



This is an extract of the environment and reporting sections of the Thies Group 2022 Sustainability Report.

Please refer to the complete report for overview, social and governance sections.

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



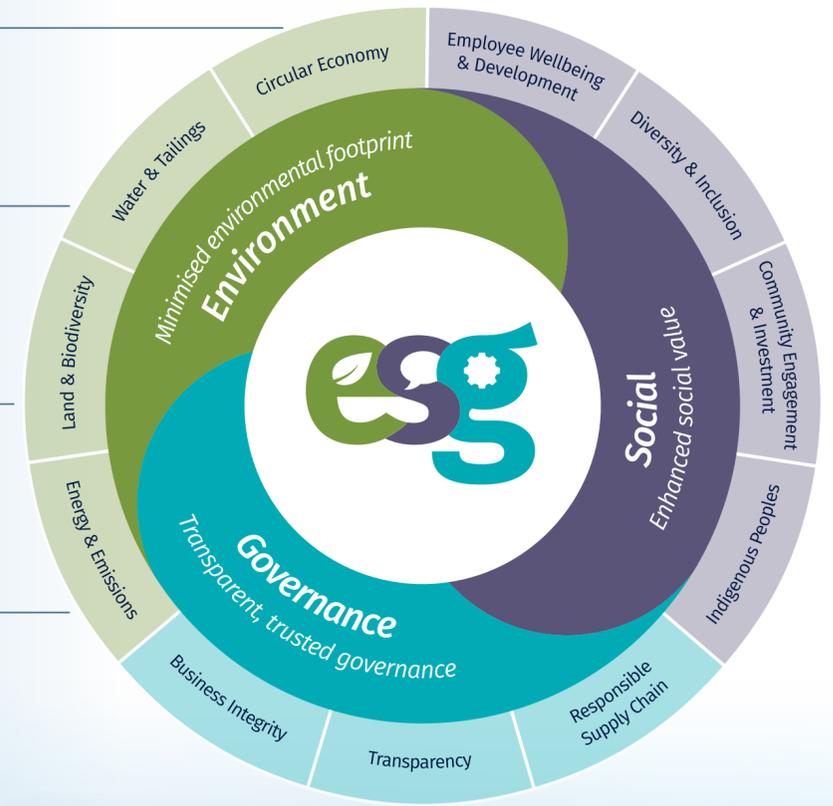
Water and tailings



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.

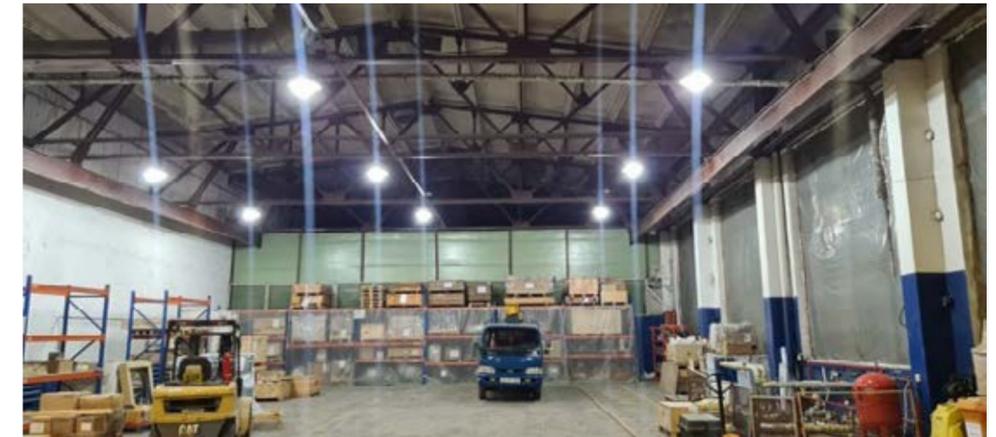
Scope 3

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

THIES 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.



