

ESG REPORT

2021-2022

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A MESSAGE FROM THE CEO

Jason Willoughby

I'm proud to be presenting our second ESG report as our company continues to grow and play an important role in Australia's clean energy transition and move towards a net zero emissions future.

In the past year, we've grown our team by almost 20% and expanded our presence into Victoria and Queensland. We've generated enough renewable electricity to power 265,000 homes and helped avoid 1.085 million tonnes of carbon emissions.

Our project achievements this year have spanned construction completion, further power purchase agreements with corporate customers and refinancing for operational assets.

Importantly, we've also made progress on environmental, social and governance fronts. We have established a diversity and inclusion committee comprising representatives from across the business at all levels. We've launched our first community safety initiative, providing free placements for Central West locals to participate in a Certificate IV in Workplace Health and Safety.

We are now four years into funding a five-year Superb Parrot research program, which will help inform conservation activities for the vulnerable species. And we've also launched our inaugural Reconciliation Action Plan.

There is much to celebrate but I also recognise there is much more to achieve. I look forward to our continued efforts to lead Australia's transition to a clean energy future.

In December 2022 Squadron Energy signed an agreement to acquire CWP Renewables.



CWP Renewables acknowledges the Traditional Owners and ongoing Custodians of the lands and waters on which we operate. We pay our respects to Elders past, present and emerging.



ABOUT US

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OUR YEAR

CWP Renewables has gone through a period of rapid growth throughout 2021-22.

We've seen our team grow from 65 to 77, with expectations we'll reach 100 people by the end of 2022. We've also expanded our footprint into Victoria and Queensland, with new offices in Melbourne and Brisbane.

Our growth has been primarily driven by our considerable 5 GW development pipeline of renewable generation, storage and firming projects.

This year we reached construction completion at Crudine Ridge Wind Farm, a 134 MW project located 45km south of Mudgee, and had 43 of 46 turbines fully erected at Bango Wind Farm, north of Yass, which is on track for completion in early 2023.

In total, we generated 1,374 GW hours of renewable energy, enough to power 265,000 homes*, and helped avoid 1.085 million tonnes of carbon emissions.

We also welcomed two new power purchase partners: Nestlé Australia, which is now sourcing 100% renewable electricity for its Australian factories and offices from Crudine Ridge and Sapphire wind farms and Fujitsu Australia which has an agreement with Sapphire Wind Farm to meet around 40% of its NSW data load.

In addition, we continued our partnership with Snowy Hydro, agreeing to a 200 MW power purchase agreement with Uungula Wind Farm, which will enter construction in FY2022-23.

Our finance team reached a major milestone with Sapphire Wind Farm, restructuring the senior finance for the project located in New England, which remains the largest operational wind farm in NSW.

The restructure was enabled by our strong record of power purchase agreements and further supports our future renewable energy developments.

Externally, we saw several factors contributing to tailwinds for renewable energy.






*ACIL Allen Energy benchmarks report 2017 - updated 5 June 2018 p37

This included a change in federal government with a target to cut carbon emissions by 43% by 2030; the release of the Australian Energy Market Operator's 2022 Integrated System Plan outlining a need to increase grid-scale wind and solar capacity by nine-fold and firming capacity by three-fold; and the declaration of the first NSW

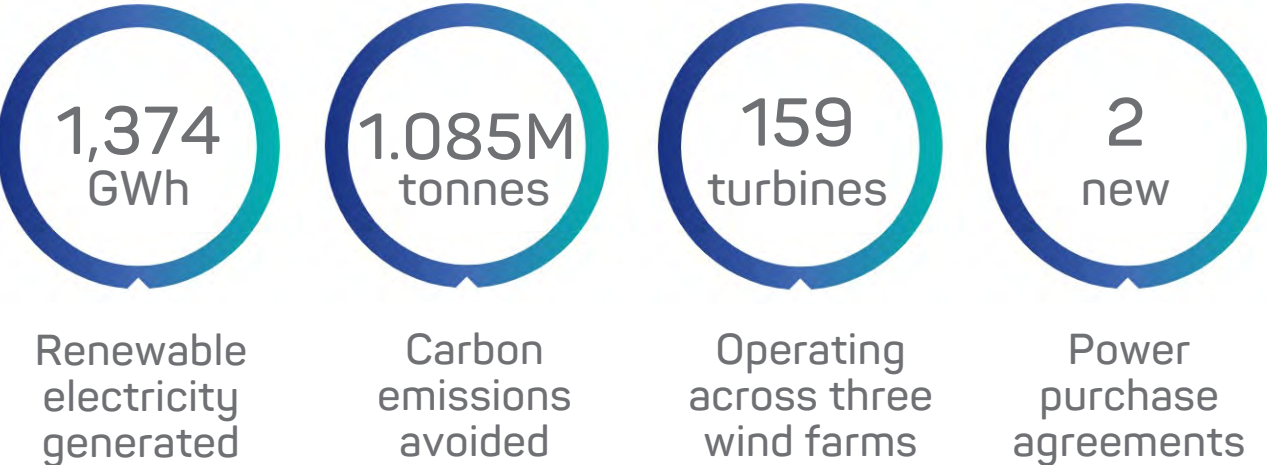
Renewable Energy Zone (REZ), the Central-West Orana REZ.

The strong growth of our pipeline and our people, coupled with macro factors driving renewable energy forward, means we are expecting our growth rate to increase into the future.

Our business plan calls on us to:

-  Continue our development of renewable energy projects across the National Electricity Market
-  Add storage and firming projects to provide the services that the NEM requires
-  Build our projects safely, on time and on budget
-  Operate our complex portfolio of assets successfully
-  Maintain a strong social licence

YEAR IN REVIEW



SDGs

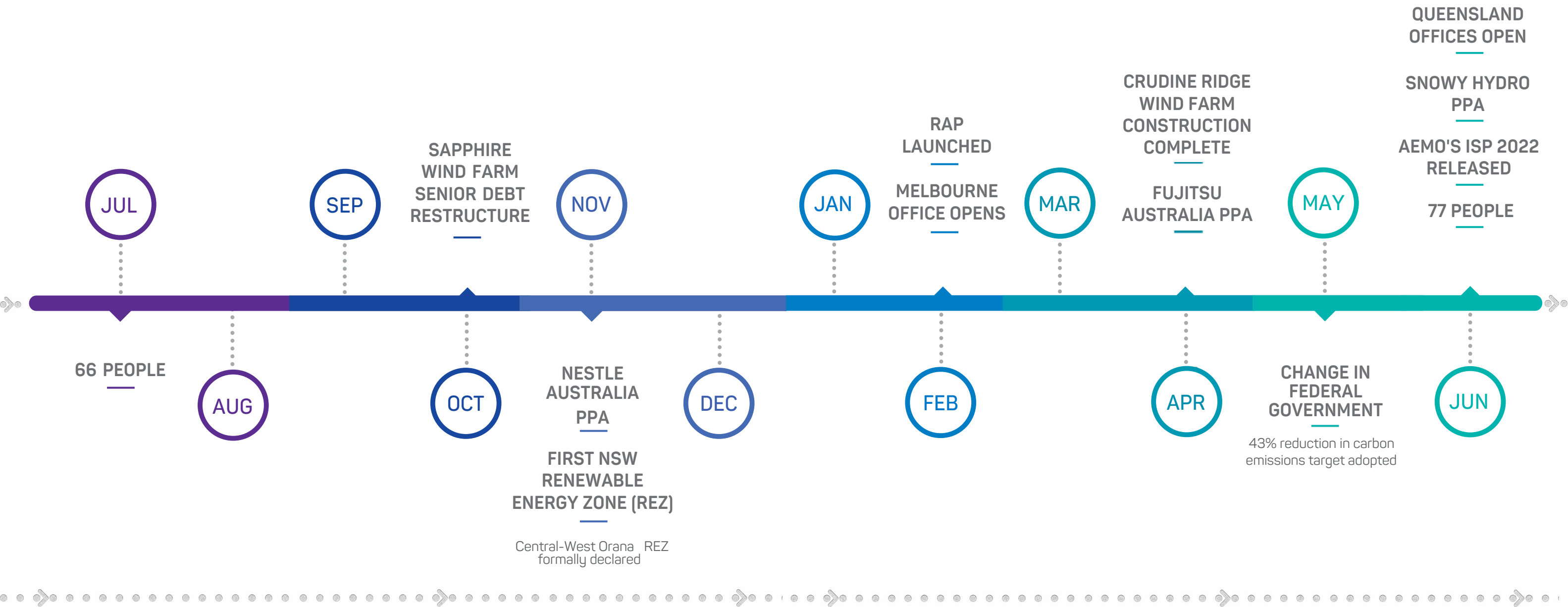
We remain committed to our core United Nations Sustainable Development Goals (SDGs), where we feel we can make a meaningful contribution to delivering prosperity for people globally and our planet.

