



# SUSTAINABILITY REPORT

# 20 24

For the financial year ended 31 December



ABN 75 622 581 935

Delivering **40** years of excellence





### ABOUT THIS REPORT

This Sustainability Report is for the financial year ended 31 December 2024 (FY24). The report links our sustainability strategy to our business strategy and aligns our material stakeholders to material sustainability focus areas and associated reporting indicators.

The goal of the Sustainability Report is to offer stakeholders transparent, actionable insights into the key sustainability challenges and opportunities the company faces, along with the strategies that have been implemented to address them. Our sustainability strategy aligns with both our business growth objectives and the evolving needs of our clients.

In this report, all references to ‘DRA’, ‘the Company’, ‘the Group’, ‘we’, ‘us’ and ‘our’ refers to DRA Global Limited (ACN 622 581 935) and the entities it controls unless stated otherwise.

All dollar figures are in Australian dollars unless stated otherwise.

### ACKNOWLEDGEMENT OF COUNTRY

DRA acknowledges and pays respect to all Traditional Owners and First Nation People that accommodate our operations around the world.

Cover: Andries Taljaard | Construction Manager, Letlhogonolo Mabote | Accountant

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## CEO'S MESSAGE

On behalf of DRA Global Limited ("DRA" or "Group"), I am proud to present our inaugural Sustainability Report for the year ended 31 December 2024.

This report marks a significant milestone in our 40-year history, highlighting key aspects of our sustainability journey to date. During FY24, we established our sustainability performance disclosure baseline, setting the stage for our future ambitions. It is not just a reflection of our past actions but also a statement of our commitment to a sustainable future.

As a global company in the mining, minerals, and metals industry, we have always believed that engineering excellence complements, supports, and enhances good governance as well as our social and environmental commitments. Our approach to project development emphasises not only delivering world-class engineering solutions but also ensuring that these solutions are sustainable and responsible. By aligning our business processes to minimise environmental impact, we strive to reduce greenhouse gas emissions, decrease waste generation, and manage natural resources efficiently.

## OUR SUSTAINABILITY JOURNEY

Our sustainability strategy is twofold: Firstly, we are committed to continuous improvement in our operations, constantly seeking innovative ways to positively impact our people, host communities and the environment. Secondly, we partner with our clients to develop and implement solutions that support their sustainability targets, recognising that our influence extends beyond our own operations.

We are enhancing our sustainability data gathering, aggregation, validation, and reporting processes to better track all material disclosures. In FY25, we plan to fully integrate sustainability impact and value creation into our risk management and management processes.

We are also committed to refining our assessments and closing data gaps. Our key focus areas in FY25 include conducting targeted climate risk assessments and integrating findings into operational strategies. We will also expand our reporting frameworks to include detailed metrics on community engagement, socio-economic development, and resource efficiency, particularly in water and waste management.

## SAFETY AND TALENT

Our people – 4,000 strong – are our greatest asset, and ensuring they return home at the end of each workday is our highest commitment. In FY24, we made significant strides in workplace safety, reducing the Group's lost time injury frequency rate from 0.152 to 0.066 – a 56% improvement.

This achievement reflects our culture of continuous safety improvement, driven by our people's unwavering commitment to our core values, and the success of key safety initiatives introduced throughout the year. These initiatives included Leadership Engagement Tours to strengthen communication across all levels, the implementation of Life Saving Rules to standardise critical safety behaviours, and the alignment of all business units with the Global Health and Safety Standard.

Beyond safety, our people are instrumental to our success and long-term growth of our business. Attracting and retaining skilled talent is critical to achieving our objectives. To support our growth strategy, we are committed to being an employer of choice within the engineering industry.

We have a strong focus on empowering talent, now and into the future. In FY24, 66% of our people received career development reviews, averaging around 4.28 training hours per employee. Our dedication to developing future talent was recognised at the AAMEG Africa Awards, where we won the Established ESG Leader for a Service Provider Award in September 2024. This Award acknowledges our investment in graduate programs and partnerships with universities and technical colleges.

We are also making progress in enhancing gender diversity. In FY24, 25% of our employees were female, up slightly from 23% in FY23. While this represents a small step forward, we recognise the need to further enhance gender diversity and remain committed to attracting, developing, and retaining talented women across all levels of our organisation.

As we continue to expand, we are also strengthening our presences in new regional offices and recruiting local talent in countries where our services are delivered.

## INVESTING IN OUR COMMUNITIES AND LOCAL SUPPLY CHAIN

During project delivery and execution, we collaborate with our clients to meet both regulatory and voluntary in-country local content requirements. In FY24, we spent A\$111 million on in-country procurement to strengthen local economies, with 46% of total procurement expenditure in the EMEA segment directed to local suppliers.

Through an integrated approach, we have implemented many initiatives that enhance quality of life, build capacity, and support long-term socio-economic resilience. Our people-centred development strategy underlines our role in shaping a sustainable future for all.

## BUILDING A RESOURCE-EFFICIENT, LOW CARBON FUTURE

Reducing greenhouse gas emissions and improving energy efficiency is fundamental to DRA's sustainability strategy. In FY24, the Group recorded 3,497 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) in greenhouse gas emissions, a 10% increase compared to FY23. Notably, 94% of these emissions resulted from purchased electricity.

Across the Group, our total energy consumption included 52 kilolitres of diesel, 28 kilolitres of petrol, and 3,500 MWh of electricity.

As part of our ongoing mitigation efforts, we remain focused on reducing electricity usage and sourcing cleaner, more sustainable energy alternatives to lower DRA's and our Client's water and carbon footprints.

In FY24, through our engineering and project delivery services, we successfully executed multiple water treatment projects across four client sites. This demonstrates our commitment to environmental sustainability.

## CREATING A SUSTAINABLE FUTURE, TOGETHER

As we look ahead, we are excited about the opportunities to drive positive change within our industry. We understand the path to sustainability is an ongoing journey, and we are dedicated to making meaningful contributions that benefit our clients, our communities, and our planet.

Our progress thus far would not be possible without the dedication of our people across the globe. Their commitment to our values drives our success and strengthens our ability to deliver responsible solutions to our clients.

**James Smith**  
Chief Executive Officer and Managing Director



# WE ARE DRA GLOBAL

**DRA Global delivers multi-disciplinary engineering, project execution, and operations management services to the mining, minerals, and metals industry.**

Our global presence and strong culture enable us to provide world-class solutions throughout the entire project lifecycle – from concept and feasibility to execution, commissioning, and ongoing operations.

Leveraging deep expertise, our teams design and implement innovative solutions in mining, minerals processing, and non-process infrastructure, with a strong focus on sustainability, water, and energy management. Guided by a sustainability mindset, we aim to create positive impacts for our communities, the environment, and our clients while driving long-term value for all stakeholders.



**40 YEARS**

SPECIALISING IN THE MINING,  
MINERALS AND METALS INDUSTRY



**17 OFFICES**

ACROSS THE GLOBE



**4,000 PEOPLE**

WORLDWIDE



**Learn more** about why we are the preferred multi-disciplinary engineering, project delivery and operations management group in mining, minerals and metals industry.

## CREATING REAL VALUE

We are driven by our purpose to create real value by fulfilling the aspirations of our people, clients, shareholders, and communities. In other words, we exist to deliver long-term value to all our stakeholders.

## OUR STRATEGY

Our purpose is underpinned by our strategy to achieve sustainable long-term growth of our business so that it consistently improves in value over time.

## OUR VALUES

Our people are the cornerstone of our business. While our strategy outlines what we do to achieve our purpose, our people are guided by values of safety, integrity, excellence, trust and courage each and every day.

SAFETY

INTEGRITY

EXCELLENCE

TRUST

COURAGE

PEOPLE ENGAGEMENT

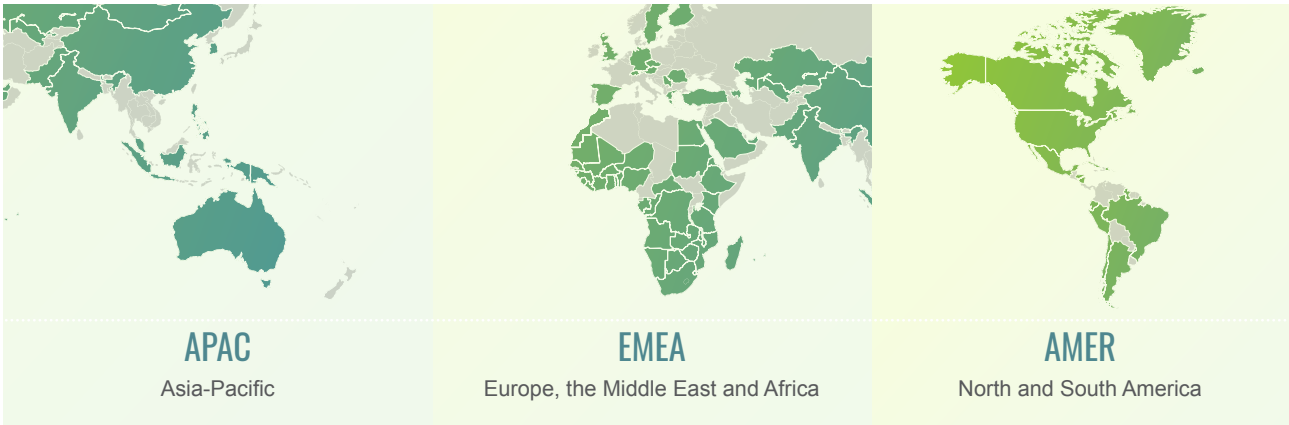
## OUR ASPIRATION

To turn the future of mining into reality as the most sought-after company in our field.



# OUR WORK

We operate across two divisions – Projects and Operations – within three regions.



Our core business focuses on delivering services to a diverse client base, from junior miners to global Tier-1, multi-commodity clients exclusively in the mining, minerals and metals sector.

## PROJECTS DIVISION

DRA Projects provide professional mine-to-port services across our regions specifically for the engineering design, project management and construction management of mine assets.

Our team of talented professionals draw on comprehensive knowledge and extensive experience to deliver fit-for-purpose engineering solutions. From scoping and pre-feasibility to final handover, in addition to interim or ongoing operations and management, our people add value across the entire lifecycle of a project.

Our design capabilities and excellent project management skills ensure the successful implementation of projects across multiple countries, commodities and sectors.

## OPERATIONS DIVISION

As companies look for innovative ways to reduce operating and maintenance costs and improve productivity, DRA Operations offer a unique business model for mineral processing throughout the world.

We are a leader in this sector, adding value to mining operations by meeting the unique needs of our clients. From coal, chromite, and ferrous metals, to diamonds, gold, and platinum group metals, we offer a wide range of services designed to make mineral processing requirements more cost-effective while maintaining product quality, plant integrity and worker safety.

## OUR SERVICES

Our business model covers the full lifecycle, offering optimal solutions that are tailored to meet clients' needs.