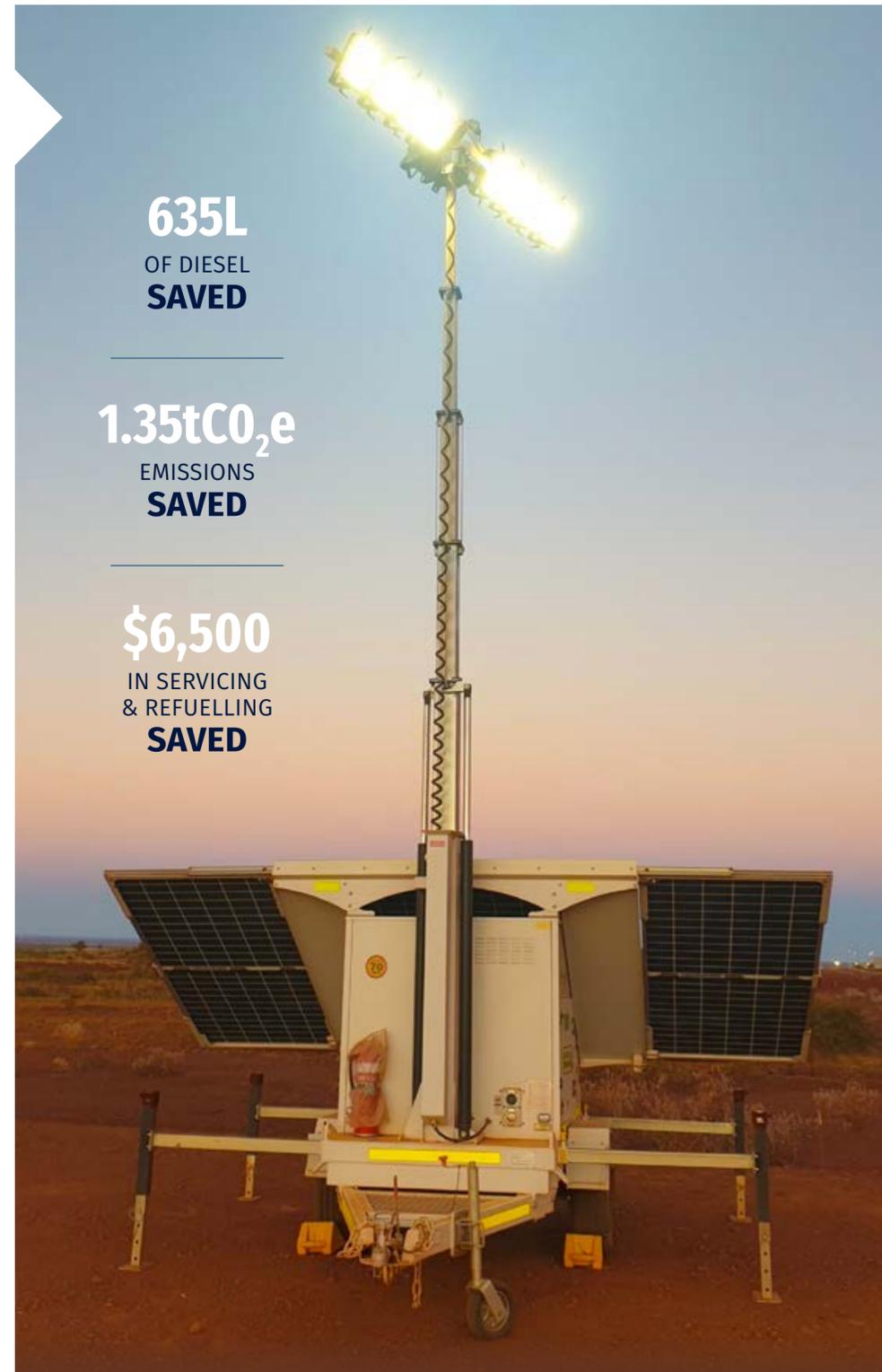
CASE STUDY

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.

