



Creating enduring  
value and certainty

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**Expect  
More**

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# INTRODUCTION



## INTRODUCTION FROM THE CHAIR OF THE SUSTAINABILITY COMMITTEE

I am pleased to present Perenti's FY22 Sustainability Report. At Perenti, we are committed to progressing our sustainability journey to meet the expectations of stakeholders and to deliver shareholder value.

To reinforce the criticality of sustainability to the business, we have embedded sustainability into everything we do within our updated 2025 Strategy. During the past year we also established the Sustainability Committee to ensure material sustainability issues receive appropriate attention, oversight and strategic guidance. Since the committee's establishment we have engaged in our planned approach on issues such as climate change, human rights and the further development of our sustainability strategy and standards.

Safety is a vital focus of the committee's work. Despite our ongoing safety efforts we are deeply saddened by the tragic loss of three of our employees and the irreplaceable loss this has caused their families, friends and workmates.

The loss of our colleagues is felt deeply throughout Perenti and reinforces our determination to continue strengthening programs to improve the management of critical risks, further develop our leadership capability and culture, as well as provide effective systems for safe work.

Our Sustainability Report outlines our efforts to improve our sustainability performance and address risks and opportunities which are material to our business.

**TIM LONGSTAFF**  
22 August 2022

**SUSTAINABILITY  
EMBEDDED IN  
EVERYTHING WE DO**

**OUR APPROACH**

At Perenti, sustainability means the ability to thrive in perpetuity, considering all our stakeholders and honouring our 'social licence to operate.' This is consistent with our organisational purpose 'to create enduring value and certainty' for all our stakeholders. To deliver on our purpose requires us to not only be consistently profitable but also plan and operate in a responsible manner.

In FY22, COVID-19, the Ukraine conflict as well as a series of natural disasters reinforced how external issues can impact business. In recognition of the criticality of sustainability to the future success of Perenti we emphasised the intention to "embed sustainability into everything we do" with the launch in June 2022 of the Perenti 2025 Strategy update.

In practice, this means, amongst other things:

- Integrating sustainability considerations in key business processes such as those relating to business planning, project tendering, risk and opportunity management, investment evaluation and capital allocation.
- Focusing on safety improvement projects.
- Ensuring our performance and service offerings are aligned with external stakeholder and market expectations.
- Incorporating sustainability into our operating model and organisational structure.
- Reviewing our business to ensure plans are developed to access and address sustainability-related risks and opportunities, including climate change physical and transition risks.
- Transparently disclosing our position and performance on issues that our stakeholders care about.
- Ensuring roles and responsibilities relating to sustainability are clear from the Board to operational levels.
- Supporting the mining industry's efforts to improve its position and approach on material sustainability issues.

During FY22, we have continued to improve our overall approach and performance including:

**Environment**



- Active participation in the Electric Mine Consortium including trialling of electric plant on operating sites.
- Delivered Group Executive training on climate change.
- Developed a Decarbonisation Plan to help focus our efforts and activities going forward in line with our clients and broader societal ambitions.

**Social**



- Introduced *CheckMate*, a tool for frontline employees to 'check' the critical safety controls are in place and working effectively prior to commencing work.
- Progressed a technology solution on collision avoidance to improve pedestrian safety in underground operations.
- Published our Eliminating Sexual Harassment Position Statement and launched the associated *It's Not OK* campaign that aims to eliminate sexual assault, sexual harassment and other harmful behaviours from our workplace.
- Published our Human Rights Policy and continued the implementation of our Human Rights Action Plan.
- Invested in local communities with ~\$1.5 billion in local procurement and 89% local employment rate.

**Governance**



- Established a Sustainability Committee to provide oversight and strategic direction on material sustainability issues for the business.
- Delivered tailored anti-corruption and anti-bribery training to high-risk roles across the business.
- Launched a data protection standard for the Group.
- Updated the Code of Conduct to incorporate expectations relating to sexual harassment and other harmful behaviours.

**STRUCTURE AND SCOPE**

As in previous years, this Sustainability Report is designed around our Sustainability Framework that is based on our five principles. We also continue to progressively expand the performance metrics we report on, which are aligned with internationally recognised standards such as GRI. To that end, we are keeping abreast of developments in disclosure standards including those of the International Sustainability Standards Board. We are also progressively aligning our disclosure with the Taskforce on Climate-Related Financial Disclosure Framework (see page 39 of this report).

**OUR PRINCIPLES**

- NO SHORTCUTS
- NEVER WASTEFUL
- SMARTER TOGETHER
- WALK IN THEIR SHOES
- ENABLE TOMORROW

**MATERIAL ISSUES**

Perenti has undertaken a materiality assessment involving internal and external stakeholders to inform the development of our Strategic Sustainability Plan. Further details regarding our materiality assessment approach were provided in our 2021 Sustainability Report.

Our priority sustainability issues are shown in the graphic to the right. Safety remains our most material issue. Despite significant progress made, Perenti’s health and safety performance throughout the year was overshadowed by the death of three of our colleagues in two separate events. Further details on our safety performance and approach is detailed on page 41 of this report.

Perenti’s material sustainability issues are reviewed every three years and the materiality assessment will be updated in FY24.

IMPORTANCE TO PERENTI



**UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**

The United Nation’s Sustainable Development Goals (SDGs) were developed as a call to action for governments, business and communities to work together to end poverty, fight inequalities and protect the planet. The SDGs define 17 goals and accompanying targets focus on the most urgent economic, social and environmental challenges facing society today. The SDGs were adopted in 2016 by all 193 UN Member States with the intention of achieving the goals by 2030.

Many of Perenti’s activities and initiatives contribute in a meaningful way to the SDGs (see table), including our own goals and commitments which are outlined at the beginning of each section of this report.

Material Issue	Perenti contribution to the goals	UN SDG	Read more
<b>Environmental Contribution</b>			
<b>Climate change</b>	Perenti is taking action by addressing the transitional and physical risks of climate change. We are also collaborating with others to reduce our scope 1, 2 and 3 greenhouse gas emissions.	  	Page 38
<b>Social and Economic Contribution</b>			
<b>Safety</b>	Perenti remains committed to maintaining working environments that mitigate occupational health and safety hazards and protect the health and wellbeing of our people.		Page 41
<b>Workplace health and wellbeing</b>			Page 45
<b>Governance</b>	Perenti aims to conduct business in a transparent manner in compliance with the laws of the countries in which we operate. We strive to act with integrity and maintain trust with our shareholders, communities and other stakeholders.		Page 34
<b>Business ethics and anti-corruption</b>			Page 34
<b>Security</b>	Perenti aims to mitigate and respond to security risks that may result from political, economic or social factors.  We manage security in a manner that protects our people and our operations while promoting human rights.		Page 36
<b>Human rights and modern slavery</b>	Perenti has further progressed its approach to human rights and modern slavery in FY22 with the overall objective of identifying, mitigating and preventing human rights infringements and risks.		Page 36
<b>Inclusion and diversity</b>	Perenti seeks to recruit and retain talented and qualified individuals and ensure all people systems and practices are inclusive and deliver diversity outcomes.	 	Page 47
<b>Talent attraction and retention</b>	We promote the social and economic wellbeing of employees and respect internationally recognised workers’ rights.		Page 48
<b>Labour relations</b>		 	Page 48
<b>Indigenous engagement</b>	Perenti works to create genuine, respectful and productive relationships with Indigenous groups.		Page 49
<b>Decent work and economic growth</b>	We are committed to local employment, training and procurement. Central to Perenti’s 2025 Strategy is the generation of competitive returns that in turn attract further capital investments.		In Annual Report on page 16 and on page 49



