



2020 Sustainability Report

Finding a better way to
create a sustainable future

Los Pelambres Project
Choapa Province (Chile)

At a glance

This sustainability report for the calendar year 2020 provides a summary of our contributions to sustainability across the three elements of reporting environmental, social and governance – for Ausenco's global operations. The audiences for this report include our employees, clients and investors.

Disclosure

In future reports, Ausenco intends to use the Global Reporting Initiative (GRI) Sustainability Reporting Standard Disclosures as reference material for evaluating its performance. We have also highlighted how our work contributes to UN Sustainable Development Goals as showcased in examples contained in each section of the report. Over the coming year, we will align our reporting more fully with emerging reporting requirements and undertake a review of various policies, procedures, and operations to ensure they are all consistent with best practices.

Approval

The content of this report was reviewed and approved by the Ausenco Board of Directors. To the best of our knowledge, the information presented is factually correct at the time of report issuance.

Third party validation

The 2020 report has not been reviewed by an independent third party. Ausenco will investigate options for validation by a third party for our next report.

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Coffee Gold Project
Yukon (Canada)

Message from our CEO

Sustainability has been a guiding principle at Ausenco since our inception in 1991. Our success and reputation are built on developing innovative designs that incorporate energy, water, and process efficiencies to create smaller footprints and reduce environmental impacts. Importantly, we have achieved less energy use and lower emissions for our clients through progressive process technologies and advanced control techniques.

Meeting the challenges of 2020 proved our resilience and agility as an organisation. With the emergence of new and critical issues, our purpose to “Find a Better Way” and focus on core values further strengthened our business.

We accelerated our digital strategy, transformed the way we deliver projects and improved services for our clients. We launched a diversity and inclusion initiative to further our commitment to build a more inclusive environment for our people. We developed a flexible working framework, allowing our employees to work remotely for the long term. We also acquired Ausenco QCC, enabling us to forge a greener path with the implementation of sustainable solutions in the coal sector.

We are proud of our employees, who demonstrated flexibility, creativity, and resilience. They create the environment that enables us to continue to deliver innovative solutions for our clients.

The commitments set out in this report build on the activities already underway. We are continuing to work closely with our clients, our colleagues, and our communities, taking positive action towards a more ecologically sound world.

Sincerely,

Zimi Meka
Chief Executive Officer



Our approach ensures the careful use of the world's most precious resources, providing critical materials to supply chains in the most efficient way possible, while supporting sustainable growth and balanced development. Together with our wholly owned subsidiary Hemmera, we find a better way.

Who we are

Ausenco: Redefining what is possible

Ausenco's global team is based across 26 offices in 14 countries, with projects in more than 80 locations worldwide. We combine deep technical expertise in engineering with equally important subject matter expertise and know-how in the environment and social sciences. We have a 30-year track record, delivering innovative, value-added consulting, studies, project delivery, asset operations and maintenance solutions to the world's natural and built resources projects.

Our purpose has always been to Find a Better Way. Solving the seemingly impossible is part of our DNA. It is what has driven us to succeed at some of the most challenging and ground-breaking engineering projects and consulting, in some of the most remote parts of the world. Our people are culturally diverse and combine a realistic world view with a willingness to explore and create unique solutions to deliver value to our clients.

Our professionals offer unparalleled expertise across the entire project lifecycle, from early stage permitting through to engineering, commissioning, and finally closure planning and remediation. We are also experts in optimising performance of these projects through tailored operations and maintenance solutions, and in providing environment and sustainability strategies that deliver benefits for projects, communities and the environment.

Ausenco also has a company-wide commitment to health, safety, the environment, and the community. We strive to have a positive impact wherever we operate.

Solutions aimed at solving tough problems

- **We help our clients to responsibly produce the minerals that will drive the evolution and adoption of green products and technologies.** Demand for copper, cobalt, lithium, and nickel to support the manufacturing of electric vehicles, charging stations and other green applications is expected to far outstrip supply. We continue to innovate and develop more efficient production processes to help clients meet this growing demand.
- **We design and build commodity processing facilities that minimise environmental impact.** By using less concrete, steel, land, supporting infrastructure and energy, we reduce greenhouse gas (GHG) emissions by 20% or more, and continue to work on new technologies and processes that will drive further efficiencies.
- **We focus on effective upfront consultation and engagement with all project stakeholders, addressing all aspects of environmental, social, and governance (ESG).** We work with communities and First Nations to understand their unique requirements, provide fair and attractive employment opportunities, and deliver safe and sustainable project outcomes. We also benefit from local First Nations' knowledge and their lived experience of place to inform our approach to development.
- **We deploy a forward-thinking approach and new technologies to improve the production life cycle.** Abandoned, underfunded, and improperly managed reclamation processes are posing an increasing environmental and social threat. Our solutions focus on actively remediating problem sites that impact communities. We are also developing unique technologies and processes to extract valuable metals and minerals from existing waste, turning a liability into a usable asset.
- **We tackle the challenges associated with the transition from coal to greener energy sources.** Steadily declining demand for coal will leave behind a host of environmental and social issues. We are focused on providing long-term, holistic solutions to the communities and sites

With decades of experience working on the world's most demanding projects, our experts help clients move minerals and metals from the ground, through processing and to global markets. We provide end-to-end solutions and consulting services for large-scale infrastructure projects, oil & gas projects and conventional and renewable energy for the public and private sectors. We challenge boundaries to create customised, cost-effective solutions for our clients.

Our offerings

- Environment and sustainability
- Minerals processing
- Energy project assessment
- Transportation systems
- Ports and terminals
- Pipeline systems
- Operations and maintenance
- Infrastructure development
- Asset management and optimization

Our Services

- Program management
- Project management
- Technical solutions
- Engineering
- Global procurement
- Construction management
- Commissioning
- Studies
- Simulation and business intelligence
- Indigenous and stakeholder engagement

Our values

Our core values are the cornerstone of everything we do. They enable us to challenge what is possible and find a better way.

Safety in all we do

Regardless of where our people work across the globe, they deserve to be safe each day. We let nothing compromise our safety performance, and we find ways to take our health and safety to the next level.

The client is our focus

We develop trusting relationships with our business partners and clients. Together we find better ways to deliver measurable and sustainable benefits for our businesses and our communities.

Our people are our strength

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

Respect the community and environment

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

We seek ingenious solutions

We encourage our people to continually expand their knowledge and experience to become life-long learners. By constantly striving to find the better way, we foster collaboration and innovation.

We are open, honest and collaborative

We respect and embrace the diversity, differences and views of our people, clients and the communities in which we live and work to deliver better outcomes. We are straightforward and collaborative in all our communication.



Message from our EVP, ESG Strategy

Our commitment to sustainability flows from our core values. This report seeks to provide information about environmental, social and governance issues, their impacts on our business, and our achievements for the year ending December 31, 2020.

We acknowledge there is work still to do to refine our reporting. With patience, perseverance, and input from our employees and stakeholders we intend to complete a comprehensive review of our worldwide activities in the coming year. This report is a first step towards aligning our reporting with new and emerging sustainability performance standards.

The world is evolving rapidly. The 2020 global pandemic has shone a light on the human condition, our interdependence, the complexity of social, environment and economic issues, and the need for innovative problem solving. This time in history also reveals the important role companies play, not separate from or immune to change, but integral to identifying and deploying solutions to our most vexing challenges.

