITY AND CLIMATE ACTION
and investigate their inclusion in broader remuneration policy


INTEGRATE MACA WITH ADOPTION OF CODE OF CONDUCT
and associated policies





THIESS

THIESS GROUP
2022 SUSTAINABILITY REPORT

Reporting data and appendices

Our sustainability performance data

Industry associations

Glossary and assumptions

Appendix 1

Appendix 2

THIESS GROUP

THIESS



FLEETco



Our sustainability performance data



Environment

METRIC	UNIT	THIESS					GROUP TOTAL
		2020	2021	2022	2022	2022	2022
Energy and emissions*							
Total energy consumption	GJ	49,078	48,171	44,108	23,504	909	68,521
Scope 1	GJ	37,072	39,995	30,704	20,602	909	52,215
Scope 2	GJ	12,006	8,176	13,404	2,902		16,306
Total scope 1 and 2 emissions	ktCO ₂ -e	5.28	4.62	4.96	1.97	0.06	6.99
Scope 1 emissions	ktCO ₂ -e	2.60	2.81	2.15	1.45	0.06	3.66
Scope 2 emissions	ktCO ₂ -e	2.68	1.81	2.81	0.52		3.33
Scope 3 emissions	ktCO ₂ -e	2,151.9	1,975.0	2,965.8		20.9	2,986.7
Category other - Fuel used in operated mining fleet	ktCO ₂ -e	2,113.0	1,940.0	1,771.5		20.9	1,792.4
Category 1 - Purchase goods and services	ktCO ₂ -e			880.5			880.5
Category 2 - Capital goods	ktCO ₂ -e			94.8			94.8
Category 3 - Fuel and energy services	ktCO ₂ -e			0.9			0.9
Category 4 - Upstream transportaton and distribution	ktCO ₂ -e			19.9			19.9
Category 5 - Waste generated in operations	ktCO ₂ -e	38.4	34.6	43.6			43.6
Category 6 - Business travel	ktCO ₂ -e	0.5	0.4	3.1			3.1
Category 7 - Employee commuting	ktCO ₂ -e			20.6			20.6
Category 13 - Downstream leased assets	ktCO ₂ -e			131.0			131.0
Emissions intensity	ktCO ₂ -e/\$m	0.59	0.60	0.51			
Land and biodiversity							
Total rehabilitated land	Hectares	549	751	604	NA	320	924
Reshaped final landform	Hectares	549	751	604	NA	320	924
Topsoiled	Hectares	534	734	496	NA	320	816
Seeded	Hectares	118	53	164	NA	320	484



The Group has used best endeavours to identify, collate and disclose Thiess, MACA and RTL sustainability data and will work to further align in subsequent reports. MACA data is for complete CY22. NA indicates data is not applicable to this company. Blank indicates the data was not collected, or is not currently collected or can not be aligned to a Thiess base but is applicable to the company and the Group will work to collect in future. *Please see [Decarbonising for a better tomorrow](#) section in report for updated 2022 emissions definitions



Environment 



METRIC	UNIT	THIESS					GROUP TOTAL
		2020	2021	2022	2022	2022	
Water and tailings							
Water withdrawals	ML	15,300	12,202	14,080			14,080
Water recycled/reused	ML	3,370	2,092	4,210			4,210
Water discharged	ML	5,895	108	228			228
Circular economy							
Total waste	Tonnes	30,490	26,412	29,161			29,161
Non-hazardous waste to landfill	Tonnes	14,588	12,434	10,241			10,241
Non-hazardous waste recycled/reused	Tonnes	4,592	3,598	6,614			6,614
Hazardous waste to landfill	Tonnes	8,374	7,211	4,067			4,067
Hazardous waste recycled/reused	Tonnes	2,936	3,169	8,239			8,239
Responsible environmental management							
% of management systems certified to ISO14001	%	100	100	100	100	100	100
Total environmental incidents	#	114	114	69	108	0	177
Class 1 incidents	#	0	0	0	0	0	0
Class 2 incidents	#	0	2	1	0	0	1
Class 3 incidents	#	114	112	68	108		176
Legal compliance incidents (included in Total environmental incidents)	#	11	7	6	0	0	6
Community complaints received	#	121	111	35	0	0	35
Violations of legal obligations/regulations resulting in fines	#	0	0	0	0	0	0
Unauthorised cultural heritage breaches	#	0	0	0	0	0	0

