

Creating enduring
value and certainty

**Expect
More**

Contents



1
Introduction from
the Chair of the Safety &
Sustainability Committee



2
Year in review



4
Introduction



Caring for our people and
communities



6 - 9

Preventing
adverse life
changing events



10 - 11

Creating safe
and respectful
workplaces and
achieving gender
balance



12 - 16

Partnering with
our communities

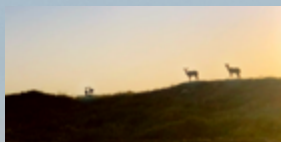


Valuing the environment and
enabling the energy transition



17

Accelerating
decarbonisation



21

Environmental
stewardship



Acting ethically and
responsibly



23



Kaarung Nodoji - I don't come in anger:
These eucalyptus leaves were an important
part of the Welcome to Country performed
by a local Aboriginal Noongar Elder, as
part of the new Perenti Corporate office
opening in January 2023.

ACKNOWLEDGEMENT OF COUNTRY

This report was produced on the lands of the Whadjuk People of the Noongar Nation. We recognise Aboriginal and Torres Strait Islander Peoples as the Traditional Owners and Custodians of this land, and pay our respects to the Elders past, present and emerging. We extend this acknowledgement and pay our respects to all Indigenous Peoples and recognise their continuing connection to the lands on which we work.

Introduction from the Chair of the Safety & Sustainability Committee



On behalf of the Board, I am pleased to present Perenti's FY23 Sustainability Report featuring our new Sustainability Blueprint.

This year we have focussed on refining our sustainability agenda by developing a blueprint and identifying three sustainability imperatives and five sustainability priorities. This framework takes us a step further in *embedding sustainability in everything we do*, which is central to our 2025 Strategy, as outlined on page four of Perenti's [FY23 Annual Report](#).

For our business to succeed in delivering on our purpose to *create enduring value and certainty* for all our stakeholders, we know we need to keep sustainability front of mind. During the year, we have established four steering groups to drive our sustainability priorities and integrate consideration of these topics throughout Perenti's business decision-making processes. To ensure accountability, each of these steering groups is sponsored by members of the Group Executive Committee.

Following the tragic incident at Dugald River in February where we lost two of our colleagues and to reflect the Board's stringent focus on health and safety, the Sustainability Committee was renamed the Safety & Sustainability Committee.

Responding to serious safety incidents is not 'business as usual' at Perenti. Rather we have instituted a comprehensive review with external input to think outside the box in seeking to take positive safety performance to the next level. To address our critical risks, we are also increasingly moving towards technology and engineering solutions but acknowledge that there are no silver bullets to solve the safety risks inherent in our industry. Our thoughts continue to be with the families, friends and workmates of our lost colleagues.

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

A handwritten signature in black ink, appearing to read 'Tim Longstaff'.

TIM LONGSTAFF

Chair - Safety & Sustainability Committee
21 August 2023



Year in review

OUR PERFORMANCE AT A GLANCE

Established four executive sponsored steering groups to drive action on our sustainability priorities.

i Refer to page 5

17 of 23 (74%) FY23 commitments completed. Progress made on all remaining commitments.

i Refer to pages 6, 10, 12, 17, 21, 23

Conducted a safety climate survey of our workforce.

i Refer to page 7

Developed and commenced implementation of divisional safety taskforce plans.

i Refer to page 6

Signed Hesta 40:40 Vision. Set targets for achieving gender balance.

i Refer to page 10

Increased our local procurement expenditure.

i Refer to page 14

Increased our community investment contribution.

i Refer to page 15

Published climate change position statement and undertook a climate scenario analysis.

i Refer to page 17

Set targets for reducing our greenhouse gas emissions.

i Refer to page 18




Awarded a contract with technology partner ABB to undertake a study for the electrification of an underground project.

i Refer to page 19

Implemented a new operating model.

i Refer to page 23

SUMMARY OF OUR PERFORMANCE

	Metric	2023	2022	2021
 CARING FOR OUR PEOPLE AND COMMUNITIES				
Safety and Health				
Total Fatalities	# employees	2	3	1
	# contractors	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	# incidents per million hrs worked	0.3	0.5	0.4
Total Recordable Injury Frequency Rate (TRIFR)	# incidents per million hrs worked	5.4	6.9	5.1
All Injury Frequency Rate (AIFR)	# incidents per million hrs worked	26.6	28.9	26.5
Serious Potential Injury Frequency Rate (SPIFR)	# incidents per million hrs worked	2.7	2.7 ¹	2.9
Fines and Prosecutions	#	0	0	0
Our people				
Total workforce	#	9,012	8,939	7,881
Employees by Region:				
• Australia	%	39.4	38.9	40.8
• Africa	%	56.7	56.7	53.2
• United Kingdom	%	<1.0	<1.0	<1.0
• North America	%	3.8	4.3	4.6
Total Voluntary Turnover Rate	%	15.6	26.6	17.0
Females on the Board ²	# / %	2/29	2/29	2/31
Females in senior management	%	15.4	18.8	18.2
Females in the workplace	%	11.0	10.6	10.0
Australian workforce employed as an apprentice	%	5.2	4.4	4.4
Australian workforce provided with a traineeship	%	6.4	8.1	8.0
Local participation in international workforce ³	%	90.2	89.4	86.8
Our communities				
Local procurement expenditure	AUD\$	1.55 B	1.48 B	786.5M
Community investment and donations	AUD\$	615,474	368,601	244,500
 VALUING THE ENVIRONMENT AND ENABLING THE ENERGY TRANSITION				
Greenhouse Gas Emissions – scope 1	tonnes CO ₂ -e	2,671	2,323	3,462
Greenhouse Gas Emissions – scope 2 (location-based)	tonnes CO ₂ -e	2,496	4,361	5,193
Greenhouse Gas Emissions – scope 2 (market-based)	tonnes CO ₂ -e	1,906	-	-
Energy consumed (scope 1 and 2)	Gigajoules	64,207	63,665	99,865
Scope 3 Category 13 (downstream leased assets)	tonnes CO ₂ -e	442,000	-	-
Water ⁴	kL	17,584	-	-
Waste sent to landfill ⁴	m ³	6,365	-	-
Waste diverted from landfill ⁴	m ³	2,378	-	-
Total significant environmental incidents	#	0	0	0
Fines and prosecutions	#	0	0	0
 ACTING ETHICALLY AND RESPONSIBLY				
Speak Up notifications alleging a Code of Conduct breach	# received	5	1	2
	# investigated and actioned	5	1	2
Compliance with continuous disclosure	# breaches	0	0	0
Internal audits completed	# internal audits	5	12	5
Material information data breaches	# material breaches	0	0	0

¹ During FY23, the SPIFR for FY22 was adjusted from 2.8 to 2.7 following an internal review of an incident from April 2022 that no longer met the SPI criteria.

² Females on the Board for FY23 and FY22 is based on the absolute number at the end of the financial year. The FY21 figure is based on average of days worked.

³ Local participation is country Nationals (Locals) only, does not include third country nationals.

⁴ Water, waste sent to landfill and waste diverted from landfill are for Australian locations.

Introduction

OUR SUSTAINABILITY BLUEPRINT

At Perenti, we recognise the critical role we must play in helping the world transition to a more sustainable future. A future that demands more of us.

For our business to succeed in delivering on our purpose *to create enduring value and certainty* for all our stakeholders, sustainability must be embedded in everything we do.

This means:

- ✓ Applying, advocating and upholding care – supporting the needs of our people and communities, putting safety first and creating a safe and inclusive culture.
- ✓ Moving as a proactive business – focussing our business to be in service of sustainable outcomes, applying new technology to enable climate transition and valuing the environment and communities where we operate.
- ✓ Staying the course – acting ethically and responsibly, applying long-term thinking and harnessing our restless energy and relentless efforts to respond to new challenges.

Through this process we have identified three key areas we consider imperative to our success in embedding sustainability:

- ✓ Caring for our People & Communities
- ✓ Valuing the Environment & Enabling the Energy Transition
- ✓ Acting Ethically & Responsibly.

These imperatives are linked and contribute to the United Nations Sustainable Development Goals. We are putting sustainability to work – by making it central to our contribution in helping the world transition to a more sustainable future (see Our Sustainability Blueprint below).

OUR PURPOSE

To create enduring value and certainty

OUR SUSTAINABILITY IMPERATIVES



Caring for our people and communities



Valuing the environment and enabling the energy transition



Acting ethically & responsibly



OUR SUSTAINABILITY PRIORITIES

Preventing adverse life changing events	Creating safe and respectful workplaces	Achieving gender balance	Partnering with our communities	Accelerating decarbonisation
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OUR SUSTAINABILITY TARGETS

NO
ADVERSE
LIFE CHANGING EVENTS

+75%

of our people feel their teams are psychologically safe by the end FY25*

40%

female executive and Board representation by the end of FY30

33%

female representation across our global workforce by end of FY33

40%

of our senior leaders** are female by the end of FY33

NET
ZERO
BY END OF FY30

scope 1 and 2 greenhouse gas emissions, from a FY22 baseline

40%
ABSOLUTE
REDUCTION

of scope 1 and 2 emissions by the end of FY26, from a FY22 baseline

SUSTAINABILITY EMBEDDED IN EVERYTHING WE DO

*Australia only.

