

2024 SUSTAINABILITY REPORT





A message from our environment, sustainability, and climate change leadership

Sustainability is the integration of economic performance, environmental stewardship, and community involvement for all stakeholders.

Our focus remains on creating positive change and the communities we serve by developing innovative technologies and strategies that balance progress with sustainability.

We understand that the challenges our planet faces demand innovative solutions and a credible plan. At Hatch, we are deeply engaged in enhancing environmental, social, economic, and cultural performance in every aspect of our business. In 2020, we set a goal for net-zero Scope 1 and 2 emissions by 2030, and last year, we set a net-zero goal for Scope 3 emissions by 2050.

This 2024 Sustainability Report showcases our sustainability journey and we're proud to share our progress. Our achievements reflect our dedication to practical and sustainable practices. Within the pages of this report are updates on our environmental, social, and governance priorities, objectives, and performance for the reporting period January 1, 2024, to December 31, 2024.

We are committed to transparency and continuous improvement in our sustainability efforts. We invite you to join us on this journey towards a more sustainable future. Together, we can make a meaningful impact on our environment, our communities, and future generations.



Jan Kwak
Managing Director,
Climate Change



Matthew Cramer
Managing Director,
Environment, People and Places

Our vision

We are passionately committed to the pursuit of a better world through positive change.

Our mission

Together, we create unprecedented outcomes for our clients by partnering with them to develop better ideas. Our exceptional, diverse teams combine vast engineering and business knowledge, applying them to the world's toughest challenges. We build practical solutions that are safe, innovative, and sustainable.

Our values

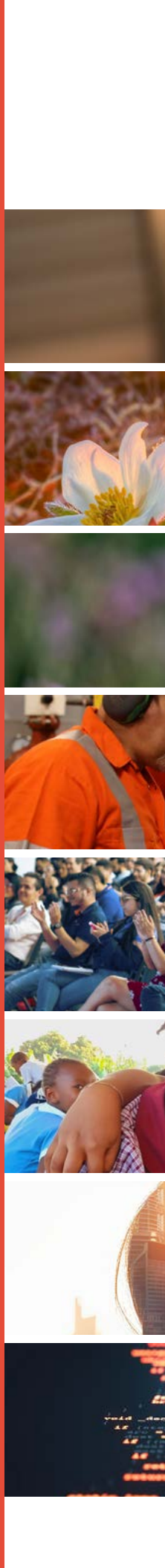
We believe in exceptional ideas delivered with exceptional service.

Our personality

We are entrepreneurs with technical souls.



Let's build positive
change, together.



IN THE REPORT



6 About Hatch



10 Climate change



16 Environment



28 Health and safety



38 Our people



48 Empowering communities



62 Governance



71 Data tables

ABOUT HATCH







Acknowledgment

We honor and continuously learn from Indigenous Peoples around the world and respect their enduring connection and stewardship to land, waters, and culture.

Our relationship with Indigenous Peoples and communities is built on the values of honesty, respect, and transparency. Our ability to operate as an organization and provide reliable, innovative solutions is enhanced by our knowledge and evolving understanding of Indigenous Peoples' rights, histories, cultures, protocols, values, aspirations, economies, and governments.

We respect the right of Indigenous Peoples to consultation and recognize their inherent rights to free, prior, and informed consent as a vital safeguard to their worldviews and collective well-being. Our approach to engagement and reconciliation is crucial in building strong and mutually beneficial relationships.