Social 

METRIC	UNIT	THIESS					GROUP TOTAL
		2020	2021	2022	2022	2022	2022
Employee wellbeing & development							
Total direct employees	#	11,862	12,239	12,349	2,228	343	14,920
Average tenure of employment	years	5.10	5.29	5.10	2.80	15	4.98
Number of new hires	#	1,323	1,888	2,938	1,308	103	4,349
Of which: Male	#	1,087	1,541	2,365	1,078	80	3,523
Female	#	236	347	573	230	24	827
Total turnover rate	%	24.02	18.60	17.50	56.00	13.74	23.16
Total training	hours	862,162	4,004,020	5,356,498			5,356,498
Total scholarship program intake	#	8	5	11	0	0	11
Of which: Male	#	4	3	4	0	0	4
Female	#	4	2	7	0	0	7
Scholarship program intake - Indigenous (included in Total scholarship intake)	#	2	0	0	0	0	0
Total vacation students	#	24	21	46	5	0	51
Of which: Male	#	14	15	32	5	0	37
Female	#	10	6	14	0	0	14
Career trackers - Indigenous (included in Total vacation students)	#	1	1	1	0	0	1
Total graduate program intake	#	73	49	38	23	3	64
Of which: Male	#	48	36	28	19	2	49
Female	#	25	13	10	4	1	15
Total apprenticeship program intake	#	54	31	64	14	2	80
Of which: Male	#	47	24	49	14	1	64
Female	#	7	7	15	0	1	16
Total apprenticeship program	#	54	31	256	0	6	262
Of which: Male	#	47	24	219	0	5	224
Female	#	7	7	37	0	1	38
Total trainee program intake	#	29	7	17	13	0	30
Of which: Male	#	8	1	1	7	0	8
Female	#	21	6	16	6	0	22



Social 

METRIC	UNIT	THIESS					GROUP TOTAL
		2020	2021	2022	2022	2022	2022
Diversity & inclusion							
Females through formal pathways	#	63	32	55	10	0	65
Total female participation	%	10.60	11.41	14.00	18.00		14.61
Of which: on the Thies Group Board	#	NA	NA	NA	NA	NA	2
in leadership	%	14.58	15.62	17.90	5.08	40.00	15.50
in graduate positions	%	34.25	26.53	28.10	24.00	0.00	23.44
through formal pathway programs	%	35.00	29.63	33.33	18.18	0.00	28.89
Indigenous Peoples							
Indigenous workforce representation (Australia only)	%	4.46	5.81	7.53	2.47	1.46	5.73
National participation	%	99.41	99.48	99.71	97.53	100.00	99.39
Non-national participation	%	0.59	0.52	0.29	2.47	0.00	0.61
Employee participation in diversity and inclusion-related education and awareness programs	#	3,807	2,719	3,879			3,879
Employee wellbeing & development							
Total fatalities (Class 1 Injury)	#	1	0	0	1	0	1
Total permanent disabling injury (Class 1 Injury)	#	0	1	0	1	0	1
Potential Class 1 (PC1) incidents	#	12	9	4	2	1	7
Total Recordable Injury (TRI) frequency rate	TRIs/MhW	1.06	1.41	0.92	3.32	0.00	
Lost Time Injury (LTI) frequency rate	LTI/MhW	0.23	0.47	0.15	0.22	0.00	
Health and Safety (H&S) lead indicators							
Action management on time close out	%	97.0	98.2	98.80	79.0	100.0	
Critical Control Verifications (CCVs) completed	%	99.0	99.6	99.70		100.0	
Audits – H&S management system and critical risk (TSEs) completed as scheduled	%	84.0	97.0	91.00	100.0	100.0	
Audits – repeat Critical Control Major Non-Conformances (CCMNCs)	#	11	12	6	0	0	6
Audits – action management on time close out	%	60.0	93.4	92.2	97.5	100.0	
Million hours worked	MhW	39,714,855	34,145,054	32,775,214	9,035,325	675,081	42,485,620
Community engagement & investment							
Community voluntary investment (sponsorships and donations)	\$	902,242	649,365	1,560,696	1,310,000	8,750	2,879,446
Community groups supported	#		165	113	33	3	149