GOAL 5	GOAL 7	GOAL 13
		
GENDER EQUALITY	AFFORDABLE AND CLEAN ENERGY	CLIMATE ACTION
Achieve gender equality and empower all women and girls.	Ensure access to affordable, reliable, sustainable and modern energy for all.	Take urgent action to combat climate change and its impacts



TIMELINE

TIMELINE



OUR VISION

TO BE THE BEST DEVELOPER, BUILDER,
AND OPERATOR OF LARGE SCALE
RENEWABLE ENERGY ASSETS IN
THE COUNTRY



OUR MISSION

TO LEAD AUSTRALIA'S TRANSITION
TO RENEWABLE ENERGY FOR THE
BENEFIT OF CURRENT AND FUTURE
GENERATIONS.

OUR VALUES

SAFETY FIRST

We prioritise the health and well-being of our employees, our customers and our community.

INTEGRITY

We behave ethically, fairly and openly in all that we do.

QUALITY

We use our experience, skills and resources to set the industry standard of excellence.

TENACITY

We seek continuous improvement with diligence and persistent determination.

COLLABORATION

How we get things done is as important as what we achieve. Our success is driven by our ability to build relationships, be innovative and connect across teams, functions and geographies.

RESPECT

We value diversity and recognise the worth and contribution of every person.

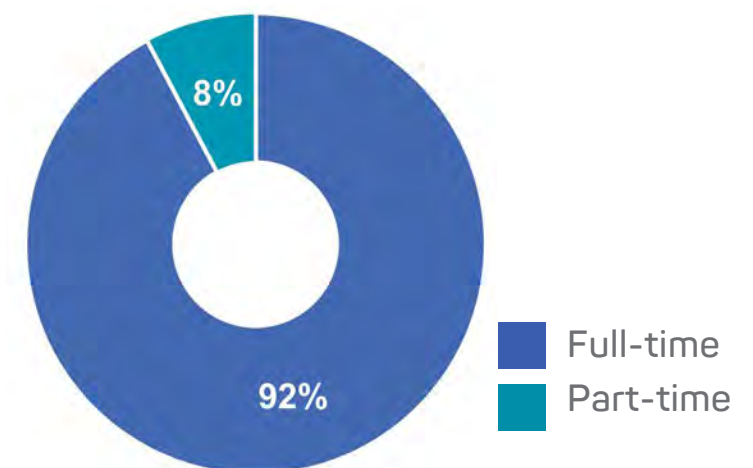


WHO WE ARE



Our most valuable assets are our people. We employed 77 people at June 2022, an 18% increase on the previous year, working across 11 offices and sites.

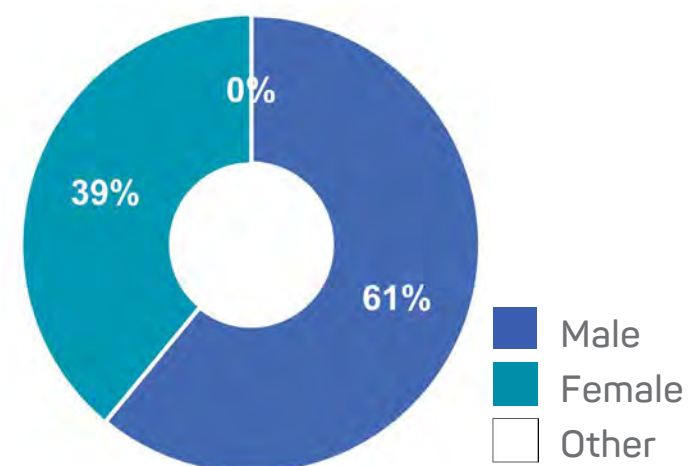
EMPLOYMENT



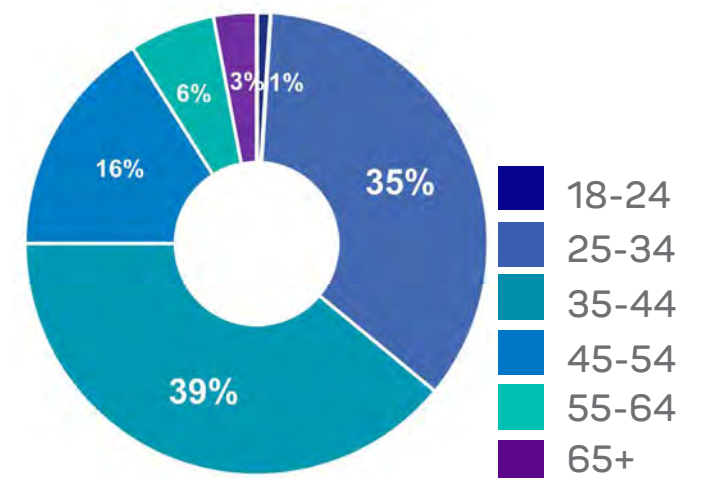
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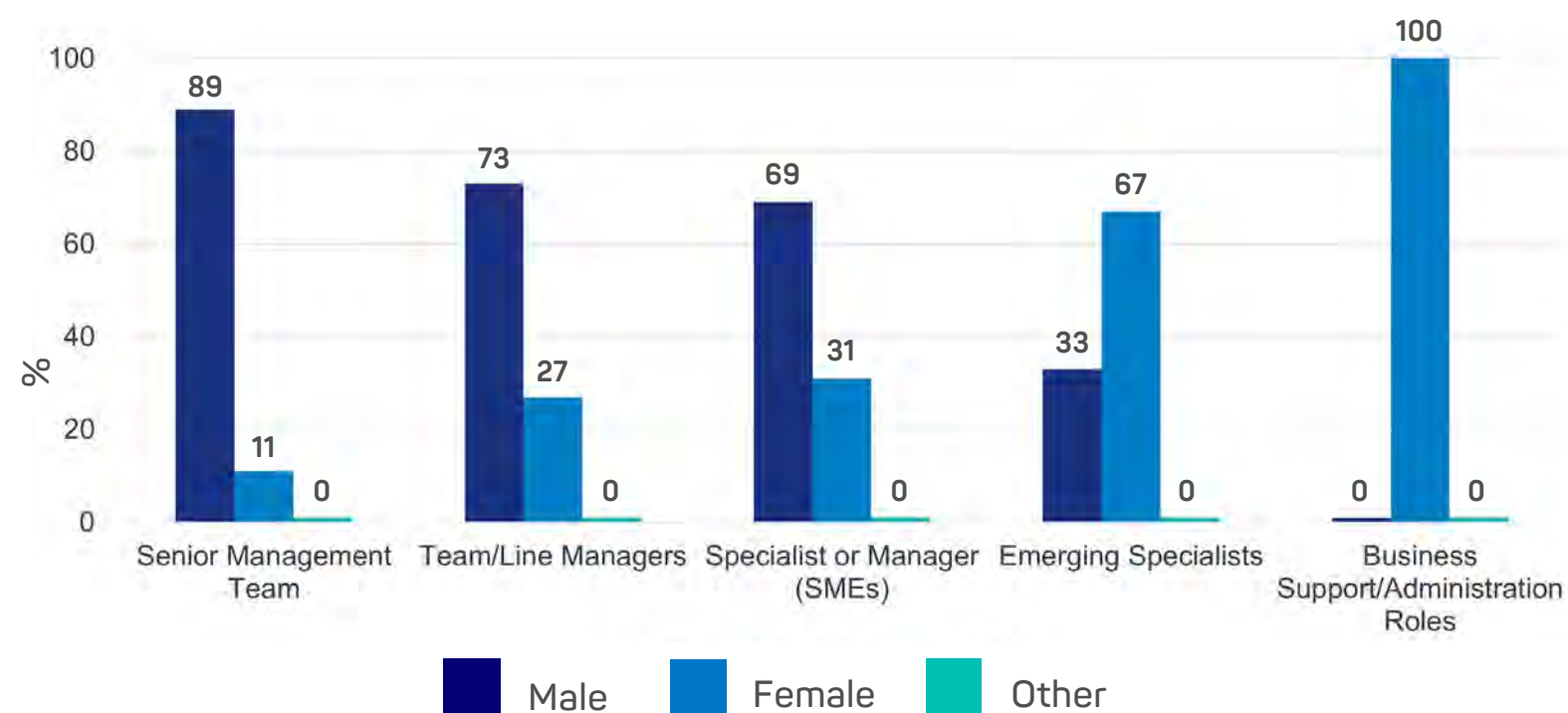
GENDER