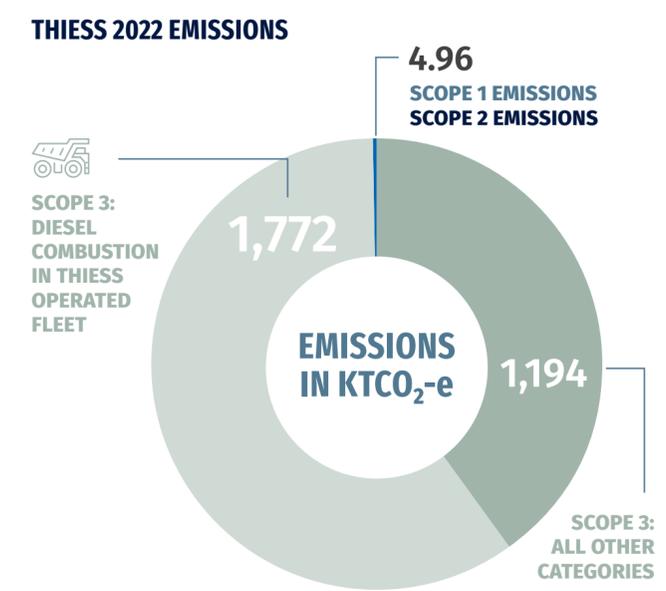
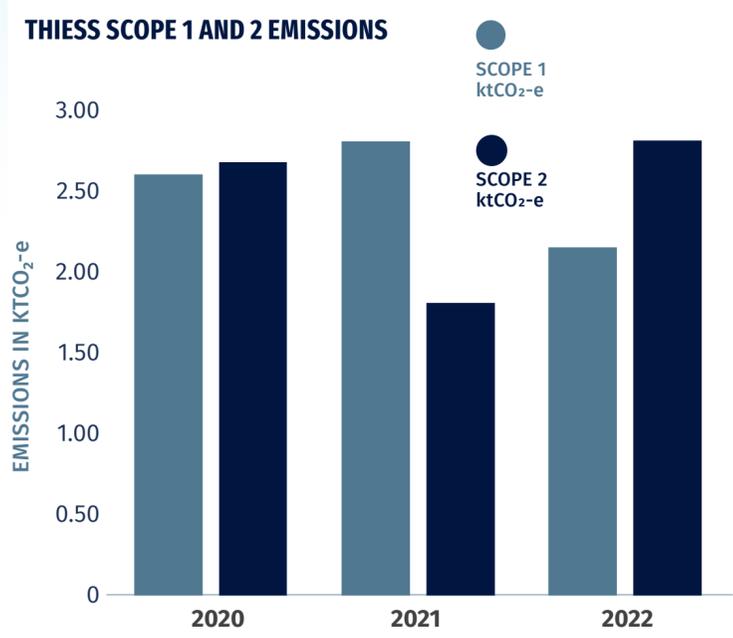
However, the units were found to produce less light than a diesel powered equivalent. Further work is underway to establish how the units can be arranged efficiently and in a more targeted manner to overcome this issue. These learnings have seen other Thies sites also investigating the use of solar powered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



635L
OF DIESEL
SAVED

1.35tCO₂e
EMISSIONS
SAVED

\$6,500
IN SERVICING
& REFUELLING
SAVED



Land and biodiversity

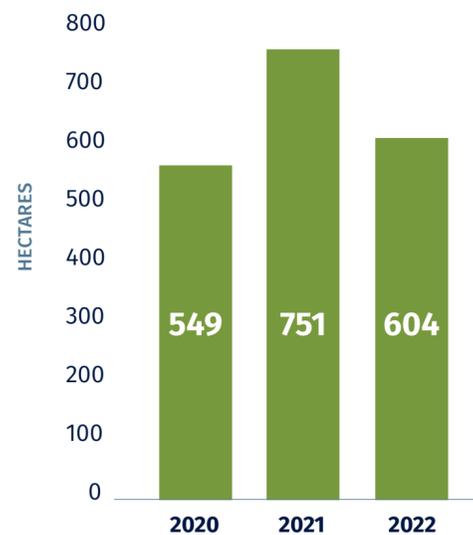
The Thies Group prioritises responsible land management practices at our operations, and we work to minimise disturbance to land, water and biodiversity.

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
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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'.