Governance 

METRIC	UNIT	THIESS					GROUP TOTAL
		2020	2021	2022	2022	2022	2022
Business integrity							
Due diligence checks for new suppliers and subcontractors	#	543	747	791	1		792
High risk ratings	#	46	70	124			124
Medium risk ratings	#	134	247	346			346
Total employees completing Code of Conduct training	#	4,525	8,797	8,983			8,983
Online training	#	3,355	8,404	8,239			8,239
Face to face training	#	1,170	393	1,082			1,082
Serious workplace complaints reported to Reportable Conduct Group (RCG)	#	37	39	35			35
Workplace complaints recorded	#	128	99	120	37	4	161
Transparency							
Effective tax rate	%	33.6	27.9	27.2	28.0	30.0	27.2
Cash income tax (including dividend withholding)	\$m	170.1	86.6	136.5	15.1	4.0	155.6
State payroll tax (Australia)	\$m	29.7	30.2	44.8	18.0	0.6	63.4
Other payroll tax (Australia)	\$m	1.6	1.3	1.6	0.0	0.0	1.6
Employee tax (Australia)	\$m	185.4	185.7	182.3	126.3	19.1	327.7
Total revenue	\$m	3,562.2	3,247.4	3,469.1	1,650.5	110.1	5,229.7
Responsible supply chain							
Total no. suppliers	#	4,100	3,396	3,487	3,105	397	6,989
Local suppliers	#	3,729	3,116	2,571	0	237	2,808
National suppliers	#	270	187	867	2,945	158	3,970
International suppliers	#	101	93	49	160	2	211
Local procurement in terms of spend	%		84.25	51.58*	0.00	52.00	36.63
National procurement in terms of spend	%		15.01	48.00	97.86	47.80	62.45
International procurement in terms of spend	%		0.74	0.42	2.14	0.20	0.92
Indigenous businesses engaged	#	25	19	62	12	0	74
Indigenous businesses contracted	#			32			32
Indigenous businesses uncontracted	#			30			30
Influenceable spend with Indigenous businesses in our supply chain	%	1.87	2.25	2.80		0.00	2.80

*Please see [Responsible supply chain](#) section in report for updated 2022 local procurement definition



Industry associations



Australia

- Association of Mining and Exploration Companies

- Austmine

- Chamber of Minerals and Energy of Western Australia

- Minerals Council of Australia

- New South Wales Minerals Council

- Queensland Resources Council



Indonesia

- Asosiasi Pertambangan Indonesia (Indonesian Mining Association)

- Asosiasi Penambang Nikel Indonesia (Indonesian Nickel Miners Association)

- Asosiasi Pertambangan Batubara Indonesia (Indonesian Coal Mining Association)

- Asosiasi Profesi Keselamatan Pertambangan Indonesia (Indonesian Mining Safety Professionals Association)

- Australian Business Chamber for Mining Infrastructure Energy & Resources (Ausmincham)

- Women in Mining and Energy

- Indonesia Business Coalition for Women Empowerment (IBCWE)



Mongolia

- Australian Chamber of Commerce Mongolia (AustCham Mongolia)

- American Chamber of Commerce (AmCham)

- EuroChamber Mongolia (EuroCham)



Chile

- Asociación de Proveedores Industriales de la Minería (Aprimin) (Association of Industrial Mining Suppliers)

- Australian Chilean Chamber of Commerce (AUSCHAM)

- AUSCHAM Comité de Innovación & Tecnología (AUSCHAM Innovation and Technology Committee)

- AUSCHAM Comité de Diversidad (AUSCHAM Diversity Committee)

- AUSCHAM Comité de Educacion (AUSCHAM Education Committee)

- Camara Chileno Canadiense (Canadian Chamber of Commerce in Chile)

- Camara Chilena de Comercio (Chilean Chamber of Commerce)