Who we are

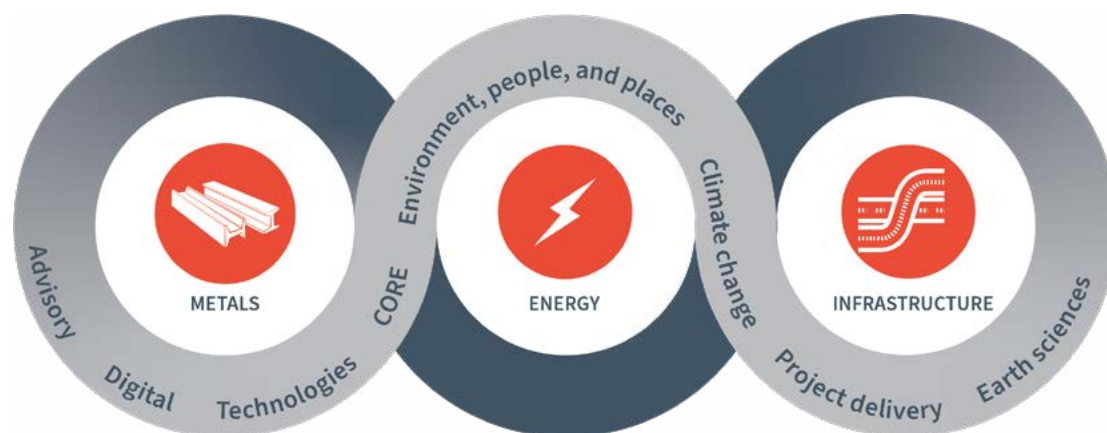
We're a global engineering, project delivery, and professional services firm, committed to developing ideas that are innovative, smarter, and more efficient. Our global network of 10,000 professionals work on the world's toughest challenges, with experience spanning over 150 countries around the world in the metals, energy, and infrastructure sectors.

Employee-owned and independent—free to bring our best thinking to your business. Our exceptional, diverse teams combine vast engineering and business knowledge, working in partnership with our clients to develop market strategies, manage and optimize production, develop new game-changing technologies, and design and deliver complex capital projects.

Our people are passionate about our corporate purpose and values. We believe in long-term relationships with our partners and are committed to our clients' lasting success.

We ensure that technical solutions to our clients' challenges optimize environmental protection, economic prosperity, social justice, and cultural vibrancy. We help businesses, ecosystems, and communities thrive.

We have built an unwavering and strong reputation for conducting business with integrity, earning the respect and trust of industry associations, our clients, employees, and the communities in which we work.