** Senior Leaders include Group Executive, Vice Presidents, General Managers and Department Heads.

OUR SUSTAINABILITY PRIORITIES

Over recent years, Perenti has undertaken a materiality assessment to identify sustainability issues that are important to our business and our stakeholders. Details regarding this materiality assessment were provided in our FY21 Sustainability Report. During FY23, our Group Executive Committee (GEC) and Board have further reflected on what sustainability means to Perenti, identifying five sustainability priorities where we will focus our efforts. These priorities are *preventing adverse life changing events* (page 6), *creating safe and respectful workplaces and achieving gender balance* (page 10), *partnering with our communities* (page 12) and *accelerating decarbonisation* (page 17).

A GEC sponsor has been allocated to each of the sustainability priorities and steering groups have been established to help coordinate and catalyse action.

Our performance has progressed on the sustainability issues we identified as material. These issues are presented in the graphic below, with safety remaining our most material issue. Despite continued focus on this issue, the workplace deaths of two of our colleagues in February 2023 has overshadowed any improvements. Further detail on our safety performance is provided on page 6 of this report.



Our priorities and executive sponsors

Preventing adverse life changing events



MARK NORWELL
Managing Director &
Chief Executive Officer

Creating safe and respectful workplaces

Achieving gender balance



SARAH COLEMAN
President - Idoba



PAUL MULLER
President - Contract Mining

Partnering with our communities



BEN DAVIS
President - Mining Services
Chief People and Sustainability Officer



CAMERON BAILEY
Chief Strategy Officer

Accelerating decarbonisation



PETER BRYANT
Chief Financial Officer



RAJ RATNESER
Chief Legal and Risk Officer

REPORT STRUCTURE AND SCOPE

This year's sustainability report reflects our updated Sustainability Blueprint and our continuing focus on embedding sustainability in everything we do. Our sustainability achievements, challenges, commitments and targets for each of our three sustainability imperatives are outlined within this report.

We have intentionally started with the social related imperative (*Caring for our people and communities*) as our ability to achieve Perenti's purpose, including meeting the expectations of our stakeholders, is dependent on our people and the trusting relationships we establish.

We continue to progressively align our reporting with internationally recognised standards such as GRI, the Taskforce on Climate-related Financial Disclosure (TCFD – see page 19) and the emerging International Sustainability Standards Board.



Caring for our people and communities

What this means for us:

- At Perenti we are our people.
- We always put safety first.
- We are committed to creating a culture of inclusion, openness, safety and respect.
- We aspire to improve our workplace culture, empower our people and develop our leaders by encouraging and supporting people to be their best.
- We seek to benefit the local communities where we operate, always demonstrating good citizenship and leaving a positive legacy.

PREVENTING ADVERSE LIFE CHANGING EVENTS

FY23 commitment	Status	Reference	In FY24 we will:
Receive independent reports on fatalities and take decisive action		Safety performance, page 6	Develop and implement refreshed front-line leadership development programs.
Undertake an independent assessment of safety culture and capability across the Contract Mining Division, seeking a step change in safety outcomes		Safety Climate Surveys, page 7	Revise and improve our Critical Risk Management program bespoke to the Divisional risk profiles.
Roll out a critical control operational level verification process at 100% of all operational sites		Critical risk control, page 8	Review and update the measures used to monitor safety performance and improvement outcomes.
Develop and implement high-risk task critical control verifications for leaders at 100% of all operational sites		Critical risk control, page 8	Undertake third-party verification of health and safety data (SPIFR and TRIFR).
			Continue investing in engineering and technology solutions to improve safety.

"The establishment of the Safety Taskforce will support our divisions to deliver further improvement to our safety performance. The safety of our people remains our absolute priority and we are committed to doing everything we can to ensure our people are safe in the workplace."

Mark Norwell

SAFETY PERFORMANCE

We recognise that safety is an ever-present industry challenge and that as a group of companies with a global footprint, and with growing underground operations, we have an obligation to support and contribute to industry change. First and foremost, our obligation starts with Perenti's commitment to preventing adverse life changing events and to keeping our people safe.

Despite our continued focus on this, a tragic incident occurred on 15 February 2023 which claimed the lives of two of our people. Trevor Davis and Dylan Langridge were fatally injured in an incident that occurred at Dugald River in Queensland, Australia. We are committed to ensuring any investigation findings inform and strengthen our safety programs.

In addition to the Dugald River incident, in FY23 we collated and actioned the findings of independent reports into the May 2022 double fatality incident at Zone 5 in Botswana. All underground operations have confirmed that revised re-entry procedures with an increased level of critical control awareness are in place. These actions have been presented to the Safety & Sustainability Committee and will be tracked until closure.

Safety Taskforce

On 15 March 2023, we established a Safety Taskforce with the primary objective of driving a significant improvement in our health and safety performance. The Taskforce is supported by two world-renowned independent safety experts, Professor Sidney Dekker and Peter Wilkinson, who are providing advice on leading practice, critical risk and culture. Chaired by Managing Director & CEO Mark Norwell, the Taskforce includes GEC representatives Paul Muller and Ben Davis and Non-Executive Director Alex Atkins. The Safety & Sustainability Committee provides Board oversight and governance on progress by the Taskforce.

To date, our Taskforce has focused on identifying opportunities to deliver the necessary step change in Perenti's health and safety performance we aspire to. To support this, our Contract Mining and Mining Services divisions have established safety working groups which are being advised by additional independent subject matter experts, Dr David Provan and Ms Shannon Roberts Gibbs. Our safety working groups are also focused on developing and progressing safety transformation plans which will be tracked through the Taskforce.

In addition to this, we are committed to ensuring our broader organisation continues to focus on health and safety continuous improvement so that actions can be readily implemented across Perenti and shared with our mining industry peers.

SPIER

2.7

TRIER

5.4

Total recordable injury frequency rate improved to 5.4 in FY23

INSIGHTS:

26%

26% of all injuries
relate to fingers/
hands

50%

50% of injuries relate to 'line of fire' – for example, being hit by moving objects or hitting objects with part of the body

40%

40% of all serious potential incidents relate to mobile equipment operations and interactions

In partnership with organisational safety culture consultants, Sentsis, we completed safety climate surveys and onsite evaluations across our Contract Mining Division which have provided clarity on the leadership and culture improvements we need to make. Achieving this step change in our safety performance, our safety transformation, will be enabled by ensuring our workplaces are psychologically safe, and by engaging our people in learning about our areas of improvement. The safety of our people remains our absolute priority and we are committed to doing everything we can to ensure our people are safe in the workplace. Our priority to create safe and respectful workplaces is discussed further on page 10.

The core of the technology requires all people operating underground to use an active transponder built into their cap lamps, with matching detection/discrimination technology built into all heavy and light vehicles. Additionally, heavy vehicles will also require the installation of speed and brake intervention controllers to allow autonomous intervention should an interaction be imminent.

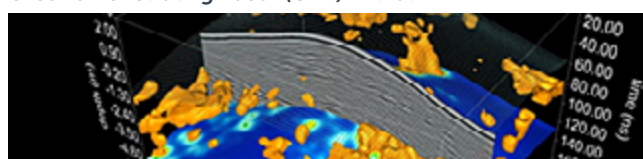
This partnership has progressed through various trials and is about to undertake operational impact testing. In FY24, we plan to develop and present a business case to equip one entire underground mine with a complete collision avoidance and warning system as a primary 'real world' trial site.

Jumbo Area Denial System roll out underway



Currently operators rely on team members to ensure they are keeping a safe distance away from large equipment and out of the line of fire. The Jumbo Area Denial System automates this process by detecting reflective material, including people, in close proximity to development drills and automatically stopping the hydraulic functions of the drill booms once a reflection is detected. This system is currently in use at two sites, with further rollouts planned in FY24.

Ground Penetrating Radar (GPR) in trial



To be used in conjunction with current underground mining processes, GPR can assist with drill hole planning and void detection. Currently in trial phase, this technology has the capacity to assist the mining industry with critical fall of ground risks.

High Access Localised Operations (HALO) prototype in trial



HALO is a robot that uses virtual reality technology to conduct safer rock scaling operations. The result of a two-year collaboration between Ausdrill, the University of Technology Sydney and the Innovative Manufacturing Cooperative Research Centre. HALO allows operators to use headsets and 3D virtual reality technology to scale walls, keeping them a safe distance away from rock scaling operations and out of the line of fire.

In addition to these industry leading technology projects, we are continuing to identify and develop safety engineering solutions.

Engineering and technology innovations

We recognise that technology can play a significant part in helping to keep our people safe and we have continued to invest in finding and implementing best of breed technology solutions for Perenti.

Our key projects for FY23 include:

Collision Avoidance Systems (CXS) project update



Our Collision Avoidance System (XCS) project is continuing to progress in partnership with large technology provider, Newtrax.



