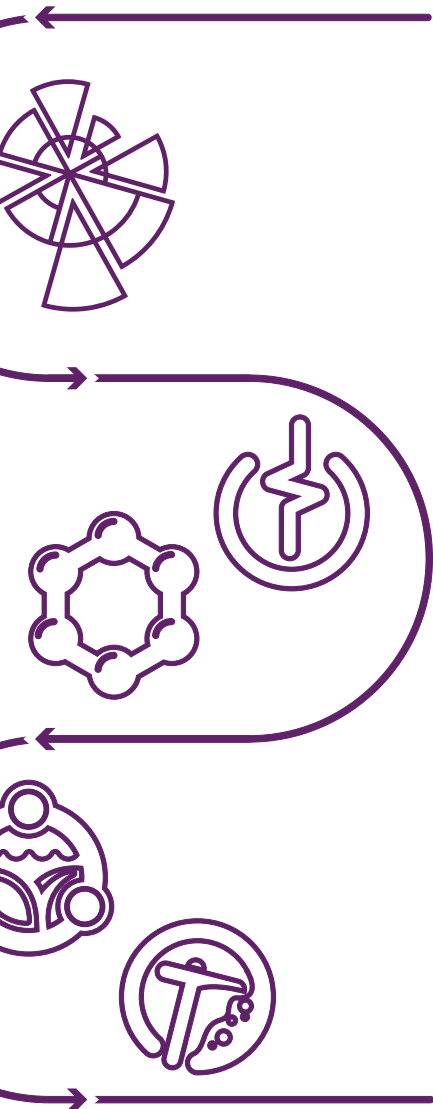
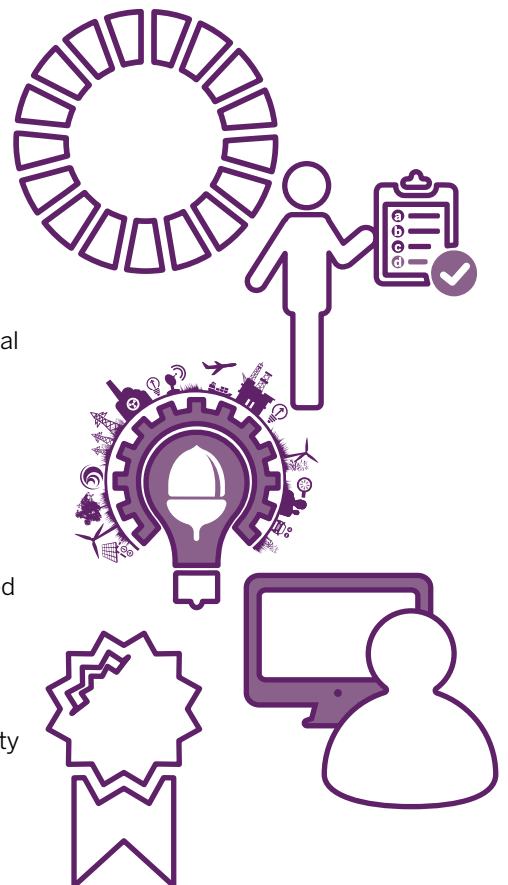


Our approach Highlights

Our sustainability strategy 'Resilient World' aligns our commitments to the UN Global Compact principles, with our strategic priority to 'provide a safe and sustainable environment for our people and the communities in which we work'.