## SUMMARY OF OUR PERFORMANCE

	Metric	2022	2021	2020
<b>NO SHORTCUTS</b>				
<b>Ethics and Governance</b>				
Compliance with Code of Conduct	# breaches	0	0	0
Compliance with continuous disclosure	# breaches	0	0	0
<b>Safety and Health</b>				
Total fatalities	#	3	1	1
Lost Time Injury Frequency Rate (LTIFR)	# incidents per million hrs worked	0.5	0.4	0.3
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hrs worked	6.9	5.1	4.9
All Injury Frequency Rate (AIFR)	# incidents per million hrs worked	28.9	26.5	26.2
Serious Potential Incident Frequency Rate (SPIFR)	# incidents per million hrs worked	2.8	2.9	4.1
Fines and Prosecutions	#	0	0	0
<b>NEVER WASTEFUL</b>				
<b>Environment</b>				
Greenhouse gas emissions – scope 1	tonnes CO <sub>2</sub> -e	2,323	3,462	6,456*
Greenhouse gas emissions – scope 2	tonnes CO <sub>2</sub> -e	4,361	5,193	5,546
Energy consumed	Gigajoules	63,655	99,865	125,424
Total significant environmental incidents	#	0	0	0
Fines and prosecutions	#	0	0	0
<b>SMARTER TOGETHER</b>				
<b>Our people</b>				
Total workforce	#	8,939	7,881	7,729
<i>Employees by Region:</i>				
• Australia	%	38.9	40.8	37.1
• Africa	%	56.7	53.2	62.7
• United Kingdom	%	<1.0	<1.0	<1.0
• North America	%	4.3	4.6	<1.00
Total voluntary turnover rate	%	26.6	17.0	14.7
Females on the Board <sup>1</sup>	#/%	2/29	2/31	2/29
Females in senior management	%	18.8	18.2	16.2
Females in the workplace	%	10.6	10.0	8.6
Australian workforce employed as an apprentice	%	4.4	4.4	5.0
Australian workforce provided with a traineeship	%	8.1	8.0	-
<b>WALK IN THEIR SHOES</b>				
Local participation in international workforce <sup>2</sup>	%	89.4	86.8	88.2
Local procurement expenditure <sup>3</sup>	AUD\$	1.48B	1.12B**	-
Community investment and donations	AUD\$	368,601	244,500	-

\* Includes emissions associated from exploration activities which is outside of our operational control.

\*\* FY21 local procurement spend corrected due to an administrative error.

1. Females on the Board for FY22 is based on the absolute number at the end of the financial year. The FY21 figure is based on average of days worked.

2. Local participation is country Nationals (Locals) only, does not include third country nationals.

3. Local procurement expenditure refers to the purchasing of goods or services from a supplier registered or based within the same country as the operation.



# NO SHORTCUTS ETHICS AND GOVERNANCE

## OUR COMMITMENTS

Perenti made the following FY22 commitments:

FY22 commitment	Status	Reference
Cyber and information security: Develop and roll-out a data protection standard for the Group.		Cyber and information security, page 35
Review the coverage of sustainability matters within the Board structure and meeting program.		Board structure, page 34
Board undergoes climate change training to ensure their understanding of climate related developments is current.		Climate change, page 38
Ensure human rights related provisions within contracts and service agreements are applied consistently across the Group.		Human rights and modern slavery, page 36

## In FY23 we will:

- Undertake two crisis and two emergency management training exercises across the Group.
- Conduct one second line assurance audit of the division level emergency management plan and project (site) emergency response plan.
- Implement the Perenti Governance Framework, including a single document management platform across the organisation.
- Deliver tailored human rights training to high-risk roles across the Group.
- Undertake a human rights audit of a high-risk category supplier.

## BOARD STRUCTURE

The Perenti Board is comprised of the relevant skills, diversity and experience to ensure ethical and responsible delivery of value to shareholders. The composition of the Board is reviewed annually by the Nominations Committee. As at 30 June 2022, the Board comprised seven Directors, six of whom are non-executive directors. Details of each Board member, including their skills, experience and term of office are set out in Perenti's 2022 Annual Report and are also available on Perenti's website.

The Board Charter requires a majority of directors to be independent, with an assessment of the independence of each Non-executive director being undertaken in August 2021 in accordance with ASX Recommendations and Principles. The Board currently has four committees to assist in carrying out the role of guiding the Company's strategic direction – the Audit & Risk Committee, People & Remuneration Committee, Sustainability Committee (established in February 2022) and the Nominations Committee (established February 2022). The charters for these committees are available on Perenti's website. The members of the committees are all independent directors.

The newly formed Sustainability Committee met in February and June 2022. Topics discussed by the committee included safety, sustainability strategy, climate change, human rights and modern slavery, investor expectations, sustainability disclosure and environmental management. Safety and sustainability related issues are also discussed collectively by the Board. For example, climate change was discussed as part of the Board Strategy Workshop in December 2021.

## RISK AND INTERNAL AUDIT

Perenti faces a broad array of risks, including operational, economic, technological, geo-political, regulatory, environmental and reputational risks (see page 56 of the Annual Report for further information). Perenti's approach to sustainability risk and opportunity is integrated into our overarching risk management framework, which is aligned with ISO 31000:2018 and the ASX Principles and Recommendations. Sustainability related risks are assessed involving cross-functional input from across the business.

The approach utilises an enterprise-wide process to identify and assess material risks to the Group and seeks to apply appropriate controls. Our top-down/bottom-up risk framework enables the Group to make informed decisions and effectively prioritise resources. The framework views risk from a variety of time horizons which allows for detection and investigation of emerging risks and effective evaluation of risks against longer term strategic objectives.

The Internal Audit function was established in August 2020 and is a critical part of the Perenti Assurance Framework. The purpose, role and authority of Internal Audit is governed by a charter approved by the Audit and Risk Committee. The Audit and Risk Committee approved the FY22 Internal Audit Plan.

Twelve internal audits were completed during FY22. The audits largely focused on the adequacy of the health, safety and environmental systems, critical control management and reporting. The audits included an assessment of how effective these systems and controls were implemented and used across Perenti's operations. Internal audit actions were raised during the year to strengthen controls and improve systems and processes. The actions are subject to a governance process and are tracked until closed.

The FY23 Internal Audit Program will continue to have a health, safety and environmental focus, together with key financial and business processes.

### CODE OF CONDUCT

Our Code of Conduct sets out the standards of behaviour expected of our directors, employees, consultants, contractors and suppliers. In FY22, the Code of Conduct was updated to specifically reference harmful behaviours in line with our Eliminating Sexual Harassment Position Statement.

During the past year we also monitored compliance with the mandatory learning module for the Code of Conduct, with all employees required to complete refresher training at least every two years.

### SUPPORTING A CULTURE OF SPEAKING UP

Perenti is committed to achieving and demonstrating the highest standards of ethics and corporate governance. Policies and standards are in place to provide guidance to directors, executives and employees in the management and running of our operations.

Perenti has a *Speak Up* Program in place across the business in the relevant local language. The *Speak Up* Program gives employees, and other stakeholders, a range of options to report misconduct while providing anonymity and protection to the person reporting the misconduct. The program is supported by a *Speak Up* Policy and Standards specific to the countries in which Perenti operates.

In FY22, there was one disclosure made through the *Speak Up* Program that was classified as a non-material Code of Conduct issue. The allegation relates to a potential misuse of a minor amount of funds.

### ANTI-BRIBERY AND ANTI-CORRUPTION

Perenti has an Anti-bribery and Anti-corruption (ABAC) Policy which sets out the Company's zero tolerance for any bribery or corruption in its business dealings and operations anywhere in the world. The Company also has a related ABAC Standard which sets out the specific requirements of our Company's employees and suppliers related to the policy. Consistent with this standard, no political donations or facilitation payments were made during FY22. Any material breaches of the ABAC Policy are reported to the Board and Audit & Risk Committee. No breaches were reported in FY22.

In FY22, the Company monitored compliance with the online training module for ABAC for all new employees as part of their induction as well as a tailored module for 372 employees working in 'high-risk' roles. These roles include all supervisor positions and above, as well as those involved in commercial interactions such as procurement. As of the time of reporting, 71% of those identified as high-risk roles had completed the ABAC training with the remainder to complete the training in Q1 FY23.

In accordance with the ABAC Policy and Standard, all businesses have a gift and hospitality register in place, maintained by nominated employees within each business and reported and consolidated at a Group level.



### TIMELY AND CONSISTENT DISCLOSURE

Our Market Disclosure and Communications Policy outlines Perenti's commitment to providing our shareholders and the market with full and timely information about our activities. In the last financial year, the Company made 73 announcements and disclosures via the ASX with no breaches of continuous disclosure.

### CYBER AND INFORMATION SECURITY

In FY22, Perenti's Security Program delivered extensive people, process and technology capability improvements which have strengthened our security position by reducing risk and exposure. Key activities of the Security Program included the deployment of a sophisticated market-leading vendor managed platform for the detection, response and remediation of malicious activity and behaviour across Perenti's device network. The program also established a 24x7 security operations centre, delivered in partnership with a leading security service provider.

A range of other security enhancements were delivered under the program, including implementation of device-level encryption, risk-based conditional access to Microsoft 365, an enterprise password management solution and identity and access management-related enhancements. Security awareness campaigns were delivered throughout the business in FY22 which focused on reinforcing cyber-safe security aware behaviours.