Critical risk control data for FY23:

19,538

Critical Control Field Verifications (CCFV) completed

16,477

CheckIns completed

142

SystemChecks completed

Awareness campaigns

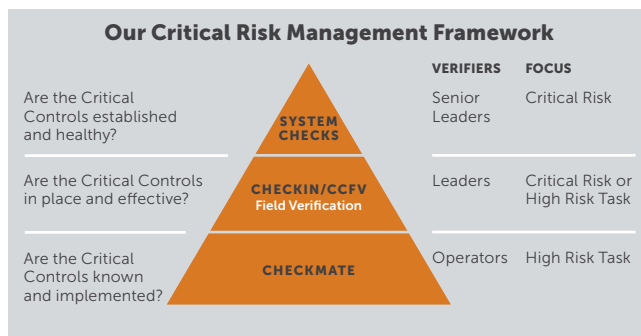
In late 2022, Perenti's Contract Mining Division launched the *No shortcuts* campaign which involved educating our people on what it means to practise safe behaviours in the workplace. Each session concluded with a team discussion on how our people felt they could continue to model the safe behaviour in their workplace. Sessions were delivered in English, French and Swahili to ensure accessibility for all of our people.

Wearable Technology Project

Following a program at our surface mining operations in FY23, we commenced the roll out of wearable technology and data analysis in our underground operations. The project enables the use of wearable technology to gather and analyse movement and body loading data to better understand the musculoskeletal injury risks of underground mine work and associated activities. It provides our people with feedback about their movements throughout their shift and training modules to educate them about effective ways to reduce personal injury risks.

Critical Risk Control

SystemChecks is the third and final tier of our approach to critical control verification. Completed by senior managers across our Contract Mining Division, these are aimed at higher-level system elements such as management plans and procedures. As these enabling systems ensure the right controls are in place and are effective for our front-line workforce, it is crucial that we verify they are fit for purpose.



MANAGEMENT SYSTEM

The reduction in our recordable injury frequency rate does not guarantee the elimination of fatal events from our business, further highlighting the need for us to consider new ways of measuring Perenti's safety performance.

With the support of our Safety Taskforce and Divisional Safety Working Groups, we are committed to driving this change. We will continue to investigate and interrogate our safety performance data to uncover trends and address risks and hazards within our business and operating methods.

Aligned to ISO45001, our Health, Safety and Environment (HSE) Management System provides the framework for our data capture and analysis process.

During FY23, we further developed our HSE Management System which included the release of a new Health, Safety and Well-being Policy, supported by a Health, Safety and Well-being Standard.

In addition to this, we continued to develop and improve our centralised HSE information system. Other key achievements include the capture of *SystemChecks* and business plans plus associated commitments to further assist with internal verification of action completion.



WORK HEALTH AND SAFETY EXCELLENCE AWARDS

An engineering solution to meaningfully improve the safety of underground mining led to Barmingo being named a finalist, at the Work Health and Safety Excellence Awards, held in October 2022. Following a fatal incident at a non-Barmingo operated site two years ago when a bogger went over an open edge, the industry came together to investigate ways to improve safety for operators.

The solution came in the re-designing of steel bollards which prevent a machine from being able to enter a stope void. The bollards went through rigorous testing to get the right mix of strength, weight and simplicity to deploy in an underground environment. The bollards are easy to install, can be set up by just two people and have been specifically designed so a fully loaded bogger can be brought to a dead stop upon impact.

Barmingo was named a finalist in the category of Work Health and Safety Invention of the Year for the initiative. Vice President Contract Mining, Mick Radi, said "I'm very proud of this initiative and what the team has done. Every day now across our operations we have greater protection for our people, reinforcing our principle of *Smarter together* so we can be safer together".



HEALTH AND WELL-BEING

Mental health awareness e-learning

As mental health is an important factor in overall well-being, we are working to ensure everyone at Perenti has access to the information and resources they need to stay mentally healthy and productive.

In partnership with our Employee Assistance Provider PeopleSense, we developed the *Perenti Contract Mining Mental Health e-Learning Training Program* to educate our people on mental health issues including how to support their mental health.

The course is specific to the mining industry and focuses on reducing the stigma and barriers to seeking assistance.

Leaders' Well-being Program

We know that leaders can play a significant role in safeguarding the mental health and well-being of people in their work environment. Our Contract Mining executives and senior leaders participated in a *Well-being Program* which focused on self-care and personal well-being, including the factors that impact on well-being and the influence leaders can have on the well-being of their people and their work environment.

Early Intervention Program

The Early Intervention Physiotherapy Program involves a physiotherapist communicating through a secure video link to provide immediate advice following any injuries at work. The program provides early support to any of our people who have experienced a musculoskeletal sprain or strain while on a worksite. This allows effective injury management to begin straight away and avoids any delays in treatment, leading to an improvement in injury outcomes.

Thrive At Work In Mining Master Classes

In FY23, Perenti participated in and completed the inaugural Futures of Work Institute (Curtin University) *Thrive at Work in Mining Master Classes*. Run as part of the Department of Mines, Industry Regulation and Safety Mental Awareness, Respect and Safety Program, the bespoke masterclasses have been developed for the mining industry to support companies at various stages of their journey towards building a mentally healthy workplace.

Designed for senior leaders in human resources, workforce strategy, work safety or well-being-related functions, the masterclasses were attended by the Manager of Workplace Health & Well-being and the Manager Organisational Effectiveness on behalf of Perenti Contract Mining.

Flexible working

In July 2022, we introduced additional flexible working options across BTP. This resulted in over 43% of our eligible workforce, which includes salaried workers and wage workshop employees, moving to a flexible work roster or nominating a rostered day off. We believe that fit-for-purpose flexible working options improve the wellbeing of our people and business performance.

Unmind

In May 2023, Perenti launched an app called Unmind to its Australian workforce. The app gives our people confidential access to tools, training and exercises to support their mental health and wellbeing. More information on Unmind is featured in the below case study.



Case study

UNMIND

The health and well-being of our people, including mental health is a priority for the business. A healthy workforce is a productive workforce but more than that, we genuinely care about the well-being of our people. That's why Perenti has introduced Unmind - an app that provides confidential access to tools, training and exercises to support the mental health and well-being of our people.

Unmind takes a proactive, preventative approach to mental health and provides a variety of expert tools that are rooted in neuroscience, cognitive behavioural therapy, mindfulness and positive psychology. Using Unmind's tools and techniques, our people can tackle challenges such as improving sleep, relieving tension or mastering distraction.

Managers within Perenti also have access to self-paced learning content through the app to assist and improve how they engage and support their teams, encouraging empathy, confidence and emotional intelligence for improved psychological safety.

All Australian based Perenti employees can access the Unmind app for free. It is confidential and can be accessed on any device, anywhere, anytime providing flexibility and anonymity to those who choose to use it.

3,500
#employees with
access to Unmind

274
leaders with
access to leader
content



CREATING SAFE AND RESPECTFUL WORKPLACES AND ACHIEVING GENDER BALANCE

FY23 commitment	Status	Reference	In FY24 we will:
Obtain Board review and endorsement of the <i>It's Not OK</i> (Elimination of Harmful Behaviours) assessment report and associated enterprise-wide action plan		Inclusion and diversity, page 10	✓ Develop and commence implementation of gender balance action plans in each division and corporate to achieve a Group gender balance of 33% by the end of FY23.
Join the HESTA 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		Inclusion and diversity, page 10	✓ Undertake a Group-wide education campaign and leadership development to enable respectful behaviour in our work environments.
Undertake a detailed gender pay gap review for wage employees (operators and maintainers) and deliver identified actions		Remuneration, page 11	✓ Undertake a detailed review of gender participation by region and role and identify systemic barriers to remedy female participation.

"The Culture and Inclusion Steering Group supports our commitment to building a diverse workplace where everyone feels psychologically safe to show up as their true self. The future of our industry is one that must harness creativity, innovation and teamwork to meet the ever-evolving needs of ESG and disruption and we believe that is not possible without a diverse and inclusive workforce."

Sarah Coleman

INCLUSION AND DIVERSITY

Perenti's Culture and Inclusion Steering Group was established in FY22 to address our sustainability priorities of *Creating safe and respectful workplaces* and *Achieving gender balance*.

In FY23, and in response to the *It's Not OK* diagnostic, we established a framework for response and action and developed a Group-wide action plan to drive sustainable change. This included appointing two Group Executive Committee sponsors to our Culture and Inclusion Steering Group and establishing culture and inclusion working groups and action plans for each of our divisions to further support the steering group.

Key achievements in FY23 include:

- The Group Executive Committee endorsed Perenti's Inclusion and Diversity Roadmap for leaders which outlines why an inclusive workplace is important to us and the steps we will take to achieve our aspirations.
- Developed a new Group-wide human resources procedure to change how we identify, report and resolve concerns and complaints about potentially harmful behaviour across our teams. This procedure will be introduced in early FY24.
- Rolled out a workforce awareness campaign to stimulate conversations and bring greater attention and understanding to the types of unwanted or harmful behaviour that our people experience in the workplace.

We understand that our workforce needs to be reflective of the communities in which we operate and our top priorities are to improve gender balance and strengthen psychological safety in the workplace. We consider these priorities to be fundamental to the respectful, inclusive culture and diverse

workforce that we aspire to. We have signed up to the HESTA 40:40 Vision to show our commitment to pursuing diversity in executive leadership. Further targets for these priority areas will be set across all divisions in FY24 and beyond. Our workforce awareness campaign will continue in FY24 with a focus on encouraging reporting and effective and timely resolution of inappropriate or unwelcome behaviour. The campaign will emphasise speaking up and supporting each other through active bystander behaviours.