Hatch sectors and business practices

CLIMATE CHANGE



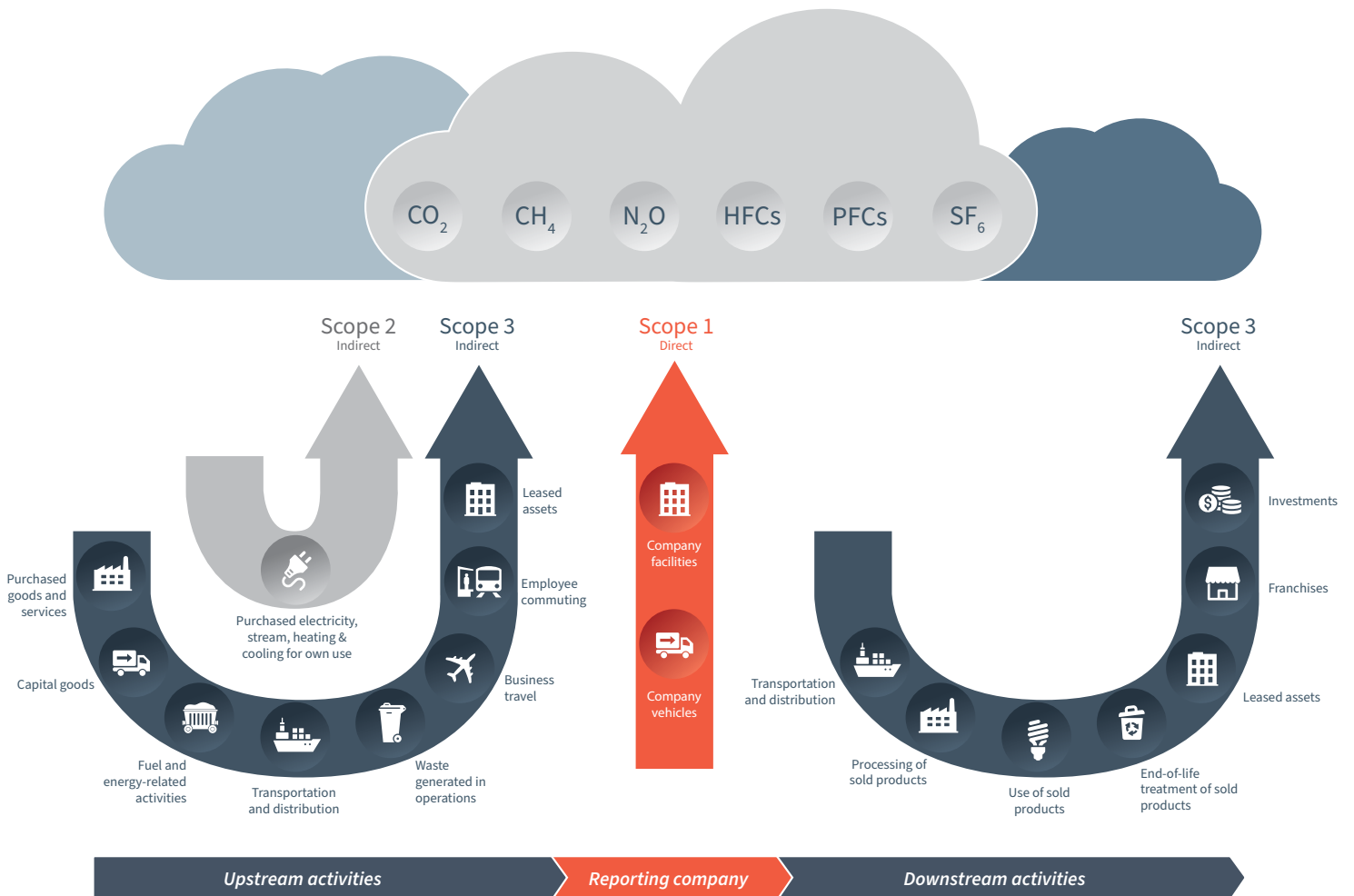


Greenhouse gas emissions and energy use

Ongoing climate change negatively affects natural ecosystems, economic returns, and community development. Resolving this complex global problem will require multiple and simultaneous strategies. Using our exceptional, diverse teams, we apply our vast technical and business knowledge to design and build practical, safe, and innovative solutions for climate action.

We take a scientific, evidence-based approach to develop solutions with a business case that create social, environmental, and financial value. Our Climate Change business is focused on two fundamental areas:

1. Reduce the release, and ultimately the presence, of greenhouse gases (GHG) in our atmosphere
2. Adapt our built and natural environments for climate change impacts.





STEPHANIE GANGL
Climate Action Planning Lead

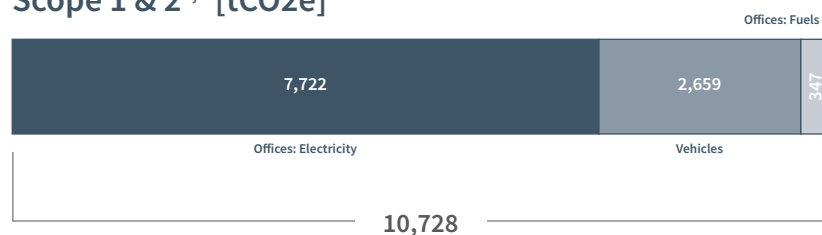
GHG emissions targets and metrics

We're committed to reducing GHG emissions within our own business. In 2020, we set a goal of net-zero scope 1 and 2 emissions by 2030, and in 2023, we set a net-zero goal for scope 3 emissions by 2050. We evaluate our progress on the reduction of our absolute scope 1, 2, and 3 emissions and publicly disclose these figures in this report. We follow the GHG Protocol standards and guidance for the calculation of our global GHG inventories.