Ausenco strives to have a positive impact on the world around us. We have the expertise and the experience to support clients in the search for the most sustainable approach to the development of the raw materials necessary to produce goods and services for consumers around the world. Through our services, we help our clients identify risks, minimise impacts, and create intergenerational benefits from earth's bounty.

We look forward to new opportunities, leading by example and working with our clients and stakeholders. We will listen to what you say, guidance you will offer, and ideas to make Ausenco a leader in its field.

Sincerely,

Paul Hemsley
Executive Vice President - ESG Strategy



Our commitment to sustainability

Our vision of sustainability

Finding a better way to create a sustainable future

Environment

We are stewards of the natural environment, focusing on emissions, reducing energy and water use, limiting waste, and improving materials management in all the work we do.

Social

We conduct our relationships with employees, contractors, clients, First Nations, and other stakeholders in the communities where we operate with integrity and respect.

Governance

We structure our work to ensure quality, transparency, shared values, and promote diversity and inclusion using sound internal corporate policies.

What sustainability means to us

Ausenco was founded on the core belief that we must find a better way to preserve the finite resources the earth offers. We rely on these resources to generate electricity, warm our homes, feed us, or fuel our cars. Population growth and the threats of climate change add to the challenges people and the planet face today and in the years to come.

There are projected to be another billion people on earth by 2030 and two billion more than today by 2050. At the same time, everything we consume, whether a good or a service, starts with something that is extracted or grown from the earth. Each person will seek to sustain or improve their standard of living and obtain the comforts of a middle-class lifestyle, which involves the consumption of innumerable goods and services. Ausenco's work supports those clients who develop the necessary raw material resources in mining, energy, and industrial projects to fulfil those needs and wants. And in a world in transition to less greenhouse gas intensive production, how we mine, use energy, and manage industrial development is critical.

As a company, we believe our engineers, scientists, and environmental and social science consultants play a critical role in developing practical solutions for a sustainable future. We look at sustainability from two perspectives: internally through our rigorous policies and procedures, and externally through the work we undertake for our clients, with communities and on the land of First Nations peoples.

Though our business has grown and expanded over the past 30 years, we maintain our unwavering commitment to finding a better way to create a sustainable future.



Underwater Biophysical Survey
Prince Rupert, British Columbia (Canada)

Approach to sustainability

Ausenco's sustainability goal is to build on the premise that human wellbeing, and the economic benefits derived from the work we do, requires respect for our people, our clients and the communities where we work, the natural environment and of First Nations. As a global firm, we must lead by example. We expect all employees to deport themselves with high professionalism and integrity, showing respect for the values of others and the planet. Our Sustainability Policy exemplifies this commitment.

Sustainability begins with good governance. Our governance framework is focused on transparency, accountability, and ethical behaviour. These factors are a foundation and set the minimum expectations for how Ausenco engages in the world. We ensure policies and management systems are designed to meet or exceed applicable laws and regulations in the countries where we operate. We are committed to ethical behaviour in all we do and are clear about expectations and performance in this regard in our Business Ethics Standard.

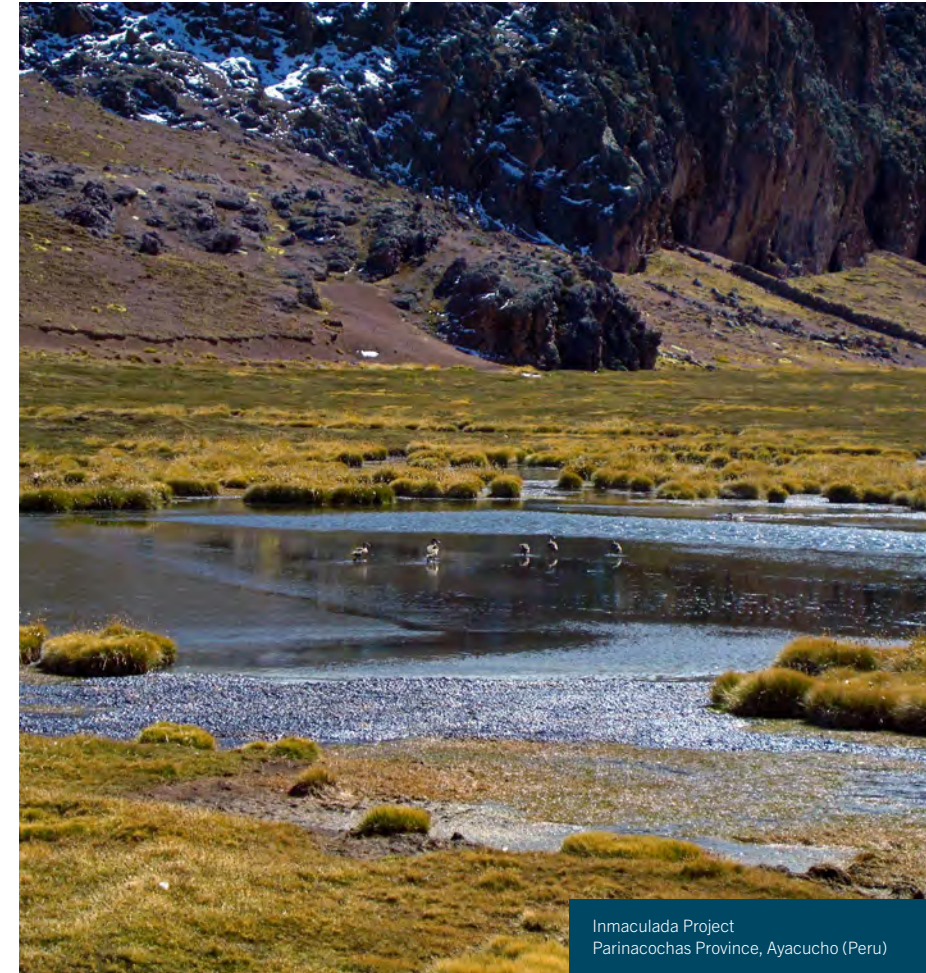
From a people point of view, we can only make progress by drawing on the practice, wisdom and input of our skilled workforce. The health and safety of our people is paramount. We are also an inclusive and equitable workplace. We encourage every employee to contribute their expertise so that the solutions offered to increasingly complex problems are of the highest value to clients and communities. We also have regular dialogue with our employees, clients, stakeholders, communities and First Nations because this helps us identify issues and anticipate the long-term trends

and impacts of our decisions.

Ausenco's approach to environmental management is focused on stewardship through the work we do for clients in the planning, construction, and management of their projects, as well as Ausenco's own operations works to minimise impacts on the natural environment.

The intersection and interplay of these three areas are the essence of sustainability. Ausenco is committed and understands its responsibility to drive improvements in its own performance. Our objective is to find the most impactful way to elevate our own ambitions while supporting broader collective sustainability goals. We are focused on building and leveraging our existing knowledge to deliver expertise through strategic consulting and technical services that will help achieve better outcomes for our clients, the planet and society.

Over the coming year, we will review our services and identify the most significant environmental, social, and governance issues linked to our business. Our intention is to align our business practices with relevant global performance standards and reporting practices. We will engage with our employees, client, communities and stakeholders to hear their perspectives and suggestions. We believe this effort will make our next and subsequent sustainability reports more robust and comprehensive.