- Centro de estudios del cobre y la minería (CESCO) (Center for Copper and Mining Studies)

- Instituto de Ingenieros de Minas (Institute of Mining Engineers)



United States

- Arizona Mining Association

- Colorado Mining Association

- Nevada Mining Association

- Utah Mining Association

- Women in Mining USA

- Wyoming Mining Association



Glossary and assumptions

CIMIC Group Ltd (CIMIC)

CIMIC holds a 50% equity interest in the Thiess Group. CIMIC is an engineering-led construction, mining, services and public private partnerships leader working across the lifecycle of assets, infrastructure and resources projects. cimic.com.au

Class 1 environmental incident

High severity environmental impact(s) of local or greater scale significance. Major loss of environmental values that are widespread and/or long-term. Significant breach of legislation or approval conditions.

Class 2 environmental incident

Moderate severity environmental impact(s) within or outside the site boundary. Damage to environmental values that persist in the short to medium term. Moderate to serious non-compliance with legislation or approval conditions.

Class 3 environmental incident

Low severity environmental impact(s) within or outside site boundary. Impact(s) are promptly reversible. Minor technical breach of legislation or approval condition.

Class 1 injury

A work-related event or occupational illness that results in the death of a worker or a work-related event that results in an injury that permanently affects the future employment of an individual. The work-related injury may be either acute or chronic in nature.

Critical Control

A control that is crucial to preventing or minimising the consequence of an event and that if the control failed or was absent would significantly increase the risk despite the existence of other controls. (Definition sourced from the International Council on Mining and Metals Health and Safety Critical Control Management Good Practice Guide).

Critical control verification (CCV)

The process used to verify the effective implementation of critical controls within Thiess.

Critical risk

A risk where the potential or real consequence is determined as a fatality or permanent disabling injury.

Decarbonisation

Reducing and removing greenhouse gas outputs and increasing the use of energy efficient, low or zero emission products and services. Includes lessening reliance on products and services that have greater carbon emissions than others.

Elliott Advisors (Elliott)

Elliott Advisors refers to Elliott Advisors (UK) Ltd who acquired a 50% equity interest in the Thiess Group at the end of December 2020. elliottmgmt.com

Emissions assumptions

The Group calculates emissions using methodologies consistent with the GHG Protocol Corporate Accounting and Reporting Standard and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Due to the inherent uncertainty and limitations in measuring emissions under the calculation methodologies used, we note that all emissions data are estimates. Where data is not available due to timing, we apply a reasonable estimation methodology. As reporting improves in other parts of our value chain and methodology of accounting for emissions evolves, we will seek to improve our own reporting accordingly.

Emissions baseline changes

Where there are material changes to Thiess' portfolio, such as mergers and acquisitions, that result in a material increase in emissions, an increase to the emissions baseline will be considered.

Emissions intensity

Total Scope 1 and Scope 3 emissions from diesel combustion in Thiess operated fleet generated per million dollars of revenue. Expressed as ktCO₂e/\$m.

Fleetco

Fleetco is 100% owned by Thiess Pty Ltd and supplies dry and fully maintained hire to both new and existing Thiess clients. fleetco.com.au

Fleet emission reduction (interim) targets

Thiess' target of 25% reduction in emissions from diesel combustion in Thiess operated fleet by end of 2035, references the emissions reported in the Scope 3 – Diesel combustion in Thiess operated fleet category. Reduction will be compared against a 2019 baseline.

Thiess' target of 85% of all light vehicles to be hybrid or battery electric by the end of 2030, includes light vehicles owned, hired or leased by Thiess for use at operations and excludes novated lease vehicles.

Thiess will continue to review their emissions reduction targets as they monitor the progress and commercial availability of technology to decarbonise.

Hazardous waste

Hazardous waste to landfill includes hydrocarbon and/or chemical contaminated material, grease and oils, and electronic waste. Hazardous waste recycled/reused includes hydrocarbon and/or chemical contaminated material and grease and oils.

Influenceable spend

Influenceable spend excludes items such as internal labour, council fees, tax and government fees and supply agreements with original equipment manufacturers and key suppliers for items such as tyres, explosives etc. The principles of the BCA (Business Council of Australia) definition has been adopted to focus efforts on what can be changed through negotiated outcomes or choosing to change historic solutions for the tendering for work.