A Data Protection and Privacy Group Standard was developed in FY22 and will be implemented in FY23.

### INDUSTRY ASSOCIATION MEMBERSHIPS

Perenti, or its operating businesses, are members of peak bodies and organisations including:

- Association of Mining and Exploration Companies (AMEC) – Associate member
- Australia-Africa Minerals and Energy Group (AAMEG)
- Australian Resources and Energy Employer Association (AREEA) – member of the Mental Health working group
- Austmine
- Chamber of Minerals and Energy Western Australia (CMEWA) – Member of the Work Health and Safety and the Safe and Respectful Behaviours working group
- Gold Industry Group
- Minerals Council of Australia – Member of the Safety and Sustainability Committee.

Our engagement with these organisations is consistent with the Perenti Code of Conduct.

**HUMAN RIGHTS AND MODERN SLAVERY**

Upholding human rights is core to our principles at Perenti. We are committed to respecting human rights, cultures and customs of employees, communities and suppliers by implementing practices consistent with recognised international standards including the *Voluntary Principles on Security and Human Rights*. This commitment is included within our Code of Conduct and associated training module for employees, which sets out employee expectations, and was further strengthened in FY22 with the publishing of our Human Rights Policy.

In FY22, we submitted and published our second public Modern Slavery Statement in accordance with the Commonwealth Modern Slavery Act 2018. Our commitment to ensuring human rights related provisions within contracts and service agreements are applied consistently across the Group was completed in FY22. All Perenti supplier agreements now require suppliers to acknowledge compliance to the Perenti Modern Slavery Statement requirements.

We continue to strengthen our governance framework with the development of a Human Rights Modern Slavery training package aimed at our procurement team, a supplier audit protocol and accommodation checklist. FY23 will see these processes and tools embedded into our current systems.

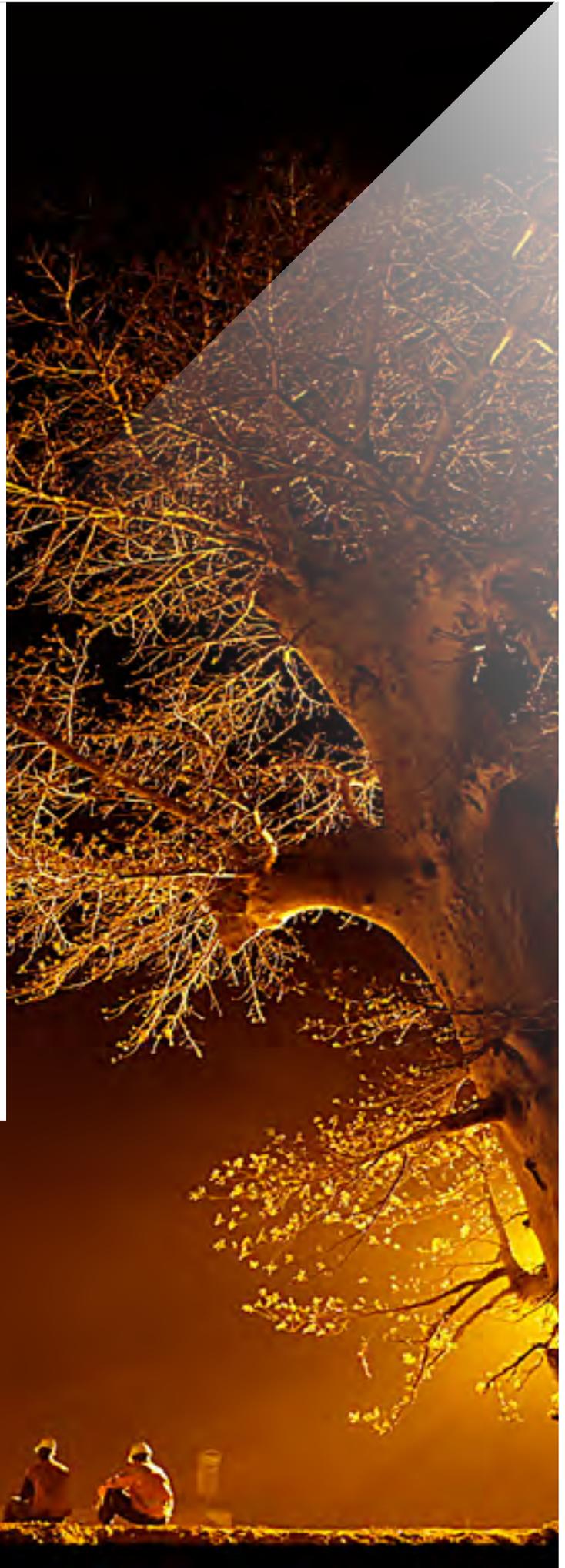
**SECURITY**

Perenti is committed to ensuring we maintain a state of security, emergency, and crisis preparedness to enable us to prevent, respond and recover from security and other events which may impact our people, the environment, assets, business operations or reputation.

The Group continues to adopt a holistic approach to the management of security, emergency and crisis related risks which is supported by a suite of standards and associated plans and guidelines.

A significant priority for FY22 was the continued COVID-19 response, in particular the planning and coordination of crew change operations.

Our security, emergency and crisis management capability has been further strengthened through the provision of training to corporate and site teams in both Africa and Australia. A number of crisis and emergency exercises were also conducted during the past year in line with our training program.





# NEVER WASTEFUL ENVIRONMENT

## OUR COMMITMENTS

Perenti made the following FY22 commitments:

FY22 commitment	Status	Reference	In FY23 we will:
Publish a Climate Change Position Statement consistent with the Taskforce on Climate Related Financial Disclosure Framework.		Climate Change, page 38	<input checked="" type="checkbox"/> Develop and commence implementation of a Group Environmental Management Standard.
Further formalise and progress our decarbonisation efforts.		Emissions and Decarbonisation, page 38	<input checked="" type="checkbox"/> Publish a Climate Change Position Statement.
Deliver climate change training to the Board.		Climate Change, page 38	<input checked="" type="checkbox"/> Capture and disclose our scope 3 emissions associated with fuel use on our client sites.
Establish an internal water and energy efficiency initiative platform to record, track and improve collaboration on water and energy initiatives throughout the business.		Water, page 40	<input checked="" type="checkbox"/> Set a scope 1 and 2 greenhouse emissions reduction target. <input checked="" type="checkbox"/> Capture and disclose water use and waste for our office and workshop facilities.

We are committed to minimising the environmental impact of our operations and offices through the education of our employees, utilising best practice procedures, complying with legislation and conforming to any specific environmental requirements of individual sites and clients.

During the reporting period we progressed actions identified in our three-year Environmental Business Plan which included the development of a Group-level environmental risk register, refresh of environmental induction material, distribution of environmental education 'toolboxes' to sites and capturing GHG data in our HSE information system.

### Focusing on what Perenti can influence

Perenti aims to improve the sustainability performance of systems and processes under our control and influence. Importantly, there are several mining processes on client sites where we operate, for which we do not offer services or have influence to change. Perenti does not design, maintain or operate tailings storage facilities for our clients. We recognise the potentially significant risk tailings storage facilities pose to the safety and health of people, infrastructure and the environment, if not effectively managed and governed. Rehabilitation is typically the responsibility of the mine operator and is managed by Perenti's clients.

As a mining services provider Perenti is not the mine site owner involved in the planning or approval phase of a mining project and therefore does not contribute to pre-mining activities such as obtaining regulatory approvals, developing an environmental and social impact assessment, stakeholder identification and consultation, resettlement, and establishing free, prior and informed consent. Perenti recognises the importance of maintaining the biodiversity that underpins ecosystem functioning and is aware of developing industry initiatives such as the Task Force on Nature-related Financial Disclosure. Avoiding and minimising biodiversity impacts of the mine is typically managed early in the project life cycle by our clients, who are also responsible for monitoring, restoring and, if necessary, offsetting residual impacts.

The above-mentioned requirements are the responsibility of Perenti's clients at all our locations. Perenti recognises the importance of these processes and acts in accordance with any regulatory approvals obtained by the operator, as well as the laws and regulations of the host country.

**ENVIRONMENTAL MANAGEMENT SYSTEM**

Our environmental management practices are directed by our Health, Safety and Environment Policy and our Sustainability Policy. The Health, Safety and Environment Management System described in the health and safety section of this report is consistent with the requirements of ISO 14001 and forms the framework for how environmental management is planned, executed and governed.

