This in an extract of the social and reporting sections of the Thiess Group 2022 Sustainability Report.

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



# THESS

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

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# Our approach

The Thiess 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 Thiess 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 Thiess 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.

Land & Biodi Energy &



#### Nupa Minimbah Training Hub, Australia







# Employee wellbeing and development

The Thiess Group is committed to investing in the longterm 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, Thiess conducted a Global Engagement Survey to capture the views and experiences of their people. The survey was designed to help Thiess 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

Thiess 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. Thiess 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 Thiess 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.

Thiess 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 Thiess' 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.



#### CASE STUDY

#### SMOKE-FREE, HEALTHIER THIESS WORKPLACES IN INDONESIA

On 1 October 2022, all Thiess 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.

Thiess 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.

There are high rates of smoking across Indonesia, and the Thiess 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. Thiess engaged Gajah Mada University to train their paramedics and safety teams to act as internal counsellors and support workers who want to quit smoking.







#### Maintaining a healthy, safe and respectful workplace

Across the Thiess 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 Thiess 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.

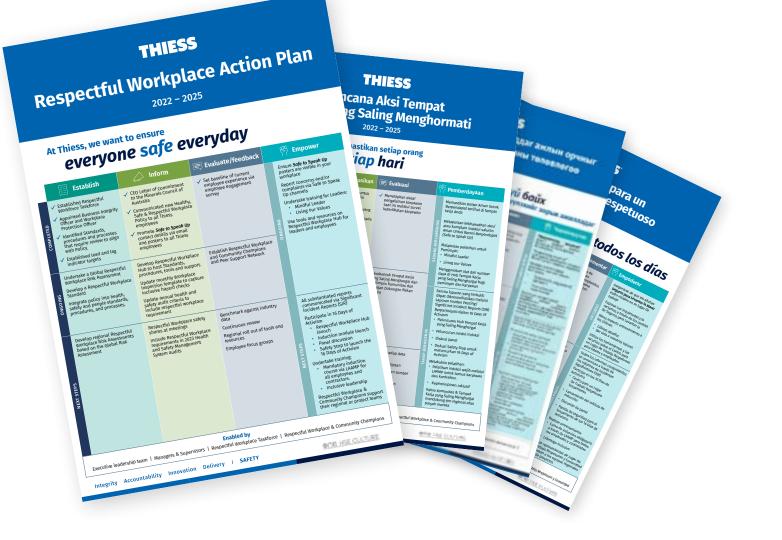
Thiess Group Executive Chair and CEO Michael Wright and Business Conduct Representative and General Counsel Trish Russell represent Thiess on the Mineral Council of Australia's Respect@Work Taskforce and have participated in numerous industry panels on Respectful Workplaces, including the Queensland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

In early 2022, Thiess established its own Respectful Workplace Taskforce - see their case study on page 55. Thiess 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 Thiess' 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 Thiess Respectful Workplace Action Plan was launched in November 2022. It details the initiatives Thiess are delivering to support the new policy.

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



## AWARD

#### INDUSTRY RECOGNITION OF SAFETY EXCELLENCE AT THIESS

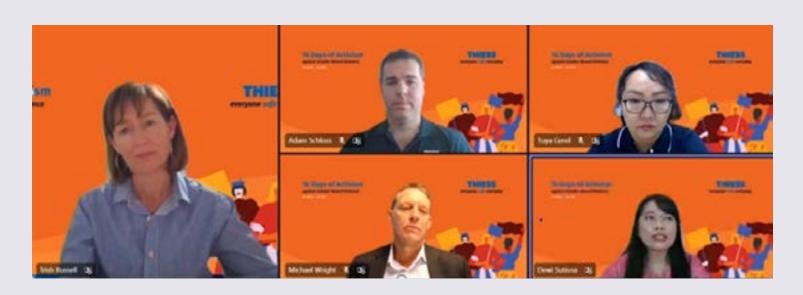
In 2022, Thiess received the bronze award in the Mining Services Provider category from the Mutual de Seguridad in Chile for "working every day for the benefit of workers' safety and the safety culture of the organisation".