### ORIGINATE PROJECT DEVELOPMENT

- Early phase gap analysis
- Mineral economics evaluation and advisory
- Concept development
- PEA, PFS and FS studies
- Test work management
- Project development
- Trade-offs
- Estimation and planning
- Project risk assessment



### DELIVER PROJECT DELIVERY AND EXECUTION

- FEED design
- Multi-discipline detailed engineering and process design
- Procurement and logistics
- Detailed design
- Project management
- Construction (SMP, E&I) management
- Commissioning
- Commercial contract management
- Capital portfolio delivery



### OPTIMISE OPERATIONS AND MAINTENANCE

- Operations and maintenance
- Operational readiness
- Management and data systems
- Asset integrity and life extension
- Brownfields improvements and modifications
- Sustaining capital
- Debottlenecking and optimisation
- Sustainability solutions



# GEOGRAPHIC FOOTPRINT

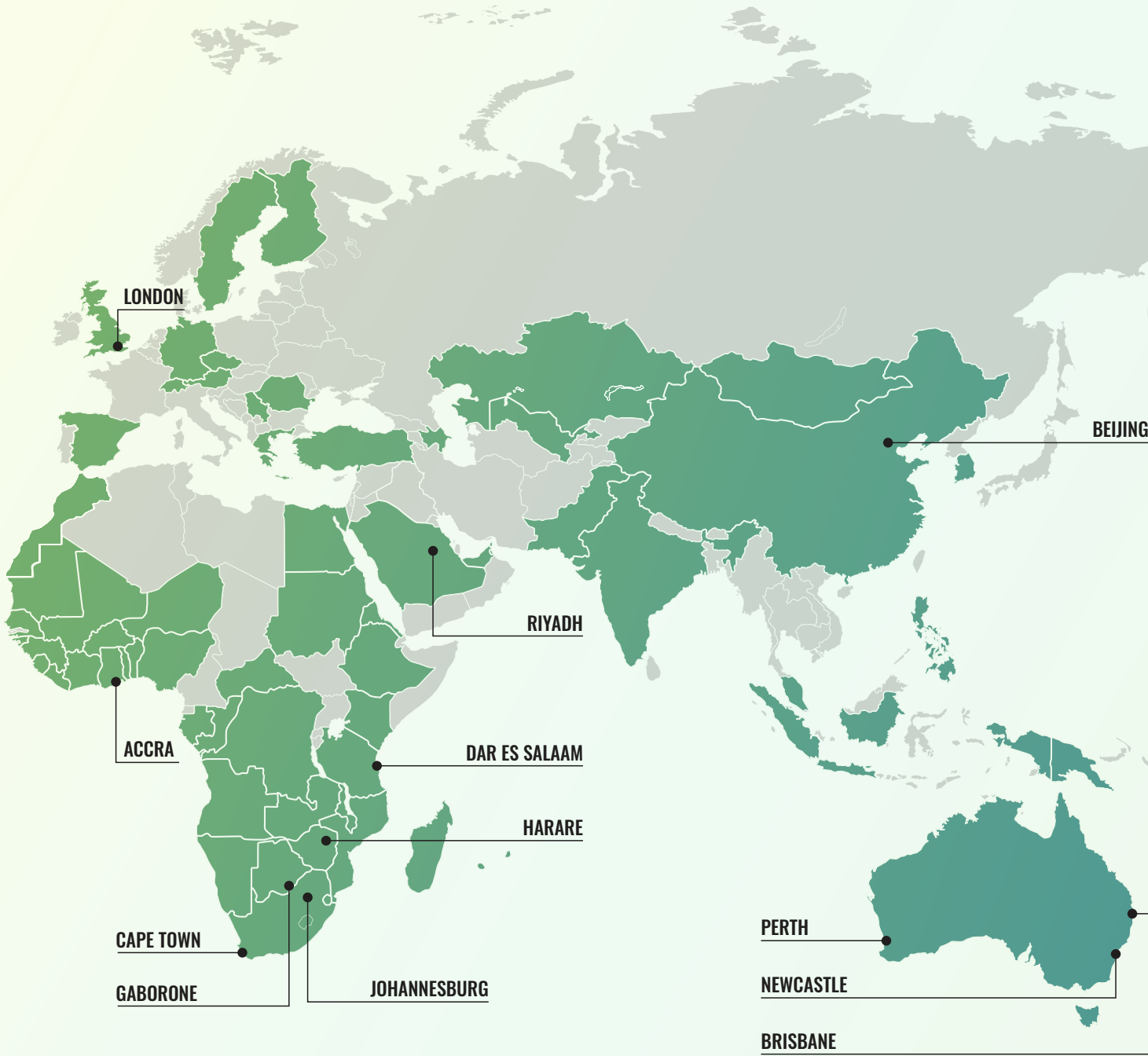
Although our roots are in Africa, we have emerged as a global player covering all major mining jurisdictions and all significant commodities. We now operate across five continents and undertake projects throughout the world.

## COMMODITIES

- Precious metals
- Base metals
- Rare Earths
- Bulk commodities
- Precious stones
- Thermal and metallurgical coal
- Battery minerals
- Nuclear fuels
- Industrial minerals
- Mineral sands

## CAPABILITIES

- Minerals and metals processing
- Mining
- Non-process infrastructure
- Construction management
- Electrical, control and instrumentation
- Water
- Energy
- Engineering
- Advisory
- Operations and maintenance





SCOPE AND METHODOLOGY

DRA operates in three regions; however, for the sustainability report, we disclose company information across the following segments: EMEA, APAC, AMER, and Minopex.

For this Sustainability Report, we have implemented internal Key Performance Indicators (KPIs) aligned with SASB and the Global Reporting Initiative (GRI) standards to navigate the complexities of our diverse operations. This structured approach ensures consistency in measuring and reporting performance across our various business units, each with its own risk profile, regulatory landscape, and reporting requirements.

Additionally, our sustainability reporting practices align with the Sustainability Accounting Standards Board (SASB) and the Australian Accounting Standards Board (AASB) S2 guidelines. This alignment ensures our disclosures address industry-specific material impact issues and drive value creation.

The Audit and Risk Committee is responsible for reviewing this Sustainability Report, as well as ratifying the report's sustainability disclosures.



2024 Mining Indaba in Cape Town, South Africa



Woodmead office

OUR SUSTAINABILITY JOURNEY

Our approach to sustainability is based on collaboration with our material stakeholders and integration with our client's sustainability objectives.

At DRA, we design, build, operate and maintain mines and mineral processing plants to the highest Responsible Mining Guidelines. We view responsible mining and sustainability as inseparable, recognising that sustainability is not only about mitigating risk - for both our clients and ourselves - but also about identifying opportunities that create long-term value for all our material stakeholders while preserving the natural environment where our project-based communities live and work.

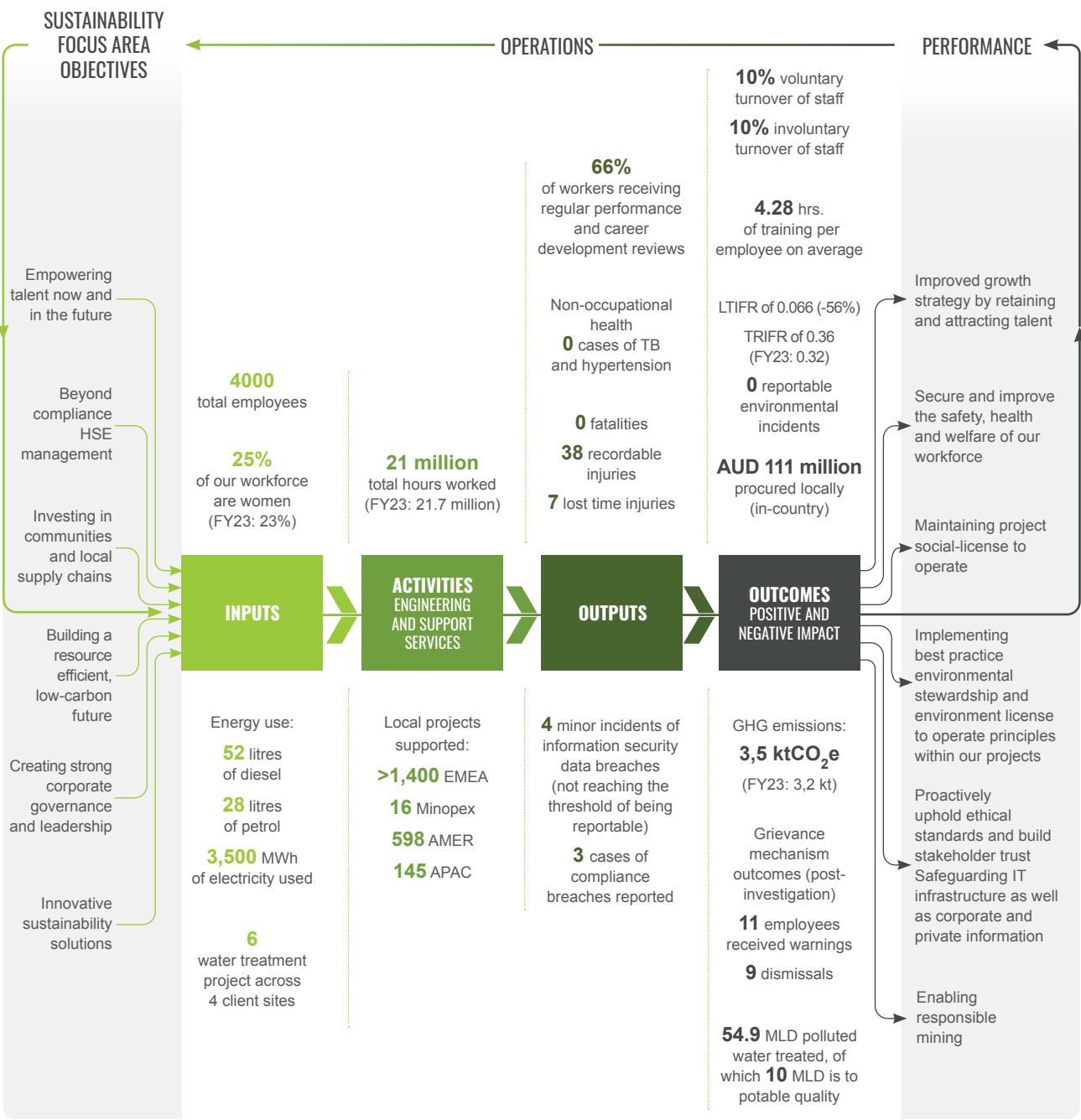
As part of our study phase project offerings, DRA has successfully delivered various environmental, social, and governance (ESG) operational readiness assessments. These assessments provide clients with a solid foundation for a sustainability management system before construction begins. Additionally, our build and optimise projects - managed on behalf of our clients - have significant and direct sustainability-related impacts on sustainability outcomes. Through comprehensive trade-off studies, we have successfully improved the sustainability of mining and mineral processing projects by embedding ESG considerations into critical aspects of these projects.

Ultimately, the nature of our work means that our contributions to sustainability are deeply intertwined with our clients' needs, as our services and solutions directly support their broader environmental and social objectives.



CONSOLIDATED SUSTAINABILITY DISCLOSURE PERFORMANCE

VISUALISING DRA'S 2024 SUSTAINABILITY INPUTS, ACTIVITIES, OUTPUTS, AND OUTCOMES ALIGNED TO STRATEGIC FOCUS AREAS.