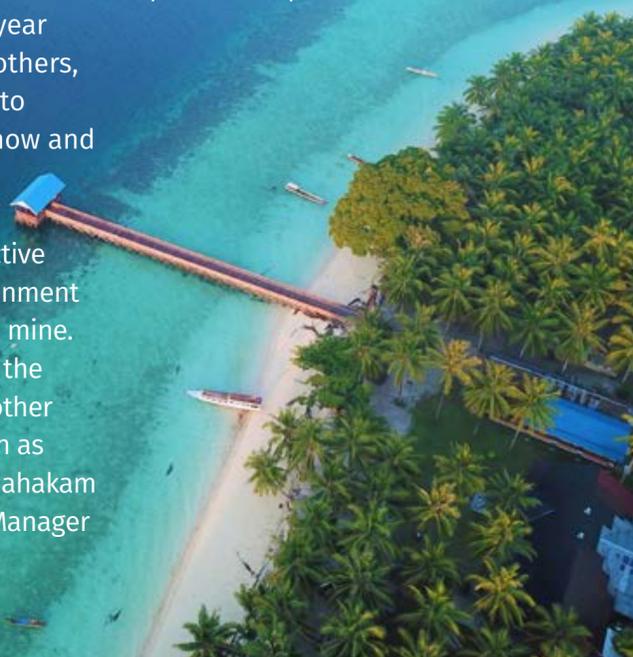
Thiess operations participated by organising initiatives including tree planting programs and hosting a biodiversity conservation seminar at a local school.

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

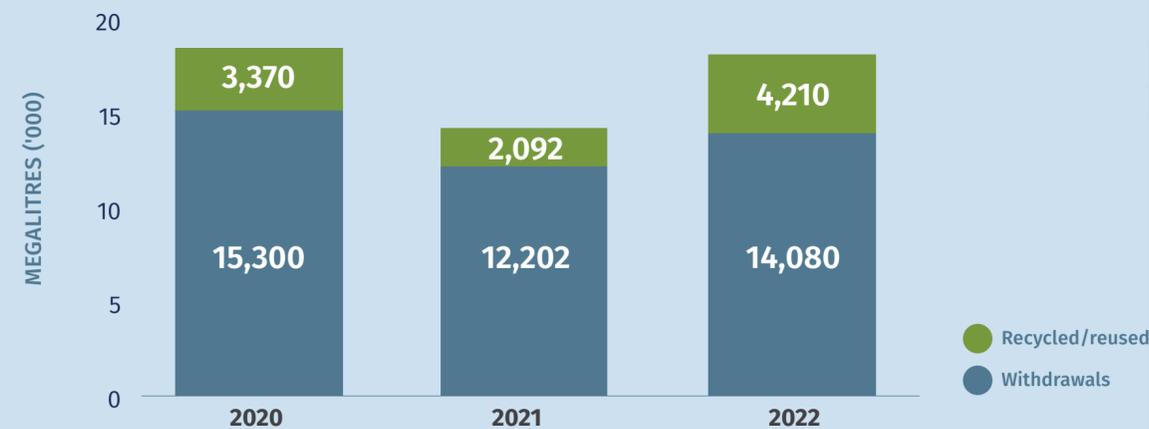


THIES' 20-YEAR PARTNERSHIP WITH INTERNATIONAL RIVER FOUNDATION

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.

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.

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.

93,000KL

WATER REUSED FOR
DUST SUPPRESSION

1,500L

GREYWATER REUSED
PER DAY IN THE
SANGATTA OFFICE

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.



Encuentro, Chile



Satui, Indonesia



Mahakam Sumber Jaya, Indonesia



Oyu Tolgoi, 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.