The Indonesian Ministry of Energy and Mineral Resources named the Thiess 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, Thiess 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 Thiess 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 Thiess 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 nonconformances, 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.

everyone safe everyday

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

#### 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%
<b>Critical control verifications (CCVs)</b> 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%
<b>Audits – Repeat critical control major non-conformances (CCMNCs)</b> Target: Zero repeat CCMNCs in TSE audits	11	12	(
<b>Audits – Action management</b> 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	(
Permanent disabling injuries	0	1	(
12-month total recordable injury frequency rate (TRIFR)	1.06	1.41	0.92











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**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." THIESS

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.



THIESS SAFETY	THIESS SAFETY	THIESS SAFETY	THIESS SWETT	THIESS SWETY	THIESS SAFETY	THIESS SWEETY	THIESS SAFETY ESSENTIALS
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#### Focusing on critical risks

Thiess' 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 Thiess 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, Thiess 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. Thiess 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-WINING SAFETY INNOVATIONS HIGHLIGHT THIESS CULTURE OF SAFETY LEADERSHIP

The Thiess 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 Thiess' 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 Thiess 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 webbased 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:

- new RCS 5 interface.

#### **Olive Downs, Queensland:**

controllers, builders and pit technicians.

#### Mt Arthur, New South Wales:

- environment.
- (with the addition of autonomous row change capability).

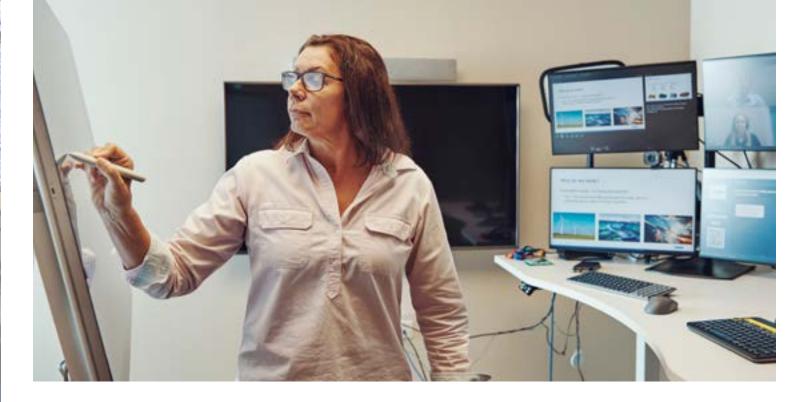


Thiess mobilised six Caterpillar D11 dozers fitted with semi-autonomous tractor system (SATS) technology, which are remotely controlled from two remote operator stations in an office environment. The current controllers are being upskilled in the most up to date software. Thiess are running two Epiroc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

• Thiess is developing training material for autonomous haulage system

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

Thiess' current controllers are being upskilled as the ADS technology suite transitions from semi-autonomous drilling to full autonomous drilling



#### **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

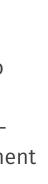
development programs aimed at improving operator capabilities. This sets a consistent global standard regardless of site or region, as well as developing a network of likeminded colleagues.

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 misoperating 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."