During the reporting period, a comprehensive review of environmental risk registers from across the business was conducted. The review has applied a consistent methodology across different business units, providing a robust group level environmental risk register. Both business environmental management plans and the environmental inductions have been reviewed and updated to align and address risks identified in the risk review.

Greenhouse gas (GHG) reporting processes were enhanced in the reporting period with the introduction of centralised reporting into the Perenti HSE information system. This has strengthened data reliability and transparency as well as verification processes.

Sustainability considerations were reviewed and refined to optimise the sustainability impact in the reporting period. This has included emission calculations being embedded into tendering estimates and high-level risk reviews of other sustainability issues.

The environmental awareness program was strengthened in the reporting period with the development and implementation of a business-wide environmental communication plan. Outputs from the plan have included country specific environmental toolbox posters on a range of topics and a sustainability ideas form which encourages personnel from all parts of the business to submit improvement ideas.

An internal sustainability working group was established in the reporting period. The purpose of the working group is to improve sustainability understanding, engagement and performance across the business.

**CLIMATE CHANGE**

Perenti remains committed to acting on climate change by responding to physical and transitional risks and opportunities while playing our role in industry efforts to support the transition to a low carbon economy. We consider transparency in climate change response and management to be a fundamental practice in the collective action on climate change.

The key climate-related actions completed by Perenti in FY22 include:

- Established the Sustainability Committee which has oversight of climate-related issues, including carbon emissions reduction and climate change risk and opportunity management.
- Delivered climate change training to the Board.
- Developing a Decarbonisation Plan to define the themes of work and associated activities required to support us decarbonise our operations and value chain.

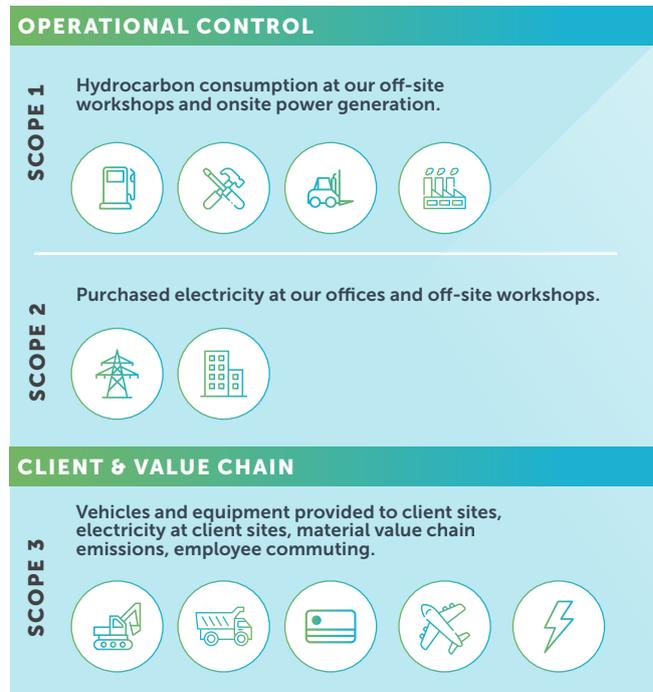
Perenti is undertaking a business-wide risk and opportunity assessment for the physical and transitional impacts of climate change. The comprehensive assessment is guided by the recommendations of the Taskforce for Climate related Financial Disclosure and is scheduled for completion in the first half of FY23.

Outcomes of the physical risk assessment will supplement existing business processes such as risk management, emergency response and preparedness, and operational planning. The transitional risk and opportunity assessment will provide industry specific insight into issues on climate related policy and legal risks, technology and market changes and reputational risks.

**EMISSIONS AND DECARBONISATION**

As a mining service provider it is important for Perenti to differentiate scope 1, 2 and 3 emissions to understand our GHG risk exposure and prioritise our decarbonisation efforts. Our scope 1 emissions are comprised of mobile and stationary combustion of fuels at locations under our operational control, which include our off-site workshops, warehouses and offices. Our scope 2 emissions comprise entirely of purchased electricity. Scope 3 emissions are considered to be indirect emissions that occur in the value chain, including both upstream and downstream emissions.

A diagram demonstrating Perenti’s FY22 emissions profile by scope is provided below.



Since 2020, we have measured and disclosed the greenhouse gas emissions under our operational control (i.e. scope 1 and 2). A summary of Perenti’s emissions and energy consumption since 2020 is provided in the performance summary table on page 33. In FY22, emissions under our operational control reduced by 23% from the previous year.

Stakeholders are becoming increasingly interested in understanding businesses’ material scope 3 emissions and management approach. Perenti recognises scope 3 emissions as relevant to our business given they comprise a large portion of our overall emissions profile and contribute to GHG risk exposure. Accordingly, in 2022 we began tracking what we believe to be our most significant and actionable scope 3 emissions source, which is fuel consumption and emissions from our equipment at our client’s sites. We are aiming to disclose our scope 3 emissions associated with fuel use on our client sites in FY23.

## TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

Perenti supports the Task Force on Climate related Financial Disclosures (TCFD) as a framework to increase reporting of climate related financial information. In 2022, we made the commitment to progressively align our approach to the recommendations of the TCFD. A summary of key Perenti practices and actions being taken to meet the TCFD framework is provided in the table below.

TCFD PILLAR	CURRENT PROGRESS	FUTURE ACTIONS
<b>Governance</b>	<p>Established in 2022, the Sustainability Committee has oversight of climate-related issues at Perenti, including carbon emissions reduction and climate change risk management.</p> <p>The Chief People &amp; Sustainability Officer, who reports to the Managing Director &amp; Chief Executive Officer, has overall responsibility for ensuring climate change risks and opportunities are assessed and managed.</p> <p>Accountability for specific climate-related risks and opportunities are allocated to relevant roles within the business.</p> <p>The Group Executive has received climate change training to enable informed consideration of climate-related issues during the annual risk review.</p>	<ul style="list-style-type: none"> <li>Perenti will review oversight of climate change responsibilities at the executive level following completion of the scenario analysis and physical risk assessment. Further clarification of responsibilities will be defined if needs arise.</li> </ul>
<b>Strategy</b>	<p>Announced in June 2022, Perenti's Strategy update outlines Perenti's intention to embed sustainability in everything we do.</p> <p>The risks and opportunities of climate change is considered as part of the Board's strategy framework.</p> <p>Climate change and carbon emissions have been acknowledged as an emerging risk and material issue in our 2022 Annual Report and Sustainability Report.</p> <p>We have developed a Decarbonisation Plan which outlines the focus areas and activities to support us to decarbonise our operations and align with our clients' climate-related ambitions. Furthermore, our operational technology roadmap includes electrification of the fleet as a key consideration.</p>	<ul style="list-style-type: none"> <li>Perenti will continue to assess and disclose climate-related risks as part of our internal risk assessment process, with an aim of improving the level of detail over time.</li> <li>We are in the process of undertaking scenario analysis in accordance with the methodology proposed in the TCFD Technical Supplement for Scenario Analysis. This will enable us to describe the impact of climate-related risks and opportunities on Perenti's strategy and plan accordingly.</li> <li>Perenti has included its first ESG related performance metric, in our FY23 short-term incentive program. This will focus on our plan around scope 1 and 2 emissions. This will continue to be assessed and refined over time.</li> </ul>
<b>Risk management</b>	<p>Perenti's approach to climate-related risk is integrated into our overarching risk management framework, which is aligned with ISO 31000:2018 and the ASX Principles and Recommendations. Climate related risks are assessed involving cross functional input from across the business.</p> <p>In 2021, we completed a climate change risk assessment of the business using bowtie methodology with cross functional input.</p>	<ul style="list-style-type: none"> <li>The risk bowtie is evolving into a physical and transitional risk assessment, scheduled for completion in FY23.</li> <li>We will continue to review the management of climate-related risks and opportunities within our risk management systems, broader business strategy and investment decisions to ensure our business is resilient to changes in climate.</li> <li>Outcomes of the climate change scenario analysis and physical risk assessment will be integrated into Perenti's overarching risk management framework.</li> <li>Perenti will integrate climate-related considerations within the investment due diligence process.</li> </ul>
<b>Metrics and targets</b>	<p>Perenti has disclosed scope 1 and 2 emissions in our annual Sustainability Report since 2020.</p>	<ul style="list-style-type: none"> <li>In FY23, we will undertake pre-assurance of greenhouse gas and energy data.</li> <li>In FY23, we will announce our targets in relation to operational control emissions. Six-monthly reviews will be established to assess progress towards goals.</li> </ul>

**WATER**

Perenti recognises that water is a shared natural resource that has environmental, social, cultural and economic value. Access to and monitoring of water use at mine sites is managed by Perenti's clients. In FY22, we committed to identify water opportunities at high water risks sites, however given this is managed by our clients this has proved challenging. Therefore, operational improvements and supporting our client's water management goals continue to be the focus. Water consumption at facilities within Perenti's operational control comprises the minority of Perenti's overall water consumption.