AGE

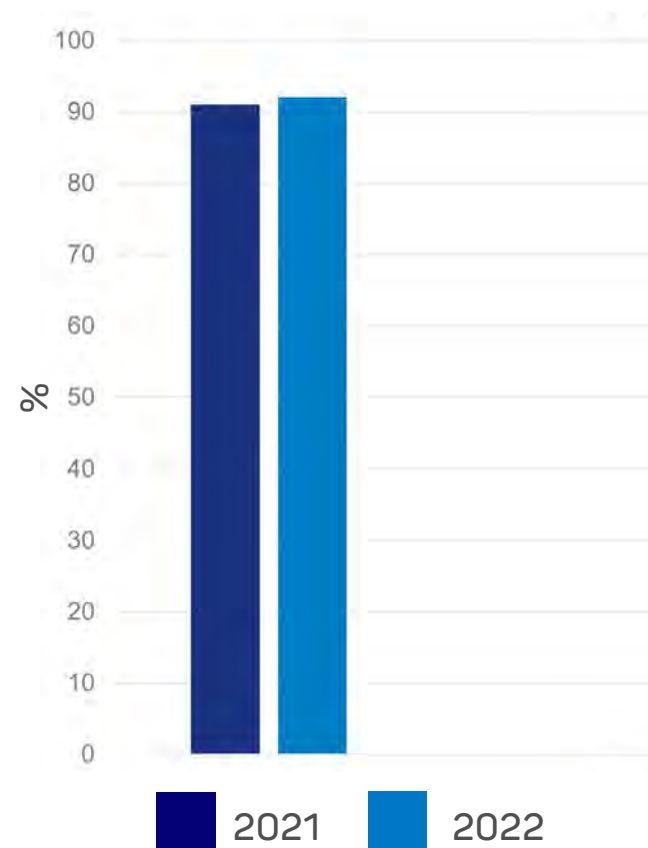


ROLE DISTRIBUTION BY GENDER

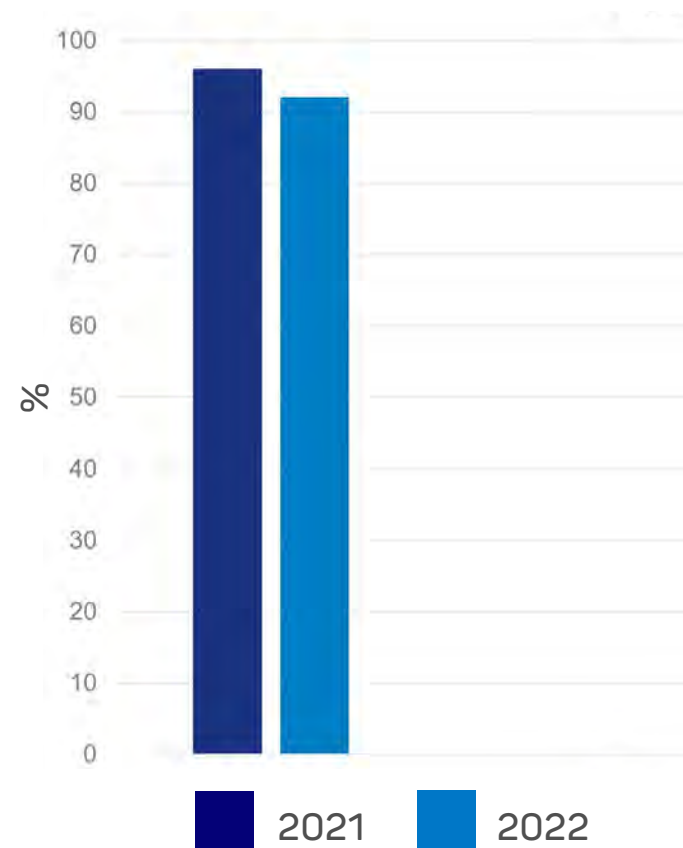


WHAT OUR PEOPLE HAVE TOLD US

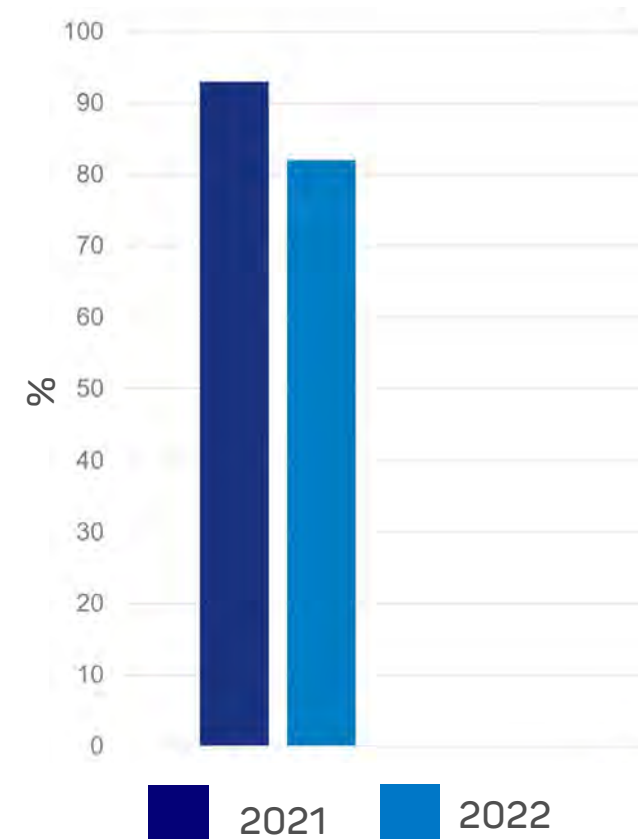
In our 2022 Employee Pulse Survey:



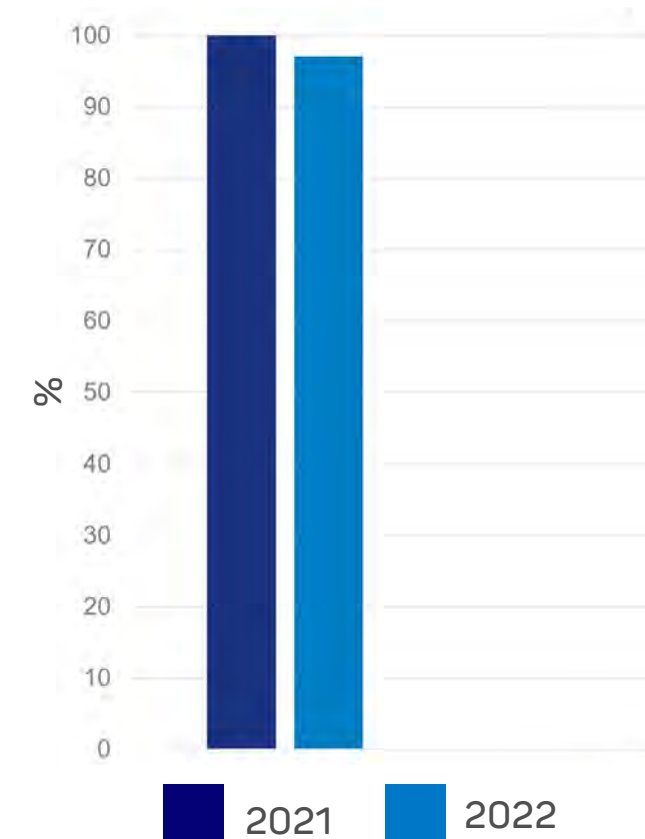
Agreed that their line manager promotes employee health and wellbeing.



