

MATERIAL ISSUES REVIEW

During FY23, we began a process of refreshing our material issues for the business. Our materiality process identifies and prioritises the most important issues (which in turn create risks and opportunities) from the perspective of the organisation and its key stakeholders.

The objectives of this process are to assess significant social and environmental topics, identify developing threats and commercial opportunities, prioritise resources for the issues that matter most, better manage important risks, and identify where we can make a significant positive impact.

To identify our material issues, we gathered input from our people across our different geographies, business groups and career levels through a survey: gathered insight and feedback from a selection of our key clients across core markets in New Zealand, Australia and Singapore through one-on-one interviews: and used these inputs to undertake an assessment of risks and opportunities within our business environment. In FY24, we will confirm our material issues, work to integrate these priorities into our business operations, and be able to report on our progress.

Outside of this formal process, we have many ways in which we engage with our stakeholders, and we constantly look to understand their needs and priorities so we can respond accordingly. Stakeholder engagement activities and outcomes are summarised in **Appendix A.**

HOW WE TALK ABOUT DELIVERING BUSINESS IMPACT

Our footprint represents the impacts of our business operations – we aim to minimise the negative impacts of our footprint (for example, the impacts of our supply chain and emissions from travelling), and increase the positive impacts we can have (for example, the wellbeing of our people, diversity of our business through recruitment, and social outcomes from supply chain engagement).

Our handprint represents the positive environmental and social outcomes we can help to deliver through the work we do with our clients and communities. Our focus is to maximise our handprint.

An example of our handprint is our partnership with NZ Steel to deliver project management and engineering services for the construction of an electric arc furnace at their Glenbrook Mill.