International procurement spend

The supplier supports a region but is registered outside of that region.

Local procurement spend

In Australia local spend is defined at a 'state' level – where the supplier is registered and where the supplier's majority spend is supporting projects only within that state. In other regions 'local' is still defined as suppliers registered and supporting our projects within that region.

Lost time injury (LTI)

A work-related injury resulting in a worker being unable to attend work for one or more shift/day.

MACA Ltd (MACA)

MACA is a contracting group acquired by the Thiess Group in late 2022 and providing services to the mining, infrastructure and construction sector industries. maca.net.au

National procurement spend

In Australia national spend is defined where a supplier supports multiple projects across more than one state.

Net zero Scope 1 and 2 by the end of 2025 target

Thiess' net zero Scope 1 and 2 by the end of 2025 target relates to direct GHG emissions from Thiess owned or controlled offices and rebuild centres; and indirect GHG emissions from electricity used at these facilities. It includes the evaluation of renewable energy options for these facilities.

Net zero by 2050 commitment

The Thiess Group's net zero by 2050 commitment relates to our Scope 1 and 2 emissions and Scope 3 emissions category – diesel combustion in operated fleet as defined in our 2022 Sustainability Report. We include estimates of Scope 3 emissions in the calculation of our target as a means to more accurately represent the value chain emissions associated with the action we are taking. However, including these emissions in the calculation should in no way be construed as an acceptance by the Group of responsibility for these emissions.

We have started setting emissions reduction pathways, with consideration of the Science Based Targets initiative (SBTi) criteria, but acknowledge that the technology, such as commercially available, largescale renewable energy electrification, industrial capacity batteries and hydrogen fuel cells to power large mining fleet, to achieve zero emission mining services is currently under development. The Group may require the use of offsets for hard to abate emissions. We intend to purchase cost-effective abatement options before considering offsets.

Non-hazardous waste

Non-hazardous waste to landfill includes general waste, timber, metal, scrap tyres and construction and demolition waste. Non-hazardous waste recycled/reused includes commingle waste, scrap tyres, plastic, paper, cardboard, timber, metal and construction and demolition waste.

On-time action closeout

Actions are closed out within allocated timeframes.

Operated fleet

Group owned, hired or leased fleet the Group operates and client owned, hired or leased fleet the Group operates.

Operational control

The corporation that has the authority (or if more than one corporation it is the one with the greatest authority) to introduce and implement any or all of the following for a facility:

- Operating policies
- Health and safety policies
- Environmental policies

As detailed in the NGER Act, only one corporation can have operational control over a facility at any one time.

For the purpose of this report Thiess is deemed to have operational control of all Thiess owned or controlled offices, workshops and rebuild centres and projects where Thiess is deemed to have operational control but where there is no reporting transfer certificate in place.

Potential Class 1 (PC1)

A potential class 1 is an event, or a series of events, that meet each of the criteria contained in the following three tests:

Event Test – an unplanned event occurred,

Control Test – primary controls were either not present or defeated, and

Outcome Test – the most probable outcome would have been an Actual Class 1 consequence if the hazard was fully realised.

Recordable injury (RI)

Recordable injuries include a fatality, permanent disability injury, lost time injury, restricted work injury or medical treatment injury

RTL Mining and Earthworks (RTL)

RTL is 88% owned by Thiess Pty Ltd and provides mining, civil construction, heavy earthmoving plant hire and transport services in the Latrobe Valley and surrounding regions. rtl.com.au

Science Based Targets initiative (SBTi)

The Science Based Targets Initiative (SBTi) is a partnership between CDP, the United Nations Global Compact, World Resources Institute and the World Wide Fund for Nature. SBTi defines and promotes best practices in emissions reductions and net-zero targets, and provides target setting methods and guidance to companies to set science-based targets in line with the latest climate science.