Agreed that people are treated fairly regardless of their age, race, sex and sexual orientation.



Agreed that good performance is acknowledged.



Agreed that they are proud to tell others that they work for CWP Renewables.

Our employee engagement survey results are a reflection of the strength of the culture at CWP Renewables. Despite some movement in our feedback, the growth in people has meant a higher proportion of respondents have been with us for a shorter time.

We continue to offer our people a wide range of initiatives to support their health and wellbeing whilst ensuring we champion inclusion and diversity. CWPR recognises that diversity and inclusion improves our ability to attract, retain, motivate, and develop the best talent, create an engaged workforce, deliver the highest quality services to our customers and continue to grow our business.

We have established a diversity and inclusion committee and look forward working collaboratively to deliver initiatives which foster diversity and inclusion across our businesses, including ensuring we have diverse representation at the senior management (executive) level.

PEOPLE AND CULTURE INITIATIVES

HEALTH AND WELLBEING INITIATIVES



DIVERSITY AND INCLUSION (D&I) INITIATIVES



CREATING GENDER DIVERSITY

We have an almost 40-60 split between people identifying as female and male at CWP Renewables. No one has identified otherwise at this stage. We are very conscious women are under-represented at the management level in our team structure. We are working to make sure we identify any barriers to reaching gender balance at the management level. Initiatives introduced in 2021-22 include:

- ensuring a gender diverse composition for interview panels during the recruitment process
- establishing a D&I committee composed of representatives of all levels and areas of the business, charged with leading our D&I initiatives
- supporting the next generation of women leaders in the renewables industry through the Clean Energy Council's Career Launcher initiative which supports female students and graduates to attend industry conferences.



LOOKING AHEAD

We are:

- actively seeking gender diverse candidates for all roles across our business
- continually identifying succession opportunities for emerging specialists to move into manager roles
- reviewing our existing workplace policies through a First Nations lens
- continuing comprehensive training across our business on respect in the workplace and sexual harassment
- tracking our progress against our workplace statistics and surveys.

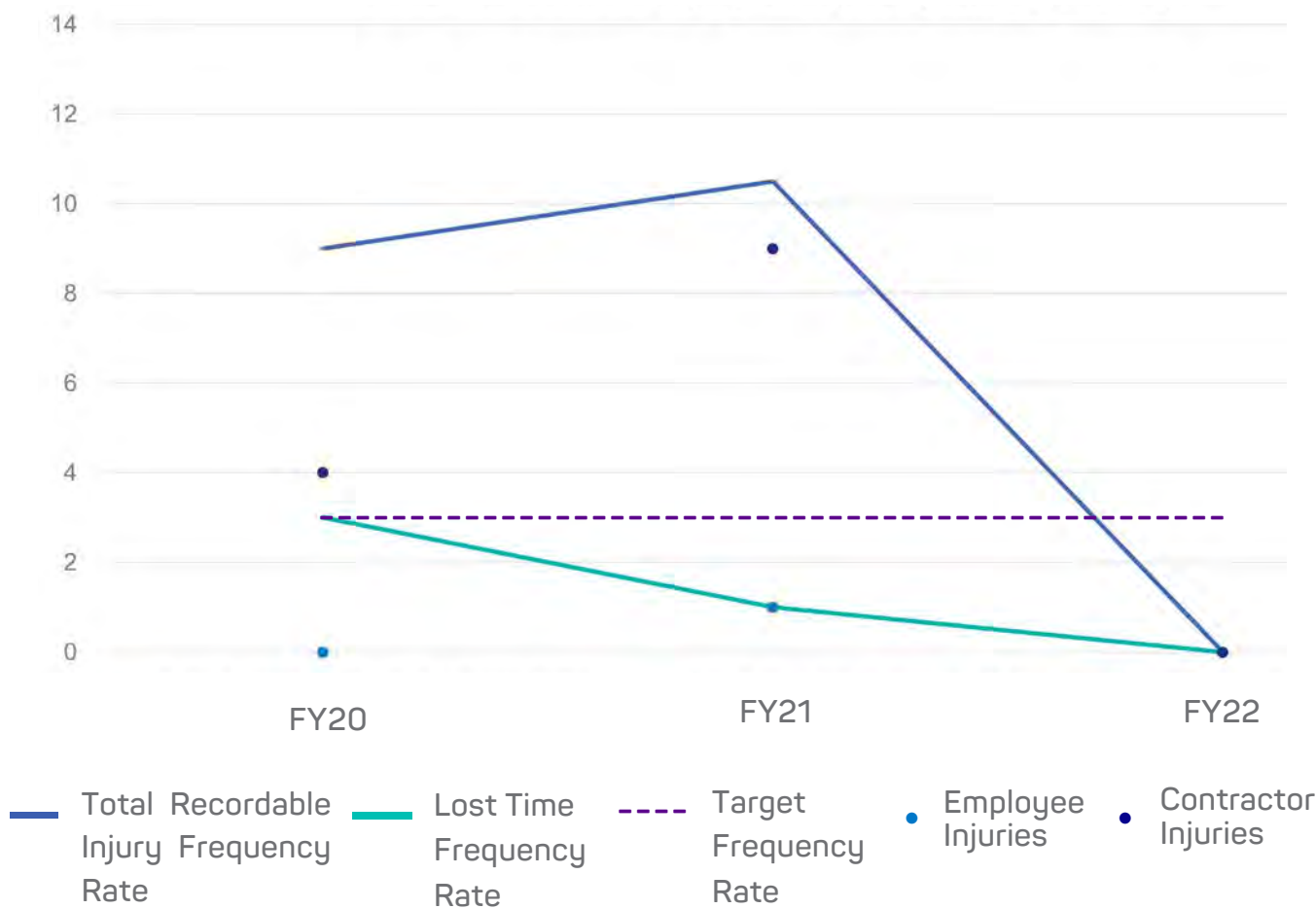


SAFETY

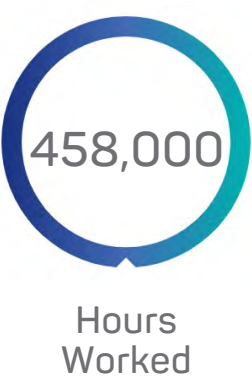
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SAFETY FIRST

OUR TRACK RECORD



	2020/2021	2021/2022
First Aid Injuries	39	12
Recordable Injuries	9	0
Near Miss	47	24
Lead Indicators	311	776



We made strong improvements in safety this year. We were fortunate to achieve an important milestone in our ongoing work to further strengthen our health and safety culture, reaching 12 months recordable injury free for the first time.

We continue to prioritise the health and wellbeing of our employees, our communities and our customers. It is a credit to all teams across CWPR and our contractor partners, with our focus on lead indicators and willingness to engage in health and safety discussions helping us along to this milestone.