In FY21, Perenti completed a water risk assessment of all our operations using World Resource Institute's Aqueduct tool. Perenti is now using this information to supplement a comprehensive climate scenario analysis which includes a risk assessment of the physical risks of climate change. Due for completion in FY23, the climate change physical risk assessment will inform our approach to water management at a regional level.

In the last Sustainability Report we committed to establishing an internal water and energy efficiency initiative platform to record, track and improve collaboration on water and energy initiatives throughout the business. Perenti delivered on this commitment by launching the internal sustainability ideas form. The sustainability initiative portal is accessible to all employees and contractors within the business and provides a mechanism to share water saving opportunities and initiatives.

**ENVIRONMENTAL INCIDENTS**

Environmental incidents are classified on a scale of one to five with four and five resulting in serious impact to the environment and regulatory action. Over the past three years we have not had any level four or five incidents.



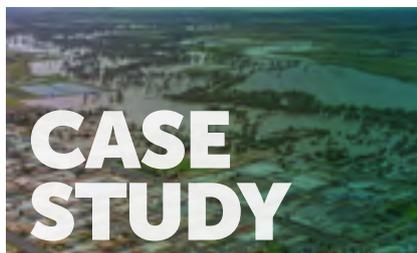
**SOLAR LIGHTING TOWERS**

In July 2021 Ausdrill replaced two diesel lighting towers with solar-battery units. The zero emissions towers have saved about 17,000 litres of diesel, or 45 tonnes of CO<sub>2</sub>-e, in FY22. The towers have the added benefit of operating without engine oil and coolant and significantly reduce maintenance hours in comparison to the diesel units.



**LANDCRUISER ELECTRIC CONVERSION**

Barmenco, as part of the Electric Mine Consortium, is leading the light and auxiliary vehicle working group which aims to accelerate the adoption of electric vehicles by integrating them into operating mine sites. In FY22, Barmenco successfully converted a diesel single-cab Landcruiser to full electric, which is now being trialled at IGO's Nova mine in Western Australia. The BeLV contributes to a safer working environment in underground operations through zero emissions and reduced heat output. Trials for various BeLV models will extend into FY23.



**DELIVERING THE DATA AROUND WATER USE AND POPULATION GROWTH**

Climate change is a significant factor when it comes to managing water and the Perth community. In FY22, the Water Corporation engaged idoba to collect and analyse 12 months of water data to provide insights into water usage and better plan for the future. idoba used predictive analysis and advanced data science techniques to link client behaviour to lifestyle and water use.

Algorithms were applied across all clients using Amazon Web services,

CSIRO aerial photogrammetry and high-frequency smart meter data to develop a robust analysis tool. The tool allows the Water Corporation to differentiate between different water streams, establish new baselines, understand what drives water use and make decisions on impact and infrastructure based on accurate future predictions. The tool will inform water management decisions in a future of changing water use patterns and climate change.



# SMARTER TOGETHER SAFETY AND HEALTH

## OUR COMMITMENTS

Perenti made the following FY22 commitments:

FY22 commitment	Status	Reference
Continue to embed the HSE Information system and improve downstream HSE processes, further standardising good practice across the Group.		HSE Information System – <i>HSE Central</i> , page 42
Complete a third line audit against the requirements of the Health Safety and Environment Management System to assess compliance and share best practice.		Critical Risk Management, page 43
Complete the rollout of phase one of the Safety Leadership Program to all senior leaders and initiate the implementation of phase two of the program.		Safety Leadership, page 44
Complete the development of and implement Critical Control Operator Verifications, as well as develop Critical Control System Verifications.		Critical Risk Management, page 43

## In FY23 we will:

- Receive independent reports on fatalities and take decisive action.
- Undertake an independent assessment of the safety culture and capability across Contract Mining Division, seeking a step change in safety outcomes.
- Roll out a critical control operational level verification process at 100% of all operational sites.
- Develop and implement high-risk task critical control verifications for leaders at 100% of all operational sites.

The physical and psychological health, safety and wellbeing of our people is foremost at Perenti and we are committed to the elimination of life-altering physical and psychological injuries and illnesses. We will achieve this through continuing to advance our safety culture and leadership, managing our critical risks and controls and ensuring safe and effective systems are in place.

**Our Health, Safety and Environment Management System meets the requirements of ISO 45001 and provides the framework for planning, executing and governing health and safety management at Perenti.**

## SAFETY PERFORMANCE

While we have made significant progress in maturing our safety approach, strengthening the foundations and focusing the organisation on the management of critical risks and their controls, we have failed to deliver on our objective of no life changing events. Over the reporting period, two separate tragic incidents have claimed the lives of three of our employees. At the Hemlo mine in Canada, Troy Cameron lost his life when he was caught between ventilation doors underground and at the Zone 5 mine in Botswana, Baleseng Sechele and Moses Marpaung also lost their lives in an event underground after being overcome by blasting fumes.

Working with our clients, we have investigated the nature of these tragic events and will ensure these findings inform our safety programs and ongoing focus on preventing life-changing events. Actions derived from the investigation to the Hemlo incident have already been rolled out across the business and are captured within many of the improvement initiatives detailed in this report.

Over the past 12 months our continued focus on safety and leadership development has resulted in a slight

decline in our Serious Potential Incident Frequency Rate (SPIFR) from 2.9 to 2.8. However, we have also recorded an increase in our Total Recordable Injury Frequency Rate (TRIFR), which has risen from 5.1 to 6.9 over the reporting period. While the majority of these recordable injuries are from low-impact events that are not life-changing – 41% of all recordable injuries involve hands and fingers – we understand we need to do more to reduce all injuries across the business.

Targeted programs for prevention of hand and finger injuries have been implemented and involve engaging our frontline supervisors in conversations to verify hand safety controls are available and being used correctly. A customised program has been developed with a specialist injury prevention provider to support enhanced physical capabilities for key diamond drill roles. The program takes into consideration the type of work undertaken and each person’s unique physical capabilities.

In FY23, Perenti will introduce an early intervention physiotherapy program providing early treatment in addressing musculoskeletal injuries that minimises the impact of the injury and improves return to work time.

Throughout FY22, we continued to focus on strengthening Critical Risk Controls and building the capability of our leaders in understanding and enabling safe work through their teams. An analysis of the Serious Potential Incidents (SPIs) by critical risk category demonstrates that almost a third (28%) of SPIs relate to mobile equipment operation and interaction. This is closely followed with 27% of SPIs relating to the control of ground conditions and 15% of incidents involving the risk of isolation and control of hazardous energy sources. Such outcomes are consistent with industry peers.

**HEALTH, SAFETY AND ENVIRONMENT (HSE) INFORMATION SYSTEM**

In early FY22, a new HSE information system for the collection, analysis and reporting of HSE related data was implemented across the Group. The purpose of the new system, branded internally as *HSE Central*, is to provide a common platform and single source of truth for managing HSE data across the organisation, enabling better understanding of performance and development of strategic insights. Key objectives of the system include improving:

- the ease of conducting critical control verifications in the field for frontline leaders and employees;
- the ability of frontline leaders and employees to input and manage HSE incidents to support improved learning;
- data integrity of HSE data and reducing duplication of effort by employees and leaders; and
- the ability of the business to obtain relevant HSE data to inform risk-based decision making and enhanced workplace practices.

Since its rollout, *HSE Central* has continued to develop and improve systems and processes. Notable improvements from the implementation include:

- improved analysis of incidents and injuries, enabling the identification of trends and key issues for improving organisational learning and control of risks; and
- providing insights into the health of critical risk controls to help inform leaders decisions and further improvements to critical risk management.



**CASE STUDY**

**HELPING HANDS**

At Perenti, our businesses transcend borders. Working across three continents and providing significant support to the resources sector globally exposes the company – and its employees – to various cultures, communities and environments.

Safety and controlling risk is paramount across the workforce. Yet still at BTP, statistics show hand and finger injuries account for almost 40% of all injuries reported.

Recognising a need to think outside the square in hand safety, BTP engaged the *Helping Hands Program* to stimulate the conversation around hand injuries, do something memorable and importantly, make a lasting impression and give back to the communities in which we operate.