The Consolidated Sustainability Disclosure Performance summary provides a clear, integrated view of DRA's sustainability inputs, activities, outputs, and outcomes for FY24. It highlights how our strategic focus areas — empowering talent, building a resource-efficient, low-carbon future, investing in communities and local supply chains, and strengthening corporate governance — translate into measurable results. This visually illustrates our commitment to sustainable value creation, ethical governance, operational excellence, and continuous improvement across our global operations.

The sustainability indicators presented in this report reflect largely our internal projects as well as operational and management site activities. However, they do not fully capture the impact of our work in supporting our clients' project sites as pillars of Responsible Mining. When we operate and maintain sites on behalf of our clients, we uphold the strictest ISO-aligned safety standards to all our activities and regularly assess our conformance to in-country legislative and client requirements.

DRA ensures that the solutions we design for our clients not only meet current regulatory standards but also anticipated future requirements, proactively mitigating risks and enhancing compliance. We strive to be the market leaders in sustainable engineering solutions to fulfill this mandate.

In FY24, we executed various water treatment projects across four client sites. Our design team also includes a specialist renewable energy integration unit that help our clients improve energy supply security and reduce dependence on fossil fuel-derived energy. Through our engineering and project management services, we help our clients to avoid costly penalties and litigation while ensuring their environmental and social licenses to operate are obtained and maintained.

Our engineers strive to design resilient systems that account for the evolving ESG landscape, including climate impacts, ensuring long-term project sustainability across the life-of-mine. By leveraging advanced technologies for resource management, water recycling and emission reduction, DRA develops and implements solutions that proactively mitigate these environmental risks and enhance project sustainability.



FORWARD-LOOKING STATEMENT DISCLAIMER

This report includes forward-looking statements regarding the operations, business plans and objectives of DRA Global. These statements involve known and unknown risks, uncertainties and other factors which, because of their nature, may cause the actual results or performance of DRA Global to be materially different from the results or performance expressed or implied by such forward looking statements.

Such forward looking statements are based on numerous assumptions about DRA Global's present and future business strategies as well as the political and economic environment in which DRA Global operate. However, these assumptions may not be reasonable and do not serve as guarantees or predictions of future performance.

These statements are based on the information available at the time of publication and are subject to change. DRA Global does not guarantee that the forward-looking statements or forecasts in this report will occur or be accurate.



# OUR MATERIAL STAKEHOLDERS

We are committed to fostering transparent, proactive and inclusive engagement, ensuring that we actively listen and respond to the needs and expectations of our material stakeholders. We prioritise open and meaningful dialogue to foster trust and collaboration, driving risk mitigation and innovative solutions that create positive social and environmental impacts.

By working together, we can address the challenges of mining's climate impact and contribute to a more sustainable, resilient future.

## OUR WORKFORCE

Our workforce refers to any employee of DRA Global, including Directors, prescribed and other company officers, permanent, and temporary employees. *For a detailed breakdown, refer to Table 2 on page 25.*

Each member of our team plays a vital role in upholding DRA's core values of Safety, Integrity, Excellence, Trust, Courage, and People Engagement, ensuring these principles are embedded in everything we do.

## OUR CLIENTS

We partner with mining and mineral processing companies to provide a wide range of project services, from initial design and engineering to full project delivery and operations support. Our clients vary from junior miners, who are emerging and rapidly expanding their businesses, to global Tier-1 multi-commodity companies that are leaders in mining as well as in the metal and mineral processing sectors.

We work closely with our clients to deliver tailored solutions that meet their specific needs, whether for large-scale, complex operations or smaller, specialised projects.

Our goal is to build strong, long-term partnerships by offering not only technical proficiency but also strategic insights to help our clients optimise their operations, enhance sustainability practices, and achieve long-term success in an evolving global market.

## OUR SHAREHOLDERS

Our shareholders consist of individuals or entities that hold shares in DRA Global Limited. We are committed to delivering long-term value for our shareholders by upholding sound governance, executing effective risk management, and fostering a commitment to sustainability performance.

## OUR SUPPLIERS

Our suppliers include individuals, entities or businesses that provide goods, materials or services necessary for our operations and project delivery. These diverse networks include employees, sub-contractors, equipment suppliers, service providers, related entities and consultants.

Our suppliers play a critical role in supporting DRA's engineering, construction and operational activities, including procurement of equipment, tools and specialised services.

As part of our upstream supply chain risk management processes, we regularly evaluate suppliers against best practice responsible sourcing criteria.

## OUR CONTRACTORS

Our contractors are external entities sub-contracted or engaged by DRA for specific project tasks or operational functions, contributing local skills and expertise to support project execution.

We are committed to fostering local economic growth and community involvement by prioritising the engagement of local contractors and service providers from the project location. This approach enhances regional job creation, strengthens local supply chains, and promotes sustainable development within the communities where we operate.

## OUR COMMUNITIES

Our communities consist of individuals or groups located in the geographical areas where our projects are located, and they are directly and indirectly impacted – both positively and possibly negatively - by the project. DRA further classifies key local communities into three categories, namely: national, regional, and project site adjacent host communities. The host communities experience direct impact of our construction, operations, and maintenance services.

# OUR REGULATORS

We are committed to maintaining open, transparent, and proactive communication with regulatory bodies, ensuring that we meet or exceed all legal and regulatory requirements.

By working closely with regulators, we ensure that our operations are conducted in a responsible and sustainable manner, minimising environmental impact and promoting the safety and wellbeing of all stakeholders. This collaborative approach helps to ensure that DRA's business activities contribute to the broader goals of compliance, governance, and sustainable development, in line with the expectations of regulatory authorities.

# DEFINING 'LOCAL'

In relation to a procurement program, 'local' will depend on a variety of factors including the geographical proximity of the communities to the mine site, the extent to which people are directly impacted and government regulations or contractual obligations.



**ADJACENT**  
Businesses in communities in the area immediately adjacent to, or most likely affected by mining activities

**REGIONAL**  
Businesses in communities within the region / province of where the mine operates

**NATIONAL**  
Businesses within the country where the mine operates





# RISKS AND OPPORTUNITIES

Mining and mineral processing operations inherently carry environmental risks, such as water contamination, land degradation and habitat destruction. DRA designs and builds with a focus on mitigating and minimising these risks safely. As climate change intensifies, we must integrate emerging risks into our project service offerings, helping our clients adapt to extreme weather events, resource scarcity and climate-related social challenges.

In FY24, we identified various factors influencing our risk and opportunity landscape which are directly and indirectly linked to sustainability impacts.

These include, but are not limited to (refer to Table 1 on page 18 for further details):

- Climate change and sustainability with a focus on efficient use of resources, demand for critical resources and mining innovation;
- Social/human dimension and the importance of diversity, equity and transparency in business and community decision-making;
- In-country and project host community local procurement engagement on requirements and associated challenges;
- Rapidly growing technology, digital and data economy, including the use of generative AI and autonomous systems; and
- Increase in the regulatory environment with greater focus on privacy and ESG requirements.

## HOW DRA MANAGES RISK

### ALIGNING THE EXISTING RISK MANAGEMENT FRAMEWORK TO SUSTAINABILITY MATERIAL RISKS AND OPPORTUNITIES

Aggregating sustainability performance across a diverse business landscape is a complex challenge, given the wide-ranging scope of our services and operations, industry-specific demands and the unique operational context of each segment and type of project.

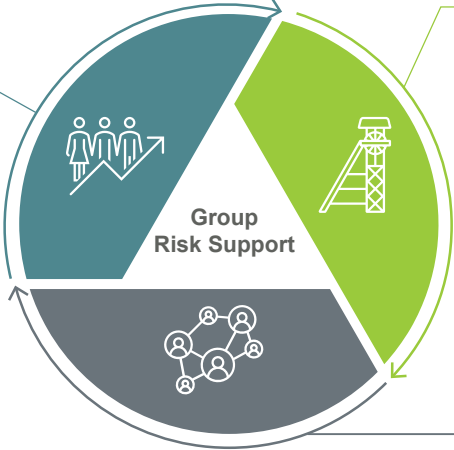
Each segment navigates distinct risks and opportunities influenced by varying regulatory environments, industry-specific needs, and localised socio-economic factors. This diversity necessitates the integration of different reporting metrics to ensure compliance and alignment with international sustainability standards.

### GROUP RISK SUPPORT FRAMEWORK

The Board sets our Group's (strategic, project, and operational) risk appetite. The Audit and Risk Committee assists the Board with oversight of regional and segment risk. The Group Risk Management Framework offers guidance on risk tolerability across the Group.

#### STRATEGIC RISK

Strategic risk refers to events that will affect the achievement of DRA's strategy and business objectives. This includes both negative and positive impacts.



#### PROJECT RISK

Project risk is anything that might have an impact on DRA's ability to get the project or operation completed in line with the contract.

#### OPERATIONAL RISK

Operational risk refers to the effective management of DRA business units internal process, people and systems and the achievement of the segment goals.

## MATERIALITY AS THE BASIS FOR SUSTAINABILITY

Materiality underpins our sustainability approach, helping us focus on the strategic, project and operational risks and opportunities that matter most to DRA, our stakeholders, and communities.

Consistent with GRI, SASB, and AASB S1 standards, material topics are defined as those issues that influence stakeholder decision-making or affect the Company's ability to create and sustain enterprise value. We assess both impact materiality (i.e., how DRA affects the environment, economy, and people) and financial materiality (i.e., how sustainability risks and opportunities influence DRA's financial performance). This approach aligns our responsible mining indicators with key material topics and the United Nations' Sustainable Development Goals (UN SDGs), ensuring our disclosures are meaningful, decision-useful, and aligned with stakeholder and regulatory requirements and expectations.

During FY24, DRA began to integrate corporate risk management processes with sustainability reporting standards and guidelines, as detailed in the Scope and Methodology section of this report. This framework represents our commitment to strengthening sustainability governance, enhancing business resilience and innovative solutions to support our clients in adopting best-practice responsible mining principles.

Our Risk Management Framework, aligned to ISO 31000, provides a comprehensive, company-wide approach to identifying, evaluating, monitoring, reviewing, and reporting risk to help us achieve our plans and objectives.

In September 2023, the executive leadership team reviewed and recommended the adoption of the sustainability strategy. Our sustainability strategy is required to assist in mitigating our strategic, project and operational risks.

Our risk and opportunity framework strengthens DRA and contributes to our own and our clients' sustainability performance.

## INTEGRATION OF RISK MANAGEMENT WITH MATERIAL SUSTAINABILITY FOCUS AREAS

Our sustainability disclosure indicators stem from the following:

- Stakeholder engagement topics;
- Indicators used to assess performance against business strategic objectives;
- Key indicators being developed to assess the effectiveness of risk and opportunity controls, with ongoing work to enhance the risk management framework as well as future reporting to the Board's Audit and Risk committee.