Thiess has used SBTi criteria to begin setting interim greenhouse gas emissions reduction targets and outline a pathway to net zero by 2050. In accordance with C23 of the SBTi Criteria and Recommendations (Oct 2021) “Companies involved in exploration, extraction, mining and/or production of oil, natural gas, coal as well as other fossil fuels cannot get their targets validated at this stage, irrespective of percentage revenue generated by these activities”. However if there is a change in SBTi criteria, the Group will consider submitting applicable targets to the SBTi for official validation.

Scope 1 emissions

Relates to direct GHG emissions from facilities where Thiess has operational control and no reporting transfer certificate (RTC) is in place as defined by the NGER Act 2007. In 2022 these are emissions from Thiess owned or controlled offices and rebuild centres.

Scope 2 emissions

Relates to all indirect GHG emissions from purchased energy used at facilities where Thiess has operational control and no RTC is in place. In 2022 these are emissions from electricity used at Thiess owned or controlled offices and rebuild centres.

Scope 3 emissions

All other indirect emissions from activities in Thiess’ value chain but outside of their operational control. This includes emissions from diesel combustion in Thiess operated fleet at sites where clients have operational control or there is a RTC in place. In 2022, Thiess' Scope 3 disclosure boundary was expanded and now includes emission estimates for categories 1, 2, 3, 4, 5, 6, 7 and 13 as defined in the GHG Protocol.

Sustainable mining services

Providing optimised mining services for our clients with consideration of ESG values and impacts at our operations.

Total rehabilitated land

Total rehabilitated land is land reshaped to its final landform.

Thermal coal revenue by end of 2027 target

The Group’s thermal coal target of less than 25% total revenue by the end of 2027, will be achieved by growing our business in commodities required for the global energy transition. Revenue by commodity is a commonly used measure by investors. Achieving this target will require organic and inorganic growth, and is subject to identifying appropriate targets to support the growth strategy. The Group intends to maintain existing levels of revenue from thermal coal services, providing ongoing support to existing clients and exploring strategic new opportunities.

Thiess Rehabilitation

Thiess Rehabilitation is 100% owned by Thiess Pty Ltd offering mine rehabilitation services. thiessrehabilitation.com