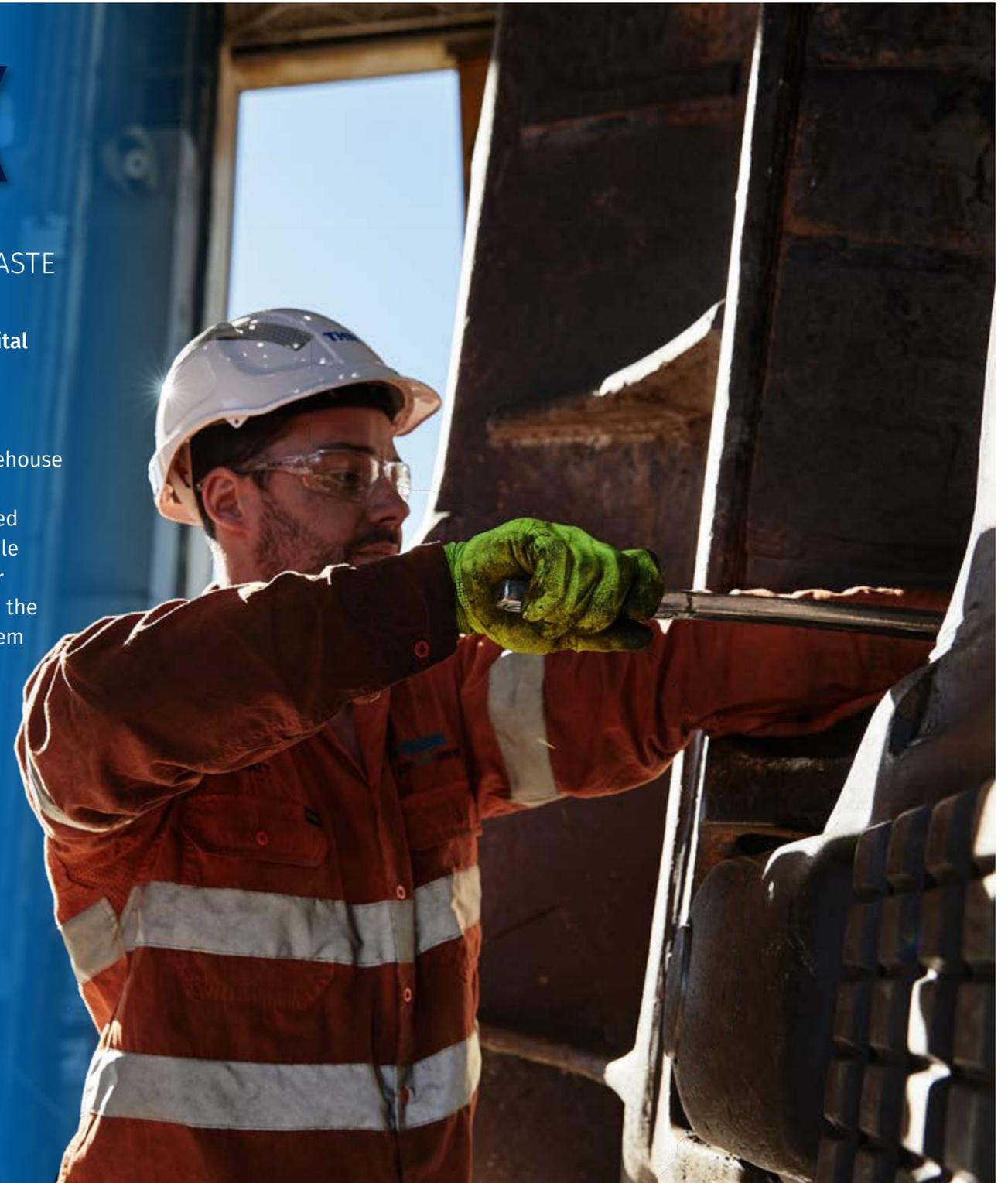


AWARD

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





THIESS

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2022 SUSTAINABILITY REPORT

Reporting data and appendices

Our sustainability performance data

Industry associations

Glossary and assumptions

Appendix 1

Appendix 2

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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 Thies, 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 Thies 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 females in workforce	%	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	
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 Educación (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 