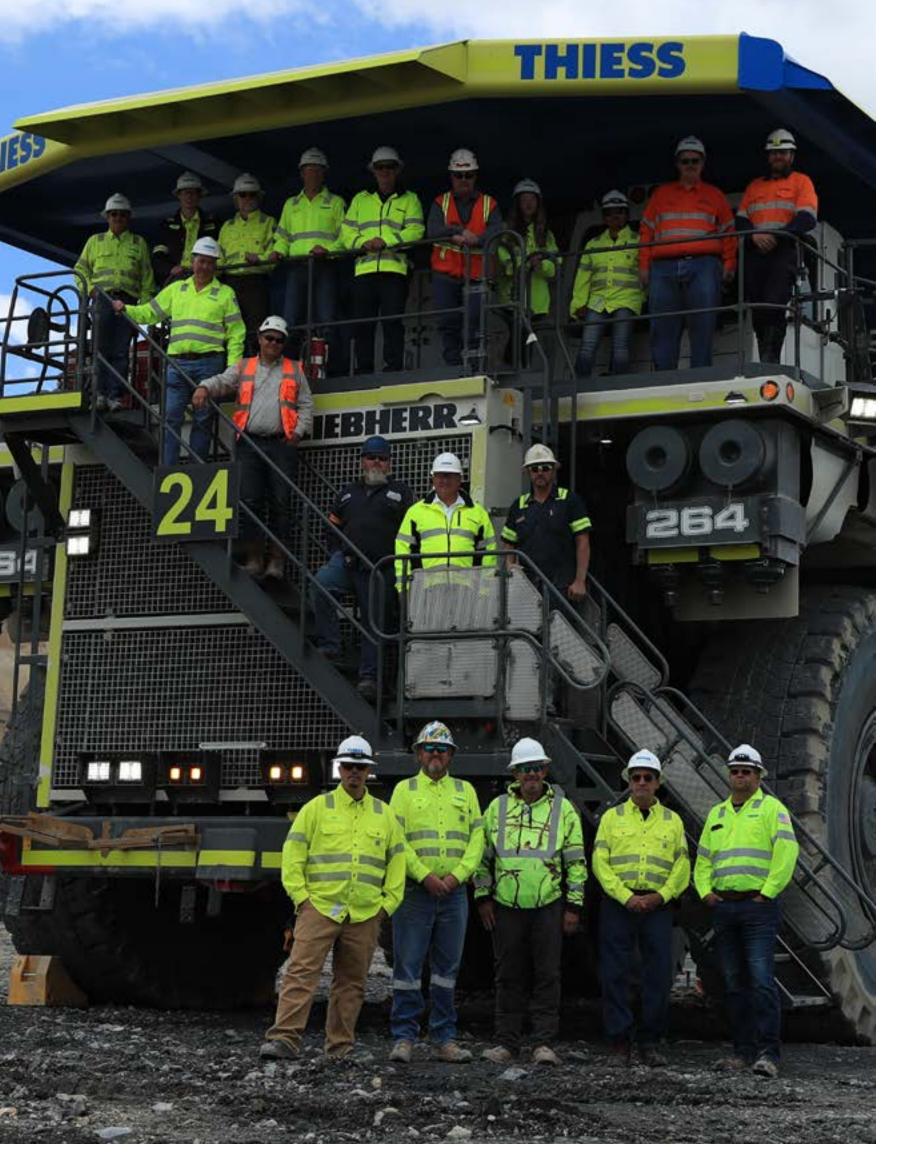








Employee wellbeing and development continued



#### 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.

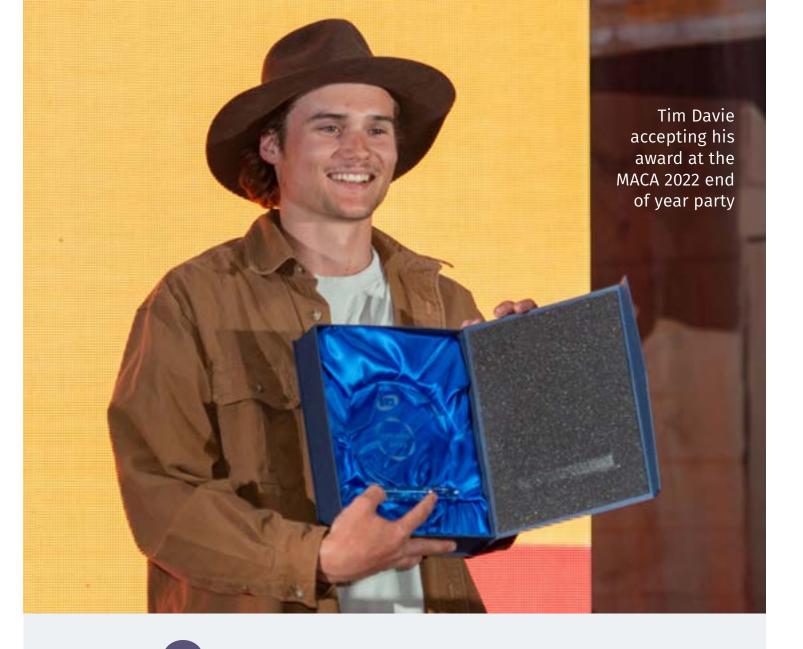
Thiess also expanded the LAAMP online training platform to their Mongolian and Chilean projects, and mobilised it at six new Australian projects including the Ensham Rehabilitation Project in Central Queensland.