Inmaculada Project
Parinacochas Province, Ayacucho (Peru)

UN Sustainable Development Goals

“The Sustainable Development Goals (SDGs) or Global Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.”
- United Nations

While the SDGs are country and world focused, they require a collective effort to make progress. The actions of individual companies are critical for accomplishing positive outcomes. By operating responsibly and pursuing opportunities to solve societal challenges through business innovation and collaboration, Ausenco can help improve health and education, reduce inequality, spur economic growth, and protect the natural environment. We have chosen to focus on the UN SDGs where we believe we can have the greatest impact. As such, throughout this document, we illustrate our contribution to specific goals.



“I work closely with clients to ensure we deliver a thorough and robust environmental and socio-economic effects assessment that meets their needs as well as the expectations of First Nations, communities, assessors, and regulators.”

Shena Shaw
Business Leader, Human Environment
Whitehorse, Canada



Environment



Energy use and greenhouse gas emissions

Greenhouse gases (GHG) management and the issue of global climate change present a complex and fast-moving challenge for governments, industry and individuals.

The 2015 Paris Agreement sets the aspirations and commitments made by governments around the world for reducing emissions. Many companies are doing their part and strengthening their individual commitments to reducing GHGs. Reporting emissions, setting targets, conducting climate risk assessments of business operations, incorporating new technologies, adaptation measures, and adopting low carbon strategies for the development of natural resources and infrastructure assets are becoming commonplace.

Everything humanity consumes starts with something extracted or grown from the earth. Mined or harvested materials are processed and transformed before final goods and services are delivered to consumers. Proper engineering of projects and systems is critical for efficient material and energy use. Ausenco's engineering process leads to more efficient design than is typical of other engineering companies resulting in less energy use and fewer GHGs.

Ausenco is exploring opportunities for nature-based carbon offsets with the Aboriginal Carbon Foundation. Ausenco does not yet have an inventory of GHG emissions, nor has it set a GHG reduction target for its operations. We will review energy use and emissions, develop an inventory, and decide on an appropriate approach for reductions and a target. We are committed to ensuring that whatever targets we commit to will have an impact on the world in which we live in.

"I am confident that we all have the potential to make a positive difference when we work on what we are passionate about; for me it is through the realisation of sustainable and inclusive projects."

Alexandra Almenara

Vice President Environment & Sustainability, South America
Lima, Peru



Constancia Copper Project
Chumbivilcas Province, Cusco (Peru)

Energy use and greenhouse gas emissions

Efficient by design

The cost of the development of mineral processing plants is typically distributed among four categories: equipment, bulk material (concrete, structural steel etc), installation labour and indirect costs.

Each of these can have a material impact on the environmental footprint and sustainability of mineral extraction. Our experts bring to each project a deep commitment to designing and constructing facilities that provide the minerals and metals required to meet the demands of today's world, while ensuring these materials are extracted with minimal harm.

Our work with OZ Minerals on the Carrapateena project, a 4Mtpa copper concentrator, demonstrates the best of our approach. In partnership with Downer, we were challenged to improve the design presented in the prefeasibility study. Our priority was to design a mine that was safe to construct, operate and maintain, and provided employment opportunities for local communities all while minimising the environmental impact across all stages of construction and production.

The results speak for themselves. Our layout rationalisation resulted in a 50% reduction in the plant's footprint from the original design, requiring considerably less concrete and steel (both greenhouse gas contributors), piping and cabling. We also deployed cost-saving equipment, such as a solar decant return pump, eliminating the need for a 10km power line.

By the numbers, the benefits from our approach included:

- Operating power demand reduced from 35Mw to 26Mw
- 40% less concrete used
- 40% less steel used
- 35% reduction in annual energy demand.

Each of these contributed to a measurable CO₂ reduction from the production of copper at the Carrapateena mine.



Energy use and greenhouse gas emissions

Supporting the share of renewable energy using wind power

Each SDG has several sub-targets. The Southern Alberta Wind Project is a contribution to Goal 7.2, aimed at increasing substantially the share of renewable energy in the global energy mix.

This 400 MW project consists of 89 wind turbines located in southern Alberta, Canada and is part of the energy transition process underway for the Alberta electricity system. The project represents an addition to the 9% of existing wind generation capacity and energy in the Province. Commercial operation is expected for the end of 2022.

Ausenco led the environmental assessment for the project, which led to successful approval by the Alberta Utilities Commission. We completed a pre-construction baseline environmental assessment (including wildlife habitat mapping, wetland assessment and sensitive wildlife surveys) and coordinated noise impact and archaeological/historical resource impact assessments. We also prepared the project-specific Environmental Protection Plan, Construction and Operations Management Plan, Post-

construction Monitoring Plan and responses to information requests during the regulatory review.

Our unique alternative mitigation measures helped address climate change related impacts, environmental degradation and contributed to community involvement and stakeholder confidence about the project including compliance with permitting conditions during construction.



Southern Alberta Wind Project
Alberta (Canada)

Water and waste

Ausenco's employees reduce, reuse and recycle materials, whenever possible.

This includes recycling programs and organics composting in our offices. Our office building in Vancouver, British Columbia, Canada, is LEED Platinum, the highest level of certification, where waste management and water efficiency are integrated in design and result in reduced energy use, greenhouse gas emissions, waste, and water consumption.

While monitoring for impacts and practices in our supply chain (office leasing, technology/software) beyond Ausenco's own operations is challenging, we are committed to the most efficient use of energy and materials in our day-to-day operations.

Ausenco is a world leader in designing and delivering projects that minimise waste production and water consumption. Our design processes (flowsheets, layout, and benchmarking) reduce project costs because they use less concrete and steel in construction and have led to higher energy efficiency and an estimated 20% lower GHGs.

We are sponsors and an active member of the Coalition for Energy Efficient Comminution (CEEC). The CEEC vision is to reduce the material, energy, and capital intensity of mining projects. Directly and indirectly, CEEC research and implementation of new practices can help global efforts to curb emissions and is essential for resource efficiency.

"I really enjoy working with our team to provide solutions to some of the largest and most challenging projects around the world. Pipelines will always be a great alternative for long-distance transportation of mineral commodities as well as water supply systems. And I am proud of the work we've done on some of the world's most iconic projects."

Roberto Easdale
Vice President, Pipelines
Santiago, Chile



Escondida Water Recovery Project
Atacama Desert (Chile)

Monitoring marine biodiversity using environmental DNA and metagenomics

SDG 14.A is focused on increasing scientific knowledge, developing research capacity, and new marine technology to improve ocean health and enhance marine biodiversity. In 2020, we were part of ground-breaking work with the Canadian Standards Association in developing the first Environmental DNA (eDNA) standard of its type globally.

eDNA is genetic material released from living organisms into the environment. It can include DNA extracted from whole organisms, or their parts, present in environmental samples. New technology now makes it possible to identify many hundreds to thousands of biological species in a single marine sample. This enables comparisons of biodiversity, biological community composition and ecological function across sample locations and sampling events. eDNA methods may revolutionise how data on biodiversity are collected. The technology and science will also provide superior ways to monitor marine diversity, assess recovery potential under a variety of management scenarios, and evaluate the implications of ocean acidification and other aspects of climate change.