This year we developed our first health and safety strategy, with six key areas:

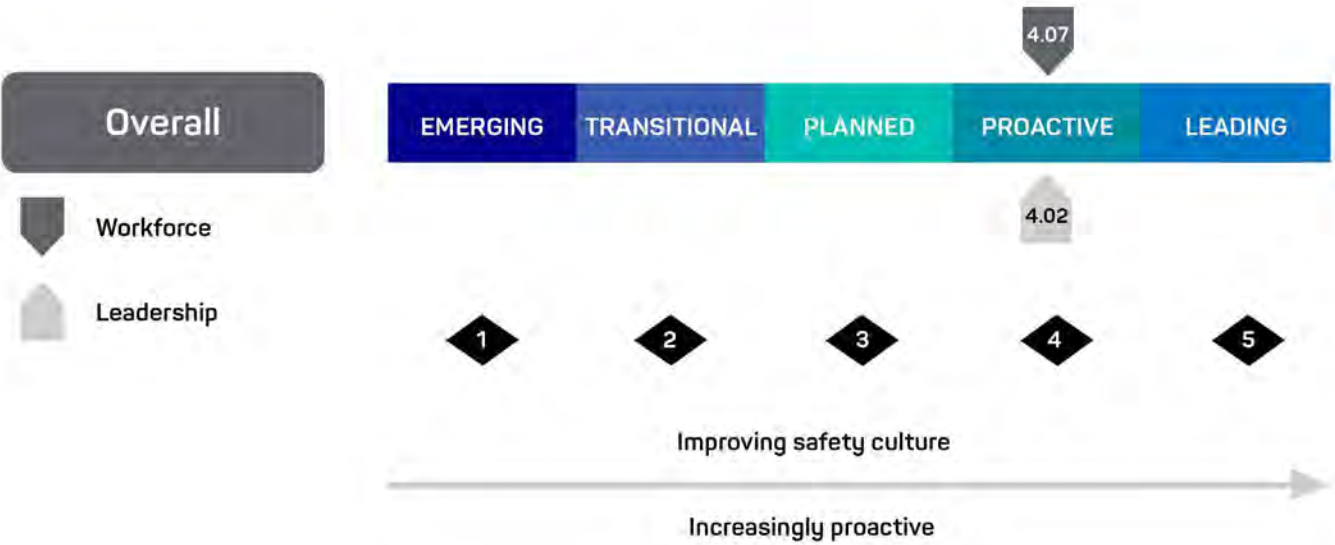
- Safety culture
- Risk management
- Contractor management
- Auditing and compliance
- Safety reporting
- Governance

The aim of the strategy is to drive the continuous improvement of our systems with a strategic view of CWPR’s future.

SAFETY CULTURE AND MATURITY

We carried out our first safety culture maturity survey in late 2021 to further understand the views and experiences of our people within our work environment, the safety processes and practices in place at CWPR, the attitudes and behaviours of our people and the level of commitment to safety shown by CWPR leaders.

The survey identified where CWPR’s culture is situated on the maturity curve – this will facilitate the actions we need to take to become a leader of safety culture in the renewables space.



The survey results showed both our people and our leaders viewed the safety culture in CWPR as proactive. This means CWPR systems and processes are viewed to be in place and becoming truly effective. CWPR is also in the early stages of using its systems and processes to anticipate safety problems before they arise and uses leading indicators as key performance measures.

We recognise culture is more easily matured in smaller organisations. We acknowledge we will need to ensure we continually embed our culture improvement work back into our systems to enable the improvements to be sustainable as we grow as an organisation.

IN FOCUS: SAFETY FOR EVERYONE

In June 2022, we launched our first community safety initiative via a partnership with TAFE NSW. We offered free placements for Central-West Orana local businesses and community members in a Certificate IV in Workplace Health and Safety. The 12-month course is being run through TAFE NSW Wellington.

“The wind energy industry has an important role to play in training and developing both individuals and local suppliers. With the Central-West Orana Renewable Energy Zone set to become a hub for renewable energy generation, it makes sense for CWP Renewables to focus upskilling efforts in the region,” CWP Renewables Safety Manager Scott Batey said.





OUR ENVIRONMENTAL FOOTPRINT

CWP Renewables Projects



ENVIRONMENT

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Our construction and operational projects span the regions of New England, Central-West Orana and South West Slopes in NSW. We also manage Boco Rock Wind Farm in the Monaro region on behalf of EGCO Group.

This year we completed four Environmental Protection Licence annual returns, four Environment Protection and Biodiversity Conservation Approval annual compliance reports, three independent audits, and updated four pollution incident response plans.

During this period across all sites, we recorded no non-compliances, two reportable environmental incidents and nine environmental-related complaints.

We maintained our ISO 14001 certified environmental management system having completed monthly compliance tracking and bi-annual internal desktop audits for four projects, annual site inspections for three operational projects and monthly construction site inspections for one project. We also delivered two practical incident response training exercises as part of our incident response and spill response management obligations.

As part of our biodiversity commitments, we now have 3,045 hectares of land secured as well as 24,067 threatened ecosystem credits and 30,182 species credits. This land is protected in perpetuity.

In recognition of the importance of meeting our biodiversity offset obligations, we've created a role of Environmental Offsets Manager. The role will be responsible for providing expert advice and analysis of potential biodiversity offset sites and developing a biodiversity offset strategy.

We are in our fourth year of supporting a five-year Superb Parrot research program. This research includes installing specialist GPS tracking to the birds to track their seasonal migratory movements. The findings will help inform conservation activities for the Superb Parrot, which is listed as Vulnerable under Commonwealth and State legislation.



ISO 14001

CERTIFIED ENVIRONMENTAL MANAGEMENT SYSTEM



3,045 ha

LAND SECURED



30,182

THREATENED SPECIES CREDITS

IN FOCUS: KEEPING OUR IMPACT TO A MINIMUM

Construction of Bango Wind Farm, located 30km north of Yass, started in 2019 and is expected to be completed in late 2022. During construction, we have implemented a range of biodiversity minimisation and avoidance strategies.



These include:

- careful siting and design of a narrow road corridor to minimise clearing in an area of Commonwealth Box Gum Woodland and ensure retention of Superb Parrot nest trees
- micro-siting of wind turbines to maximise the distance to potential Superb Parrot nest trees and Wedge-tailed Eagle nests
- powerline alignment, selection of pole locations and construction of higher than normal power poles to avoid tree clearing
- stringing the power line from one tower to the next using a suspended roller, which avoids clearing ground vegetation and maximises the retention of mature trees
- general road design and siting of infrastructure to reduce vegetation clearing
- salvaging large fallen logs and woody debris to create and enhance ecological habitat.

INFORMATION SHARING

In collaboration with government agencies, in June we hosted a two-day education program at Bango Wind Farm to foster information sharing and knowledge transfer to enhance biodiversity management. The discussions included the measures and strategies to minimise biodiversity impacts during construction and operations.

IN FOCUS: SUPPORTING ENDANGERED SPECIES

Two years after the translocation of NSW and Commonwealth listed endangered species *Acacia meiantha* at Crudine Ridge Wind Farm, the plants are now thriving.

The plant named barradam-bang wattle, meaning 'bright star' in Wiradjuri, is on the state-wide Saving Our Species (SoS) program, which is designed to secure threatened plants in the wild. It is only known to occur in three locations, all within the Central Tablelands and within 100 kilometres of each other, including at Aarons Pass along road easements. Crudine Ridge Wind Farm is located off Aarons Pass Road around 20km west of Aarons Pass.

The translocation program involved potting and moving 47 whole plants, which would have been impacted by construction activities, to a nursery for storage.



Of those potted, 13 surviving plants were taken to a designated location and replanted along the roadside. Two years on, and following ongoing monitoring, the plants are healthy with abundant new growth. This has increased plant numbers at the location and contributed valuable research for the survival of the species.

We also manage 2,100 existing clusters of *Acacia meiantha* at their existing locations in the road easement.



STAFF PROFILE - MEET ALANA GORDIJN

Environmental Officer



Why do you like working for CWPR?

I am passionate about Australia's transition to renewable energy and emissions reduction. Working for CWPR, I can contribute to improving the environment for current and future generations.

I feel like CPWR genuinely cares about its environmental footprint, and is always striving to innovate and achieve the best possible environmental outcomes on its projects. I'm proud to be a part of that process.

Why is your work important?

As an Environmental Advisor, I provide advice and guidance on environmental management and compliance. I help to ensure our construction and operational projects comply with project approvals and environmental guidelines, and that environmental and community impacts are avoided and minimised as best as possible. This is critical to the success of our projects.