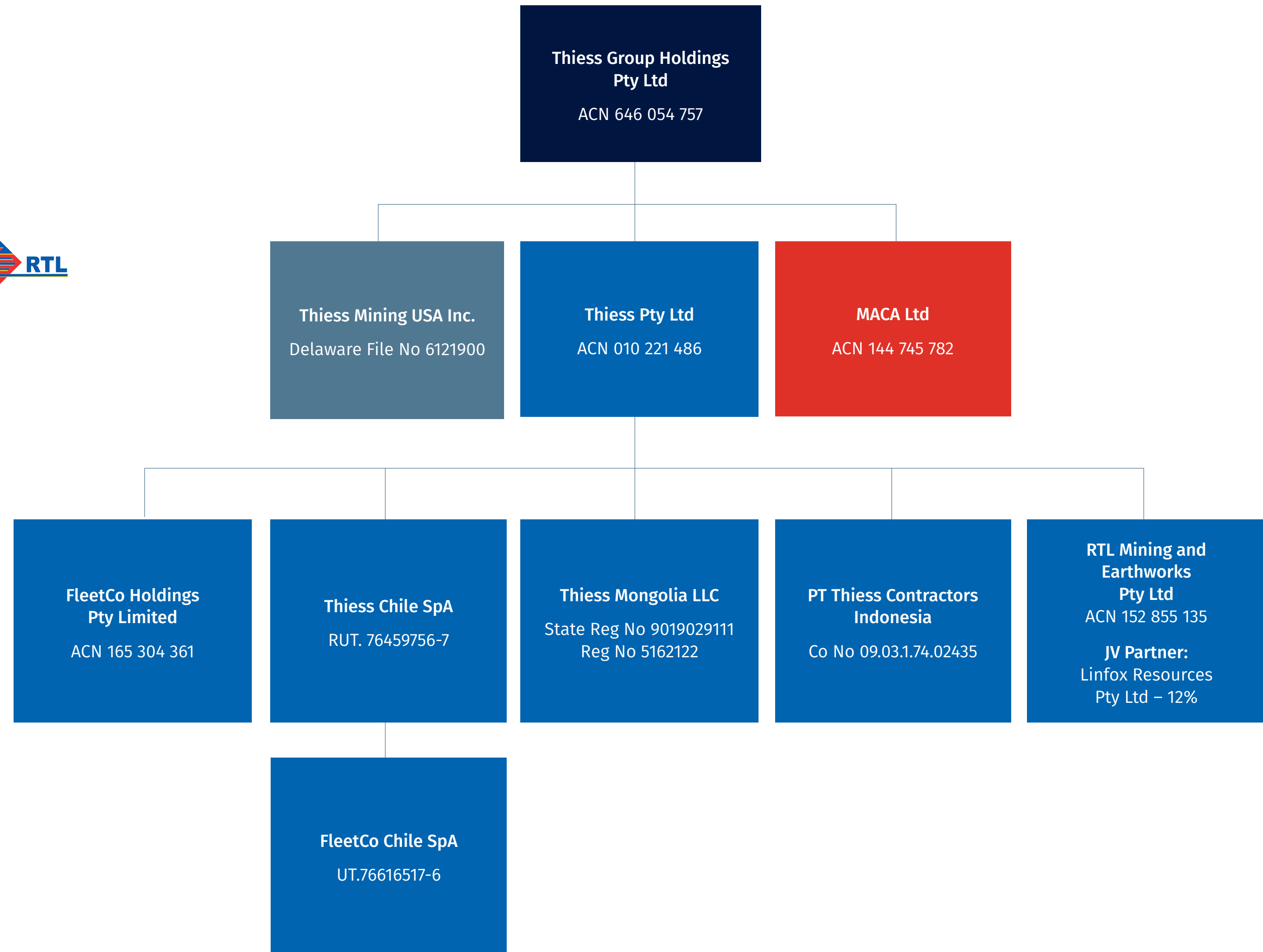
Thiess stakeholders

Thiess stakeholders include current and prospective clients, current and prospective employees, communities and countries that host Thiess, Indigenous peoples, partners, suppliers, financiers, insurers, investors, government and regulatory bodies, nongovernment organisations (NGOs), industry bodies, academic bodies furthering research to improve sustainability of mining, law enforcement and regulatory bodies and certification assessor bodies.



Appendix 1

Corporate structure



Appendix 2


Sustainability Framework topic definitions

The Sustainability Framework outlines Thies's material sustainability issues, grouped under key Environmental, Social and Governance commitments.

Topic definitions and related UN SDGs, are listed on the following pages.




In 2023, the Group plans to incorporate all Group companies into this framework and adopt these sustainability commitments.

Minimised environmental footprint

Topic	Definition
Energy & Emissions  	Energy and emissions includes understanding energy consumption and subsequent greenhouse gas emissions in operations, offices and supply chain. Thies's strive to take action to be more productive with less emissions and reduce their carbon footprint through the decarbonisation and diversification of operations, and use of offsets where required. Energy and emissions also considers the the physical and transition impacts of climate change with the analysis and assessment of these risks and building of resilience across the business. Management of air quality is also considered here with how operations might affect the air quality of local communities and in turn negatively impact human health.
Water & Tailings  	Water management includes understanding water use, increasing water efficiency on sites and reducing reliance upon and impact on water resources needed by communities and for ecosystem functions. Tailings management focusses on supporting clients to provide sustainable practices for tailing management including the use of new and innovative technology.
Land & Biodiversity 	Land management refers to the impacts of facilities and operations on land and biodiversity including closure and rehabilitation. It includes minimising disturbance to land, protecting topsoil resources and incorporating closure and end land use planning early to prevent or minimise long term environmental impacts. Biodiversity includes being aware of biodiversity values at every location Thies's operates, and avoiding, minimising, restoring and offsetting impacts to biodiversity.
Circular Economy 	Circular economy includes the reduction and elimination of waste and pollution on sites, and generation of value from normally wasteful by-products. It includes designing waste and pollution out of Thies's systems, identifying value in materials for recycling, reuse and repurposing, and keeping products and materials in the system for as long as possible.