To achieve our gender balance aspirations, we recognise that we need to develop specific programs to support the attraction and development of women at Perenti. In FY24, we plan to pilot programs that will focus on identifying and attracting women into entry level roles, redesigning senior roles and accelerating the development and mentoring of women for these opportunities, with a view to implementing these programs in FY25.

LEADERSHIP AND CAPABILITY DEVELOPMENT

During FY23, we continued to make strong progress with our leadership development programs across Perenti.

Twenty-three of our most senior executive leaders took part in a rigorous Executive Leadership Development Program which involved undertaking individual development assessments against a model executive leadership profile and the characteristics and capabilities required for effective leadership at an enterprise level.





By end of FY25

+75%

of our people feel their teams are psychologically safe*

*Australia only.

By end of FY30

40%

of the Board and Group Executive Committee are female

By end of FY33

33%

of our entire workforce will be female

By end of FY33

40%

of our senior leaders** are female

** Senior Leaders include Group Executive, Vice Presidents, General Managers and Department Heads.



The It's Not OK awareness campaign is aimed at instigating conversations about normalised behaviours.

Building on a successful pilot in FY22, 60 senior leaders participated in our bespoke Leading@Perenti program which helps senior leaders strengthen their core leadership capabilities to support cultural transformation and understand their role in implementing Perenti's business strategy and operating model.

In early FY24, we will finalise the design and pilot the Managing@Perenti program, which will focus on enhancing the capability of our leaders in middle management level roles. In addition, we will focus on upskilling our frontline leaders to help build their confidence and improve their capability in creating teams that are safe, respectful and inclusive.

REMUNERATION

Our People and Remuneration Committee undertook a review of Perenti's remuneration framework and strategy to ensure continued alignment with the company strategy and market competitive remuneration.

This included a review of our gender pay gap and the identification of this as a priority issue to resolve. Advancing this priority, along with rebalancing gender participation over time, will enable us to close our overall gender pay gap in future years.

We also undertook a comprehensive review of various mechanisms, such as retention programs to ensure we attract and retain core high performing talent. We will continue to implement the outcomes of the remuneration framework and strategy review in FY24.

As we expect labour pressures will continue into FY24, we will continue to closely monitor the situation and respond accordingly to ensure seamless project and service delivery for our clients.

PEOPLE SYSTEMS

We continued to invest in systems that enable us to deliver an improved leader, employee and candidate experience in Perenti's people processes. This has also improved visibility of our people data and led to more efficient and meaningful decision-making.

In addition, we have invested in our internal communications systems which enabled us to more effectively engage and share information with our people.

Building on this, in FY24 we plan to further embed and strengthen our existing people-related systems across the Group.

LABOUR RELATIONS AND MANAGEMENT

Perenti is committed to ensuring our people are treated in a fair, equitable and ethical manner.

We are proud of our reputation and processes on workplace relations matters, evidenced by the lack of industrial disputes across our varied employment jurisdictions. We work closely with the relevant governments, union representatives, employee and contractor groups to ensure adherence and compliance to the required labour laws, human resources regulations and labour rights policies.

In the event any of our businesses become subject to an employment disagreement, our experienced operations managers are able to manage these issues with the support of our local human resources teams and if necessary, our internal legal advisors, who are all well versed in the relevant laws and regulations of our host countries.



Perenti drives apprenticeship diversity

In late 2022, BTP and Barminco partnered with The Apprenticeship Community to create a series of videos promoting the importance of diversity in apprenticeships and traineeships. Perenti, BHP and Georgiou were chosen as leading employers in the industry who are committed to hiring more women in non-traditional trades, establishing a more gender-inclusive workforce, starting with their apprenticeship programs.

The Apprenticeship Community State Manager Jo Eagle explained that Perenti was chosen as an employer who demonstrates best practice and innovation in the apprenticeship and traineeship space.

"We value Perenti's commitment to providing apprenticeships for female employees and their apprenticeships and traineeships overall. "With an above industry standard retention rate and having trained more than 900 individuals over the years, we were proud to have Perenti involved along with our other showcased employers BHP and the Georgiou Group.

"We believe all companies can find great value in having females in non-traditional trade roles in a time of ongoing skills shortages".



PARTNERING WITH OUR COMMUNITIES

FY23 commitment	Status	Reference	In FY24 we will:
Develop a Social Performance Standard		Partnering with our communities, page 12	Develop and implement a Community Investment Framework.
Develop Group-wide formal community grievance procedure		Partnering with our communities, page 12	Develop and release a Freedom of Association statement.
Develop a revised Indigenous engagement strategy		Indigenous engagement, page 13	Organise cultural experiences on country or on territorial lands for Perenti leaders.
Deliver tailored human rights training to high-risk roles across the Group		Human rights, page 16	Update procurement systems to capture relevant local supplier data.
Undertake a social audit of a high-risk category supplier		Human rights, page 16	

"We're privileged to work across the globe, providing opportunities to engage with diverse communities and cultures. We are committed to working with and respecting local communities and have established a steering group to ensure our community engagement approach is consistent and impactful. The steering group will be pivotal in ensuring engagement insights, learnings and activities are identified, shared and celebrated across the business."

Ben Davis

Perenti continues to play an active role in the communities where we operate and we are committed to strengthening and prioritising our relationships with local community groups.

In FY23, we established the Partnering with Our Communities Steering Group to define and drive our community engagement framework which addresses Indigenous engagement, developing practices that encourage local procurement and employment and strengthening our human rights and modern slavery mechanisms.

These aspects of our social performance are also documented in our new Sustainability Group Standard, which has been rolled out across Perenti.

While we always endeavour to be respectful guests in the communities where we work, we recognise that concerns and grievances can arise from time to time and we are committed to fostering a culture of openness and accountability.

In FY24, we will implement our Group-wide community grievance mechanism which will provide community members with a structured, transparent and accessible way to raise any concerns and ensure they are addressed in a timely and appropriate manner.

Combating gender-based violence: AMS Botswana takes a stand

Gender-based violence (GBV) remains a pressing global issue, primarily targeting women and children. To raise awareness and combat GBV in its operational areas, AMS Botswana has developed a tripartite strategy involving employees, host communities, and local government. In October 2022, AMS launched a campaign against GBV, which aims to build awareness of our client, Sandfire's, GBV policy while asserting AMS's zero-tolerance stance towards GBV.

Following the launch, stakeholder meetings were conducted to devise a comprehensive action plan for the entire district. One of the significant outcomes was the Gender Based Violence Awareness March, a 5km walk in Ghanzi, which took place on 21 April 2023. The event saw participation from the civic community, business partners and other concerned individuals.

Speaking at the march, AMS Project Manager for Motheo, Caster Mothibedi reinforced AMS's zero-tolerance policy. "We are here as AMS, Sandfire and contractors to see how we can help the community because the numbers of GBV cases are escalating. As a company, we are open to going the extra mile in addressing GBV."

The campaign aims to raise awareness of GBV and equip our people with knowledge for identifying survivors and accessing help if they are survivors themselves. By empowering its employees, AMS aims to create a safer and more inclusive environment at work and within the community. "There is always a root cause for GBV. Let us not just fight its consequences but let's look for the root cause. As we discuss this issue, we should look beyond immediate causes," said Caster Mothibedi.



Case study



INDIGENOUS ENGAGEMENT

Mining often occurs on or adjacent to Indigenous Peoples' land and Perenti is committed to respectfully and proactively engaging with Indigenous Peoples in the regions where we operate.

In FY23, we formalised this commitment with our Indigenous Peoples Position Statement and supporting action plan to ensure we continue to strengthen our Indigenous engagement practices across all our locations and build mutually beneficial relationships.

Our position statement was developed with input from Indigenous people, including representatives from Indigenous Desert Alliance with whom we are pleased to have extended our relationship in FY24 as we continue to support and learn from each other.

Our partnerships with Indigenous groups in Australia continue to grow as we extend our project locations into new lands and form new relationships. In FY23, we established a milestone partnership with Tjiwarl Aboriginal Corporation in Western Australia.

In May 2021, Barmenco and the Tahltan Nation Development Corporation (TNDC) entered into a collaboration agreement, which outlines the parties' commitment to working collaboratively together and maintaining a meaningful relationship. As part of this agreement and Barmenco's broader commitment, we continue to provide training, development and employment opportunities, in addition to promoting subcontracting opportunities for Tahltan businesses.

Barmenco currently hires part of its fleet at the Red Chris Mine in British Columbia from TNDC.



Barmenco signs MOU with Tjiwarl Contracting Services

Barmenco has taken another step in our commitment to supporting our host communities. The recent signing of a memorandum of understanding (MOU) with Tjiwarl Contracting Services (TCS) reflects a collaboration built on trust, empowerment, employment, and future business opportunities.