What achievement are you proud of?

As a keen bird watcher, I am really proud of the Superb Parrot Conservation Research Project. The project is being funded by Bango Wind Farm and the research is being undertaken collaboratively by the Australian National University and the ACT Government. The project is part way through its fourth year, and so far it has greatly contributed to a better understanding of Superb Parrot habitat use and breeding ecology. I have no doubt that this research will contribute to the conservation and recovery of this beautiful and iconic threatened species.



COMMUNITY

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POWERING COMMUNITIES

Community is at the core of our work. Without the support of communities, our work would not be possible. We have always respected the need for social licence and to engage with people early and often.

Throughout the year, we engaged with around 1300 people, from landowners and community members through to representatives across all levels of government. Community information sessions were held for our Jeremiah Wind Farm, near Gundagai and Spicers Creek Wind Farm, near Wellington.

As we continue to progress and expand our development pipeline, we have identified new roles to help ensure our focus on community remains strong.

We have established our first role focussed solely on regional economic development, with the position starting in July 2022. We want to leave a legacy for every community we work with and look forward the benefits a dedicated specialist will have in establishing long-term economic benefits for regional communities.

In recognition of the importance of stakeholder engagement, we have also established a new role dedicated to stakeholder engagement coordination to support our project teams. This position starts in August 2022.



We also had a unique arrangement in place with our Community Engagement Coordinator based at Bango Wind Farm, who volunteered as part of her role.

Lyn Diskon, who is very well-known in the Boorowa community, clocked up more than 260 volunteer hours at Vinnies Op-Shop in Yass and the Boorowa Community Op-Shop, in addition to her involvement in the Yass Valley and Boorowa Business Chambers.

"I found through my volunteering at the op shops, people often popped in asking for 'the lady from the wind farm – I have a question'," says Lyn.

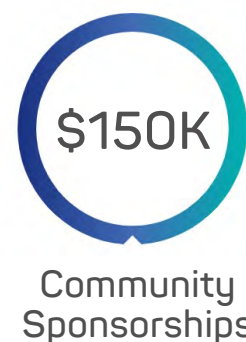


COMMUNITY SPONSORSHIPS

From development through to operations, each of our projects has a community sponsorship program to support community groups and events local to the project area. This is in addition to community benefit funds which run throughout the operational life of each project.

Last year our community sponsorships program delivered support to a wide range of initiatives including:

- sports club equipment upgrades
- community hall and amenities upgrades
- social, cultural and sporting event sponsorship.



BONGONGO RIDE-ON MOWER

In November, Bongongo Public School received a new ride-on mower to maintain school and public grounds as part of the Jeremiah Wind Farm community sponsorship program.



GRAFTON TO INVERELL CLASSIC CYCLING ROAD RACE

In May we were the naming rights partner for 2022 Grafton to Inverell Classic cycling road race, which traverses the New England Renewable Energy



Zone. The event is local to Sapphire Wind Farm and around 2 GW of our planned renewables projects, and brings hundreds of people into the region.

CHRISTMAS SPONSORSHIPS

For the first time we held a special round of Christmas community sponsorships, in recognition of the impacts COVID-19 had not only on people, but also community groups and their ability to raise funds for community initiatives. We were able to support gifts for disadvantaged children, community Christmas gatherings and initiatives to boost spend at local businesses.



REGIONAL INVESTMENT

Our community impact extends beyond our engagement and sponsorships. During construction, regional investment is key benefit to the community.

To date we have supported more than 500 local jobs across construction of three projects in NSW, with around two-thirds of the construction workforce locally sourced. We have also injected around \$93.4 million into the regional economies surrounding these projects.

With Ungula Wind Farm, near Wellington in the Central-West Orana Renewable Energy Zone, due to move into construction next year, these regional benefits will increase.

IN FOCUS: OUR RAP

In early 2022, we launched our inaugural Reconciliation Action Plan. Our RAP Working Group formed in June 2021 and our RAP champion is our chief financial officer Tim Michalas.

Our Reflect RAP sets out our actions and commitments to foster a deeper understanding and connections with Aboriginal and Torres Strait Islander peoples.

First steps taken already include establishing a First Nations scholarship with the University of Newcastle, starting a review of CWPR's employment policies to incorporate the Aboriginal and Torres Strait Islander cultures, and rolling out First Nation place names and acknowledgement of Country in email signatures.

Our RAP artwork created by Wonaruah artist, Saretta Fielding, is titled Bulbul Parai - meaning Heart for Country in the Awabakal language. It hangs proudly in our Newcastle office, is used as a Teams background and features in our company email signature block.



In May, we invited Saretta to our company offsite in Mudgee so everyone could learn more about the features and meanings of the artwork. At the same event, we learned about Wiradjuri Country and People with a presentation by Mudgee Local Aboriginal Land Council Chair Aleshia Lonsdale. The presentation was part of our commitment to learn about the Country's rich history. For many of our people, this was a highlight of the two-day offsite.



STAFF PROFILE - MEET KRISTY OLD, RAP WORKING GROUP MEMBER

Project Developer



Why do you like working for CWPR?

As I leave for work in the morning, I like to tell my daughters, "I'm off to save the world!" And although it sounds very corny, I truly believe that working at CWPR is the best contribution I can make to help our planet, and I'm proud to tell people what I do.

Other perks include:

- working with like-minded, motivated people
- being welcomed into the houses of many interesting landowners
- being part of a complex project, solving many and varied problems, and seeing the finished product gives great job satisfaction
- management who understands the importance of being able to get to the beach within your lunch break!





Why is your work on the RAP important?

For me, the three most powerful things our RAP does is:

- raise awareness
- educate
- demonstrates our organisation agrees that indigenous reconciliation issues are important.

I think the ‘Reflect’, ‘Innovate’, ‘Stretch’ and ‘Elevate’ format is clever – we spend time in the first instance *reflecting* on where along the reconciliation action journey our company is, without pressure to make big changes, but to consider them. Already, I feel we have raised awareness within our company by implementing a few easy (and often fun) actions from our RAP.

What achievement are you most proud of?

I am most proud of the attitude towards reconciliation demonstrated by my colleagues. We had more people than we needed volunteer to be part of the RAP Team, even though we are extremely busy with our work already.

Many of our staff:

- have updated their signature to acknowledge Traditional Owners and pay respects to Elders
- are using our beautiful RAP artwork for their Teams background and professional headshots
- are including acknowledgement of country in meetings
- are participating in First Nations events
- are asking questions about how to be more respectful.



These actions have been encouraged through our Reflect RAP, and I am very proud to be a part of it. I hope our journey continues to make a genuine contribution towards reconciliation.