#### 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.



#### 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.





#### CASE STUDY

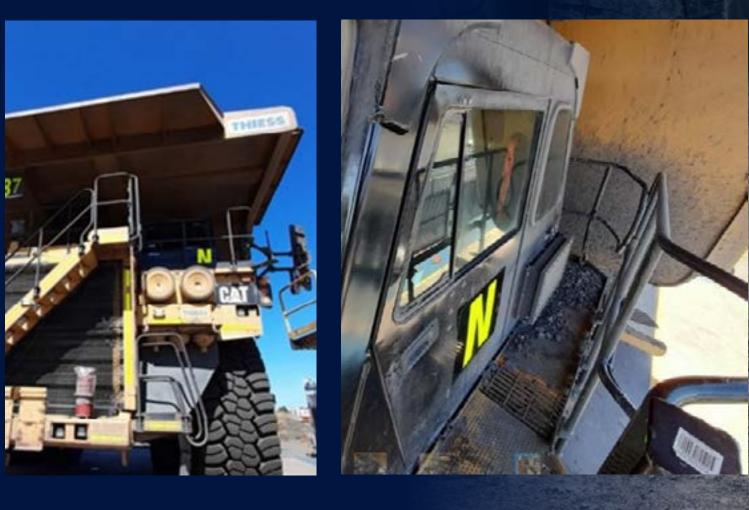
#### SIMPLE INNOVATION SUPPORTS NEW-TO-INDUSTRY **EMPLOYEES**

One of Thiess' 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

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#### 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 Thiess' Caval Ridge project in Queensland, to support the Thiess 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 Craige 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."

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







# Diversity and inclusion

The Thiess 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, Thiess 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. Thiess 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, Thiess' Indigenous employment participation increased significantly by 29.6% from 5.8% in 2021 to 7.5% in 2022.



Thiess 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, Thiess has employed 17 people living with disability from local communities in 2022.

Thiess 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** 

#### THIESS WOMEN **RECOGNISED BY** AUSTRALIAN INDUSTRY

Michelle Eckersley from Thiess' 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 Thiess' 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 Thiess Caval Ridge project.

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 Thiess 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, twoway 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 Thiess' social performance and investment frameworks. Targeted local participation and engagement plans assist Thiess 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, Thiess 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 oncountry activities
- **fundraising** for the Indigenous Literacy Foundation
- **sponsorship** of remote school students and teachers to attend education or industry events in major city centres.

100+ COMMUNITY-LED ORGANISATIONS CONTRIBUTED TO GLOBALLY 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 Thiess 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 Thiess look forward to continuing to support the Perkins Institute and cancer research into the future.

> \$8.5m **RAISED IN TOTAL**

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

In 2023, Thiess 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.

\$1.5m+ INVESTED IN 2022







#### 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, Thiess 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 Thiess' 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 Thiess' focus on aligning corporate partnerships with the needs of communities around their operations and involving their people in this important work.

"Thiess is very proud of our longstanding 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 Oueensland have participated in this important program and I thank all of the Thiess volunteers who take the time to support the students and Hear and Say."











#### SUPPORTING THE HEALTH AND WELLBEING OF MONGOLIAN COMMUNITY ELDERS

In November, Thiess' 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 Khanbodg, 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.

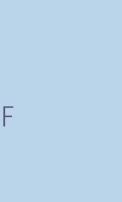
The Thiess team at Mount Owen in Australia pedalled 650km across six days from Tumut to Bulga, commemorating former Thiess employees Mick Ford and Gary 'Dale' Harris who lost their battle with brain cancer in 2016 and 2020, respectively.

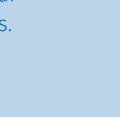
TUMUT TO BUI

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.















#### 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

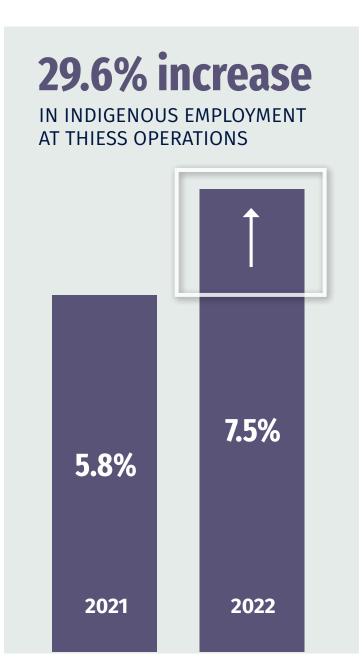
The Thiess Group takes seriously our responsibility to understand and respect the rights, interests, and perspectives of the Indigenous peoples (also known as First Nations, First Peoples, Aboriginal Peoples or Native Peoples) in the communities where we operate.