Barmenco has deep roots in the Goldfields region of Western Australia and the MOU serves to solidify our dedication to the area. By partnering with TCS, Barmenco aims to create a mutually beneficial relationship that will contribute to the prosperity and growth of the region, opening doors for Tjiwarl and Tjiwarl-endorsed businesses to offer their services. "We truly welcome the opportunity to work with Barmenco," said Michael Tullock of Tjiwarl. "The relationship creates opportunities for Tjiwarl businesses to be a part of and contribute to the economy of our region, keeping value derived from country on country."

Mick Radi, Contract Mining Vice President Australia, added, "our scale on these lands provides opportunities for Tjiwarl and Tjiwarl-endorsed businesses to provide services that create value and positive outcomes for Tjiwarl people and their communities, as well as Barmenco."

The MOU with TCS demonstrates Barmenco's continued commitment to supporting and uplifting the communities where we operate. Barmenco and TCS are setting a positive example of sustainable and mutually beneficial partnerships within the mining industry. By fostering relationships and providing economic opportunities this collaboration is creating lasting value for the region and its people.



4,926

local employees in international workforce

90.2%

local participation in international workforce

\$1.55 B

local expenditure



LOCAL EMPLOYMENT, TRAINING AND PROCUREMENT

Perenti's mining projects create a significant number of high-quality employment opportunities and generate social and economic value for local and regional communities.

In FY23, we procured \$1.548 billion worth of goods and services from local businesses, including \$821 million from business in Australia, \$690 million from businesses in Africa, and \$37 million from businesses in North America.

We continue to actively encourage local workers to apply for positions and prioritise local applicants where possible. At the end of FY23, 90.2 per cent of our workforce outside of Australia comprised of local employees with a further 2.6 per cent coming from within the region.

We are also committed to training local people to support the development of their careers as well as building local capacity to capitalise on opportunities within the industry. Built in 2019, our state of the art training centre in Botswana continues to train employees in all the core competencies required in the mining induction process. In FY23, this included:

- 128 employees completed induction training.
- 128 employees completed the cultural awareness training.
- 128 employees completed Level 1 first aid training.
- 17 tradespeople completed hand and power tools training.
- 13 tradespeople completed hydraulics and pneumatics training.
- 36 employees completed a schematic reading course.
- 46 employees completed an electrohydraulic course.
- 34 employees completed a hydraulic hose-making course.

Total training numbers at Maun Training Centre

Course	Company	Total people attended
Induction Underground	Barmenco	450
Induction Underground	Master Drilling	14
Induction Underground	Lucient labour hire	67
Botswana level 1 first aid	Barmenco & contractors	531
Induction Surface	Barmenco	41
Hand and power tools	Barmenco	66
Hydraulics	Barmenco	70
Pneumatics	Barmenco	70
Sandvik schematic reading	Barmenco	36
Sandvik basic electro hydraulics	Barmenco	46
Hydraulic hose making	Barmenco	34
African Mining Service Induction	AMS	34
ERT course	KCM/Barmenco	20
Total		1,479



Kavuru Training Centre in Maun, Botswana

In November 2022, Barmenco and AMS officially opened the Kavuru Training Centre, which supports the Zone 5 and Motheo projects in Botswana. The purpose-built facility, separate from mining operations, has dedicated trainers and coordinators who provide inductions, safety, equipment, operator and maintenance training support.

Based on Barmenco's training centre in Perth, the Kavuru Training Centre also contains an artificial underground environment and trade simulators to train learners. Kago Seselamarumo, a student from the local Gxhabara Primary School, won a competition to name the centre. "Kavuruvusa" is a Sheyeyi word meaning winds of impact, and his wish is to see the centre bringing a positive impact to his region.

Ten female trainees have made history by completing dump truck operator training at the centre, reinforcing our commitment to diversity, inclusion and belonging and aligning to the Tswana Idiom, 'mosadi ke thari ya Sechaba', which loosely translates to 'a woman is the backbone of society'.

The group of women were appreciative of the opportunity which will help them provide for their families. "The trucks look formidable, but I am determined to turn my life around, so I have resolved to get hold of my fear and do what needs to be done", said Emang Molatole, one of the female trainees. The group has also embraced their new knowledge of mining processes and procedures, incorporating the lessons into their personal lives. Fellow trainee Bokamosol Paul confirms, "I expect to be able to apply what we have learnt in our everyday lives".



\$615,474

community donations

7 Countries with community investment

Australia, Burkina Faso,
Botswana, Canada, Ghana
Senegal, Tanzania



COMMUNITY INVESTMENT

Our community engagement strategies are underpinned by community investment programs which are focused on achieving broad and sustained positive impact aligned with our sustainability imperatives and priorities.

In FY23, Perenti provided a total contribution of \$615,474 to local, regional and national programs including but not limited to:

Schools and education programs:

- CoRE Learning Foundation Program
- Clontarf
- Dandjoo Darbalung.

Community empowerment projects:

- Local non-government organisations
- Womens and children's shelters and homes
- Employment generation projects
- Trade shows.

Community sporting teams and club facilities.

Women in mining and technology conferences and events.



Somelo poultry project Botswana

In March 2023, Barmenco officially handed over one of its community projects in the company's adopted village of Somelo to the local Village Development Committee. The event was attended by representatives of the North-west District Council, Somelo village leadership and Zone 5 Copper Mine management.

The poultry project which commenced in 2022 with a donation of 100 egg layers is set to change the economic landscape of the village. Many of the eggs are being sold by the company to the mine camp cafeteria.

Speaking at the handover event, Barmenco Mining Services Operations Manager, Tim Gough, expressed gratitude for the opportunity to partner with host communities to improve their livelihoods. Tim believes that the Somelo project ticked all the right boxes in being a legacy project, as with proper management, it has the potential to change the economic landscape of the village. He also stressed the opportunity for the village to be the hub of egg production for the Northwest region.

Barmenco's stance in social performance and investment is to partner or sponsor projects that are sustainable and benefit future generations, having an impact and providing economic inclusivity.

For his part, Kgosi Komeng of Somelo appreciated the gesture and requested that Barmenco continue to support them in their efforts to develop the village.



AUMS supports youth education in Ghana

AUMS entered into a sustainable youth development program with the Newmont Ahafo Development Foundation (NADeF) at the Subika Underground Project situated in the Brong Ahafo region of Ghana, West Africa. The scholarship award scheme assists the development of young people in the region of Newmont Ghana Gold operations. The program was initially conceived by community minded and progressive employees at site.

The AUMS/NADeF Scholarship Award Scheme, inaugurated in 2021, supports two tertiary education students and fifteen apprentices with the financial aid of GHS 60,000 (approximately \$8,250). One of this year's deserving tertiary recipients is Julia Asare Bediako, studying Geomatic Engineering at the University of Mines and Technology. Julia's education was previously supported by her single mother, who worked menial jobs to pay for her daughter's university admission fees.

This year the scholarship is also funding the electrical works apprenticeship of Seth Oppong, an orphan whose foster mother said the scholarship came right when they required assistance. She explained that her trading business had collapsed because of economic conditions and she had contemplated asking Seth to discontinue the apprenticeship and to earn money by farming.

Human Resources Manager Jerry Fynn is proud of the scholarship program and the contributions and opportunities AUMS provides to the area. "The support AUMS is providing is having a positive impact on the lives of the young people from the Newmont Ahafo region as well as the national manpower development drive of its host nation Ghana," he said.



MODERN SLAVERY

We published our third public Modern Slavery Statement which details the steps Perenti took in FY22 to assess modern slavery risks within our operations, inclusive of our supply chain and the actions being taken to help manage these risks. In this statement, Perenti made ten commitments for improving modern slavery performance. Our key commitments are presented below, with achievements to be published in our FY23 Modern Slavery Statement:

- Incorporate more comprehensive due diligence for human rights related risks in the new country risk assessment process.
- Commence implementation of the Sustainability Group Standard that will standardise Perenti's requirements relating to human rights and modern slavery.
- Continue to ensure employees in relevant roles complete the human rights training module. A training record will be maintained and monitored to ensure successful roll out of the training.
- Expand the scope of the supplier human rights risk profile tool to categorise and manage additional suppliers.
- Undertake a human rights audit of a high-risk category supplier.

We will continue to publish modern slavery statements in line with the Australian Modern Slavery Act 2018 (Cth).

HUMAN RIGHTS

Respect for human rights is a fundamental responsibility of all businesses. Our commitment to respecting human rights is formalised within Perenti's Human Rights Policy and Code of Conduct and is operationalised through activities such as auditing our suppliers.

We have developed a high-risk supplier identification tool which screens suppliers for location, value of spend and industry. This tool has enabled us to focus our audit efforts on those suppliers with increased risk of human rights abuses.

In September 2022, we conducted an internal review of a security contractor in Burkina Faso against the performance requirements of the Voluntary Principles on Security and Human Rights. The review was conducted with the purpose of establishing:

1. If the security company had been implicated in human rights abuses (on staff or the general community).
2. That the company has an acceptable method of managing staff and treats them with respect.
3. Security guards undertake their roles appropriately and act consistently with the law.

The review found no evidence to suggest that the contractor has been implicated in any human rights abuses against their staff or the general community. However, two opportunities for improvement related to formalised documentation on maximum working hours and Duty of Care Policy were identified, recorded in our systems and tracked to completion.