The *Helping Hands Program* saw apprentices undertake an engagement exercise, building prosthetic hands that were then donated to amputee landmine victims throughout the developing world.

As part of the challenge participants covered their preferred hand with a drink holder and could only use their non-dominant hand to complete the exercise, simulating the loss of use or sustained significant injury to their favoured hand. The aim of the activity was to get employees to think differently about the importance of hand safety in their own day-to-day job and consider limitations with a significant hand injury, while also making a real and lasting contribution to others less fortunate.

The exercise was paramount in reinforcing Perenti’s Smarter together and No shortcuts principles and a unique way to have a positive impact on people in need.

**CRITICAL RISK MANAGEMENT**

In direct support of Perenti’s goal for No Physical or Psychological Life Changing Events, our Critical Risk Management (CRM) program engages employees in the identification, elimination, control and mitigation of fatal risks. The program provides assurance that potentially life-impacting health and safety risks are known, understood and being effectively managed through a combination of improved frontline understanding of critical risks and controls, program assurance and robust governance.

An audit was commissioned across the business to assess the design and implementation of the Perenti Critical Risk Standards by the Board Audit and Risk sub-committee and was conducted by Group Audit and an independent external auditor. The audit was undertaken at sites in Western Australia (Fimiston, Nova and BTP Hazelmere), Queensland (Dugald River) and Ghana (Subika and Iduapriem) and found that Perenti’s Critical Risk Management requirements are broadly in line with industry guidance. The audit also made a number of positive observations and identified gaps and opportunities for improvement. Progress on the resulting action plan is reported directly to the Board Sustainability and Audit and Risk Committees.

Perenti’s CRM program has focused on the identification of critical risks and controls, embedding verification processes for frontline leaders (Critical Control Field Verifications, or CCFVs), the development of frontline worker verification tools and continuous improvement of CCFVs based on lessons learned, industry best practice benchmarking and feedback from the workforce.

In FY22, Perenti developed and implemented Critical Control Operator Verifications, branded as “*CheckMate*”. These are a tool for frontline operators and maintainers to ‘check’ that the critical controls that prevent fatalities and life-altering injuries are in place and working effectively prior to commencing work. Further detail on *CheckMate* is provided in the case study.

As unstable ground conditions are one of the major hazards in underground mining, we implemented an independent audit program in FY22 to provide assurance of our controls for the prevention of fall of ground and slope stability with the support of our clients. Five audits across our Australian operations were completed in the reporting period and covered Mt Colin, Sunrise Dam, Savannah, Agnew, and Odysseus operations, identifying opportunities for improvement.

These recommendations have been actioned to ensure robust quality assurance and quality control processes are in place and effective.

We have also undertaken audits across a number of our international sites including Iduapriem and Obuasi in Ghana, Zone 5 in Botswana and Hemlo in Canada. The findings from these audits are under review and an action plan is being developed. The action plan will be reviewed by the Sustainability Committee and will be implemented in FY23.



**CASE STUDY**

**CHECKMATE – NOT JUST ANOTHER CHECKLIST**

Our critical risk management program was further strengthened in FY22 with the introduction of our Critical Control Operator Verification process, *CheckMate*. *CheckMate* is aimed at our frontline workers, supports Perenti’s Critical Risk Management framework and is an integral component in embedding critical control identification, control and management.

In line with a clear mandate that these tools are “for the workforce, by the workforce”, *Checkmate* was developed with extensive engagement and consultation with our operator and maintenance teams. Working groups from across the business reviewed a range of high-risk tasks relevant to their work area and were charged with identifying the physical critical controls that will prevent potential life changing events. The working group outcomes were then reviewed and endorsed by operational leaders before being transformed into the *CheckMate*.

Importantly, *CheckMate* is not just another checklist. They are designed to complement processes already in place such as equipment pre-start inspections, personal field risk assessments, job hazard analyses (JHAs) and procedures. The tools and implementation materials have been developed in consultation with safety communication experts and have been designed with graphical representation of each critical control to limit literacy barriers.

*CheckMate* will support a progression from leader compliance checks to the more mature approach of enabling frontline workers to take ownership by understanding their critical controls and ensuring these controls are working effectively in an ever-changing environment.

**SAFETY LEADERSHIP**

Our safety leadership and critical risk management programs are vital to improving how we manage safety, assess risk, train our people and work towards achieving our objective of no life changing events. In FY22, we delivered the *Thinking Differently About Safety* Program, across the business, which has seen 126 leaders trained to date. The program challenges our leaders to think differently and covers topics such as courageous leadership, culture and critical risk management.

Our *Know, Say, Do* Program aimed at frontline leaders was also rolled out during the reporting period. The program involved a series of workshops with frontline and senior leaders identifying the key items they should know about safety, say about safety, and do to lead and manage safety in their day-to-day roles. The *Know, Say, Do* Program culminated in a frontline leader’s manual being developed and adopted across the African Mining Services business and with other business units developing and implementing similar tools to support frontline supervisors.

As we look forward to FY23, a significant body of work has already been undertaken which will see the launch of our No shortcuts campaign. The campaign aims to foster safety conversations in our frontline workforce and motivate individuals to achieve positive outcomes in their work that includes returning home safely at the end of each shift.



**CASE STUDY**

**COLLISION AVOIDANCE**

In line with mobile equipment operation and interactions representing a significant critical risk category, and informed by analysis and lessons learnt from investigation into events within the business and across industry, Barmenco has been exploring new technology advancements to improve pedestrian safety at our operations, particularly within the confined spaces of underground mining.

As one of the world’s leading underground mining contractors, Barmenco currently operates projects in six countries and employs more than 5,400 people. Almost all of these employees will be exposed to a working Heavy Vehicle (HV) during their career. These HVs are a significant risk factor for people who work in close proximity to them in an underground environment.

Since September 2021, Barmenco has been working with Sandvik and Newtrax to develop Collision Avoidance System technology that is superior to any Collision Warning System currently available to industry.

The result of this partnership is developing functionality that will automatically intervene and respond on behalf of a heavy mobile equipment operator when a pedestrian or object is too close, slowing the vehicle or bringing it to a halt, prior to impact.

This is world-first technology and reflects our commitment to improving the safety of pedestrians in all organisations wherever there is a risk of vehicle to person incidents.

Over the last six months, in particular, we have been working with our technology partners to bring reality to life including testing the technology at Barmenco’s head office in Hazelmere.

Sensing equipment has been fitted to a LH517i loader and functionality has been refined to fully meet Barmenco’s operating requirements. This will ensure our system will meet safety requirements without negatively impacting productivity or operator experience.

Results to date have been very positive, with additional work underway to ensure optimum performance in a fully operational environment.

**HEALTH**

Perenti is committed to protecting the health and wellbeing of our employees and contractors. We set clear mandatory minimum standards to identify and assess health risks, manage their impact and monitor the health of our people. Our Health and Hygiene Standard defines the minimum requirements to effectively manage occupational exposure risk, occupational diseases, occupational injuries, and overall well-being and mental health. This includes identifying and controlling potential sources of exposure to hazardous substances, pathogens, dust, vapours, noise, vibration and other hazards that may result in occupational illnesses. We also ensure that in the event any of our people are injured or suffer ill health as a result of their work, we provide the best possible rehabilitation opportunities to ensure people can achieve the earliest safe return to work and reintegrate following a workplace injury or illness. Where there is a risk of exposure, health surveillance activities including fitness assessments, hearing and blood tests are undertaken to ensure early detection and improvements to controls are identified and implemented.

The introduction of the new Perenti HSE information system has enabled improved visibility and understanding of the effectiveness of controls in place to safeguard the occupational health of our employees. Reporting processes were configured during FY22 and further improvements to the utilisation of data to improve health will occur throughout FY23.

**MENTAL HEALTH AND WELLBEING**

Good mental health and wellbeing is a fundamental part of our safety culture. In January 2022, we introduced our health, safety and well-being e-magazine, Core, with the aim of improving awareness of mental and physical health and wellbeing. Our ultimate objective is to improve the physical and mental wellbeing of our people and encourage them to support and look out for one another.

To support the proactive management of mental health and wellbeing, and to provide our employees with tools and skills to build resilience and positive mental health, we continue to promote the Employee Assistance Programme (EAP), a free, voluntary and confidential health program available 24/7 to all Perenti employees and their immediate families.

The EAP aims to foster a shared understanding of mental health care in our workplace and provides employees with easy access to professional assistance for resolving personal and work-related issues which may affect their work or quality of life.