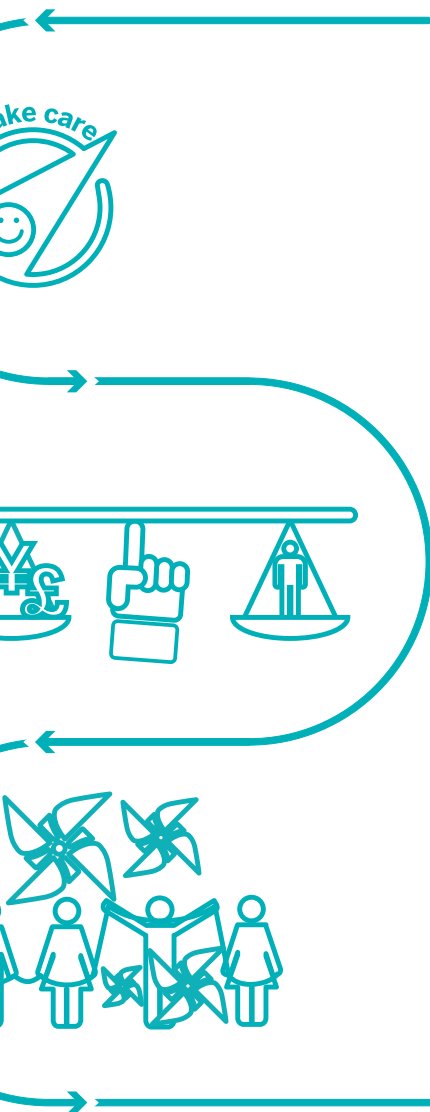
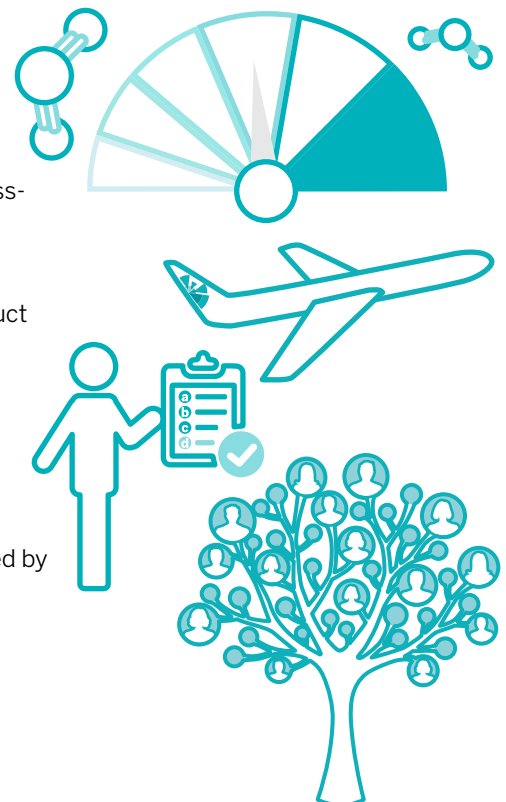
- New strategic priorities for the business developed
- Review of **Sustainable Development Goals** (SDGs) to identify key areas for support
- Continued commitment to the **UN Global Compact**
- Three key engagement surveys utilised to review and clarify material issues for the business
- Hosted a **17-hour YamJam** to celebrate Earth Day and engage employees in conversation on sustainability
- Over **5,000** employees completed online sustainability awareness training
- Roll-out of **Sustainability Promises** to embed sustainability action



Foundation of Excellence Highlights

Ensuring our commitments, values and behaviours are embedded within our global policies, procedures and standards, and ensuring that they are actionable and in operation throughout the business.

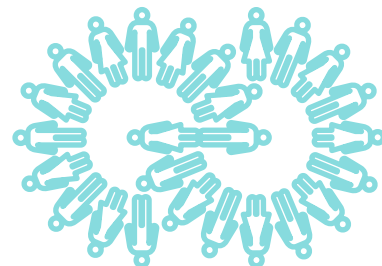
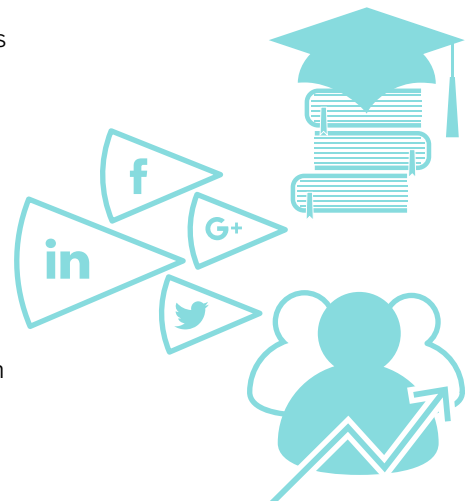
- Publication of our first **Modern slavery and human trafficking statement**
- Calculated new science-based carbon reduction targets
- **33% reduction** in business-wide long haul air travel
- **99% completion** rates for annual Code of Business Conduct and Anti-bribery & Corruption training
- Nearly **18,000 employees** responded to Health & Safety Climate Survey
- **22,240 hours** volunteered by employees in our communities
- Reduction in Total Recordable Incident Rate



People Highlights

Investing for tomorrow by developing a diverse, inclusive and talented workforce which exhibits our values and behaviours.

- Hired **221 graduates**, trainees and interns across the business
- **9,383** people recruited
- Utilised employee advocacy social media programme for recruitment
- **92%** of employees completed a year-end performance review
- Employee instigated turnover down to **9.3%**
- Held a dedicated **Diversity & Inclusion week** – Thinking differently together
- Launch of new network groups aligned with our Diversity & Inclusion approach



Innovation & Delivery Highlights

Embedding sustainability into the delivery of our projects will ensure we appropriately mitigate operational risks, respect and protect the environments and the communities in which we work. Through the delivery of innovative solutions and services we add value to our customers while minimising environmental impacts.

- Defined what sustainability on a project means for us
- Published a **sustainability framework** for our projects
- Undertook a review of our fundamental and mandatory procedures
- Launch of Climate Resilience Integrated Framework for Action
- Confirmed partner of **100 Resilient Cities** with the Rockefeller Foundation
- 10-year focus on delivering **solar projects**