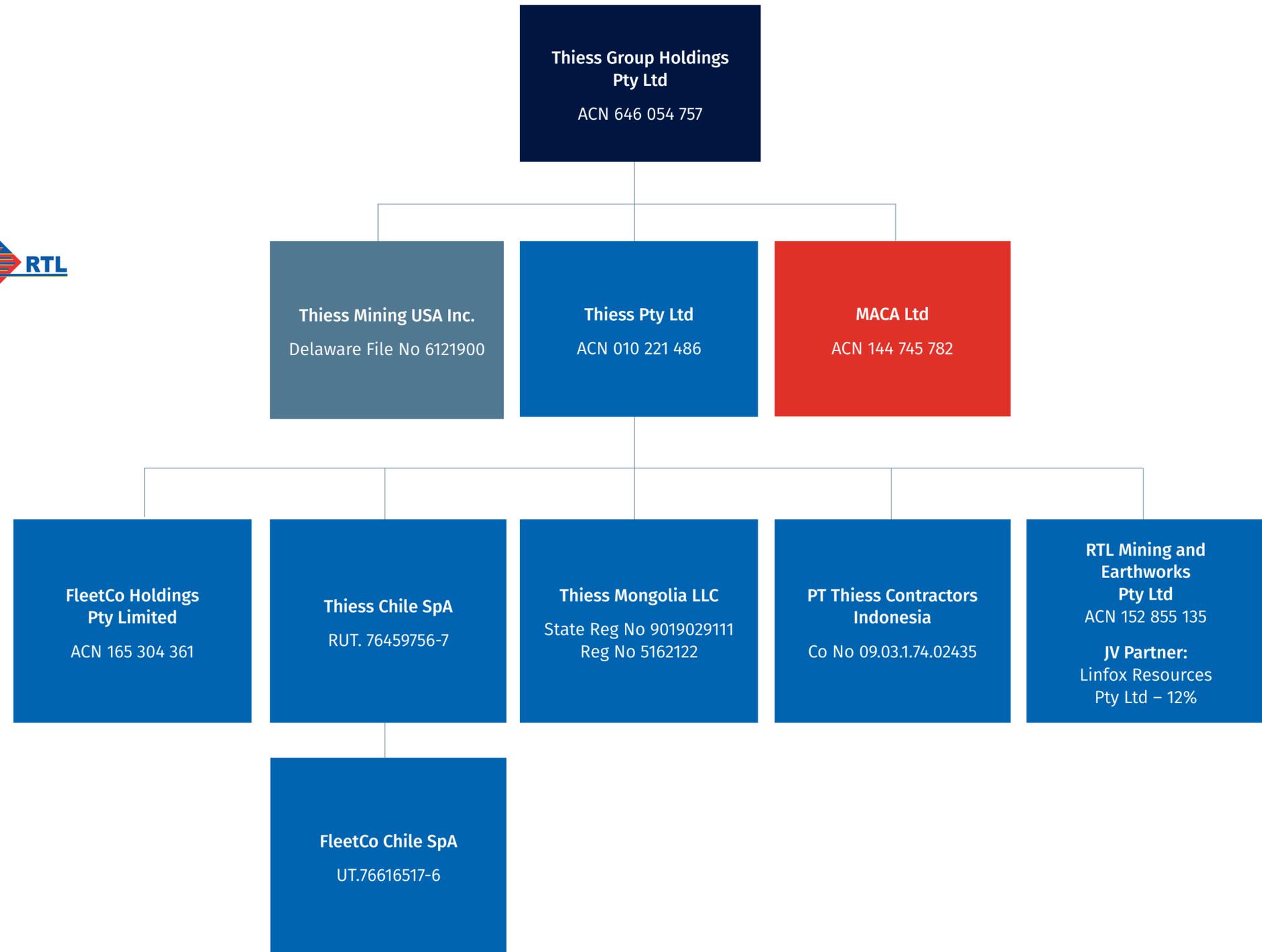
Thiess stakeholders

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.

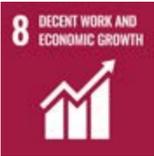
In 2023, the Group plans to incorporate all Group companies into this framework and adopt these sustainability commitments.

Minimised environmental footprint

Topic	Definition
<p>Energy & Emissions</p>  	<p>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.</p>
<p>Water & Tailings</p>  	<p>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.</p> <p>Tailings management focusses on supporting clients to provide sustainable practices for tailing management including the use of new and innovative technology.</p>
<p>Land & Biodiversity</p> 	<p>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.</p> <p>Biodiversity includes being aware of biodiversity values at every location Thies's operates, and avoiding, minimising, restoring and offsetting impacts to biodiversity.</p>
<p>Circular Economy</p> 	<p>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.</p>



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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