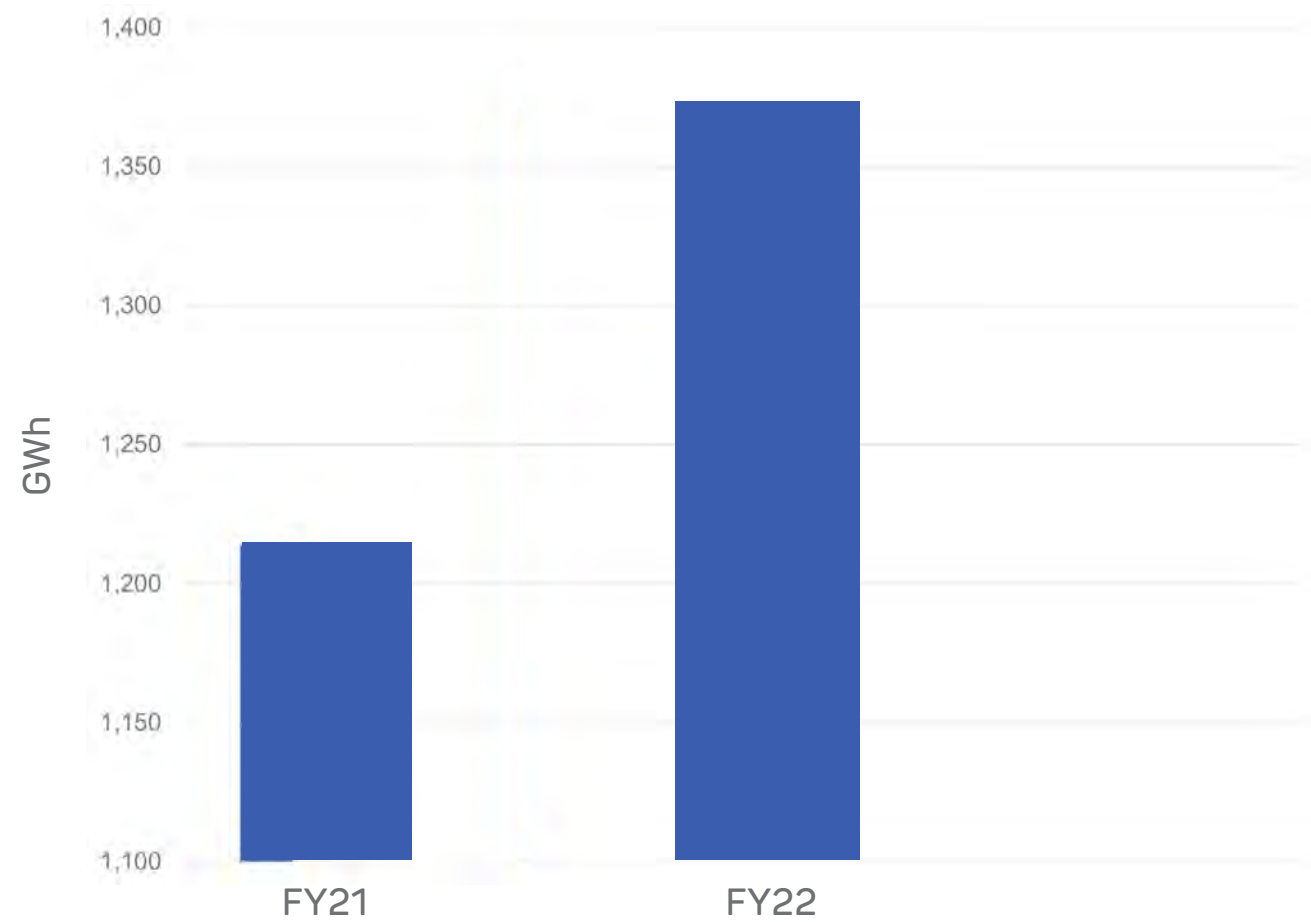
CLIMATE

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OUR IMPACT

Our total renewable electricity generation for the year was 1,374 GWh, equivalent to powering 265,000 NSW homes. This represents an avoidance of 1,085,347 tonnes of carbon emissions (tCO₂e).

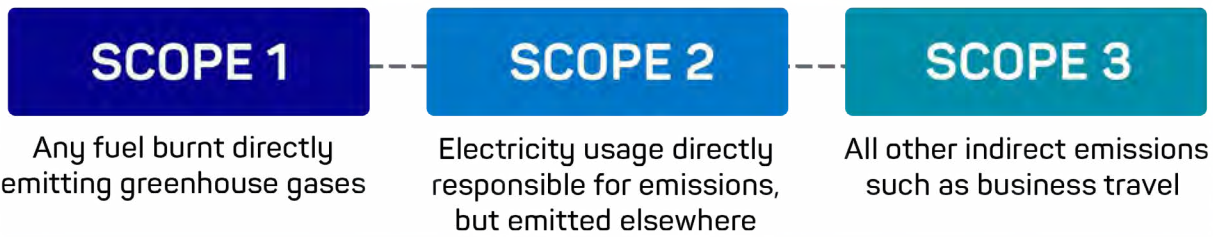
TOTAL ELECTRICITY GENERATION



Our generation represented 5.1% of Australia’s Renewable Energy Target (RET) of 33,000 GWh. The Australian Government’s legislated commitment to reduce carbon emissions by 43% by 2030 will lift the RET in FY2023.

Our generation came mostly from our Sapphire Wind Farm in New England and Crudine Ridge Wind Farm in the Central West, with Bango Wind Farm, in the South West Slopes, progressively bringing more turbines online throughout the year through the commissioning and hold point testing process.

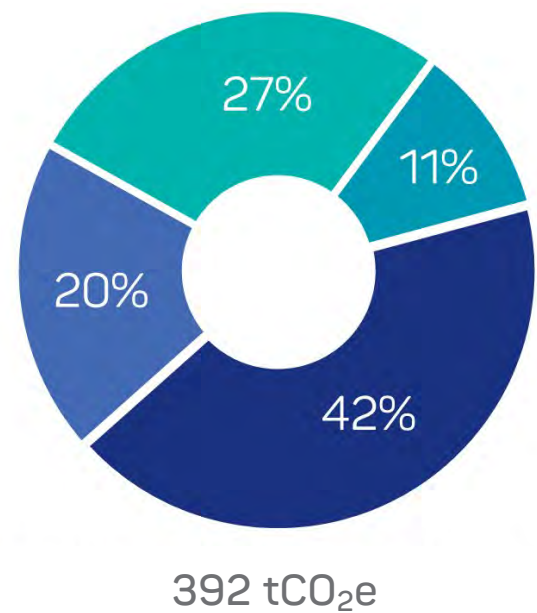
OUR EMISSIONS



Our assets and activities throughout the year led to 392 tonnes of Scope 1 emissions, a reduction from 5,701 tonnes the previous year. This was mainly due to the reduction in construction work, as more wind turbines became operational at our Crudine Ridge and Bango Wind Farm sites. Our Scope 1 emissions were mostly related to transport (diesel), which is due to site and fleet vehicle use.

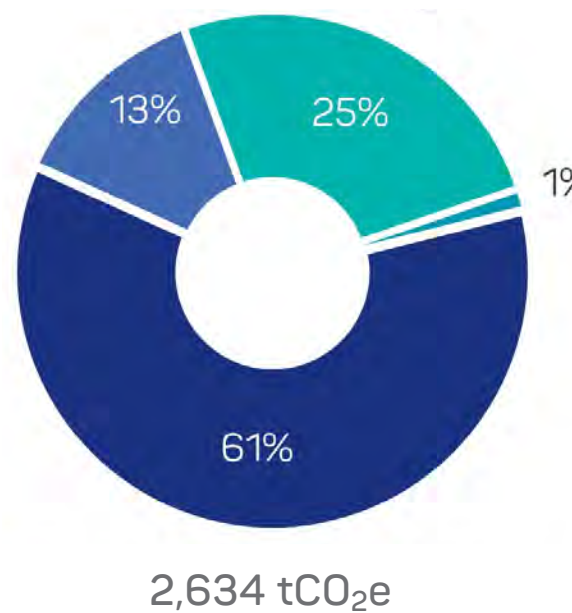
Conversely, our Scope 2 emissions increased from 2,439 tonnes to 2,634 tonnes as our sites became operational. This is mainly from the parasitic load of sites when the wind isn’t blowing, which means we are consuming electricity when we’re not generating. Our office emissions made up 1% of our total Scope 2 emissions.