Trial Island
Victoria, British Columbia (Canada)

Water and waste

Ensuring the sustainable management and protection of marine and coastal ecosystems

Oceans cover more than 70% of the earth's surface and are a crucial component for ensuring a stable global natural system supporting life on the planet.

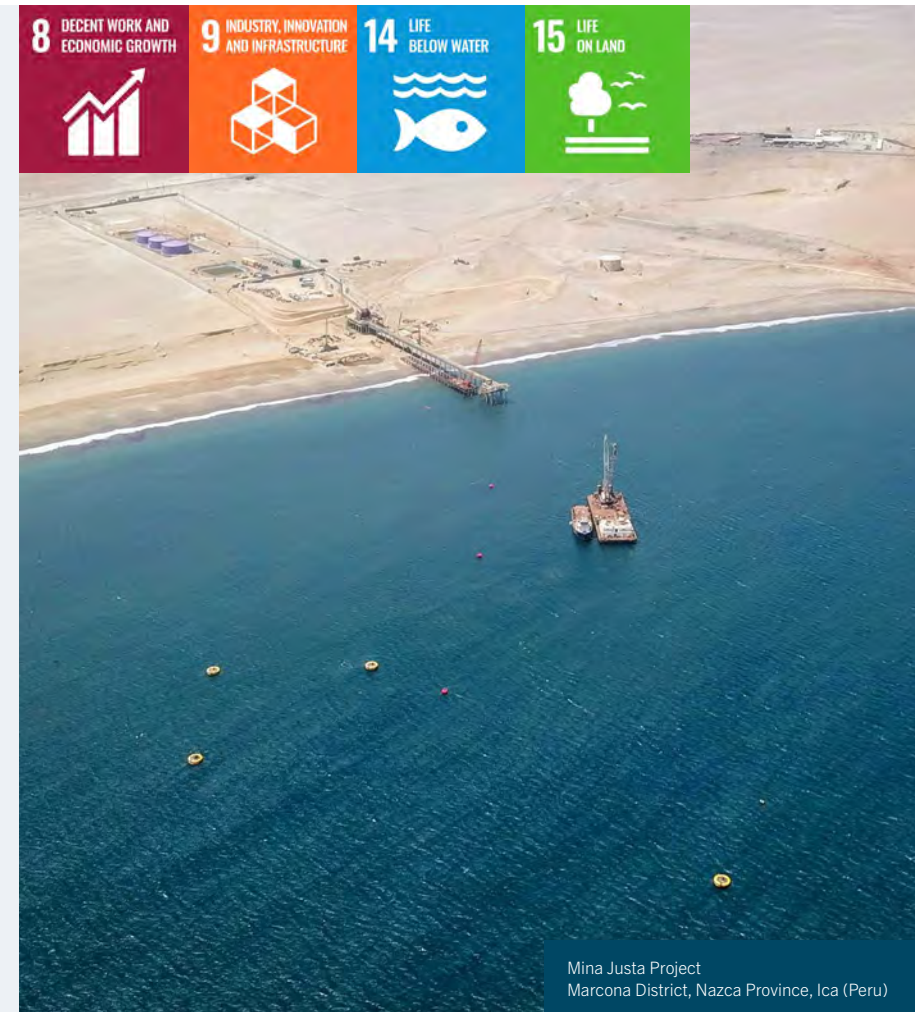
All human activity leaves a footprint on the earth. SDG 15 is oriented around the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements.

The design of the Mina Justa Project in Peru is economically significant and contributes to the sustainable management and protection of marine and coastal ecosystems (SDG 14.2). As a highly productive industry, the project contributes to economic growth, meaningful employment, and higher standards of living (SDG 8.2).

The project is in the Ica Province of Peru. It has two open-pit mines, two processing facilities with a projected annual production of ~100,000 tons of copper, and marine infrastructure including a port and 40km of underground pipeline providing seawater to the site.

The project location is close to the San Fernando National Reserve, the largest biodiverse coastal desert park in Peru, and the Punta San Juan National Reserve with the presence of guano birds and the largest population of the Humboldt Penguin, as well as marine mammals and an occasional sea turtle. As such, measuring and understanding the presence of metals in invertebrates and macroalgae in the marine environment was critical.

Ausenco completed an ecological risk study and marine biological baseline analysis for metals. This work provided robust data and an analytical framework to evaluate alternative locations for the project desalination plant. The project layout minimises impacts on marine resources and maximises the economic opportunities for continued fishing activity in nearby communities.



Innovation

Innovation today is often linked to solving challenging problems, with one of the most important issues being climate change and reducing greenhouse gas emissions. How we make more efficient use of resources, reduce waste and limit emissions is essential for a world that will see continued population growth and a rise in living standards.

Innovation turns a good idea into an actionable and scalable solution. It can be as simple as an improved administrative procedure or as complex as the invention of an entirely new product. All ideas come from people – the employees of Ausenco, our clients and stakeholders with whom we interact.

Ausenco holds an annual Innovation Challenge where the ideas of employees can grow and create new opportunities to transform our practices. We encourage our people to push the boundaries of what they think is possible to increase efficiency and identify process improvements or new market opportunities.

Some of our most recent winning projects include: Production of Lithium Hydroxide from Waste Brine Solution, Assessment Methodology for Risk of Static Liquefaction of Tailings Dams, Implementation of Technology for the Study of Biocorrosion, Remote Pipeline Cathodic Protection Monitoring Using Wireless Mesh Network, and Traditional Ecological Knowledge (TKUConnecter).

“Finding innovative ways to drive sustainable outcomes starts with the front-end shaping of each project. Some of Ausenco’s smartest technical minds are looking at how we can move the needle in terms of carbon footprint, comminution efficiency, coarse particle flotation, ore sorting, dry stack tailings, and other emerging technologies, while maintaining the economic viability of projects.”

Paul Staples

VP and Global Practice Lead, Minerals & Metals,
Vancouver, Canada



Los Pelambres Project
Choapa Province (Chile)

Innovation

Scientific research to reduce energy and improve resource development

The global need for minerals, metals and energy will increase by several orders of magnitude over the coming decades to support population and economic growth.

SDG 12.2 notes a need to achieve the sustainable management and efficient use of natural resources. This is complementary to SDGs 9.5 and 9B, both aimed at enhancing scientific research, supporting, and upgrading the technological development and capabilities of industrial sectors in all countries.

In the mining sector, comminution is an important concept. It is the process of crushing and grinding ore that is ultimately used in the production of final consumer goods. The comminution process consumes large amounts of energy in mineral processing. It accounts for about 3% of all electric power generated in the world, around half of a mine site's energy consumption, and ~10% of a mine site's production costs. Ausenco is a leading expert in optimising energy consumption in the comminution process. Our work with mine developers to reduce energy and materials use contributes directly to achieving SDGs 9, 12 and 13.

This jointly authored paper "[Where are the Opportunities for Comminution for Improved Energy and Water Efficiency](#)" is a positive addition to the body of global knowledge on issues related to resource development efficiency.

Coalition for Energy Efficient Comminution Innovation Award

The CEEC Medal celebrates and recognises the contribution of outstanding research and field work on beneficial comminution strategies. Ausenco Technical Director Grant Ballantyne was awarded the 2020 Medal for his research on energy consumption in comminution.