## ALIGNING RISK AND SUSTAINABILITY WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Table 1, found on pages 18 and 19 of this report, reflects our integrated sustainability framework, where our business strategy, existing business risk, and risk controls align material sustainability indicators with the most applicable SDG. This process has enabled us to:

- Embed SDG priorities into corporate risk management processes;
- Focus on how DRA can assist in addressing global challenges and contribute to sustainable growth;
- Align our risk framework with responsible mining and mineral processing guideline-based focus areas;
- Create shared value for stakeholders and communities through targeted initiatives;
- Enhance sustainability governance; and
- Support innovative client solutions.

## THE UNITED NATIONS' 17 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Following a detailed review of the United Nations Sustainable Development Goals (SDGs), DRA has identified meaningful direct and indirect contributions to all 17 goals through its operations, projects, and engagements.





Table 1. Alignment of business risk with DRA's sustainability focus areas

	Focus area	Material stakeholders	Risks and opportunities	Mitigation/controls (not limited to)	Main SDG* contribution as well as GRI, SASB, AASB reporting standard alignment	Sustainable outcome	Disclosure KPIs
Empowering talent now and in the future	 Attracting talent and employee retention Strategic pillar: Talent	Workforce, regulators, communities	Retention challenges, skills gaps, limited talent pools	Upskilling, succession planning, inclusive recruitment and flexible work policies	 SDG 8: Decent work and economic growth GRI 401: Employment GRI 405: Diversity and equal opportunity	Enhanced employee satisfaction and improved productivity and long-term retention	Employee total headcount, permanent and non-permanent employee diversity figures, total number of new employees by gender and age as well as employee turnover
	 Occupational health and safety Strategic pillar: Portfolio performance	Workforce, contractors, clients, regulators	Safety risks during operations and medical emergency response gaps	Risk-based health and safety processes and wellness programs	 SDG 3: Good health and well-being GRI 403: Occupational health and safety GRI 416: Customer health and safety	Safe work environments and a motivated workforce	Safety indicators (LTIFR, TRIFR, recordable injuries, lost-time injuries, and fatalities) and work-related and non-work-related ill health cases  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Disclosing entry medical assessments</li> </ul>
	 Employee training and education Strategic pillar: Talent	Workforce, communities	Scarcity of local in-country skills and the lack of industry-aligned training entities/individuals	Local talent development, targeted training, and education programs	 SDG 4: Quality education GRI 404: Training and education	Improved employability and compliance with client local content requirements	Average number of hours of training, percentage of employees receiving regular performance and career development reviews  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Expand performance review processes</li> <li>Continuous training roll-out</li> </ul>
Investing in our communities and local supply chain	 Local procurement Strategic pillar: Portfolio performance	Regulators, contractors, suppliers, communities	Supply chain delays and the limited capacity of local suppliers	Capacity-building initiatives, supplier training and contract facilitation	 SDG 9: Industry, innovation, and infrastructure GRI 204: Procurement practices	Strengthened supplier networks cost savings and risk reduction	Total local procurement expenditure  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Standardise host community Local Economic Development (LED) metrics</li> </ul>
	 Strengthening local content Strategic pillar: Portfolio performance	Communities, suppliers, contractors	Community protests; disrupted operations	Local recruitment, procurement strategies, infrastructure development	 SDG 11: Sustainable cities and communities	Social and economic upliftment of host communities	<b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Local hiring rates</li> <li>Host community beneficiaries</li> <li>Supplier development - enterprises supported by number and category</li> <li>Socio-economic projects supported and expenditure</li> </ul>
	 Investing in our communities and local supply chain Strategic pillar: Sustainable DRA	Communities, regulators, clients, suppliers, contractors	Unmet expectations for project benefits; socio-economic disparities	Stakeholder consultations, community-specific development plans	 SDG 11: Sustainable cities and communities	Strengthened relationships, improved quality of life	No verifiable Group data is available for FY24  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Socio-economic development projects</li> <li>Goodwill donations</li> </ul>
Building a resource-efficient, low-carbon future	 Climate impact Strategic pillar: Sustainable DRA and Portfolio Performance	Shareholders, clients	Resilience to extreme weather; transition risks tied to fossil fuels	Climate-resilient infrastructure, renewable energy integration	 SDG 13: Climate action AASB S2: Climate disclosures	Innovative solutions, demonstrating leadership in sustainable engineering	<b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Climate impact strategy, risk and opportunities</li> <li>Climate resilience assessments and scenario analysis,</li> <li>Transition plans for Scope 3 emissions</li> <li>Climate-related metrics and targets</li> </ul>
	 Energy use and GHG emissions Strategic pillar: Sustainable DRA and Portfolio Performance	Workforce, contractors	High GHG emissions; reliance on fossil fuel-derived energy	Energy-efficient systems, green commuting options	 SDG 13: Climate action GRI 302: Energy GRI 305: Emissions	Reduced GHG emissions, improved energy sustainability	Energy consumption metrics, Scope 1 and 2 emissions  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Determine and define material Scope 3 emission reporting areas</li> </ul>
Creating strong corporate governance and leadership	 Cybersecurity Strategic pillar: Sustainable DRA	Shareholders, regulators, clients, workforce, suppliers, contractors	Cybersecurity threats; regulatory non-compliance	ISO certifications, ESG-integrated governance, continuous testing and annual cyber audits	 SDG 16: peace, justice and strong institutions	Protection of private information, reduced risk of breaches	Compliance breaches resolved, as well as data breach incidents
	 Innovation (sustainability solutions) Strategic pillar: Portfolio performance	Clients, regulators	Inadequate adaptation to ESG demands	Advanced design solutions, integration of ESG management areas into engineering projects	 SDG 9: industry, innovation, and infrastructure	Enhanced client competitiveness, alignment with global sustainability trends	Water treatment (recycling) and renewable energy power generation sustainability-aligned project outcomes
	 Governance and compliance Strategic pillar: Sustainable DRA	Shareholders, regulators, clients, workforce, communities, suppliers, contractors	Corruption risks, ethical dilemmas, governance failures	Code of ethics, anti-corruption training, governance audits	 SDG16: peace, justice and strong institutions GRI 406: non-discrimination	Enhanced trust, robust ethical culture	Governance training participation, ethics violation reports  <b>FY25 focus:</b> <ul style="list-style-type: none"> <li>Review of governance standards</li> </ul>

\* Our sustainability focus areas contribute positively to more than one SDG; however, in this table, we have listed only the most significant of these.



CLIMATE IMPACT RISK MITIGATION STRATEGIES

At DRA, we are committed to supporting our clients and project teams in preparing for and adapting to climate-related challenges. During the initial project study phase, we assess risks such as extreme weather events, including floods, droughts, storms, temperature extremes, and changing rainfall patterns. To address these, we concentrate on:

- Adaptable Infrastructure: Designing structures with materials that can withstand temperature extremes and implementing water management systems capable of handling varying water volumes.
- Environmental Protection: Investing in dust suppression systems and establishing buffer zones to mitigate issues such as dust and coastal erosion.
- Informed Decision-Making: Conducting offset studies to guide infrastructure projects impacted by climate change.

LOOKING AHEAD TO FY25

We plan to utilise international climate models and local data to ensure our designs are resilient against climate impacts.



Der Brochen 240ktpm project

STRATEGY

VALUES

The DRA website and the Financial Report offer comprehensive information on our strategy and values. All sustainability initiatives, which are evaluated based on sustainability disclosure KPIs, must align with our strategy and all six values. If an initiative is not aligned, it will not be adopted.

SAFETY   INTEGRITY   EXCELLENCE   TRUST   COURAGE   PEOPLE ENGAGEMENT

STRATEGIC PILLARS

DRA's strategic direction is driven by a clear vision for the future, guiding us toward our long-term goals and sustainable growth. Our approach focuses on key priorities that align with our values and aspirations, enabling us to continually enhance our impact across all aspects of our business. Through purposeful collaboration and commitment, we strive to create lasting value for our people, clients, shareholders, and the communities in which we operate.

Our strategic pillars serve as the foundation of this approach, guiding how we deliver our mission and contribute to a more sustainable future.



INTEGRATING SUSTAINABILITY INTO OUR GROWTH STRATEGY

Our aspiration is to shape the future of mining and establish DRA as the most sought-after, responsible project and operations service provider in the mining and minerals processing sector. This vision serves as our guiding compass, shaping our strategic objectives and ambitions as we work towards achieving our goals throughout FY25. Underpinned by our core values, this aspiration not only defines our purpose, but also influences how we collaborate, innovate and drive meaningful impact for our material stakeholders.

We are committed to supporting the responsible and sustainable delivery of mineral resource commodities that power the emerging green economy while fostering inclusive value creation. Achieving this requires a deliberate shift in focus, ensuring that our projects and operations integrate circular economy principles, environmental stewardship, local content empowerment, and broader social and economic development initiatives.

By embracing this commitment, we aim to create a positive and lasting legacy within the communities and industries we serve. This vision will guide our efforts throughout FY25 and beyond, as we work toward achieving our long-term goals.

SUSTAINABILITY FOCUS AREAS

Our commitment to sustainable value creation is driven by four key focus areas. These focus areas represent the foundations of our approach, ensuring we remain adaptable, resilient, and forward-thinking in all aspects of our business.

By concentrating our efforts on these key areas, we aim to create lasting value for our stakeholders and contribute to a more sustainable and responsible future.

Our sustainability strategy is embedded within our corporate structure, with clear accountability across the executive and segment levels. This structure allows us to maintain transparency in reporting and monitoring systems, track progress on our sustainability goals, and continuously refine our strategies to meet long-term objectives.







# PERFORMANCE AND DISCLOSURE METRICS

## OUR SUSTAINABILITY FOCUS AREAS

 <b>DRA</b> <b>GLOBAL</b> <b>ESG</b> framework 	<b>EMPOWERING TALENT, NOW AND IN THE FUTURE</b>	<b>INVESTING IN OUR COMMUNITIES AND LOCAL SUPPLY CHAIN</b>	<b>BUILDING A RESOURCE- EFFICIENT, LOW CARBON FUTURE</b>	<b>ENABLING SOUND CORPORATE GOVERNANCE AND LEADERSHIP</b>
	 <b>GRI</b> material topics 	Employee composition Occupational health and safety Training and education Diversity and inclusion	Proportion of spending on local suppliers Project host community development	Energy Emissions Water

## SEGMENT REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM), being the Executive Committee.

The CODM considers the business both from a service and geographic perspective and has identified four reportable segments in accordance with the requirements of AASB 8 Operating Segments. The Group aggregates two or more operating segments into a single reportable operating segment when the Group has assessed and determined the aggregated operating segments share similar economic and geographical characteristics, such as the type of customers for the Group's services, similar expected growth rates and regulatory environment.

The engineering-related services segments consist of engineering, project delivery and operations management services predominantly to the mining industries.

Three separate segments are reported, being: Europe, Middle East and Africa (EMEA), including SENET; Australia and Asia-Pacific (APAC); and North and South America (AMER).

The Minopex segment provides bespoke operations and plant maintenance services to mines, mainly in Africa.