Human rights audits will commence as required under the new Perenti Sustainability Group Standard. Two audits of suppliers, selected using our high-risk supplier identification tool, were commissioned in FY23 with on-ground work scheduled to commence in Q1 FY24.

In FY23, we developed human rights training packages. These will be rolled out to high-risk roles across Perenti in FY24.





Valuing the environment and enabling the energy transition

What this means for us:

- Perenti recognises that climate change demands urgent action.
- We are committed to investing in innovative solutions that accelerate the transition to a low carbon future.
- We form partnerships in the pursuit of decarbonising our operations and mining key metals that enable the expansion of low carbon technologies.
- We actively seek ways to reduce our environmental footprint and operate efficiently so as to preserve the planet for future generations.
- We play a critical role in helping the world transition to a more sustainable future.

ACCELERATING DECARBONISATION

FY23 commitment	Status	Reference	In FY24 we will:
Publish a climate change position statement		Accelerating decarbonisation, page 17	Commence evaluation of the financial impact of physical and transitional risks on the business.
Capture and disclose category 13 scope 3 emissions associated with fuel use on our client sites		Emissions and targets, page 18	Expand scope 3 greenhouse gas emission data disclosure.
Set a scope 1 and 2 greenhouse emissions reduction target			Undertake third party verification of greenhouse gas emission data.
Greenhouse gas emission reduction in Group-wide incentive plan for senior leaders			
Undertake pre-assurance of greenhouse gas data			

“Embracing decarbonisation presents a transformative opportunity for Perenti, allowing us to drive positive change while also achieving long-term business success. We’ve established the Decarbonisation Steering Group to provide strategic direction and endorsement of decarbonisation initiatives and ensure sustainability is embedded in everything we do.”

Raj Ratneser

We recognise that climate change demands urgent action, being one of the defining issues of our time and we believe action on climate change is both the right thing to do and can deliver clear value to our business.

Electrification, and decarbonisation more broadly, is a significant opportunity for Perenti and we are striving to deliver full scope mine electrification studies for our clients by partnering with technology leaders, including ABB, to assist us in our decarbonisation efforts and service offerings.

In FY23, we established the Decarbonisation Steering Group comprised of representatives from across Perenti to provide oversight of decarbonisation activities, strategic input, technical guidance and, where necessary, endorsement of initiatives.

Our key climate-related achievements in FY23 include:

- Publishing a Climate Change Position Statement.
- Undertaking the first phase of climate scenario analysis.
- Setting a greenhouse gas related measure as part of our STIP.
- Establishing an executive sponsored Decarbonisation Steering Group.
- Setting scope 1 and scope 2 greenhouse gas emissions reductions targets.

ELECTRIFICATION

Perenti continues to be a proactive participant in the electrification space by making a significant contribution to the testing of new equipment.

In FY23, our Contract Mining Division acquired a number of all-electric machines, as well as planned and commenced trials with multiple clients and equipment manufacturers, reflecting a growing industry appetite for electrification.

An additional three pieces of all-electric mining equipment will be commissioned at IGO’s Nova operations by the end of Q1 FY24, including its third light vehicle, a production drill and an integrated tool carrier. Next in line, Sandvik’s first all-electric 65 tonne class truck is set to begin a trial operation at Anglo Gold Ashanti’s Sunrise Dam Project, where a Macleans all-electric shotcrete machine is currently being tested.

In FY24, we will continue to lead and contribute to the Electric Mine Consortium, which has undertaken some of the most extensive equipment trials to date for the industry. We will also continue to acquire and deploy more battery electric vehicles, with an all-electric loader to be acquired and expected to begin operations Q3 FY24.



EMISSIONS AND TARGETS

- Perenti will achieve net zero scope 1 and 2 emissions by end of FY30 from a FY22 baseline.
- Perenti will achieve an absolute reduction of scope 1 and 2 emissions of 40% by the end of FY26, from a FY22 baseline.

We apply an operational control approach to set our organisational boundary (our emissions reporting boundary). This means our scope 1 and 2 profile is comprised of the greenhouse gas (GHG) emissions from activities over which we have direct operational control. We implement this approach, and consider it appropriate, due to our role in the commercial context of contract mining. We acknowledge that our clients own the operating licences, control the mine planning and the emissions regulatory reporting environment in Australia, which focusses on facility-level reporting, and therefore report scope 1 and 2 emissions from sites where we hold operational control.

Emissions sources within our scope 1 profile include mobile and stationary combustion of diesel and unleaded petroleum, liquified petroleum gas (LPG), acetylene and use of lubricating oils.

Our scope 2 emissions comprise entirely of purchased grid electricity. Scope 3 emissions are indirect emissions that occur in the value chain, including both upstream and downstream emissions. Emissions from hydrocarbon consumption by our equipment at our client sites (sites outside of our operational control) is part of our scope 3 profile and has been disclosed for the first time this year.

In FY23, we worked with a specialist greenhouse gas auditor to conduct pre-assurance of our greenhouse gas and energy data. The findings and recommendations will be actioned in FY24 to aim for third party validation of data in next year's annual report.

We have committed to achieve net zero scope 1 and 2 emissions by the end of FY30 from a FY22 baseline, including an absolute reduction of scope 1 and 2 emissions of 40% by the end of FY26. The target applies to the entire Perenti group of companies and is underpinned by a scheduled pathway which will:

- Reduce scope 2 emissions using solar PV and renewable energy certificates in the short term (1-3 years).
- Introduce operationally and commercially suitable hybrid and electric equipment into the fleet with the support of a shadow carbon price (2-7 years).
- Neutralise residual emissions at the end of FY30 using high quality offsets (estimated to be 10-25% of the FY22 baseline).

The scope 1 and 2 target was set with consideration for the science-based target initiative (SBTi) criteria (but is not validated by the SBTi) and aligns with the goal of the Paris Agreement to limit global temperature rise to 1.5°C. Six-monthly reviews will be established to assess progress towards the target and, if necessary, revise the target to accommodate changes to business activities such as acquisitions.

We have incorporated emission reduction requirements into the short-term incentive plan (STIP) for leaders to drive reduction of operational control emissions across the business. The STIP requires executive positions to undertake greenhouse gas emission reduction initiatives aligned with our commitment of net zero scope 1 and 2 greenhouse gas emissions by the end of FY30.

OPERATIONAL CONTROL

Hydrocarbon consumption at our off-site workshops and onsite power generation.

SCOPE 1



Purchased electricity at our offices and off-site workshops.

SCOPE 2



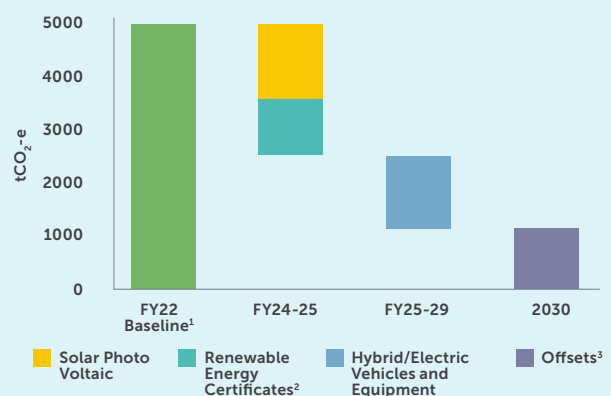
CLIENT & VALUE CHAIN

Vehicles and equipment provided to client sites, electricity at client sites, material value chain emissions, employee commuting etc.

SCOPE 3



Scope 1 and 2 Net Zero Pathway



1 Baseline excludes MinAnalytical and Well Control Solutions which were sold in FY22

2 A portion of our scope 2 emissions will be eliminated by purchasing Renewable Energy Certificates from our electricity providers, and transparently reported using the market-based method.

3 High quality carbon credits may be purchased to offset any residual hard to abate emissions.



Case study

ABB collaboration

Perenti signed an agreement in November 2022 with leading global technology company ABB to collaborate and explore approaches to support net zero emissions targets for underground and open-pit mines. Experts from the companies will work together to address electrification in mine hauling operations, power distribution, energy efficiency and power management.

Perenti's significant mining expertise is complemented by ABB's electrical expertise. Together, the teams plan to explore business models and solutions to deliver wider services to pilot brownfield and greenfield mining projects in support of the electrification of operations.

Recently, the Perenti ABB collaboration has been awarded its inaugural contract to undertake a study for the full underground electrification of IGO's Cosmos Nickel Project in Western Australia. All aspects of electrification will be considered in the study including mine design optimisation for electric operations, production and operating philosophy, fleet selection, power distribution and electrical infrastructure design, electrification system and battery management, ESG and safety impact analysis and cost modelling.



TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES: FY23 PROGRESS HIGHLIGHTS

Perenti has been progressively aligning with the Taskforce on Climate-related Financial Disclosures (TCFD) recommendations, and we are preparing to disclose in accordance with the International Financial Reporting Standard (IFRS) Sustainability Disclosure Standards.

We have consolidated climate-related financial disclosures on our corporate website [perentigroup.com](https://www.perentigroup.com) and will report on new initiatives and progress against targets here in the annual report. Notably, in FY23, our progress included undertaking qualitative climate scenario analysis and setting scope 1 and 2 emission reduction targets with a defined pathway.