In February, Thiess 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 Thiess 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, Thiess plans to expand their employment programs for Indigenous employees, including their Engineering Cadetship Program launched in 2022 and new maintenance trades preapprenticeship programs.

Thiess' 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.

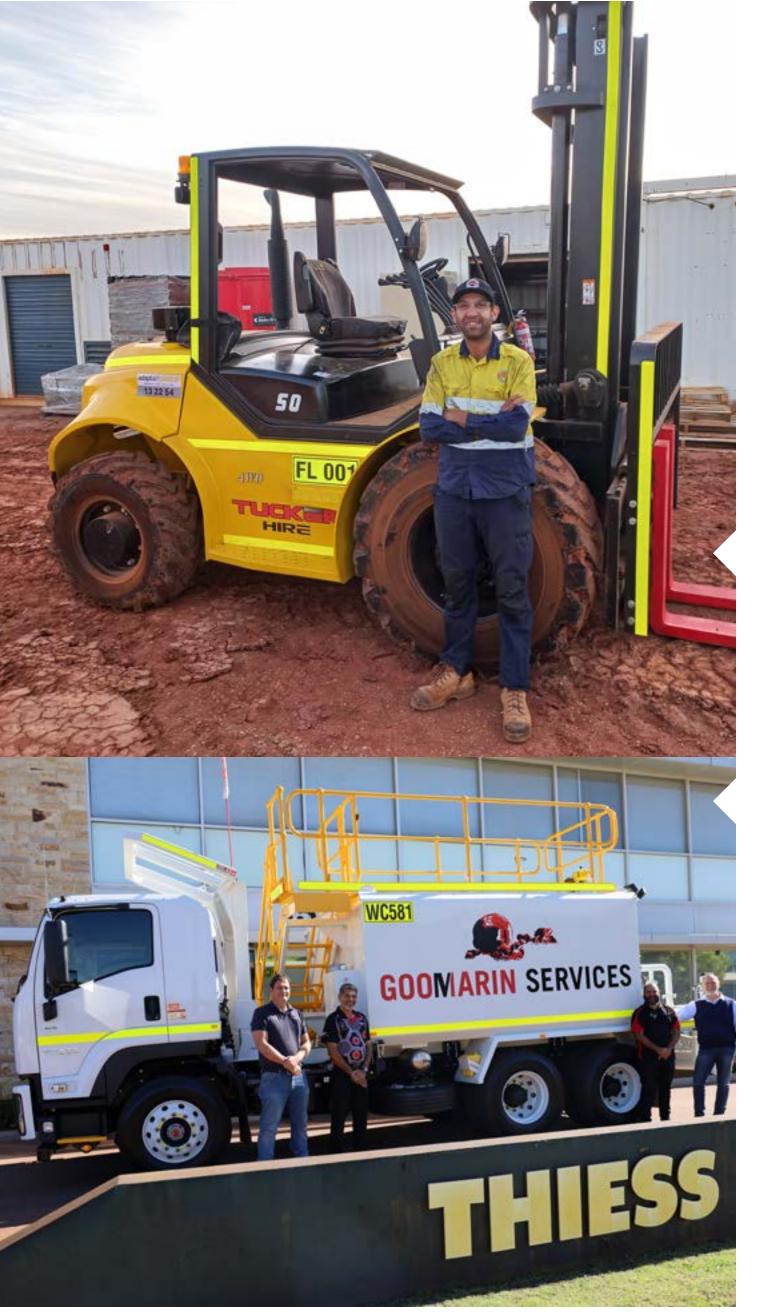
Thiess takes a cross-functional support approach to facilitate economic development opportunities for local Indigenous businesses. Representatives from

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

Thiess 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, Thiess is ontrack to achieving the targeted 80% completion rate by the end of 2023.

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

In North America, Thiess 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).





#### CAPABILITY BUILDING AT MOUNT HOLLAND

Thiess 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. Thiess 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 Thiess 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%.







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

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

This year's forum saw over 1200 delegates and 110 Indigenousowned 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 Thiess 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 Thiess to deliver a quality service.

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

Working closely with Ochre, in 2022 Thiess 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, Thiess, allowed Ochre to continue the contract and grow their overall business capabilities.