# EMPOWERING TALENT, NOW AND IN THE FUTURE

## SOCIAL AND HUMAN CAPITAL

Empowering talent, now and in the future

- Setting our people up for success and excellence by providing a **safe, healthy** and **inclusive** working environment **promoting diversity** and **wellbeing**
- Empowering our people with their career development and **encouraging ownership** and **innovation**
- Investing in the future of engineering professionals to **attract the best talent** to serve our clients
- Attracting, engaging and retaining people who contribute to high-performing teams
- Cultivating a high **trust culture** in which our people can **grow, thrive** and have **fun**
- Strengthening **authentic, collaborative** and **responsible leadership**
- Become a magnet for talent by **embracing innovative future ways of work**

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

8 DECENT WORK AND ECONOMIC GROWTH

## EMPLOYEE COMPOSITION

KPI's: New employees, employee turnover, number of permanent / non-permanent women workers, total headcount.

At DRA, we prioritise local employment by actively recruiting talent in countries where our services are delivered. By employing local talent we support economic development, strengthen community engagement and enhance project sustainability.

This commitment ensures that community members have access to local job opportunities that contribute to their financial wellbeing while fostering a skilled workforce invested in the project's long-term success.

### KEY CHALLENGES:

- Skills shortages in a specialised industry;
- Sustainability demands in project delivery; and
- Employee retention as a significant risk impacting operations, costs and client expectations.

### PROACTIVE SOLUTIONS:

- Fostering engagement:** As part of our retention strategy, we aim and actively engage with employees, building a supportive, inclusive work environment that aligns with employee values and culture;
- Upskilling and innovation:** We invest in employee development through training programs, leadership development and coaching;
- Sustainability commitment:** Each segment is responsible for setting its own social and environmental sustainability objectives based on the regulations of its region of operation and the clients' sustainability commitments. These sustainability objectives contribute to the aim of attracting and retaining talent who are driven by purpose; and
- Retaining expertise:** We focus on retaining skilled employees to maintain operational efficiency and depth of institutional knowledge.

Tables 2 to 5 reflect DRA's GRI reporting standard-aligned workforce disclosures, which emphasise the diversity of our people and the indicators used to assess the effectiveness of the above-mentioned proactive solutions.

Table 2. Total number of permanent and non-permanent employees reported at the end of the FY24 reporting period

Segment	Permanent employee headcount (number of)		Temporary/fixed term employee headcount (number of)		Casual or non-guaranteed hourly rate employees (number of)		Full-time employees (number of)		Part-time employees (number of)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Gender										
EMEA	586	203	404	151	0	0	0	0	0	0
Minopex	960	396	153	33	0	0	78	19	92	8
AMER	219	67	54	17	1	2	145	35	0	0
APAC	211	66	20	6	33	8	0	0	0	0
Total	1992	737	694	221	35	10	223	54	93	8

Table 3. FY24 Employee total headcount by gender

Segment	Male (number of)	Female (number of)	Total (number of)
EMEA	990	354	1344
Minopex	1364	475	1839
AMER	419	121	540
APAC	264	80	344
Total	3037	1033	4067

As DRA continues to grow, we require an expanding workforce to support our strategy. As of the 31st of December 2024, 25% of our employees are female, showing a slight increase from 23% in FY23.

## DIVERSITY AND INCLUSION

DRA is committed to fostering an inclusive and diverse workplace where everyone is valued, respected and supported. Our policy ensures a work environment free from discrimination and bias, providing equal opportunities for all employees. We recognise that a diverse workforce is essential for enhancing organisational capability and maintaining high performance. By embracing diversity—encompassing factors such as gender, age, cultural heritage and physical ability—we strengthen our ability to attract, engage and retain top talent.

We are dedicated to creating a culture of fairness and respect, ensuring that our workforce reflects the communities in which we operate. Our inclusion and diversity principles guide our recruitment, training and promotion practices at all levels, promoting a productive and safe work environment while actively preventing discrimination and harassment. DRA Leadership has established measurable objectives for achieving diversity outcomes, which are reviewed annually to ensure accountability. By embracing diversity and inclusion, we can achieve our goals while positively impacting our employees, clients and communities. Tables 4 and 5 reflect our FY24 new hires and employee turnover performance.

Each segment ensures that it complies with the diversity, equity, and inclusion (DEI) requirements based on the local regional legislation and client requirements.

Table 4. Total number of new employee hires categorised by gender and age during the FY24 reporting period

Segment	<26 yr male (number of)	<26 yr female (number of)	26-40 yr male (number of)	26-40 yr female (number of)	41-55 yr male (number of)	41-55 yr female (number of)	56 -65 yr male (number of)	56 -65 yr female (number of)	65+ yr male (number of)	65+ yr female (number of)
EMEA	15	8	50	11	47	8	24	3	3	0
Minopex	26	17	109	52	42	7	10	0	0	0
AMER	5	4	23	7	16	4	5	1	1	0
APAC	6	4	32	9	23	7	12	1	6	1
Total	52	33	214	79	128	26	51	5	10	1



We monitor workforce turnover by segment. In FY24, we aimed to ensure that voluntary turnover did not exceed 13.5% and successfully achieved a rate of 10% for the period.

Table 5. Employee turnover during the FY24 reporting period

Segment	Total no of terminations (number of)	Voluntary (number of)	Involuntary (number of)
EMEA	318	141	177
Minopex	283	136	147
AMER	109	56	53
APAC	90	67	23
Total	800	400	400



OCCUPATIONAL HEALTH AND SAFETY

Safety KPI's: Minor injuries, recordable injuries, lost-time injuries, fatalities, hours worked, LTIFR, SIFR, TRIFR, FFR.

Occupational Health KPI's: Pulmonary tuberculosis cases, pulmonary tuberculosis persons on treatment, hypertension cases, hypertension persons treated, HIV cases, persons on ARV's, NIHL cases reported, NIHL cases certified.

DRA's core values include the safety, health and wellbeing of our people and our environment. Our priority is to ensure that everyone returns home safe and healthy every day.

Our commitment to health and safety is fundamental to our vision of conducting business with zero harm to employees, visitors, stakeholders and the communities we serve. This commitment is rooted in our core values. We believe that all health, safety and environmental (HSE) incidents can be prevented, and we pursue the goal of zero harm through a strong safety culture that emphasises "actively caring for people."

Our HSE principles guide our efforts to create a safe and healthy work environment. We establish and consistently apply HSE standards in compliance with legal requirements across our projects and operations, allocating appropriate resources to support these initiatives. Annual, risk-

based HSE programs are developed and reviewed to ensure continuous progress toward our safety goals. We promote worker participation in developing these programs, encouraging active engagement in reporting and resolving incidents. Our commitment extends to providing all stakeholders with the necessary training, education and coaching to foster HSE awareness. We regularly communicate our HSE performance indicators, improvements and successes while holding our leaders accountable for effectively managing HSE practices. Ultimately, everyone is responsible for providing a safe workplace by identifying and eliminating hazards and ensuring the health and safety of all.

In FY24, we made significant strides in enhancing workplace safety, successfully lowering the Lost Time Injury Frequency Rate (LTIFR) from 0.152 to 0.066, exceeding our targets and demonstrating a strong commitment to safeguarding the health and safety of our employees. Our achievement in meeting established health and safety targets reflects the effectiveness of several key initiatives introduced and reinforced throughout the year.



Tables 6, 7, and 8 reflect DRA's GRI reporting standard-aligned safety and health material disclosures used to assess the effectiveness of our safety and health management systems.

Table 6. Safety records for the FY24 reporting period

Segment	Recordable Injuries (number of)	Lost time injuries (number of)	Fatalities (number of)	Hours Worked (hrs)
EMEA	19	1	0	11,288,798
Minopex	13	6	0	7,526,596
APAC	3	0	0	868,988
AMER	3	0	0	1,441,186
Total	38	7	0	21,125,568

Table 7. Injury frequency rate calculations for the FY24 reporting period

Segment	Total Recordable injury frequency rate	Lost time injury frequency rate	Fatality frequency rate	Hours Worked (hrs)
EMEA	0.337	0.018	0.000	11,288,798
Minopex	0.345	0.159	0.000	7,526,596
APAC	0.690	0.000	0.000	868,988
AMER	0.416	0.000	0.000	1,441,186
Total	0,360	0,066	0,000	21,125,568

Table 8. Occupational health records for the FY24 reporting period

Segment	Pulmonary tuberculosis cases (number of)	Pulmonary tuberculosis persons on treatment (number of)	Hypertension cases (number of)	Hypertension persons treated (number of)
EMEA	0	0	0	0
Minopex	0	0	0	0
AMER	0	0	0	0
APAC	0	0	0	0
Overall	0	0	0	0

A significant focus of DRA's health and safety strategy was the rollout of Leadership Engagement Tours. These tours allowed senior leaders to engage directly with frontline employees and work teams, gaining valuable insights into on-the-ground challenges while strengthening communication across all levels of the organisation. By fostering open dialogue, leadership teams were better positioned to address concerns and create an environment where health and safety are prioritised and embedded in daily operations.

Another key initiative was the continued integration of Life-Saving Rules, which clearly define the critical safety behaviours expected from all employees. Reinforcing these rules, alongside a sustained focus on Material Risk Standards—designed to address key hazards—helped mitigate high-risk activities and standardise safety practices across DRA.

We further strengthened our health and safety efforts by aligning all business units with the Global Health and Safety Standard, establishing a unified framework for consistent practices across the organisation. This alignment, combined with our commitment to achieving ISO 45001 International Certification for Health and Safety Management Systems, demonstrate our long-term dedication to continually improving our safety culture and practices.

Additionally, the introduction of a new digital safety management system played a critical role in improving safety performance. By streamlining processes and ensuring the timely resolution of safety findings and actions, the system enabled faster responses to issues and reinforced our high standard of safety performance across all operations.

Overall, our integrated approach to health and safety, focusing on leadership, risk management, and continual improvement, directly contributed to our reduced LTIFR and the achievement of our safety targets. Moving forward, we remain committed to building on these foundations to ensure our workforce's continued health and safety.





FY25 SAFETY AND HEALTH FOCUS AREAS

Health and safety are at the core of our business, and we remain committed to prioritising safety in every task, decision, and interaction. To further enhance our safety culture and protect all stakeholders, we have outlined a number of strategic actions across key objectives:

PRIORITISE SAFETY IN EVERY TASK AND INTERACTION

- We will continue to embed our Life-Saving Rules and Material Risk Standards into daily operations for all employees, ensuring they are integral to our culture; and
- Safety culture workshops and training will be launched periodically to reinforce a safety-first mindset. An annual safety culture survey will assess attitudes and identify areas for improvement.

CREATE A CLEAR RISK MANAGEMENT AND REPORTING SYSTEM

- We are implementing a digital risk reporting platform with real-time tracking and analytics to improve visibility and accountability across the organisation; and
- Standardised minimum controls for common activities and an escalation system for critical risks will ensure immediate attention and swift resolution.

ESTABLISH ROBUST INCIDENT REPORTING, ESCALATION, AND CORRECTIVE ACTIONS

- We will standardise the incident reporting and escalation process, ensuring clear timelines for resolution and accountability for incident investigations and corrective actions; and
- A lessons-learned repository will promote shared learning and prevent recurrences.

PROMOTE OPEN COMMUNICATION AND RECOGNISE SAFETY LEADERSHIP

- A monthly safety communication plan will be introduced, including safety bulletins, meetings, and reminders to keep safety top-of-mind; and
- A global recognition program will acknowledge individuals and teams demonstrating exemplary safety practices, culminating in annual “Safety Excellence” meetings to share best practices and celebrate achievements.

