Commitment

We are committed to making a positive difference by delivering sustainable outcomes through our activities and to continuously improve our performance. This includes establishing actions and making business decisions that balance the climate, environment and social aspects of our projects and operations. This policy provides a framework for setting our objectives in relation to climate, environment, and social matters.

Specifically, we are committed to:

Climate

- Delivering carbon reduction in line with our validated science-based targets. This means achieving net-zero carbon emissions for our global business by 2040 with a reduction in scope 1, 2 and 3 greenhouse gas (GHG) emissions of 90% by 2040 (from 2019 base year). In the short-term, we aim to reduce by 2030 our scope 1 and 2 GHG emissions by 46% and relevant[1] scope 3 emissions by 28% from a 2019 base year. We also aim for 70% of suppliers by expenditure to have science-based targets by 2027.
- Minimising resource and energy consumption and moving toward renewable/ low carbon energy sources across our workplaces.
- Identifying, assessing, and managing climate-related risks to our operations and value chains.

Environment

- Protecting the environment and reducing our impacts by developing, implementing, and maintaining an environmental management system (EMS) that fulfils the requirements of the ISO 14001:2015 standard, and drives continual improvement across our organisation.

Social

- Respecting human rights and not participating or being complicit in human rights abuses.
- Rejecting modern slavery in all its forms, including servitude, forced or compulsory labour and human trafficking. We do not practice any form of debt bondage, confiscate, or retain identification documents. We have zero-tolerance for discrimination, harassment, victimisation and intimidating or offensive behaviour.
- Making a positive difference in the communities where we operate, by considering opportunities to deliver social, economic, and environmental benefits through our projects at varying stages of delivery and supporting community programming in alignment with our company purpose and values.

Responsible business

- Integrating sustainability-related considerations into our business operations, ensuring that our business partners share our values and operate in a manner consistent with our code of conduct (Our Code), and seek to improve climate, environment and social performance in their dealings with us and within their own supply chains.
- Maintaining transparency in our approach to sustainability in business operations and supply chains, including through our disclosures and in line with the applicable requirements in the countries in which we operate.
- Establishing whistleblowing mechanisms, to enable the reporting of concerns without fear of reprisal.
- Complying with applicable legal, compliance and disclosure obligations in all jurisdictions in which we work.

Approach

We recognise our responsibility as a global business for tackling the world's biggest challenges. Our priorities are based on how relevant and significant climate, environmental and social aspects are to business operations and to the way we deliver our projects. This considers the risks to the business as well as the impacts and dependencies that the business has on climate, environment and society. To identify these significant impacts and risks we engage constructively with key stakeholders.

Our approach is informed by the United Nations Global Compact (UNGC) and the Guiding Principles on Business and Human Rights. As a signatory to the UNGC, we are committed to incorporating the Ten Principles of the UNGC into strategy, policy and procedures and to pursuing opportunities that advance the United

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[1] Scope 3 GHG emissions from fuel & energy related activities, waste generated in operations, business travel, and employee commute.

Nations' Sustainable Development Goals (SDGs). We support the Universal Declaration of Human Rights, as well as the International Bill of Rights and the International Labour Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work. We support the ILO stance on freedom of association and collective bargaining.

The environmental management system forms part of our business management system and meets the requirements of ISO 14001:2015. Where applicable, it is independently certified.

Our Code sets out our expectations and standards for all colleagues and those we work with, and advances through our PRIDE values – Progress, Respect, Integrity, Drive, and Excellence. Our policies guide and govern the implementation of our commitments and drive continual improvement.

Within the Group, opportunity, uncertainty and risk are considered by the Risk Committee based on our Enterprise Risk Management processes. The Risk Committee undertakes an annual comprehensive review of the material risks to the organisation including those arising from climate, environment and society.

Risk assessments, including where appropriate for Sustainability (climate, environment and social), are conducted with the aim of identifying risks and developing treatment strategies in our business activities. These are conducted in line with recognised standards, such as ISO 14001: 2015. We equip our people with the information they need to make informed decisions by providing resources and building capabilities to address Sustainability (climate, environment and social) at the outset of projects.

Due diligence is our first line of defence in mitigating potential risks when working with third parties, including clients, suppliers, and partners. We carry out due diligence checks on clients, suppliers and partners. We evaluate third parties using a standard questionnaire to identify competence, compliance with our values, policies and standards and to understand how they are addressing sustainability-related risks.

Following appointment of key and critical suppliers, review meetings take place to monitor performance against agreed metrics and identify any development or improvement opportunities, including in relation to Sustainability (climate, environment and social). Through these meetings, we communicate our expectations, monitor performance and address any issues in accordance with Our Code.

Responsibility

The Executive Board has overall accountability for sustainability. Relevant responsibilities are embedded within the terms of reference of the committees of the Executive Board, such as the Management Committee and the Risk Committee. The Management Committee manages business performance including for designated sustainability-related targets and metrics. The Risk Committee provides a framework to identify, assess, and manage material risks, including those related to sustainability.

The Climate, Environment and Social (CES) Steering Group is responsible for ensuring an appropriate governance framework for CES related matters. This Steering Group reports to the Executive Board as required.

Signed, on behalf of the Executive Board