Perenti continues to support Australian and global mental health campaigns, including World Mental Health Day and R U OK? Day. Activities throughout the organisation included:

- Focused discussions by subject experts on topics associated with mental health,

- Visits by psychologists to some of our locations to engage directly with our people about mental health,
- In support of Beyond Blue, our team at Ausdrill painted a Rock Commander blue with a prominent slogan "Reach out and start the chat".

The blue Rock Commander is a visual reminder for all our people that it's ok to stop, take the time to have a chat and that there is always someone willing to talk, listen and help.



**CASE STUDY**

**POSITIVE STEPS TOWARDS BETTER MENTAL HEALTH**

Mental illness can affect anyone, of any age or background. In 2020, across Australia 3,139 people died from suicide. In addition, approximately one in five people suffer from some form of mental illness.

With more than nine-thousand employees across Perenti and our businesses, the workforce is a direct reflection of society. Recognising the rise in need for mental health support and to eradicate stigma associated with mental health.

FY22 saw BTP introduce a series of programs to improve mental health and wellbeing, strengthening an environment where people want to come to work, are safe to speak up if they're struggling and have support mechanisms in place to be able to recognise and help those affected.

80 BTP employees participated in a General Awareness Mental Health and Wellbeing training course during the reporting period to improve mental health and suicide prevention understanding.

Another area of action saw front-line Managers and Supervisors participate in specialised EAP training. The *Manager Assistance Program* worked to increase their understanding of the value of EAP to ensure they know the services on offer and can speak with advice and guidance when liaising with employees about mental health options.

BTP rounded out FY22 by becoming a signatory to the Life in Mind Communications Charter. As part of this charter, BTP has pledged its support toward a unified approach to mental health and suicide prevention.

**COVID-19**

The ongoing global threat of COVID-19 continued to impact our people and the business throughout FY22. While specific aspects of our response varied by country, a major part of our work in this area was dedicated to testing and vaccination support. Perenti recognises the importance of vaccinations in playing a pivotal role in assisting the global fight against this virus. Accordingly, we placed a significant focus on vaccinations and testing as the best proven means at our disposal of preventing the spread of COVID-19 and worked with clients and partners in government around the world to strengthen the capacity to vaccinate our workers and contractors. We continue to track and monitor the pandemic closely through our risk management processes.

At our project sites, we continued to apply prevention activities which included limiting the size of toolbox and pre-start meetings to achieve social distancing, increased hygiene and cleaning practices, split rosters, and staggered meal breaks and start and finish times where possible.

Across Perenti there were 1,251 confirmed positive cases of COVID-19 in FY22. Fortunately, the majority of cases have had a limited direct impact on the health and well-being of our people. The positive cases detected largely reflect the rigor of applying testing protocols prior to workers travelling to site or in screening on arrival prior to entering the workplace.



**OCCUPATIONAL HYGIENE MONITORING**

In FY22, we continued with our hygiene-sampling activities to gather data on workplace exposures to evaluate health risks to our people and provide assurance of control effectiveness. Perenti’s health and hygiene commitment includes identifying and controlling potential sources of exposure to hazardous substances, dust, vapours, noise, vibration and other hazards that may result in occupational illnesses. The most prevalent occupational hygiene hazards that occur throughout the Group include excessive noise, airborne contaminants (welding fumes, respirable dust and crystalline silica) and volatile organic compounds.

In addition to occupational hygiene monitoring conducted with our people as part of our clients’ on-site programs, during the reporting period 152 individual monitoring activities were undertaken across 16 similar exposure groups at our BTP, Ausdrill, Barmingo and MinAnalytical (prior to its divestment) operated facilities. This important work is evident in subsequent improvements to equipment and facilities to minimise occupational health exposures. An example of a key improvement delivered during the year was installing Local Exhaust Ventilation (LEV) systems at our MinAnalytical facility and improvements to the LEV system at BTP to reduce worker exposure to airborne contaminants in the workplace by capturing the emission at source and transporting it to a safe emission point or to a filter/scrubber.



# SMARTER TOGETHER OUR PEOPLE

## OUR COMMITMENTS

Perenti made the following FY22 commitments:

FY22 commitment	Status	Reference	In FY23 we will:
Roll out a bespoke leadership development program across the Group.		Leadership and capability development, page 47	<input checked="" type="checkbox"/> Implement and embed a new operating model and ways of working.
Conduct a self-assessment of a sample of our sites to identify opportunities to make them more amenable to all genders.		Inclusion and diversity, page 47	<input checked="" type="checkbox"/> Obtain Board review an endorsement of the <i>It's Not OK</i> (Elimination of Harmful Behaviours) assessment report and associated enterprise-wide action plan.
Define the key cultural priorities to action and commence embedding these as needed across the business.		Inclusion and diversity, page 47	<input checked="" type="checkbox"/> Join the 40:40 Vision and set gender equity targets in line with a commitment to attain 40:40:20 gender balance in Board and executive leadership roles by 2030.
As part of the annual remuneration review cycle, implement leader training for the annual gender pay gap review and provide detailed reporting to monitor progress from the newly implemented HR system.		Remuneration, page 48	<input checked="" type="checkbox"/> Undertake a detailed gender pay gap review for wage employees (operators and maintainers) and deliver identified actions.

## INCLUSION AND DIVERSITY

Perenti recognises the value of an inclusive and diverse workforce. Our local participation in the international workforce remains high at 89.4%, an increase on FY21. Our percentage of females in senior management (18.8%) has increased by 7.7% since 2019. Female employees in the workforce have also increased over this same period from 7.4% in FY19 to 10.6% in FY22.

As part of our commitment to inclusion and diversity in FY22, the following measures were taken:

- Culture and Inclusion Steering Group formed to provide guidance on the implementation of the Inclusion and Diversity Strategy;
- Implementation of the Inclusion and Diversity Strategy;
- Commenced the development of a group-wide Indigenous Engagement Strategy. A yarning circle was held with the Indigenous Desert Alliance to help inform the approach;
- Understanding unconscious bias session and subsequent development pathway undertaken by Group Executive and made available to their leadership teams;
- Self-assessments to identify opportunities to make our sites more amenable to all genders and cultural needs were undertaken at our Mining Services Division and in partnership with our clients at a sample of our Contract Mining sites. Opportunities identified included improved female ablution facilities and uniforms. Further self-assessment planning in progress across the business to ensure continuous improvement in FY23;

- Development of the *It's Not OK* campaign and body of work across our business, including conducting a survey and focus groups on the experience of our workforce with respect to sexual assault, sexual harassment and other harmful behaviours; and
- *Leading@Perenti* pilot program has been undertaken with the Group Executive and select senior leaders with a diagnostic designed around the cultural attributes of leadership, the climate leaders create and work on leading diversity, inclusion and belonging.

## LEADERSHIP AND CAPABILITY DEVELOPMENT

In FY22, we progressed the full design and development of the *Leading@Perenti* Program. The intention of this program is to enhance the capability of our leaders across the business. It aligns to the behavioural expectations articulated in the Perenti principles and our revised business strategy and operating model. The roll out of *Leading@Perenti* will commence in FY23.

Our *It's Not OK* campaign is focused on eliminating sexual assault, sexual harassment and other harmful behaviours. The program outlines acceptable behaviours, expectations of leaders and the cultural attributes that ensure a psychologically safe work environment for our people.

*Thinking Differently About Safety* (behavioural based safety leadership program) has been rolled out across our Australian Operations in FY22. This program is being undertaken with leadership across our business. This is focused on further understanding the work of leaders, the culture they create and linkages to behaviours and safety outcomes.

**REMUNERATION**

In FY22, Perenti’s People and Remuneration Committee undertook an external incentive plan review to ensure continued alignment of our Remuneration Framework with delivery of the company strategy and ensuring market competitive remuneration. The outcomes of this review will continue to be implemented throughout FY23.

As part of the 2021 salaried remuneration review cycle, we implemented unconscious bias leader training to support our gender pay gap review, with 80 leaders completing the training. Our focus on ensuring gender pay equity will continue to be incorporated into our review processes.

Perenti continued to experience challenges to attract and retain employees in a tight labour market. Whilst we support a sustainable ‘pay for performance’ philosophy, Perenti undertook a comprehensive review of various mechanisms, such as retention programs, to ensure we attract and retain core high performing talent.

We expect similar labour pressures will continue into FY23 and we will continue to monitor and respond accordingly to ensure seamless project and service delivery for our clients.

**HR SYSTEM**

In FY22, we continued to improve on our new company-wide HR information system with the implementation of recruitment and onboarding modules. Our investment in people related systems has enabled improved leader and employee experience in HR processes as well as greater visibility of HR data and faster, more meaningful decision making regarding our people.