## Social outlook



## In 2023, Thiess plans to:

#### **IMPLEMENT PEER SUPPORTER** TRAINING

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

#### In 2023, the Group plans to:

#### IMPLEMENT OUR GLOBAL ENGAGEMENT SURVEY

across all Group companies

#### **EXPAND EMPLOYMENT PROGRAMS**

**TARGET 80%** 

competency training

of Thiess people leaders

completing full day cultural

for Indigenous employees

#### **REVIEW THIESS** SOCIAL INVESTMENT **FRAMEWORK**

and processes and identify areas for improvement

Q

#### TARGET A 20% INCREASE

in female participation compared to 2022

#### **IMPLEMENT NEW** SOCIAL LEARNING **PLATFORM**

to enable employees to upskill via on demand online training

TARGET A >90 safety leadership score







# THESS

THIESS GROUP 2022 SUSTAINABILITY REPORT

# Reporting data and appendices

Our sustainability performance data

Industry associations

Glossary and assumptions

Appendix 1

Appendix 2







# Our sustainability performance data

Environment 🥑		1	HIESS			RTL	<b>GROUP TOTAL</b>
METRIC	UNIT	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 <sub>2</sub> -e	5.28	4.62	4.96	1.97	0.06	6.99
Scope 1 emissions	ktCO <sub>2</sub> -e	2.60	2.81	2.15	1.45	0.06	3.66
Scope 2 emissions	ktCO <sub>2</sub> -e	2.68	1.81	2.81	0.52		3.33
Scope 3 emissions	ktCO <sub>2</sub> -e	2,151.9	1,975.0	2,965.8		20.9	2,986.7
Category other - Fuel used in operated mining fleet	ktCO <sub>2</sub> -e	2,113.0	1,940.0	1,771.5		20.9	1,792.4
Category 1 - Purchase goods and services	ktCO <sub>2</sub> -e			880.5			880.5
Category 2 - Capital goods	ktCO <sub>2</sub> -e			94.8			94.8
Category 3 - Fuel and energy services	ktCO <sub>2</sub> -e			0.9			0.9
Category 4 - Upstream transportaton and distribution	ktCO <sub>2</sub> -e			19.9			19.9
Category 5 - Waste generated in operations	ktCO <sub>2</sub> -e	38.4	34.6	43.6			43.6
Category 6 - Business travel	ktCO <sub>2</sub> -e	0.5	0.4	3.1			3.1
Category 7 - Employee commuting	ktCO <sub>2</sub> -e			20.6			20.6
Category 13 - Dowstream leased assets	ktCO <sub>2</sub> -e			131.0			131.0
Emissions intensity	ktCO <sub>2</sub> -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







METRIC
Water and tailings
Water withdrawals
Water recycled/reused
Water discharged
Circular economy
Total waste
Non-hazardous waste to landfill
Non-hazardous waste recycled/reused
Hazardous waste to landfill
Hazardous waste recycled/reused
Responsible environmental management
% of management systems certified to ISO14001
Total environmental incidents
Class 1 incidents
Class 2 incidents
Class 3 incidents
Legal compliance incidents (included in Total environmental incidents)
Community complaints received
Violations of legal obligations/regulations resulting in fines
Unauthorised cultural heritage breaches

		THIESS		<b>I</b> Iaca	RTL	<b>GROUP TOTAL</b>
UNIT	2020	2021	2022	2022	2022	2022
	' 					
ML	15,300	12,202	14,080			14,080
ML	3,370	2,092	4,210			4,210
ML	5,895	108	228			228
Tonnes	30,490	26,412	29161			29,161
Tonnes	14,588	12,434	10,241			10,241
Tonnes	4,592	3,598	6,614			6,614
Tonnes	8,374	7,211	4,067			4,067
Tonnes	2,936	3,169	8,239			8,239
%	100	100	100	100	100	100
#	114	114	69	108	0	177
#	0	0	0	0	0	0
#	0	2	1	0	0	1
#	114	112	68	108		176
#	11	7	6	0	0	6
#	121	111	35	0	0	35
#	0	0	0	0	0	0
#	0	0	0	0	0	0





#### Our sustainability performance data continued



Social 🗩			THIESS		Daca	RTL	GROUP TOTAL
METRIC	UNIT	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





## Our sustainability performance data continued



Social 🗩			THIESS			RTL	<b>GROUP TOTAL</b>
METRIC	UNIT	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 Thiess 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