Qualitative climate scenario analysis

Climate change has risen beyond a background factor to a specific, discernible source of disruption that requires action and planning.

In FY23, we partnered with a specialist consultant to identify and assess the physical and transitional climate-related risks and opportunities over different time horizons in accordance with TCFD recommendations.

The qualitative analysis used three physical and three transitional climate scenarios across two timeframes (2030 and 2050¹). Physical risks are modelled against the Intergovernmental Panel on Climate Change (IPCC) Shared Socio-economic Pathways from their AR6 Report 2021. Transition risks are modelled against numerous assumptions gathered from the International Energy Agency's World Energy Outlook scenario, as well as a Network for Greening the Financial System.

Physical risks

Multiple indicators were selected to assess the physical risks of climate change to Perenti, which are extreme heat, water stress and drought, extreme precipitation and flooding, extreme weather events, accumulation of chronic climate factors and sea level rise. When reviewing the IPCC scenarios, the following climate trends were noted to apply to our operations:

- Extreme precipitation events are currently being observed and are projected to increase in frequency and intensity in western and southern Africa, Eastern and Northern Australia and regions in North America.
- Extreme temperature is currently being observed and is projected to increase in frequency and intensity in all operational locations in Africa and Australia.
- Water stress is currently being observed and is projected to increase in intensity, particularly in the Sahel region in Africa and Western Australian regions.
- Chronic physical risks (extreme temperatures (+/-), humidity, winds, hail) are projected to become less predictable and more frequent over time in all areas of Perenti's operations.
- Acute extreme weather events are currently being observed and are projected to increase in severity and frequency in all areas of our operations.

By applying these regional trends to our organisational assets, operations and value chain we identified five physical risks as potentially material to Perenti (see table page 20). Under a "middle of the road" scenario, physical risks were found to present a low-to-moderate risk to 2030, with increased likelihood out to 2050. We have existing processes to manage each of these risks, and the analysis has been used to investigate where additional control may be required to manage increasing frequency and intensity of events.

¹ Perenti has defined short and long-term climate risks as those arising between now and 2030, and 2030–2050 respectively.



Physical risk	Existing management controls
Extreme weather event causing significant damage to infrastructure and machinery needed to operate and supply a mine site rendering it inoperable for an extended period of time.	<ul style="list-style-type: none"> • Early warning systems and evacuation procedures • Reviewing contractual terms to mitigate Perenti risk • Regional risk appetite • Tender and project risk assessments
An extreme precipitation event leading to the flooding of an underground mine resulting in multiple fatalities, operation stoppage and legal actions against Perenti.	<ul style="list-style-type: none"> • Upfront review of client's controls • Refuge chambers located at designated locations • Warning and evacuation procedures • Contractual mechanisms • Water Management Plans (site specific)
Water stress causing conflicts with local communities over remaining resources, which results in public or reputational damage, business disruption or operations continuity.	<ul style="list-style-type: none"> • Exiting high risk jurisdictions • Client engagement • Contractual protections • Capturing surface water runoff
Extreme heat causing employees to suffer severe health implications like heat stroke or heat exhaustion (which could be fatal). Consequential legal actions against Perenti.	<ul style="list-style-type: none"> • Individual and work area temperature monitoring • Heat stress-related training and awareness (especially for new starters) • Mine cooling and ventilation • Time limits on extreme work environment exposure
Combination of chronic factors undermines critical infrastructure resulting in operational disruption.	<ul style="list-style-type: none"> • Predetermined response plans • Regular maintenance and checks

Transition Risk and Opportunities

Multiple risk events were assessed across the TCFD's four categories of policy and legal, market, technology and reputational risk. Seven distinct transition risks were identified as being potentially material to Perenti, which were then reviewed for existing and potential controls, as well as market opportunities (see table below).

Topic	Transition Risk	Related opportunities and controls
Policy and legal	Contracts disproportionately expose Perenti to climate risk events.	We will examine contractual terms and our due diligence approach to better integrate climate risk into future contracts, with the intent of reducing exposure to contracts and projects in which a disproportionate exposure of physical risks rests with Perenti.
Market	Withdrawal of capital from emissions intensive activities results in lack of capital access.	There is a substantial opportunity for Perenti to be a leader in green mining and electrified mining contracting. We are progressing towards a low carbon future with the recent contract to undertake an electrification study for the full electrification of the IGO Cosmos underground nickel project. By taking action to reduce our emissions and partnering to develop lower carbon mines we are reducing the risks associated with lower capital access for emissions intensive activities.
	Clients are slow to transition or fail completely, causing counterparty risk.	We will further embed consideration of specific climate and sustainability factors in business decisions and particularly in the diligence process that informs where we are going to operate, how we will operate and with whom.
	Major geopolitical disruptions cause safety concerns, reduced mine access, and supply chain disruptions.	We undertake thorough risk assessments and emergency response plans are applied alongside robust safety protocols. By diversifying operational locations and suppliers we can minimise the impact of reduced mine access and supply chain disruptions in the event of geopolitical disruptions.
	Redistribution in commodity supply and demand causing market disruptions.	The duration of our contracts allows for adjustments based on market conditions and our diversified client base reduces dependence on a single buyer or market segment. We actively monitor supply and demand factors in order to make timely strategic decisions.
Technology	Abrupt shift to electrification results in bottlenecking of technology and capital.	Perenti is already experiencing bottlenecks when attempting to procure electric vehicles which may remain if supply cannot meet demand. To mitigate this, we regularly meet with all major OEMs to inform our electrification strategy and implementation timeline. Perenti is supporting full scale electric mining and increasing technological readiness by partnering with technology leaders such as ABB.
Reputation	Workforce attraction is limited due to lack of skilled workers and negative associations to mining industries.	We recognise that the transition to a lower carbon economy will require new and adapted skills, which necessitates investment in the quality of skills and the size of the workforce required to make this a success. By bringing sustainability to the core of our strategy we hope to increase the attractiveness of the industry to a new generation, thus helping to develop the skills needed for mining in the future.

Our next step is to use the qualitative scenario analysis as a foundation to quantify and assess the financial risks and opportunities associated with climate change. We will continue to assess and disclose climate-related risks and opportunities as part of our internal risk assessment process, with the aim of improving the level of detail over time.



ENVIRONMENTAL STEWARDSHIP

FY23 commitment	Status	Reference	In FY24 we will:
Develop and commence implementation of a Group Environmental Management Standard		Management System, page 21	Deliver a water awareness campaign at high water stressed sites.
Capture and disclose water use and waste for our office and workshop facilities		Waste, page 22	Review and update operational level environmental training programmes within the Contract Mining Division. Develop waste and water targets for our operational control sites.

HSE MANAGEMENT SYSTEM

Our ongoing commitment to delivering sustainable outcomes for people and our planet underpins Perenti's Health, Safety and Environment (HSE) management system.

In FY23, we completed a review of our HSE Policy as we continue to sharpen our approach to our sustainability imperatives.

We developed a new Health, Safety and Well-being Policy and published a stand-alone Environment Policy outlining our commitment to managing the environmental impact of our activities and reflecting our aspiration to ensure the living environments we work in can continue to exist, thrive and evolve.

We released a Group-wide Sustainability Standard which ensures consistency and quality of environmental management across our divisions, including risk and impact assessment, training and inductions, incident investigation, data reporting and performance improvement. Together with our Environment Policy and Environmental Management System, this framework will guide our environmental management practices.

In addition, we improved our data reporting with the expansion of our HSE information system to capture water and waste data from our worksites where we have operational control. We will continue to track this data as well as develop metrics and targets for waste and water in FY24.

A herd of Kudus wander close to one of our mining operations in Botswana. Caring for native flora and fauna is an important part of our commitment to the environment and the communities where we operate.



6,365 m³

Waste sent to landfill*

2,378 m³

Waste diverted from landfill*

17,584 kl

Water used*

0

Projects in world heritage areas

0

Serious impact environmental incidents

*Waste and water are Australian locations only

OUR PERFORMANCE



Waste

In FY23, Perenti joined the Tyre Stewardship Australia (TSA), Offroad Tyre Recovery (OTR) Tyre and Conveyor Belt Sustainability Hub which brings together representatives from across the mining industry to improve OTR rubber product recovery. As the only mining services company to join the hub, we look forward to continuing conversations on responsible rubber disposal solutions.

In addition, we launched support and collection for the *Containers for Change* recycling scheme at our Perth (Western Australia) Contract Mining locations:

- At Canning Vale, our diverted waste raised funds for the Blue Tree Project, a charity that is helping to spark conversations about mental health and encouraging people to speak up about mental health concerns.
- At Hazelmere our diverted waste will raise funds in Q1 FY24 for the Royal Flying Doctor Service (RFDS) which uses the latest in aviation, medical and communications technology to deliver emergency medical and primary health care services to people who live, work or travel in rural and remote Australia.

In FY24, we will expand our waste disclosure to include our operational control sites outside of Australia.



Water

We recognise that water is a key input to mining and a shared natural resource. Water is provided by our clients on all sites and is outside of our operational control. Nonetheless, we value water as a precious resource and are committed to finding ways to reduce water use which is why water was a major consideration in our climate scenario risk assessment undertaken during the year.

i Refer to page 19 - Taskforce on Climate-related Financial Disclosure

In FY23, we collected water use data from our operational control sites and have disclosed them for the first time.