Summary: Mineral processing is energy intensive. The industry has a good understanding and technical knowledge of energy needs for crushing and milling ore. It has less information on energy use in ancillary equipment and therefore less than a full grasp of the total embodied energy of mining products. "Quantifying the Additional Energy Consumers by Ancillary Equipment and Embodies in Grinding Media in Comminution Circuits" explored the effect of circuit-type on electricity consumption and generated new energy curves. Results from this study will allow the benchmarking of mines and identification and assessment of opportunities for energy efficiency improvements.



Constancia Copper Project
Chumbivilcas Province, Cusco (Peru)

Social



People

We know that diverse and inclusive workplaces have more commitment from their employees, outperform their competitors and are more sustainable.

Ausenco embraces and pursues diversity in its fullest sense – gender, age, experience, nationality, colour, language, religion, location, disability, education, skills, working styles and time availability. We have earned the trust of our employees because we honour and respect the rights of every person, and we seek opportunities to help them reach their full potential.

Ausenco celebrates diversity, the characteristics that make us unique and the humanness that connects us all. We all have our own interesting and important stories, backgrounds, beliefs, passions, and quirks. We all have a licence to be ourselves and the right to be bold and confident in our differences.

Ausenco works to ensure that all our people are treated fairly. We believe in employment equity, where women, First Nations, people with disabilities, and minorities are represented in our organisation. Our employment equity program is proactive while also reinforcing hiring and promotion based on qualifications and ability.

We know it takes effort to confront our biases and report with transparency. We hire, train and mentor young people who will become the leaders of tomorrow. We work to remove barriers to participation by all and examine, regularly, all factors that may stand in the way of diversity and inclusion. This includes reviewing employment practices (i.e., recruitment, selection, hiring, promotion, termination), training and development programs, and how we can effectively accommodate employees with disabilities.

“Diversity and inclusion is a people and business imperative. It is ingrained in our ethical and social responsibilities, grounded in our core values and helps us discover and develop new possibilities.”

Fabiana Santos
Vice President, People & Performance South America
Santiago, Chile



People

Ausenco is compliant with the Workplace Gender Equality Agency (WGEA) in Australia. We report and are audited annually by WGEA. In Canada, Ausenco is compliant with the Canadian Federal Contractors Program (FCP) and audited every three years to ensure we maintain compliance with the requirements of the FCP. Ausenco addresses any audit issues identified, proactively.

In 2020, Hemmera was named one of British Columbia, Canada's Top 100 employers for the fifth year in a row and recognised as one of Canada's Greenest Employers for the fourth consecutive year. The former category is a special designation recognising employers that lead in creating a culture of environmental awareness in their organisations. These employers have developed exceptional sustainability initiatives – and are attracting people to their organisations because of their environmental leadership.

The following charts show total employees by gender, age and geographic location.

In 2020, Ausenco launched a diversity and inclusion initiative. This Board of Directors sponsored action is aimed at:

- Creating spaces for more diverse voices and reflect the diversity of people we work with
- Influencing a greater culture of acceptance and inclusion
- Encouraging individuality, acceptance, and connection
- Uniting people with things they have in common
- Covering the under-covered by highlighting the people whose stories are not being told and tell them
- Mitigating bias and prejudice by striving to tell stories that are free of stereotypes.

We will continue this journey in 2021 and beyond with the help of external experts to ensure we identify and address issues that are important to the people of Ausenco and make changes that have lasting impact.