SCOPE 1 EMISSIONS



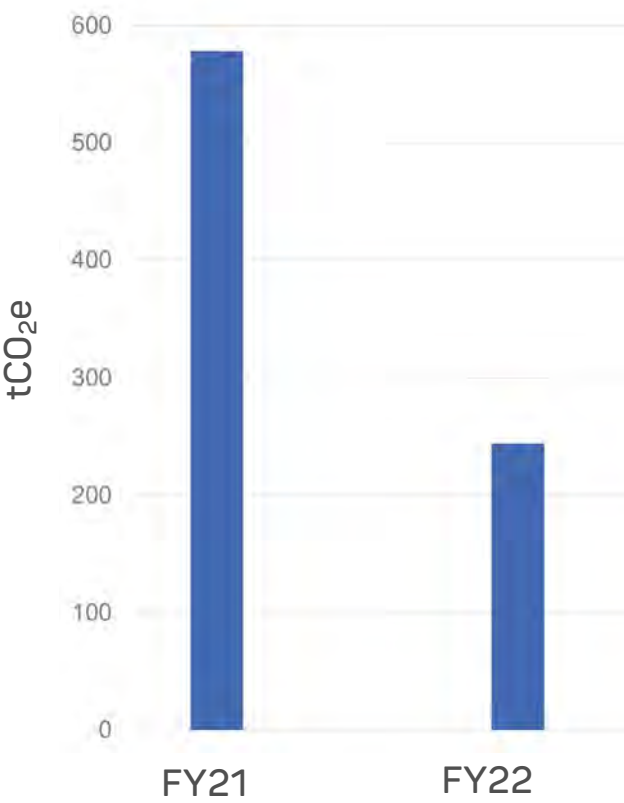
SWF CRWF BWF OFFICES/NON-FACILITY

SCOPE 2 EMISSIONS



SWF CRWF BWF OFFICES/NON-FACILITY

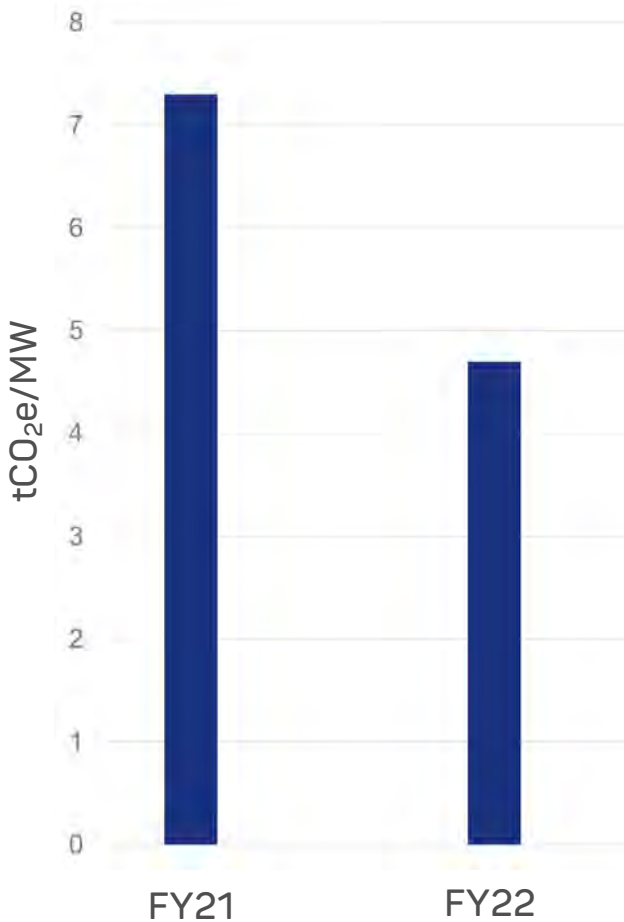
SCOPE 3 EMISSIONS



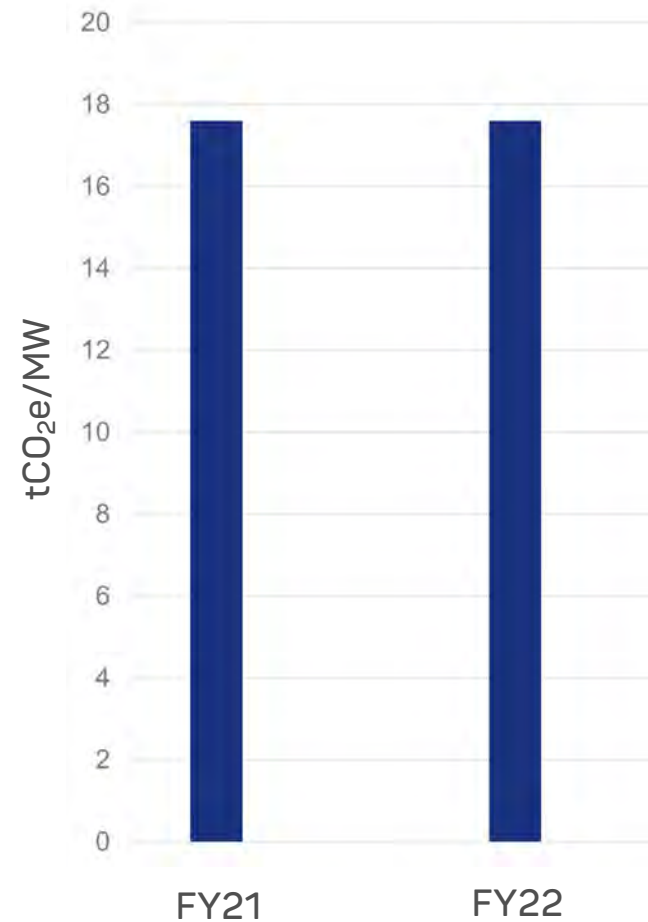
Our estimated Scope 3 emissions reduced to 244 tonnes from 578 tonnes the previous year, which includes emissions associated with the transmission and distribution of Scope 1 and Scope 2 sources.

Importantly, we remain committed to reaching a 50% reduction in emissions intensity by 2030, and to reach net zero emissions intensity by 2040.

OPERATIONS EMISSIONS INTENSITY



CONSTRUCTION EMISSIONS INTENSITY



Looking ahead, we are about to commence a sustainability plan, which will assist in the planning of initiatives to meet emissions reduction targets.

We are also implementing green concrete mix recipes for the Uungula project, with other projects following afterwards – potentially with more ambitious mixtures (with lower embodied emissions and less virgin material). In addition, end-of-life recycling initiatives are currently being discussed with OEMs for turbine blades and battery components.



GREEN ENERGY FOR ALL

In June we launched a staff benefit program, giving everyone access to renewable electricity at home. Regardless of energy retailer, all staff can now submit their electricity usage at home and CWP Renewables will surrender the corresponding level of large-scale generation certificates.

We will be using the LGCs created through our renewable electricity generation to offset staff electricity usage.



TAKING ACTION

As an industry leader we aim to set an example and carry out our work in a transparent and accountable manner.

We are committed to high governance standards and have been working to ensure we meet these standards.

Throughout the year, we:

- published our Privacy Policy on our website, outlining how we collect, manage and use personal information in accordance with the *Australian Privacy Act 1988*
- implemented a Whistleblower Policy to encourage and support the ability to report undesirable behaviours such as unethical, unlawful, fraudulent or other misconduct involving CWPR, any client of CWPR, or any director, officer or employee of, or contractor, supplier to or other person dealing with CWPR
- published our first Modern Slavery Statement in accordance with the *Modern Slavery Act 2018*. This was submitted on a voluntary basis for the reporting period 1 January 2021 to 31 December 2021 and outlines the risks of modern slavery in CWPR’s supply chains and operations and explains how CWPR evaluated and responded to those risks.



Although we haven’t identified any instances of modern slavery in our supply chain, we recognise that there are inherent risks due to the raw materials that go into the various components in renewable energy projects such as Cobalt, Polysilicon and Copper.

GOVERNANCE

TAKING ACTION

We are committed to annual Statement reviews to continually improve business practices and have been actively assessing the effectiveness of our actions to address modern slavery risks by working through the following goals to be addressed in the 2022 Statement:

- Review the results of the 2021 Modern Slavery survey and identify the cohort of suppliers requiring further due diligence.
- Consider our procurement processes to identify ways in which a modern slavery risk assessment can be embedded as part of vendor selection and management.
- Develop a Supplier Code of Conduct setting out our expectations in relation to modern slavery mitigation.
- Review and update our contractual terms with suppliers to include modern slavery considerations • Develop a policy on human rights, including modern slavery, to formalise our commitment and set the tone from the top and provide training to all staff in relation to this policy.
- Participate in multi-stakeholder collaboration with industry peers to improve commitments to human rights across the industry.
- Continue to monitor any concerns raised by our employees via our whistleblowing mechanisms to establish if there are any modern slavery risks or incidents in our operations.



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