#### Our sustainability performance data continued

overnance 🌩	Governance 🌩		THIESS				<b>GROUP TOTA</b>
METRIC	UNIT	2020	2021	2022	2022	2022	202
Business integrity							
Due diligence checks for new suppliers and subcontractors	#	543	747	791	1		79
High risk ratings	#	46	70	124			12
Medium risk ratings	#	134	247	346			34
Total employees completing Code of Conduct training	#	4,525	8,797	8,983			8,98
Online training	#	3,355	8,404	8,239			8,23
Face to face training	#	1,170	393	1,082			1,08
Serious workplace complaints reported to Reportable Conduct Group (RCG)	#	37	39	35			3
Workplace complaints recorded	#	128	99	120	37	4	16
<b>Fransparency</b>							
Effective tax rate	%	33.6	27.9	27.2	28.0	30.0	27
Cash income tax (including dividend withholding)	\$m	170.1	86.6	136.5	15.1	4.0	155
State payroll tax (Australia)	\$m	29.7	30.2	44.8	18.0	0.6	63
Other payroll tax (Australia)	\$m	1.6	1.3	1.6	0.0	0.0	1
Employee tax (Australia)	\$m	185.4	185.7	182.3	126.3	19.1	327
Total revenue	\$m	3,562.2	3,247.4	3,469.1	1,650.5	110.1	5,229
Responsible supply chain							
Total no. suppliers	#	4,100	3,396	3,487	3,105	397	6,98
Local suppliers	#	3,729	3,116	2,571	0	237	2,80
National suppliers	#	270	187	867	2,945	158	3,97
International suppliers	#	101	93	49	160	2	2
Local procurement in terms of spend	%		84.25	51.58*	0.00	52.00	36.6
National procurement in terms of spend	%		15.01	48.00	97.86	47.80	62.4
International procurement in terms of spend	%		0.74	0.42	2.14	0.20	0.9
Indigenous businesses engaged	#	25	19	62	12	0	
Indigenous businesses contracted	#			32			
Indigenous businesses uncontracted	#			30			3
Influenceable spend with Indigenous businesses in our supply chain	%	1.87	2.25	2.80		0.00	2.8



## 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

(AustCham Mongolia)

- Australian Chamber of Commerce 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)

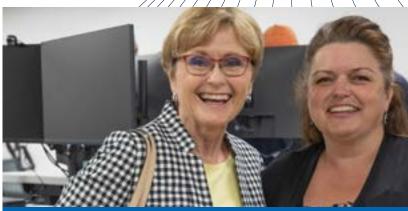
AUSCHAM Comité de Educacion (AUSCHAM Education Committee)

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 ktCO<sub>2</sub>e/\$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