Figure 2: Total Employees by Gender, 2020

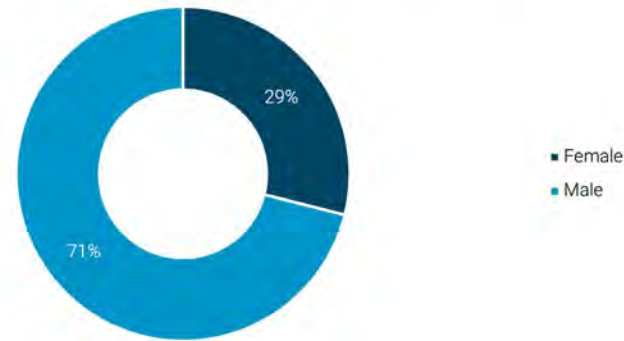


Figure 3: Employees by Age Group, 2020

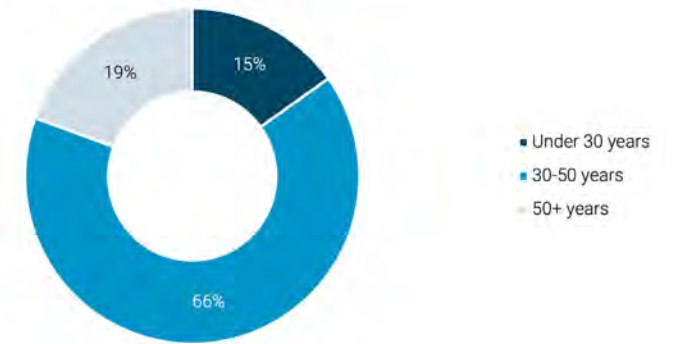
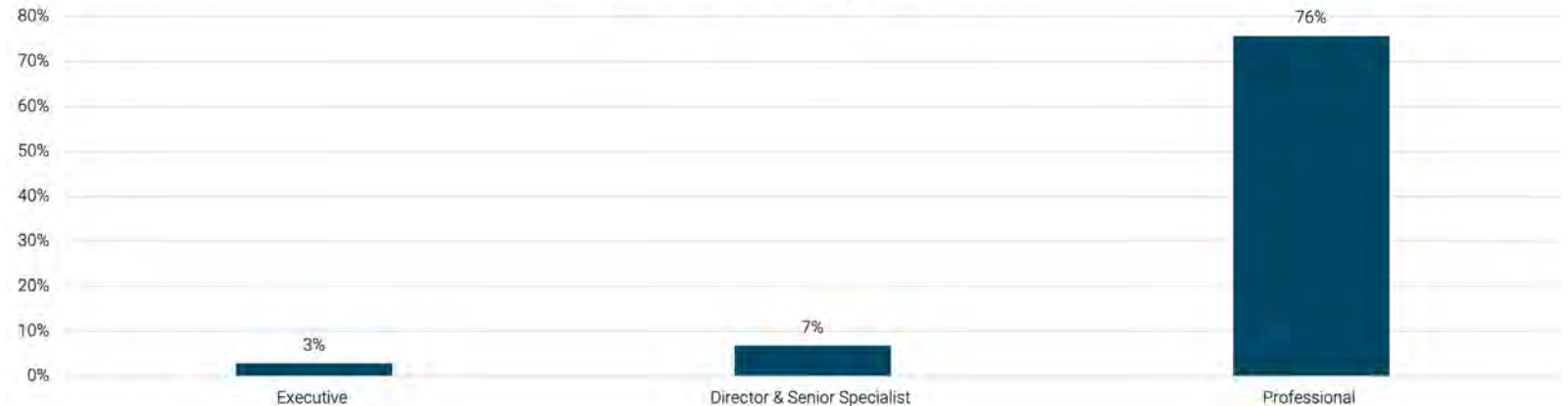
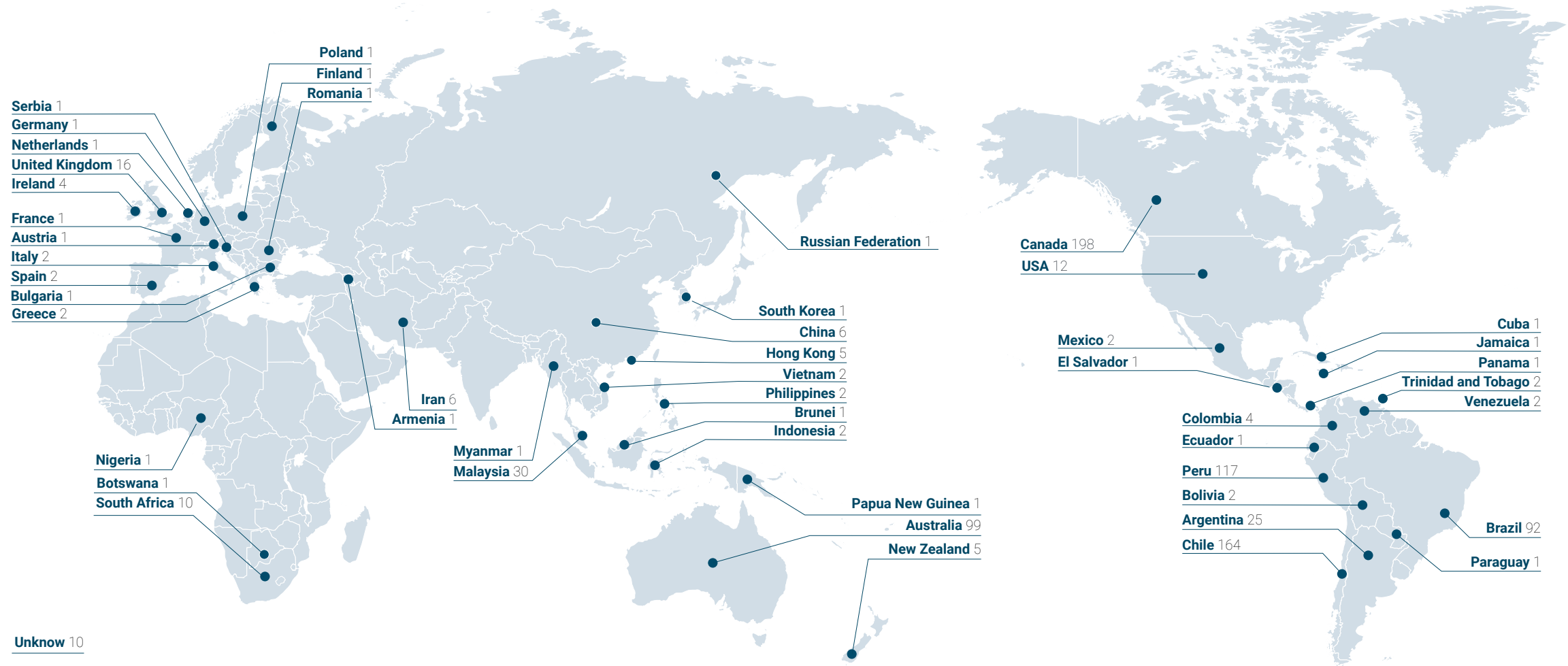


Figure 4: Employees by Level, 2020



People

Ausenco's Nations of People



People

Ausenco's commitment to, and action plans for, diversity and inclusion

"Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world." SDGs goals 5 and 10 address the full spectrum of gender inequality issues.

This includes working toward full "participation and equal opportunities for leadership at all levels of decision making in political, economic and public life discriminatory" to "empower[ing] and promot[ing] the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status."

Our 2020 Global Diversity & Inclusion Survey had 91% participation by employees. Results of this work will be used to build on Ausenco's commitment to diversity and inclusion.



People

Increased production and ongoing employment opportunities at Mantoverde

Sustained and inclusive economic growth can drive progress, create decent jobs for all and improve living standards. SDG 8.5 is focused on achieving full and productive employment and decent work for all women and men, including for young people and persons with disabilities.

An example of Ausenco's contribution to this goal is the Mantoverde Copper project in the Atacama region of Chile. Ausenco's work on this project facilitates increased production and extends the life of mine operations resulting in ongoing well-paid employment opportunities in Chile. Through careful consideration and smart design, Ausenco has minimised the land disturbance and the quantity of concrete and steel needed for the project. This has led to a lower capital budget and will eventually reduce operating costs. The new optimised design is also expected to deliver significant environmental benefits and reduced greenhouse gas emissions. The execution plan has and will keep all personnel safe during the pandemic.

"The quest for sustainable and at the same time profitable projects motivates us as engineers to create increasingly smart solutions. I am very proud to be a part of a team where professionals are motivated to overcome today's challenges."

Ana Flávia Lara
Project Manager
Belo Horizonte, Brazil



Mantoverde Sulphide Project
Atacama Desert (Chile)

Community

The Ausenco Foundation aims to make a positive and sustainable difference to people in the communities in which we live and work.

Through the generosity of Ausenco Limited and our people, we seek to work with communities to improve their conditions in a sustainable way.

The Ausenco Foundation was established in 2008 and supports communities through:

- Funding for agreed initiatives and organisations
- Volunteering and skills transfer
- Donation matching
- Use of our resources, including equipment, time and contacts.

The Foundation is managed by a board of directors with two executive and two independent directors who make the final decisions regarding strategy, funding, initiatives and ensure the proper management of Foundation activities. The core focus areas of the Foundation include:

- Helping to improve the opportunities and outcomes for children from disadvantaged communities
- Using our expertise and resources to help improve the health and safety of communities in which we live and work
- Using our expertise and resources to help improve community infrastructure
- Supporting disaster relief efforts in the communities in which we live and work.

Ausenco also encourages and supports employees to be actively involved in partnerships with local groups/First Nations/charities.

“One of our core values is to respect the communities in which we operate, and create positive outcomes for all. I am incredibly proud of the work we do in bringing that value to life, every day.”

Julisa Rocha Bando
Project Controls and Contract Administrator
Lima, Peru



Project Rum Rum
Villa El Salvador Elementary School, Lima (Peru)

Community

Education and community support for young people is the key to sustainable futures

The following are examples of contributions to the communities we work in by both employees and the Ausenco Foundation.

School-Leavers Scholarship Program

The Ausenco school-leavers scholarship program provides recipients with financial support during their engineering undergraduate courses, as well as opportunities for work experience and mentoring at the company.

Ausenco knows that education is key to the success of individuals and the advancement of society. We also know that sustainable communities depend on our collective ability to tap into new ideas of young people, harnessing their enthusiasm, curiosity, and problem-solving skills. Scholarships have a positive impact on not only the student but also reminds us, collectively, of the importance of education.

Offering educational support through the program is an opportunity to underscore the importance of engineering skills in resources development. Scholarship recipients are provided with financial support during their engineering undergraduate course, as well as opportunities for work experience and mentoring at the company.

Books in Homes

Reading is an essential skill. Ausenco is a long-term sponsor of Books in Homes. Since 2011, we have provided Durack State School in Brisbane with over 5,000 books made up of 3,654 books-of-choice, 432 additional books in the preview packs donated to the school library, and 196 Caught Being Good books awarded to children who have improved their attendance, school citizenship or reading ability.