STANDARDISE SAFETY PROTOCOLS AND ALIGN WITH ISO 45001

- We will review safety controls annually, ensuring alignment with ISO 45001 standards across all business units, and integrate these standards into training materials; and
- Cross-business workshops will be held to share insights, best practices, and new protocols.

UPSKILL LEADERS AND EMPLOYEES

- Leadership will receive mandatory safety training covering critical topics such as legal liability, hazard identification, risk assessment, and incident investigation to ensure enhanced participation and understanding.

ENCOURAGE ACTIVE ENGAGEMENT OF LEADERS

- Our leadership engagement process will be strengthened through regular site visits by leaders to engage with frontline teams, promoting open dialogue and a deeper understanding of site-specific challenges.

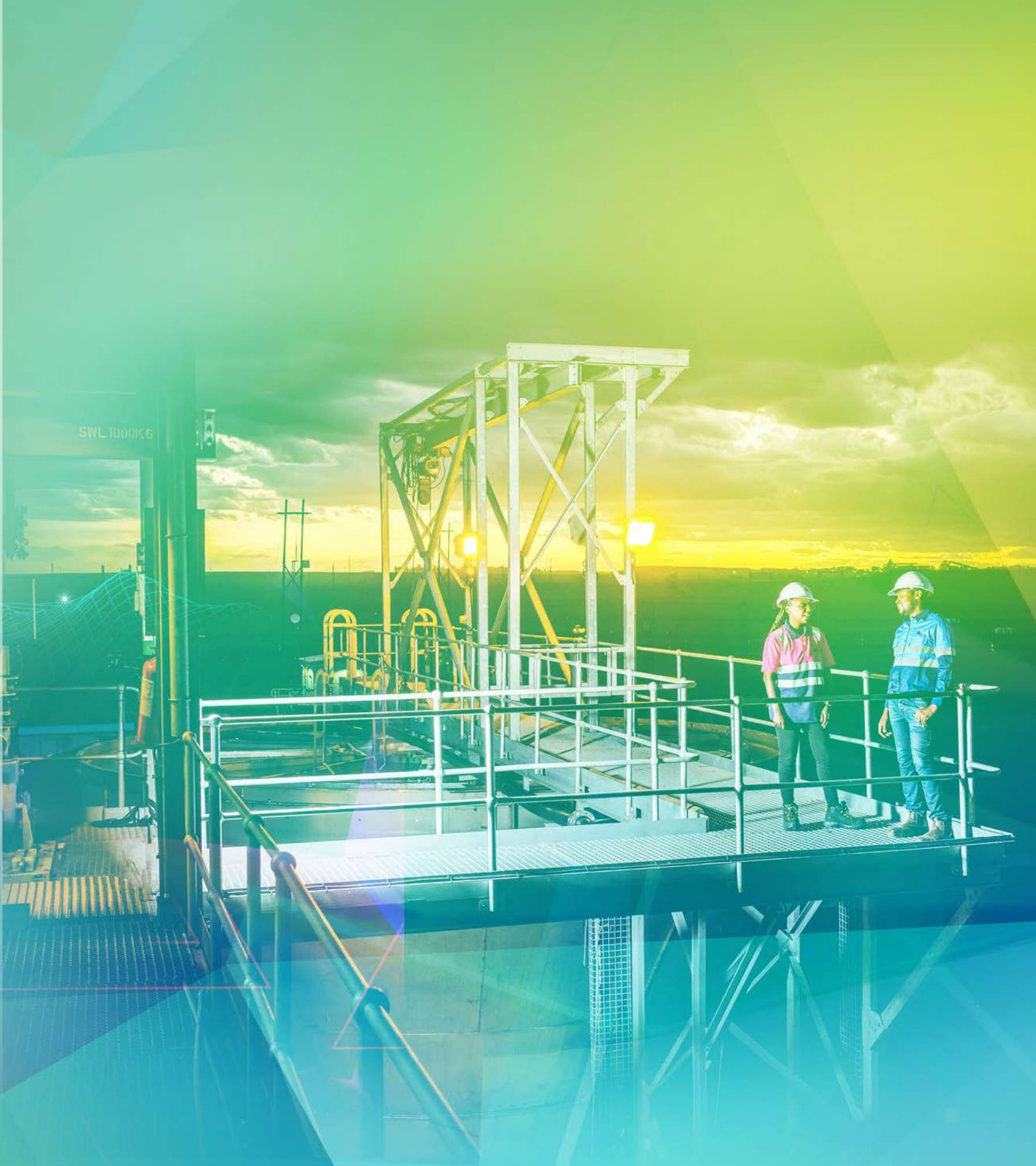
TRACK SAFETY PERFORMANCE AND DRIVE CONTINUAL IMPROVEMENT

- KPIs will be redefined and tracked, including incident rates, near-miss reporting, training completion rates, and corrective actions. Quarterly data analysis will be used to identify trends and improvement areas.

STRATEGIC GOALS

- **Improved incident and risk management:** Enhanced visibility and swift response to risks will reduce incidents and foster a proactive approach to risk management.
- **Enhanced employee engagement:** Open communication, recognition, and consistent training will engage employees in safety initiatives and prioritise safety at every level.
- **Higher compliance with ISO Standards:** Alignment with ISO 45001 will ensure consistency, accountability, and adherence to global safety standards.
- **Continual safety performance improvement:** Data-driven KPIs will guide ongoing safety improvements, fostering a resilient safety culture.
- **Increased leadership accountability:** Active leadership involvement will set a positive example and drive organisational cultural change.

By focusing on these actions, we aim to continually improve safety outcomes, promote a strong safety culture, and ensure the wellbeing of all stakeholders across the organisation.





TRAINING AND EDUCATION

**KPIs: Average hours of training per employee during the reporting period, percentage of employees receiving regular performance and career development reviews during the reporting period.**

DRA is dedicated to training and skills development initiatives that empower employees and local communities. Through targeted training programs, we equip local workers with the necessary skills to meet industry demands, enhancing their employability and career prospects. These initiatives contribute to individual growth and build a sustainable talent pool that supports ongoing project success and economic resilience within the community.

Tables 9 and 10 reflect DRA's GRI reporting standard-aligned workforce training and development material disclosures.

Table 9. Average number of hours of training per employee during the FY24 reporting period

Segment	Average hours
EMEA	3.48
Minopex	4.69
AMER	2.82
APAC	9.20
Weighted average hours	4.28

DRA prioritises its employees' continuous growth and development through various training programs and support mechanisms. We offer on-demand e-learning via platforms such as LinkedIn Learning and the company's learning management

system, REACH, alongside short training programs, industry conferences and tertiary education partnerships with universities. These initiatives are complemented by tailored programs like learnerships, graduate programs and bespoke leadership development. Specific offerings include development assessments and leadership coaching to help employees identify strengths and areas for improvement.

Additionally, transition assistance programs are available to support employees as they navigate career transitions due to retirement or termination. These programs include continued access to the LinkedIn Learning platform and counselling services provided by our regional Employee Assistance Program partners, ensuring employability and personal wellbeing.

For FY25, DRA has set an objective of achieving an average of 4.5 hours of training as part of our Adult Learning Program.

Table 10. Percentage of employees receiving regular performance and career development reviews during the FY24 reporting period

Segment	% of employees
EMEA	100%
Minopex	65%
AMER	100%
APAC*	0%
Ave. %	66%

\* Data not available due to system changes.

We aim to finish the remaining 34% of employee performance reviews by the end of the first quarter FY25.



SAIMM YPC student debate, supported by DRA Global



We hosted the **SAIMM YPC Student Debate**, bringing together students from the University of Johannesburg and Wits to discuss 'Promoting the Retention and Prosperity of Young Professionals in the Mining and Minerals Industry'.



INVESTING IN OUR COMMUNITIES AND LOCAL SUPPLY CHAINS



### SOCIAL AND HUMAN CAPITAL

Investing in our communities and local supply chains

- Creating a positive and enduring impact on the local communities where we do business through **visible and meaningful community engagement and investment**
- **Building capacity and capability** in the community for supply chain resilience and **lasting local economic self-sufficiency**, in partnership with industry and governments

1 NO POVERTY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

- **Risks and Opportunities:** Community engagement is essential for mitigating disruptions and managing expectations regarding project benefits. Current initiatives include education and training (SDG 4 - Quality Education) as well as community-based infrastructure projects (SDG 9 - Industry, Innovation, and Infrastructure and SDG 11 - Sustainable Cities and Communities).
- **Commitments:** In FY25, we plan to refine our frameworks for assessing and reporting community-focused risks and opportunities to better integrate host community and local supply chain considerations

LOCAL PROCUREMENT AND SUPPLIER DEVELOPMENT


**KPI: Total spend in-country, local business development, supplier development.**

The quality of our supply chains directly influences our ability to deliver exceptional services. At DRA, we are committed to sound procurement practices by ensuring our supplier selection follow set criteria, including the quality of goods and services, technical capability, delivery timeliness, cost, safety adherence, health and environmental requirements, and any transformational objectives of the countries where we operate. Our approach is aligned with our values and ethical standards.

Furthermore, we are committed to upholding human rights and firmly oppose any form of modern slavery within our supply chain. We proactively align our procurement processes with international human rights standards, conducting thorough due diligence on our suppliers to identify and mitigate risks related to forced labour, human trafficking, and other forms of exploitation. We hold ourselves and our suppliers to the highest ethical standards and encourage transparency and accountability.

Our Modern Slavery Statement is available at [www.draglobal.com/](http://www.draglobal.com/)





**Take a look** at our FY24 Supplier Day, an annual event that helps build and promote relationships with more than 60 suppliers.



During project delivery and execution, our teams work with clients to meet in-country local content requirements and our clients' voluntary local content commitments.

OUR LOCAL CONTENT CONTEXT

- Local Employment: DRA activity recruits in the country we operate in. This is an ongoing risk focus area to ensure our growth strategy is optimally staffed. This is applicable across all our project services.
- Local Procurement: In-country procurement is usually a legislative and client-driven requirement. This report reflects our DRA in-country procurement and excludes client procurement managed by DRA
- Supplier Development: DRA site-based project services assist our clients in planning and implementing host community supplier assistance programmes

We actively engage in local procurement and supplier development, prioritising sourcing materials and services from local suppliers, stimulating local economies and creating business opportunities. Additionally, we invest in local suppliers' capacity-building initiatives, helping them meet industry standards and enhance their competitiveness. This focus on local procurement strengthens the supply chain while fostering economic diversification and sustainability within our local communities.

Table 11. Local (In-country) procurement for the FY24 reporting period by segment

Segment	Number of Projects in Country	Total Procurement (AUD)
EMEA	1,464	\$19,695,198
Minopex	16	\$45,326,425
AMER*	598	\$10,062,370
APAC	145	\$36,259,740
Total	2,223	\$111,343,734

\* The North American procurement expenditure has been excluded from the AMER segment's in-country expenditure because their expenditure records reflected procurement on behalf of their clients.