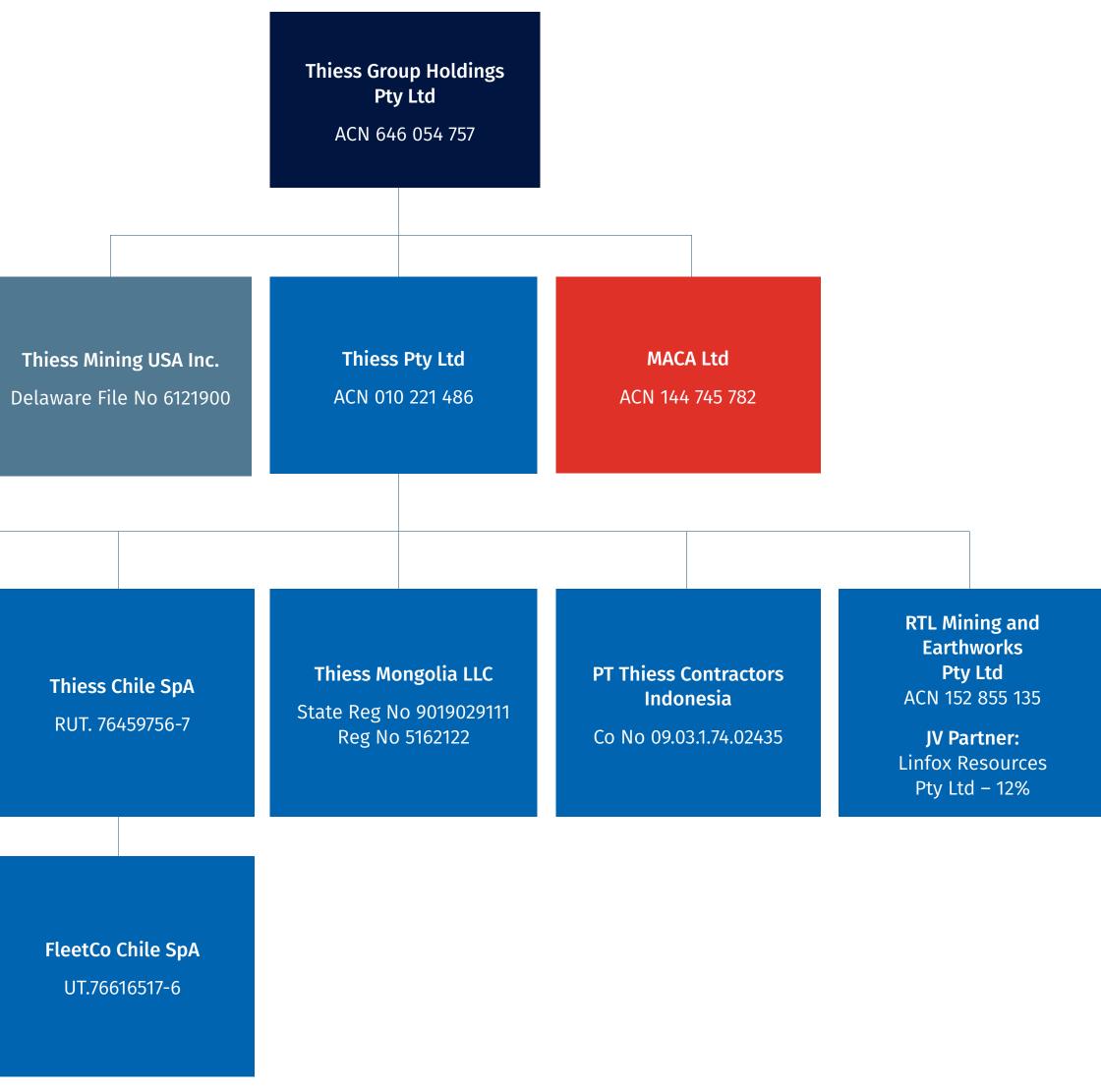






FleetCo Holdings Pty Limited

ACN 165 304 361







# Appendix 2

## Sustainability Framework topic definitions

The Sustainability Framework outlines Thiess' 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 *I*

## Торіс

#### Energy & Emissions



#### Water & Tailings



#### Land & Biodiversity



#### **Circular Economy**



nsumption and subsequent greenhouse gas emissions in e action to be more productive with less emissions and reduce diversification of operations, and use of offsets where required. d transition impacts of climate change with the analysis and
ss the business. Management of air quality is also considered ocal communities and in turn negatively impact human health.
creasing water efficiency on sites and reducing reliance upon and for ecosystem functions.
provide sustainable practices for tailing management including
operations on land and biodiversity including closure and I, protecting topsoil resources and incorporating closure and term environmental impacts.
at every location Thiess operates, and avoiding, minimising,
of waste and pollution on sites, and generation of value from e and pollution out of Thiess systems, identifying value in ng products and materials in the system for as long as possible.





## Enhanced social value 🗩

Торіс	Definition	Торіс	Definition
<image/> <image/> <image/>	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. 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.	<section-header><section-header><text></text></section-header></section-header>	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.
Diversity & Inclusion 5 GENDER O REDUCED INEQUALITIES	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	Indigenous Peoples	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.
	of under-represented groups at all levels – specifically women and Indigenous peoples.		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.





## Transparent, trusted governance 🌩



Торіс	Definition
<image/> <image/>	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 include 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 Thiess' Code of Conduct and engagemer 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 reject all forms of modern slavery.
Transparency 16 PEACE, JUSTICE INSTITUTIONS	Transparency includes open communication with stakeholders, taking accountability for sustainability data and performance and developing op and consistent ESG disclosures. It includes ensuring compliance with tax laws and reporting obligations in all operating regions, aligning responsib tax principles with business strategy, and ensuring decisions are based or commercial considerations and tax positions that have a reasonable basis
Responsible Supply Chain 12 RESPONSE CONSUMPTION AND PRODUCTION COO	Responsible supply chain refers to the integration of ESG considerations a due diligence into Thiess' supply chain.

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