San Vicente of Lo Barnechea Home for Children

Community support for young people at risk is important. The San Vicente of Lo Barnechea Home for Children in Santiago, Chile provides a refuge for vulnerable young people ages one to 17 who have been abandoned or exposed to domestic violence. The organisation offers emotional, spiritual, and economic support with the aim of enabling family reunification. It is a non-profit organisation supported by grants, corporate donations, and volunteers.

In 2020, Ausenco employees contributed their time and personal financial resources and completed the renovation of a therapy room. This space is critical to the wellbeing of young people in care at the home. It is a safe place to have difficult conversations and work on healing from the trauma of violence, abandonment and lack of positive role models.



First Nations

Companies create vibrant, inclusive, and resilient work environments when they embrace the pursuit of social, economic, and cultural equity.

First Nations' lived experiences are now being recognised as a fundamental engagement requirement. This nuanced understanding gives light to a much deeper appreciation of associated cultural rights and responsibilities. Around the world companies are making a deliberate and concerted effort to acknowledge the past, build respectful relationships with First Nations, and reconcile the past with the present. An important part of this is deep listening to First Nations to understand relationships and responsibilities between people and place. In this way the conversation is more balanced and reciprocal rather than an interview to retrieve information. It is also true that there is still a long and shared journey ahead for First Nations, governments, and companies around the world. However, in pockets we are seeing a shift in acknowledging the past through Truth Telling efforts leading to strengthening relationships and building trust.

Ausenco fully believes in contributing to a society that supports parity and inclusion for all. In 2013, we joined with noted First Nations leaders and sponsored [Regional Economic Solutions](#) (RES). With the support of RES, we developed our [Reconciliation Action Plan](#) (RAP). It seeks to codify our commitment to First Nation engagement and reconciliation.

Ausenco knows that building and sustaining strong connections with First Nations is not only the right thing to do but also essential to business success, and it is based on a foundation of trust and partnership. Ausenco is intentional about how it engages with First Nation communities, regardless of region or business activity. We strive to achieve excellence in key aspects of First Nation equity and inclusion by seeking to identify and procure high value employment, training, capacity building and business opportunities with and for First Nation individuals, businesses, and organizations through our ongoing work on projects and with clients.

"As a Bidjara/Kara-Kara descendent of the world's oldest continuous civilisation, sustainability is the essence of me. Our stories of people and place harness collective wisdom of 65,000-plus years which, combined with today's knowledge, gives rise to robust and collaborative dialogue and understanding, bringing about solutions in an environment of humanity and trust."

Leann Wilson
Executive Director
Regional Economic Solutions (RES)
Brisbane, Australia



First Nations

Working towards positive impacts for First Nation inclusion and employment opportunities

Carrapateena Copper-Gold Project in South Australia

The Carrapateena project in South Australia is one example of how Ausenco, through its partnership with RES, has had a significant positive impact on measures of First Nations' economic, social, cultural, and environment effects from mine development. Project-specific First Nations employment of 11% contrasts with more typical and lower industry-wide First Nations employment levels. Of particular importance, was the number of skilled roles filled by First Nation Australians from the Port Augusta region. All Ausenco's First Nations employees were offered skills training delivered in a culturally appropriate manner and had the necessary cultural support to address challenges of working in mining labour camps, away from family, community supports and familiar surroundings.

Ketza River abandoned mine site in Yukon, Canada

In Canada, Ausenco's subsidiary Hemmera has a unique depth of experience working with First Nations communities and strives to achieve excellence in key aspects of First Nations inclusion. In part this is by identifying high-value employment, training and capacity building as sub-contractors and/or partners in its projects. Hemmera is also proactive about ensuring cultural awareness among all its staff.

In 2019, Hemmera initiated a program to develop and build First Nations partnering and capacity building opportunities in Alberta, Saskatchewan, and the Northwest Territories. Hemmera is currently completing an environmental and geotechnical program at the Ketza River abandoned mine site near Ross River, Yukon. Hemmera developed an Affected First Nation Participation Plan. It focuses on training, capacity development, and direct employment of local First Nations. The field program has direct involvement of Dena Cho Environmental and Remediation (a company of the Ross River Dena Council) including training in field methods for all the affected First Nations - Ross River Dena Council, Liard First Nation, Teslin Tlingit Council, Dease River First Nation and Kwadacha Nation. The objective is to have Dena Cho Environmental and Remediation complete portions of the field program for surface water monitoring and sampling independently and in this way embed the skills within the community enabling future work to be carried out by First Nations experts.



Carrapateena Copper-Gold Project
South Australia

Health and safety

Safety is a core value, one of our highest priorities, and essential to Ausenco's long-term sustainability. Everyone is responsible for the application of our health and safety policy, including employees and contractors.

Our commitment to health and safety is driven by strong leadership and active engagement by our employees. We are constantly training our people on how to make the right decisions, how to learn from mistakes, and how to collaborate because achieving Zero Harm excellence is only possible when we work together.

Ausenco's approach to health and safety has eight golden rules and seven foundational elements:

- Leadership that drives a shared culture of safety citizenship
- Systems that are compliant with OHSAS 18001 and ISO 14001
- A reporting system that provides 'line of sight' into our HSE performance and the effectiveness of the HSE strategy
- Core HSE tools that enable our people to manage critical hazards
- HSE front end loading designed to provide the framework for successful project delivery
- HSE communications that ensure we engage with our people to share and apply the lessons learned and enable continuous improvement
- Governance and assurance that demonstrates the effectiveness of crucial systems.

"Through their uncompromising dedication to safety amid the COVID-19 pandemic and during a time of challenging commissioning activities, our team at Mina Justa was able to help the project surpass 10 million person hours without a Lost Time Incident (LTI). That is a true testament to our core value of safety in all we do."

Peter Mayall
Project Director
Lima, Peru



Mina Justa Project
Marcona District, Nazca Province, Ica (Peru)