In FY24, we plan to do a water campaign for worksites that are identified as high risk of water stress sites within Australia and to engage our people on the importance of water as a resource.

In addition in FY24, we will also expand our disclosure by reporting our water use at operational control sites outside of Australia.



Biodiversity and protected areas

We acknowledge the rising risk that biodiversity loss poses to the environment and to the economy. As a mining service company, Perenti is aware that our sector faces high exposure to physical and transitional nature-related risks. We acknowledge that voiding 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. However, we continue to stay informed on the evolving nature-related disclosure expectations including the Taskforce for Nature-related Disclosure (TNFD).

Environmental incidents

Environmental incidents are classified on a scale of one to five, with category four and five incidents resulting in serious impact to the environment and regulatory action. We have continued our high environmental performance with zero serious impact environmental incidents occurring during the reporting year.

In partnership with GreenChair's *Re-use and Re-purpose Program*, Perenti was able to achieve:

2,920 kg

Material waste avoided

10.4 t CO₂-e

Emission savings through waste management

202

Items of furniture donated

15

Not-for-profits, charities and community groups supported





Acting ethically and responsibly

What this means for us:

- Perenti acts responsibly and with integrity.
- We are committed to transparent reporting, disclosure and engagement.
- We build mutually beneficial and trusting relationships that are critical to our business and benefit our stakeholders.
- We promote open and honest communication among employees at all levels of our organisation.
- We never compromise our standards and always respect and protect human rights.

FY23 commitment	Status	Reference	In FY23 we will:
Implement and embed new operating model and ways of working.		Operating model, page 23	Governance <ul style="list-style-type: none"> ✓ Implement a revised risk appetite and tolerance framework. ✓ Conduct an externally facilitated evaluation of the Perenti Board.
Implement the Perenti Governance Framework, including a single document management platform.		Cyber and information security, page 25	Audit and Risk <ul style="list-style-type: none"> ✓ Undertake an audit of the Health, Safety, Well-being and Sustainability Group Standards.
Undertake two crisis and two emergency management training exercises across the Group.		Security, page 24	Security <ul style="list-style-type: none"> ✓ Conduct second line assurance audits on Contract Mining and Mining Services emergency management plans.
Conduct one second line assurance audit of the division level emergency management plan and project (site) emergency response plan.		Security, page 24	Cyber Security <ul style="list-style-type: none"> ✓ Commence implementation of the Cyber Security and Data Protection Group Standard across Perenti. ✓ Initiate the Perenti Risk and Information Security Management Program.

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 2023, 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 FY23 Annual Report and are also available on Perenti's website.

The Board Charter requires a majority of directors to be independent. An assessment of the independence of each non-executive director was completed for FY23 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, the Safety & Sustainability Committee and the Nominations Committee.

The charters for these committees are available on Perenti's website. The members of the committees are all independent directors.

The Sustainability Committee was renamed the Safety & Sustainability Committee to emphasise the focus being afforded to health and safety.

The Safety & Sustainability Committee met in October 2022, March 2023 and June 2023. Going forward the Committee will meet quarterly.

Topics discussed by the committee included safety, engineering and technology controls for critical risks, safety improvement plans, sustainability strategy, sustainability targets and disclosure, climate change and decarbonisation, environmental management, community and indigenous engagement, human rights and modern slavery, security, investor expectations and emerging sustainability trends and standards. Safety and sustainability related issues are also discussed collectively by the Board.

OPERATING MODEL

In FY22, Perenti announced a strengthened business model that redefines the previous *Industry Sector Groups* into three complementary divisions; Contract Mining, Mining Services and idoba.

The three divisions are supported by Perenti's corporate centre which is responsible for supporting and enhancing the long-term success of the Group.

In FY23, we completed the implementation of this revised operating model, *The Perenti Way*, and new ways of working.



CODE OF CONDUCT

Our Code of Conduct sets out the standards of behaviour expected of our directors, employees, consultants, contractors and suppliers.

During the past year we continued to monitor 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, which is available in relevant local languages. 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 FY23, there were five disclosures made through the Speak Up Program that were classified as potential breaches of the Code of Conduct, all of which were investigated and actioned by Perenti in accordance with the findings of the investigation.

ANTI-BRIBERY AND CORRUPTION

Our Anti-bribery and Anti-corruption (ABAC) Policy sets out Perenti's zero tolerance for any bribery or corruption in our global business dealings and operations.

The supporting Compliance Group Standard sets out the specific ABAC requirements of Perenti's employees and suppliers related to the policy. Consistent with this standard, no political donations or facilitation payments were made during FY23.

All material breaches of the ABAC Policy are reported to the Board and Audit & Risk Committee. One non-material breach of the ABAC Policy was reported in FY23 and was found to be unsubstantiated following investigation.

In FY23, we monitored compliance with the online Code of Conduct training modules for all Perenti employees. We also monitored compliance with our tailored ABAC module for employees working in high-risk roles including all supervisor positions and above, as well as those involved in commercial interactions such as procurement. A review of Perenti's online compliance training modules is underway to ensure alignment with the requirements of our governance framework.

In accordance with our ABAC Policy, all Perenti businesses are required to have a gift and hospitality register in place, maintained by nominated employees within each business.

TIMELY AND CONSISTENT DISCLOSURE

Perenti's Market Disclosure and Communications Policy outlines our commitment to providing shareholders and the market with full and timely information about our activities.

In FY23, Perenti made 111 announcements and disclosures via the Australian Stock Exchange with no breaches of continuous disclosure.

AUDIT AND RISK

Established in August 2020, our Internal Audit function is a critical part of Perenti's Assurance Framework and is governed by a charter approved by the Board's Audit & Risk Committee.

In FY23, our Internal Audit Function focused on supporting the development and implementation of a robust second line assurance program for Perenti.

In addition to this, five internal audits were completed in accordance with the internal audit plan approved by the Audit & Risk Committee. In each instance the audit included an assessment of the effectiveness of the relevant internal controls. Where a weakness in control was observed, a corresponding internal audit action was raised and agreed with management. Internal Audit actions are subject to our governance process and are tracked until they are closed.

Perenti's risk framework defines enterprise risks as those that are significant at a Group level, based on materiality, strategic time horizon and broader Group applicability. These risks are refreshed annually by the Board and Group Executive Committee and the most recent update included the refinement of our ESG related enterprise risk to focus specifically on climate change and decarbonisation.

SECURITY

We are committed to preventing, responding and recovering from any security and other events which may impact our people, the environment, our assets, business operations or reputation. As such, we continuously maintain a state of security, emergency and crisis preparedness.

Our management of security, emergency and crisis related risks is supported by a system of standards and associated plans and guidelines. This framework is regularly reviewed and updated in line with evolving security, emergency and crisis related information and trends.

During FY23, the Group Security, Emergency and Crisis Standard was developed and rolled out.

The Contract Mining and Mining Services emergency management plans were also updated, with second line assurance audits scheduled for FY24. In addition, the Mako Incident Response Plan was updated and training was delivered to applicable site employees, with the Cowal operations scheduled for training in Q1 FY24. Updates to these plans resulted in delays to our second line assurance audits, which will now be undertaken in FY24.



We continued to strengthen Perenti's security, emergency and crisis management capability through the completion of crisis and emergency management training exercises. We also continued to build and enhance our relationships with key government and industry stakeholders such as the Department of Foreign Affairs and Trade, the Western Australian Police, the National Threat Advisory Committee and the UK Foreign Commonwealth Office.

CYBER AND INFORMATION SECURITY

In FY23, our Security and Risk Function continued to implement improvements from our Cyber Security Program, increasing our critical security controls across Perenti's systems and processes. The priority focus was working with our divisions and security service partners to enhance and extend our detection and response capabilities across our complex technology environments.

This included refining our cyber security incident response processes and conducting a simulated cyber-attack scenario to test and improve upon our readiness to respond to a targeted cyber-attack. We conducted an extensive penetration testing regime, using the findings to drive various process and technology-based improvements throughout FY23.

Security education and awareness remained a focal point across Perenti in FY23. We worked with our divisions to reinforce shared and individual responsibility for the security of our business and to embed a more cyber-safe and security-aware culture across the organisation. Ongoing periodical independent assurance and control effectiveness testing was conducted by external service providers and partners with senior leadership briefing the Board quarterly on information security.

In FY24, we will initiate the Perenti Risk and Information Security Management Program, focusing on identity and access management, security incident detection and response, network security, and information management.

In addition, the new Perenti Governance Framework (PGF) went live in May 2023 and is accessible for employees in Perenti Corporate, Mining Services, idoba and a portion of Contract Mining. The new PGF platform will be rolled out to the rest of Contract Mining Division including Barminco, AMS, AUMS and Contract Mining projects in Q1 FY24.

INDUSTRY ASSOCIATION MEMBERSHIPS

Perenti, or its operating businesses, are members of industry associations or organisations including:



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





Sustainability Report

**20
23**

**Expect
More**

CORPORATE AND HEAD OFFICE

Level 4, William Square, 45 Francis Street, Perth WA 6003 Australia
+ 61 8 9421 6500

perentigroup.com