**LABOUR RELATIONS AND MANAGEMENT**

Perenti is committed to ensuring all employees and contractors are treated in a fair, equitable and ethical manner. Across our varied employment jurisdictions, we work closely with the relevant governments, union representatives and employee groups to ensure adherence and compliance to the required labour laws, HR regulations and labour rights policies.

In addition to maintaining the required minimum labour regulations across the Group, we hold ourselves to a high standard of business policies related to Code of Conduct, Anti-bribery and Anti-corruption and *Speak Up*. These policies ensure all employees and contractors are aware of, and adhere to, practices that are ethical, fair and help create an environment free from harassment, discrimination, or victimisation.

Perenti is proud of its reputation and processes on workplace relations matters, evidenced by the lack of industrial disputes across the varied employment jurisdictions. Should any company be subject to labour controversy, based on the nature of the interaction and/or union agreement, these are managed by our experienced Operations Managers, supported by the local Human Resources team, who are well versed in the relevant laws and regulations of the host country and where necessary, our internal legal advisors.



**IT'S NOT  
X  
OK!**

**ELIMINATION OF  
SEXUAL ASSAULT,  
SEXUAL HARASSMENT**

In late 2021, Perenti commenced a program of work dedicated to eliminating harmful behaviours, including sexual harassment, from our workplace. As part of this program, the *It’s Not OK* campaign was launched. This program reflects Perenti’s strong commitment to a safe and respectful workplace as well as reinforcing our support for the mining industry’s collective response to eliminate sexual harassment and other harmful behaviours. To that end, we have signed up to the Mineral Council of Australia’s commitment to eliminate sexual harassment and are active in the Chamber of Minerals and Energy working group, Safe and Respectful Behaviours.

We conducted a survey and focus groups across our Australian businesses, which aimed to understand the experience of our people.

The response rate to our survey was positive with more than 30% of our Australian workforce participating in the survey.

In parallel to this survey, leader readiness sessions have been developed to ensure leaders are equipped to lead in a manner that promotes psychological safety in our workplaces, and have the ability to have difficult conversations, and provide feedback and coaching to their people.

Importantly the feedback from our workforce has indicated that they are proud to work for a company that encourages and is open to honest conversations. We also received feedback on where there are challenging situations and where we can improve. We are committed to continue this conversation into the future.



# WALK IN THEIR SHOES COMMUNITY

## OUR COMMITMENTS

**Perenti works to build respectful relationships with communities and maintain broad support for our operations. We do this by supporting local initiatives, providing stable local employment and local procurement opportunities, and minimising project-related impacts to nearby populations. Perenti contributes to national economies through payments in taxes and royalties and by procuring goods and services from the host country.**

## OUR LOCAL COMMUNITIES

Perenti is committed to establishing open and trusting relationships with the communities across the countries we operate within. Central to building relationships are Perenti's community investment programs, which aim to achieve broad and sustained positive impact within the community. In FY22 Perenti provided a total contribution of \$368,601 to local, regional and national programs supporting positive social outcomes. Examples of the community programs and initiatives Perenti supported in FY22 include:

- donating new solar panels and batteries to the Pahin Public Primary School, just five kilometres from our Yaramoko operation in Burkino Faso. The project has improved the lighting in classrooms and provided a renewable energy source for the school;
- continuing our long-standing relationship with the University of Mines and Technology, Tarkwa, by donating ten high speed computers, with dedicated graphic cards and 24-inch monitors; and
- sponsoring six local indigenous girls and be a platinum sponsor for the 2022 Camp Engies, in Ontario Canada. Camp Engies is a two-day, one-night retreat aimed at attracting girls in grades 6 through 8 to study engineering.

### Local Procurement

Perenti strives to purchase local goods and services to support local businesses. In FY22, Perenti procured \$1.5 billion worth of goods and services from local businesses, including \$834 million from business in Australia, \$603 million from businesses in Africa, and \$38 million from businesses in North America. Factors such as new projects in North America and Africa have resulted in an increase in local procurement spend in FY22.

### Local Employment and Training

Mining projects create a significant number of high-quality employment opportunities and have the capacity to generate social and economic value for local and regional communities. Perenti actively encourages local workers to apply for positions and aims to prioritise local applicants where possible. At the end of FY22, 89% of our workforce outside of Australia comprised of local employees with a further 2% coming from within the region.

We are also committed to train local people to support the development of their careers as well as to build the local capacity to capitalise on opportunities within the industry.

## In FY23 we will:

- ✓ Develop social performance standard.
- ✓ Develop group wide formal community grievance procedure.
- ✓ Develop a revised Indigenous Engagement Strategy.



In 2019, when awarded the contract in Botswana at the Zone 5 Project, we committed to investing in local communities through the employment and upskilling of local people. Our state-of-the-art training centre in Botswana was purpose-built to train employees in all the core competencies required in the mining induction process. Recruits were attracted by job advertisements placed in surrounding village meeting places as part of our Local Locals Employees program. The successful recruitment program has led to the transfer of world-class knowledge and exposure to leading technology programs. The training centre, which is now also being used to train people for the Motheo Project in Botswana, is helping build capability in the national workforce and is an example of our commitment to train local people and Enable tomorrow for the communities we operate in. Some key achievements in FY22 include:

- trained 49 tradespeople in hand and power tools and 57 tradespeople in hydraulics and pneumatics at the Engineering School;
- 186 employees completed the cultural awareness training; and
- 186 employees completed induction training.

Perenti's training centre in Botswana and our commitment to support and develop African communities was recognised in FY22 by the Australia-Africa Minerals & Energy Group (AAMEG) at the 2021 Africa Awards announced at the Africa Down Under conference.

### Indigenous Engagement

In recognition of the fact that mining often takes place on indigenous land, Perenti is developing a group-wide Indigenous Engagement Strategy. This strategy will further help guide our approach to creating genuine, respectful, and productive relationships with local groups.

Our entry into North America has seen us partner with First Nations groups to ensure we maximise local participation and we have recently formed a partnership with the Indigenous Desert Alliance (IDA) in Australia to help shape our approach to Indigenous engagement in the future.

# CLONTARF

Barmingo has partnered with the Clontarf Foundation since 2010 and is committed to the continued support of this program, participating in a range of activities to strengthen our ties as a partner.

As part of our NAIDOC Week celebrations in FY22, Barmingo hosted an art challenge. The brief to students was to demonstrate what it means to them to "Walk in their Shoes". This core principle supports the commitment we make to the communities we operate in, and to listen, understand and respect different points of view.

Barmingo employees have also supported a range of academies with participation in employment forums, dodgeball tournaments and *Good Bunch Lunches*, even providing a joint experience to the students at Kalgoorlie to learn about Australia's Birds of Prey.

We are committed to developing and maintaining relationships of mutual understanding and respect with local Indigenous communities in whose traditional lands the Company operates.



# PERENTI SUPPORTS CoRE LEARNING FOUNDATION

Perenti is proud to sponsor of the Centre of Resource Excellence (CoRE) Learning Foundation for the first year. The CoRE Learning Foundation works to inspire the next generation through hands on STEM learning across its 11 schools in Western Australia's Pilbara, Wheatbelt and Goldfields regions. CoRE's mission is to make learning real-world by combining the sciences, technology, engineering, arts and maths to develop novel solutions to real-world problems.

Our sponsorship helped support nearly 1000 CoRE students progress through the 2021 – 2022 program, an increase of 60% from the previous year. The year saw the launch of a new digital earth science learning tool for that provides students with the choice of eight educational games. One game allows students to digitally create a diorama describing an archean deep sea environment, reflecting a Pilbara iron ore formation.

# CASE STUDY

## IDA PARTNERSHIP

The Indigenous Desert Alliance (IDA) is an Indigenous led not-for-profit organisation whose membership is comprised of Indigenous land management organisations working in the desert regions of Australia.

The IDA plays a vital role in 'Keeping the Desert Connected' and building resilience for desert ranger programs. It is focused on working with its members and partners to ensure that Indigenous people are enabled to collaboratively manage Australia's desert country and through this, to realise their social, cultural, environmental and economic aspirations.

The partnership will enable Perenti to continue its engagement with Indigenous communities, ensure the IDA's vital programs are supported and the importance of the desert regions of Australia is acknowledged.





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**HEAD OFFICE**

Level 2, 202 Pier Street, PERTH WA 6000 AUSTRALIA  
+ 61 8 9421 6500

**[perentigroup.com](https://perentigroup.com)**