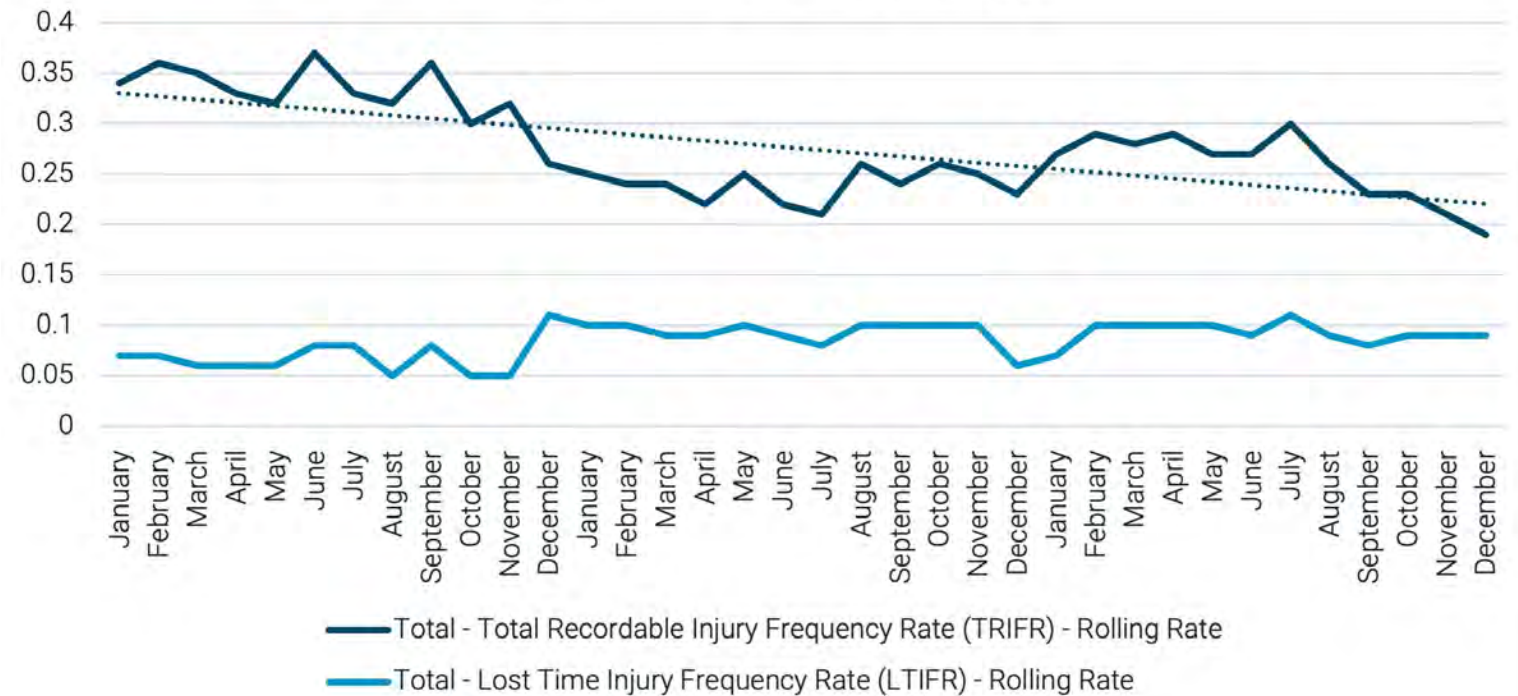
Health and safety

Ausenco's attention to safety has resulted in a marked decline in safety incidents over time (see Figure 1). This is a testament to strict monitoring and a focus on continuous improvement. Our Health and Safety Policy is reviewed and updated annually to ensure it is in line with best practice and reflects the nature of our constantly evolving work across the globe. Every incident is reviewed in detail. Lessons learned bulletins are distributed to all staff via our global health and safety management system. Our safety dashboard tracks recorded injury rates, current investigations, audits underway, inspections and other safety data.

Health and Safety Awards

Ausenco has been recognised as one of Canada's Safest Employers in each of the last five years. In 2020, we were awarded the Excellence Award for the Mining & Natural Resources industry, and the Excellence Award in the Best Health & Safety Culture category.

Figure 1: Incident Rates over Time (per 200,000 hours)
2018-01-01 - 2020-12-31 (Ausenco)



Notes:
TRIFR or Total Recordable Injury Frequency Rate, or total recordable injury rate, is the number of fatalities, lost time injuries, substitute work and other injuries requiring treatment by a medical professional per million hours worked.

LTIFR or Lost Time Injury Frequency Rate is the number of lost time injuries occurring in a workplace per million hours worked.

Stakeholder engagement

Ausenco has many stakeholders, including our shareholders, employees, contractors, clients, supply chain vendors, regulators, and communities. We know that the best way to minimise disagreement is to ensure all the stakeholders are in the room. As such, stakeholder engagement is one of our core values.

When done well, deliberate, and open stakeholder engagement improves communication between parties, creates and maintains support, and enhances the reputation of an organisation. Quite simply, listening to stakeholders leads to better outcomes, whether these are for our own operations or in the delivery of projects for clients.

Over the coming year, we will examine our engagement practices and continue to reach out to stakeholders. We want to make sure we are clear about and understand their issues and expectations. What we learn will become part of future reports.

“Our priority as consultants is to provide knowledge and expertise that generates value for our clients in a sustainable and innovative way, and to develop relationships based on trust with all stakeholders.”

Rafael Figari
Operations Director, Environment & Sustainability
Lima, Peru



Environmental Monitoring
Jujuy Province (Argentina)

Governance



Roberts Bank Terminal 2 Project
Delta, British Columbia (Canada)

Governance

Sound governance as a foundation for sustainable development and superior performance

Sustainability is managed from the highest levels of Ausenco. We use our corporate governance practices and policies to ensure we work with integrity, enabling the continued success and profitability of Ausenco while making positive contributions to the world. We provide continuous training on ethics and the ethical behaviours we expect from our employees. Our Board of Directors and senior leadership team know that strong governance begins with them. They have ultimate responsibility and accountability to shareholders, employees, clients, and stakeholders to ensure that how Ausenco conducts itself and delivers services is consistent with our approach to sustainability. Our suite of core policies and codes of practice provides our people with guidance on how to conduct business on behalf of Ausenco and engage with our stakeholders based on our commitment to sustainable development.

Board of Directors

The Board of Directors' (Board) key responsibility is protecting and enhancing Ausenco's long-term value for our shareholders. This includes helping set broad sustainability and other goals for Ausenco, ensuring the company has adequate resources to carry out those goals, and that these resources are well-managed.

Chief Executive Officer

The Chief Executive Officer (CEO) is the most senior member of the leadership team and exemplifies the values Ausenco hold. The CEO makes and sets the strategic direction for Ausenco. The CEO also makes all major managerial, operational, and resource management decisions and reports to the Board on company performance.

Leadership Team

Ausenco's Leadership Team, including the Executive Vice President of Sustainability, reports to the CEO, various Board committees and/or the Board of Directors. They evaluate, set priorities, and manage risk associated with all day-to-day business activities, including performance reporting.

Business, Governance, and Sustainability Policies

- Business Ethics Policy
- Business Ethics Standard
- Sustainability Policy
- Code of Conduct for Dealing in Securities
- Continuous Disclosure Policy
- Diversity Policy
- IT Acceptable Use Code
- Social Media Policy
- Anonymous Whistleblower Policy
- Modern Slavery Policy.



Conclusion

We understand the increasing need for companies to improve their social and environmental performance and associated governance practices.

The accelerating demands for a substantial response to the climate challenge from investors, regulators, markets, and civil society organisations is the clearest example of this trend. In this report we have taken our first steps to document what we are doing to help build a better world, but we need to do more:

- In the coming year, we will be taking steps to improve our performance and our ability to make a broader contribution to sustainable development. This will include building our internal capacity to measure and report on our performance to our internal and external stakeholders.
- Creating strategic services that will help our clients understand ESG trends, expectations, and standards. We will focus on helping clients use this knowledge to develop strategies and implementation plans that will help contribute to sustainable development in a meaningful way.
- Leverage our existing value-adding consulting studies, project delivery, asset operations and maintenance solutions to become the ESG project partner of choice. Our focus will be on measuring the ESG benefits our services bring to our clients and helping them document and improve their performance. We will use our geotechnical, civil, hydrology, hydrogeology, and environment engineering skills to optimise resource use, minimise wastes, and identify low and zero carbon opportunities in all our projects.



BC Hydro Submarine Cable Replacement
British Columbia (Canada)



Finding a better way to create a sustainable future.

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