**Note:** Not all our segments distinguish total procurement from local (in-country) procurement. For FY25, we endeavour to expand our procurement KPIs to include total, local, and host community procurement. For the EMEA segment, 46% of total procurement expenditure was spent locally.



SAIMM YPC student debate, supported by DRA Global



Minopex team providing in-kind support during Mandela Day

PROJECT HOST COMMUNITY DEVELOPMENT

KPI's: Socio-economic development, goodwill donations.

DRA values transparent communication with local communities, ensuring their needs and expectations are understood while addressing any concerns.

Our commitment extends beyond project execution, as we actively invest in local communities, implement community upliftment initiatives and contribute to the social, economic and institutional development of the countries and communities where we operate.

We partner with our clients to drive socio-economic development and local content initiatives, with focus on infrastructure, education, skills development, income generation, and health and social welfare programmes. These efforts aim to create lasting benefits, enabling communities to thrive during and beyond the lifespan of our projects.

Through an integrated approach, we have implemented many initiatives that focus on improving quality of life, building capacity, and ensuring communities are better prepared for long-term socio-economic resilience. Our people-centred development strategy underlines our role in shaping a sustainable future for all.

Each year, our teams generously donate their time to volunteer and raise money to support local charities, not-for-profits, and community-funded organisations.

In FY24, DRA evaluated its operating model to better align with its strategic direction, resulting in the decentralisation of our business units. Consequently, the financial and time-based resources dedicated to community training and development were not quantified for FY24. Looking ahead to FY25, we are prioritising standardising and reporting on material community development KPIs to enhance transparency and impact.



# BUILDING A RESOURCE-EFFICIENT, LOW-CARBON FUTURE



## ENVIRONMENTAL

Building a resource-efficient, low-carbon future

- Helping our **clients succeed** in their **decarbonisation commitments** by delivering innovative, resource efficient and climate resilient engineering solutions and capital assets
- Assisting to **produce** the **minerals** and **metals** necessary in a low carbon future
- Acting responsibly to **minimise** our **impacts** on the environment

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION



## ENERGY USE

**KPIs:** Diesel consumption (L), petrol consumption (L), electricity consumption (kWh).

DRA is committed to energy efficiency as a cornerstone of our environmental sustainability efforts. Recognising energy use's pivotal role in climate change, we strive to optimise our projects' and operations' power and energy supply requirements. By integrating advanced energy-saving technologies and promoting renewable energy sources, we strive to reduce our overall energy footprint. Our approach includes designing systems that maximise energy efficiency, collaborating with clients to implement sustainable energy solutions, and continuously monitoring and improving energy performance. Through these measures, we mitigate not only our own environmental impact but also that of our clients, while supporting their transition to a low-carbon economy. *Table 12 presents DRA's energy consumption disclosures aligned with the GRI reporting standard, which are used to calculate DRA's greenhouse gas (GHG) emissions in Scope 1 and 2.*

Table 12. Total direct and indirect energy use for the FY24 reporting period

Segment	Diesel for generators (L)	Diesel for vehicles (L)	Petrol for vehicles (L)	Electricity used (kWh)
EMEA	14,453	3,300	3,991	2,818,965
Minopex	-	34,442	5,635	181,570
APAC	-	-	-	303,885
AMER	-	-	18,272	280,309
Total	14,453	37,742	27,897	3,584,729

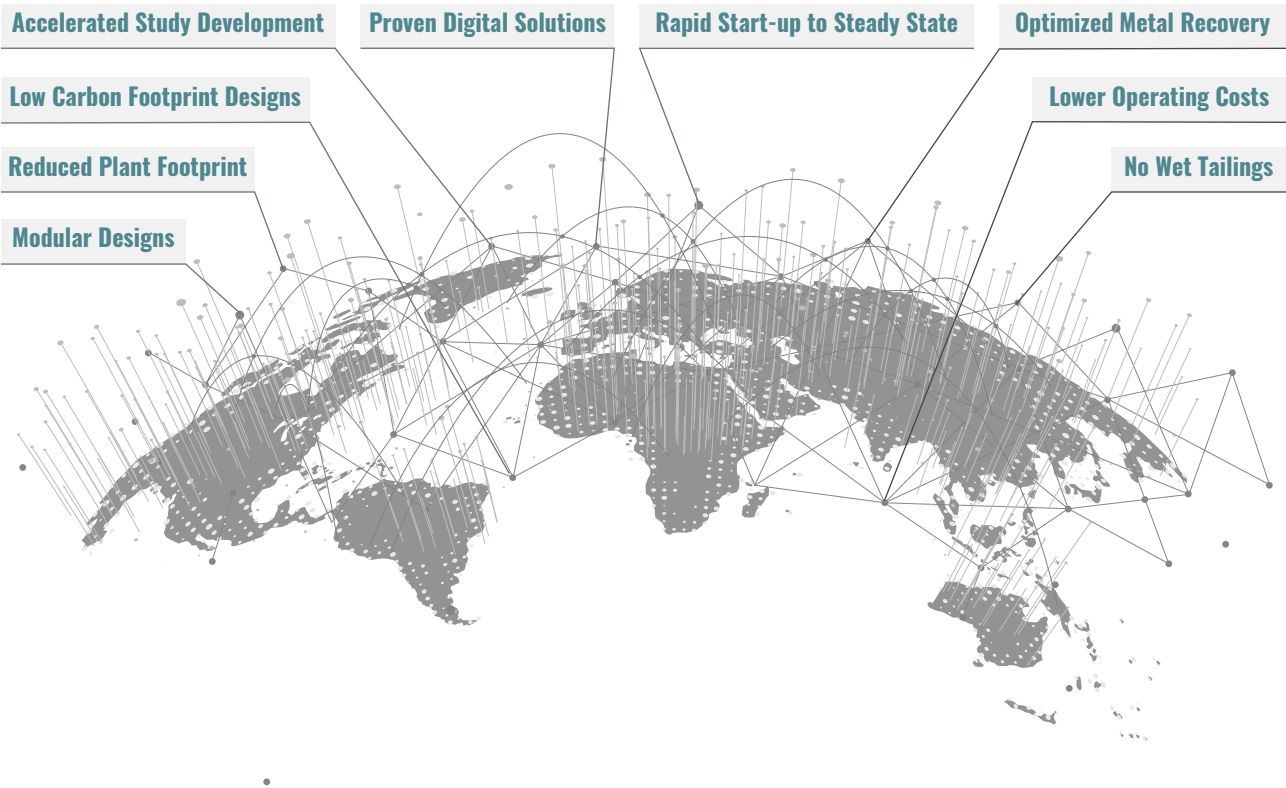
## GREENHOUSE GAS (GHG) EMISSION

**KPIs:** tCO<sub>2</sub>e emissions.

Reducing greenhouse gas emissions is fundamental to DRA's sustainability strategy, both in project activities and in the management of owned and rented assets. While we are dedicated to minimising emissions across our projects and operations by optimising design processes, implementing low-carbon technologies and enhancing energy efficiency, we recognise that our emissions are just part of the overall climate impacts of the projects we deliver.

Although downstream emissions generated by our clients' operations falls outside of our direct responsibility, they present both a significant risk and an opportunity.

## PROCESS DESIGN: WHAT OUR GLOBAL CLIENTS ARE ASKING FOR...



By integrating the best available innovations and technologies into our project designs, we help our clients reduce their emissions and overall climate impact. This proactive approach not only mitigates climate-related risks but it also strengthens our partnerships by delivering sustainable value to our clients. Our goal is to develop projects that uphold the highest sustainability standards, making a positive contribution to global climate objectives.

Our teams collaborate closely with specialist consultants to identify and implement emission-reduction strategies that align with these objectives. This commitment extends beyond regulatory compliance as we strive to advance industry standards and build a sustainable future where both people and the planet can thrive.

While working towards more rigorous emissions accounting, DRA follows the operational control approach for corporate reporting of consolidated GHG emissions, which aligns with industry standards. This approach enables us to account for 100% of the emissions from operations where we have direct control, including all global offices and employee travel to client-controlled construction sites. Emissions from these client-controlled sites are excluded from our organisational boundary for reporting purposes.

Table 13 reflects the GHG emissions associated with DRA's energy use.

Table 13. Total GHG emissions for the FY24 reporting period

Scope 1 categories	Total emissions (tCO <sub>2</sub> e)
Petrol vehicles	61.22
Petrol stationary (generators)	-
Diesel vehicles	96.02
Diesel stationary (generators)	36.77
Total	194.01

Scope 2 emissions	Total emissions (tCO <sub>2</sub> e)
Electricity	3,302.68

Combined Scope 1 and 2 emissions	Total emissions (tCO <sub>2</sub> e)
Total emissions (tCO <sub>2</sub> e)	3,496.68

While our approach to measuring and managing emissions is still evolving, we are committed to improving our internal processes and refining our reporting practices over time. By doing so, we aim to reduce our carbon footprint and enhance our role in global sustainability efforts.

Our commitment to regularly reviewing and improving our GHG reporting processes supports DRA's sustainability goals and helps our clients manage their emissions, integrate low-carbon solutions and achieve their environmental targets.



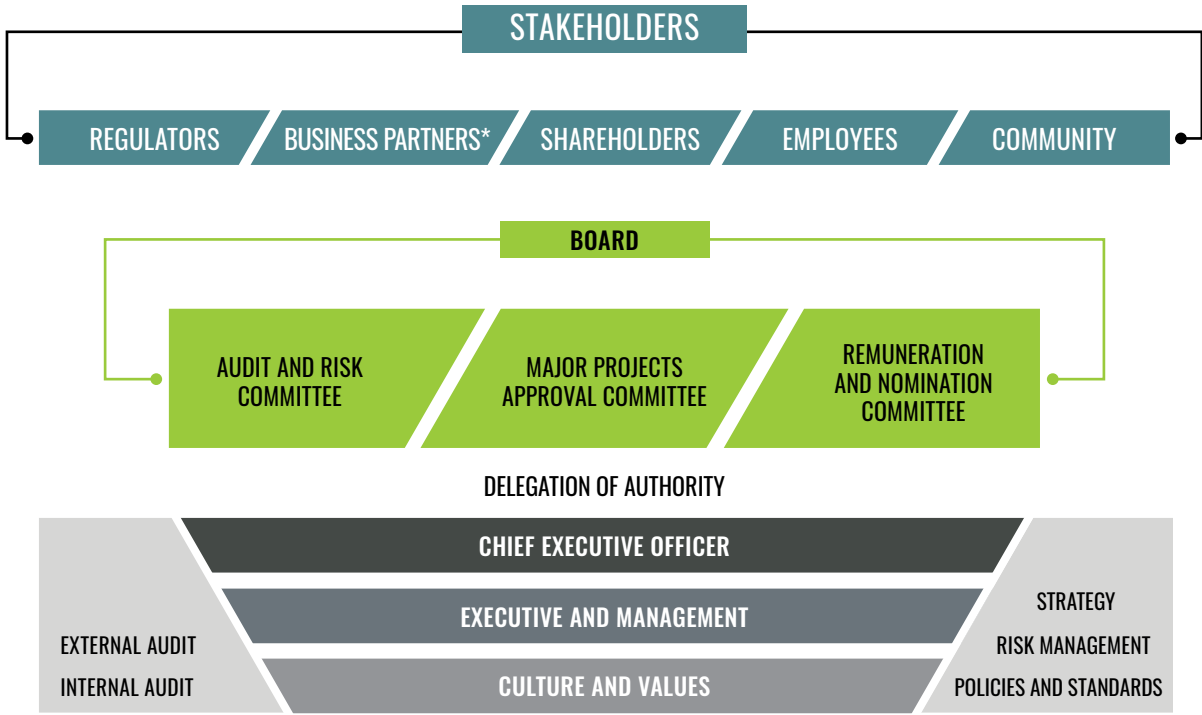
# ENABLING SOUND CORPORATE GOVERNANCE AND LEADERSHIP

## CORPORATE GOVERNANCE

The Board, Executive Committee and senior leaders have an ongoing commitment to maintaining effective corporate governance frameworks and practices that facilitate the long-term success and stability of the Group. We seek to apply contemporary governance standards, in a manner that is consistent with our culture and values. This is underpinned by our four governance foundations of integrity, transparency, stewardship and accountability.