Enhanced social value

Topic	Definition
<p>Employee Wellbeing & Development</p>  	<p>Employee wellbeing and development refers to the protection of the physical and mental health of all employees and development of employees and business through job creation, upskilling and talent attraction. Employee wellbeing includes promoting high standards of health, safety and wellbeing, and fostering a positive and respectful work environment that keeps people physically and psychologically safe. It includes embedding processes to eliminate discrimination, bias, harassment and violence in the workplace, and ensuring fair employment and enterprise in Thiess' business and supply chain.</p> <p>Development includes building a capable and sustainable workforce through ongoing investment in attracting the best and upskilling existing talent. This includes attracting talent as a result of positive ESG action and creating jobs to increase capability for sustainability progress.</p>
<p>Diversity & Inclusion</p>  	<p>Diversity and inclusion includes developing a diverse and inclusive workforce reflective of the communities where Thiess operates. It includes encouraging diversity of thought, providing equal opportunities for career advancement for all personnel regardless of gender, beliefs, ethnicity, sexual orientation or disability, recognising and addressing inherent biases, reporting transparently on diversity performance, establishing inclusive processes and behaviours for all people-related interactions across the organisation, and increasing representation, advancement and engagement of under-represented groups at all levels – specifically women and Indigenous peoples.</p>

Topic	Definition
<p>Community Engagement & Investment</p>  	<p>Community engagement and investment refers to working with communities to understand their needs and expectations to ensure Thiess maintain a social licence to operate, avoid adverse impacts on communities and generate genuinely positive socioeconomic value for the communities where they operate including through local employment, engagement with Indigenous businesses and mission-specific social enterprises throughout their supply chain. It includes undertaking proactive and early stakeholder engagement to build genuine, open and transparent relationships; foster positive partnerships with primary stakeholders including Indigenous people and groups, clients, governments, local business and community organisations; and considering stakeholder feedback and aspirations in decision-making processes.</p>
<p>Indigenous Peoples</p> 	<p>Indigenous peoples; also known as First Nations, First Peoples, Aboriginal Peoples or Native Peoples; refers to a community of people who self-identify as Indigenous peoples and have a historical link with those who inhabited a country or region at the time when people of different cultures or ethnic origins arrived. They have a strong link to the land and surrounding natural resources and are resolved to maintain and develop their ancestral environments and systems as distinct peoples. Indigenous peoples have distinct social, economic and political systems, language, culture and beliefs.</p> <p>Indigenous peoples as a topic here includes having understanding and respect for Traditional Owners and First Nations peoples rights, interests and perspectives through early and meaningful engagement, creating opportunities to participate through employment and supply chain, community development initiatives aligned to the interests and objectives of the Indigenous communities, and supporting Thiess employees through continuous cultural learning and involvement in community engagement.</p>

Transparent, trusted governance

Topic	Definition
<p>Business Integrity</p> <div data-bbox="193 395 346 551"> </div> <div data-bbox="359 395 513 551"> </div>	<p>Business integrity refers to governance and ethics, including the lines of accountability for ESG considerations in business operations and decision making which is documented in robust policies and frameworks. It includes ensuring leaders are capable and competent, with clear accountability, processes and KPIs to empower sustainability leadership. It also includes continuous oversight of risk and compliance processes to highlight relevant legal and regulatory requirements (e.g. wage regulation, data privacy, environment and safety obligations, bribery and anti-corruption requirements), the application of Thies's Code of Conduct and engagement with appropriate stakeholders to understand shifting regulatory and policy contexts as part of ongoing compliance. Business integrity includes upholding high standards, ensuring compliance with all relevant laws and regulations with respect to human rights and labour standards and rejecting all forms of modern slavery.</p>
<p>Transparency</p> <div data-bbox="193 896 346 1052"> </div>	<p>Transparency includes open communication with stakeholders, taking accountability for sustainability data and performance and developing open and consistent ESG disclosures. It includes ensuring compliance with tax laws and reporting obligations in all operating regions, aligning responsible tax principles with business strategy, and ensuring decisions are based on commercial considerations and tax positions that have a reasonable basis.</p>
<p>Responsible Supply Chain</p> <div data-bbox="193 1166 346 1322"> </div>	<p>Responsible supply chain refers to the integration of ESG considerations and due diligence into Thies's supply chain.</p>



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