### OVERVIEW OF DRA'S GOVERNANCE FRAMEWORK

We endeavour to be transparent about our structure and operations to all our stakeholders. For further detail, refer to the explanation of our material stakeholders on page 18.



\* Business Partners: Clients, Suppliers and Contractors

The Audit and Risk Committee assists the Board with overseeing our governance and compliance practices, including non-financial and climate related risks. These practices are tracked and reported to the committee regularly. This includes detailed updates on any breach reported and the management of identified compliance risks across regions. These reports help the committee assess DRA's adherence to our regulatory obligations, governance, and compliance frameworks and provide insights into areas requiring improvement or attention.




## GOVERNANCE FRAMEWORK

The governance documentation listed in Table 14 provides a clear framework and consistent guidelines for our sustainability champions. It ensures that sustainability activities are conducted transparently, accountably, and in alignment with our sustainability focus areas and associated commitments.

Table 14. FY24 Sustainability strategy governance guidance documentation framework

Sustainability focus area	Existing governance documentation which supports DRA's sustainability initiatives and related disclosures
Empowering talent now and in the future	Talent Management Standard
	Recruitment and Selection Standard
	Remuneration Policy
	Inclusion and Diversity Policy and Standard
	Grievance Handling and Dispute
	Discipline and Termination Standard
	Health, Safety and Environmental Policy
Investing in communities and local supply chains	Respectful Workplace Policy and Standard
	Procurement Standard
Building a resource-efficient, low-carbon future	Health, Safety and Environmental Policy
Creating strong corporate governance and leadership	Board and Board Committee Charters
	Governance Standard
	Delegation of Authority Framework
	Sustainability Statement
	Code of Conduct
	Compliance Management Framework
	Anti-bribery and Corruption Policy and Standard
	Fair Competition Policy
	Human Rights and Modern Slavery Standard
	Privacy and Personal Data Protection Standard
	Data Breach Response Plan
	Information Security Standard
	Cyber Security Incident Response Plan
	Declaration of Conflicts of Interest Standard
	Ethics Policy
	Sanctions and Business Partner Due Diligence Standard
	Supplier Code of Conduct
	Speak Up Standard





## GOVERNANCE

Creating strong corporate governance and leadership


- Consciously incorporating environmental and social factors in our **decision making**
- **Building a stronger reputation** through our business **ethics** and investing in **integrity**
- **Inspiring and empowering** our people to be **accountable**

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INDUSTRY, INNOVATION AND INFRASTRUCTURE

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PEACE, JUSTICE AND STRONG INSTITUTIONS



Our governance framework addresses the following:

- **Risks and opportunities:** Governance risks, including cybersecurity and regulatory compliance, are closely monitored. These risks align with SDG 16 (Peace, Justice and Strong Institutions) by fostering transparency and accountability.
- **Commitments:** We continue strengthening governance frameworks and ensuring compliance with global and local standards.
- **Accountability:** We prioritise empowering the right people to make effective and efficient decisions as a foundation of strong corporate governance. Our Delegation of Authority Framework and Code of Conduct establishes clear expectations for accountability, outlining the actions that follow when processes or standards are not upheld. This approach supports SDG 16 (Peace, Justice, and Strong Institutions) by promoting transparent decision-making and reinforcing ethical conduct within DRA.

Governance and compliance are integral to DRA's sustainability strategy. We are committed to operating ethically, aligning our practices with recognised standards and complying with applicable regulatory requirements. Our commitment to ESG principles is reflected in certifications such as ISO 9001 and ISO 14001, highlighting our dedication to quality and environmental management.

Table 15 reflects our cyber and information security performance.

Table 15. Data breach reports for the FY24 reporting period

Data Breaches – Cases Reported FY24							
Category of Breach	Breaches Identified (number of)	Severity of Breach	Resolved (number of)	Ongoing	Personal Data Involved	Segment	Breach Reporting Outcome
Stolen or compromised credentials	1	Minor	1	-	Yes	AMER	Resolved. Not reportable under the relevant legislation
Stolen or compromised credentials	1	Minor	1	-	No	EMEA	Resolved. Not reportable under the relevant legislation
Stolen information	1	Minor	1	-	Yes	APAC	Resolved. Not reportable under the relevant legislation
Phishing	1	Minor	1	-	No	EMEA	Resolved. Not reportable under the relevant legislation

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## GOVERNANCE AND COMPLIANCE

KPI: Anonymous tip-off reports.

DRA proactively works towards improving our ethical standards and improving stakeholder trust. This is achieved through the following:

- Establishment of robust governance frameworks;
- Promotion of awareness and training;
- Implementation of strong internal controls;
- Encouragement of reporting and whistleblowing; and
- Openness and transparency in reporting.

Table 16 reflects the anonymous tip-offs received through our Tip-Offs Anonymous Reporting service for FY24.

Table 16. Total anonymous tip-off reports received for the FY24 reporting period

Report type	Reports received (number of)	Resolved (number of)	Ongoing / under investigation (number of)	Reporting outcome	Segment
Business Integrity	1	1	-	Resolved. The report could not be substantiated. Further investigation was not undertaken.	EMEA
HR/Personnel	1	1	-	Resolved. The employee involved resigned.	EMEA
Health and Safety	1	1	-	Resolved. The report could not be substantiated. Further investigation was not undertaken.	EMEA
Total	3	3	0		

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Table 17 reflects our governance-related compliance breaches for FY24.

Table 17. Total compliance breach reports received for the FY24 reporting period

Compliance Breach					
Type	Reports received (number of)	Resolved (number of)	Ongoing / under investigation (number of)	Reporting outcome	Segment
Discrimination/ harassment	1	1	-	Resolved. Accused resigned.	APAC
Employment/labour	1	1	-	Resolved without penalties levied	APAC
Bribery and corruption (fraud)	1	1	-	Employee / s found guilty and dismissed	APAC
Contractual	1	1	-	Internal policy resolution	APAC
Banking	1	1	-	Internal policy resolution	APAC
Tax	1	-	1		EMEA
Bribery and corruption (fraud)	1	1	-	Employee/s found guilty and dismissed	EMEA
Conflict of interest	1	1	-	Employee/s Resignation	
Competition	1	1	-		EMEA
Banking	1	-	1		EMEA
Tax	1	1	-	Resolved without penalties levied	EMEA
Business Continuity	1	1	-	Internal Policy Resolution	EMEA
Discrimination / Harassment	1	1	-	An employee found guilty and given final written warning	EMEA
Contractual	1	1	-	Employee found guilty and given a written warning	EMEA
Banking	1	1	-	An employee found guilty and given a verbal warning	EMEA
Tax	1	-	1		Minopex
Governance	1	1	-	Internal Policy Resolution	Minopex
Total	17	14	3		

## ETHICAL WORKFORCE

**KPI's: Warnings issued, dismissals, resignations.**

DRA has implemented the following solutions to ensure that we have an ethical workforce and work environment:

- **Grievance management process:** We actively manage, investigate and report on outcomes of the internal stakeholders' (workforce) and external stakeholders' (community) grievance mechanisms.
- **Training and support:** We align our ethics-related policy dissemination processes to inform our workforce about DRA's ethical expectations.
- **Sustainability commitment:** We ensure that our governance and ethics policies are understood and adhered to.

Table 18 reflects the outcomes of our workforce grievance mechanism for the FY24 reporting year. This report does not disclose the total number of grievances received and investigated.

Table 18. Workforce grievance mechanism outcomes for the FY24 reporting period

Segment	Total number of warnings (post grievance investigation) (number of)	Total number of dismissals (post grievance investigation) (number of)	Employee's resigned pending disciplinary processes (post grievance investigation) (number of)
EMEA	2	2	3
Minopex	0	0	0
AMER	2	5	0
APAC	7	2	0
Total	11	9	3

# CONTINUOUS IMPROVEMENT

Continuous improvement is a dynamic process, and DRA remains committed to refining its assessments, closing data gaps, and exploring innovative opportunities. Key focus areas for FY25 include:

- Conducting targeted climate risk assessments and integrating findings into operational strategies; and
- Expanding reporting frameworks to include detailed metrics on community engagement, socio-economic development and resource efficiency, particularly water and waste management.

Through these efforts, we aim to align materiality with stakeholder expectations and support the long-term sustainability of our business.

# FUTURE VISION FOR SUSTAINABILITY

DRA Global's experience across six continents has highlighted our clients' "beyond compliance" expectations to be responsible miners and mineral processors, environmental stewards and enablers of economic growth for local communities. These stakeholder expectations, together with the need to design, build, operate and maintain climate-impact resilient infrastructure sustainably, demand an integrated approach to value creation across all project activities.

Our commitment to sustainability is not just about risk mitigation; it is about unlocking opportunities that sustainability brings to the forefront of the mining industry. By leveraging our expertise in engineering, energy optimisation and environmental management, we help our clients navigate the complexities of the sustainability landscape while ensuring that we lead by example in all our operations. Through collaboration, along with a strong commitment to governance and compliance, we are shaping the future of responsible and sustainable mining.

A key component of our sustainability strategy is adopting the operational control approach to reporting GHG emissions, ensuring accountability in our sustainability practices. Combined with our commitment to reducing emissions and integrating low-carbon solutions into projects designs, this approach allows us to lead by example - supporting our clients' efforts to minimise environmental impact while strengthening our own sustainability credentials.

By embedding sustainability as both a strategic priority and a business imperative, we are well-positioned to create value for our clients and the communities we serve, ensuring a resilient and sustainable future for all. As the mining industry continues its transition toward more sustainable practices, we are prepared to lead the way.





GLOSSARY

AMER	Americas
APAC	Asia-Pacific
ARV	Antiretroviral
CEO	Chief Executive Officer
EMEA	Europe, the Middle East and Africa
FFR	Fatality frequency rate
GHG	Greenhouse gas
GRI	Global reporting standards
HIV	Human immunodeficiency virus
HSE	Health, safety and environment
KPI	Key performance indicator
LTIFR	Lost time injury frequency rate
NIHL	Noise-induced hearing loss
SIFR	Significant injury frequency rate
TRIFR	Total recordable injury frequency rate





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