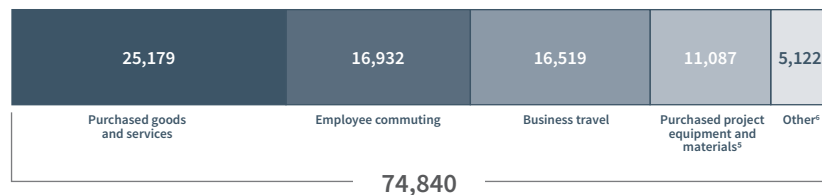
Over the past year, we have made advancements in our data collection processes and GHG calculation methodology. Our organizational boundary covers all global offices including those of acquired businesses, like our office in Essen, Germany (acquired in 2023). We have re-categorized leased offices and vehicles from scope 3 to reporting as scope 1 and 2 emissions to better align with the GHG Protocol. Further, we have refined spend-based emissions calculations through deeper data interrogation and emission factor improvements. Updates to historical emissions and baseline data, aligned with these improved methodologies, will be published in future Sustainability Reports.

A significant portion of our emissions comes from activities within our value chain. We plan on taking a collaborative approach to work closely with our suppliers and transportation partners to co-create strategies to reduce emissions. We're in the process of refining and implementing our climate action plan as well. We will publish our new plan in future reports and in our various operating jurisdictions, as required.

Scope 1 & 2^{1,2} [tCO₂e]



Scope 3^{1,3,4} [tCO₂e]



¹ Calculated for the calendar year January 1st 2023 to December 31st 2023.

² Includes owned and leased assets globally.

³ Categories 5, 8, 9, 10, 11, 12, 13, 14 and 15 have been excluded as they were deemed not relevant or material based on the GHG Protocol Corporate Value Chain (Scope 3) Standard.

⁴ Based on guidance from the GHG Protocol's Technical Guidance for Calculating Scope 3 Emissions, version 1.0, and the U.S. EPA, spend-based emission calculations are adjusted for inflation to align to the year of the spend-based emissions factor.

⁵ Includes purchased goods related to Hatch's Design and Supply business. It is expected that emissions associated with this business will vary annually depending on the amount of equipment sold.

⁶ Includes capital goods, fuel and energy-related activities and upstream transportation and distribution.

Combining a lifelong passion with a technical career

"I've been interested in protecting the environment since I was a kid," shared Stephanie.



My work early on at Hatch took me all over the globe—to Brazil and New Caledonia, and to projects located in rainforests or at ports surrounded by coral reefs.

It's not surprising that Stephanie's career path led to her becoming a team lead for our Climate Change practice. Stephanie joined us in 2011 as a process engineer in the Technologies practice. In 2017, she transitioned to the Advisory practice and, three years later, became a charter member of our Climate Change group.

"It just made sense," she said. "It combined my longstanding interest in sustainability with the work that I had done to date."

In her current role, Stephanie helps clients understand how to reduce their carbon footprint while finding a business case to do so.

Office energy efficiency and renewable power

We are driving positive change across our global operations with initiatives that reduce energy use and our GHG emissions in our facilities. Here are a few ways we are making an impact:

- We have implemented LED lights in our Johannesburg, Mississauga, and Santiago offices to reduce electricity usage.
- In our offices in Mississauga, we have installed electric vehicle chargers, supporting lower carbon transportation for our teams.
- In our Johannesburg office, we completed a solar energy project which includes solar panels and a battery energy storage system, thus reducing grid electricity consumption and reducing the need for diesel generator operation during power shortages.
- At our Belo Horizonte office, we purchase solar energy through a supply contract with GMG Energia.

As we continue to develop our decarbonization roadmap, we will continue to reduce energy usage across our offices and operations.

Decrease in electricity usage per office

 JOHANNESBURG
56%

 MISSISSAUGA
72%

 SANTIAGO
56%

Light fixtures replaced

 JOHANNESBURG
2,872

 MISSISSAUGA
600

 SANTIAGO
756

Energy-efficiency lighting program

Navigating the complexities of climate change with clients

In addition to tracking our organization's GHG emissions, we develop practical, safe, and innovative solutions to help our clients reduce GHG emissions and build resilience to the impacts of climate change. By collaborating across business units and tapping into our deep expertise across practices, we deliver end-to-end climate solutions—from strategic planning to project execution.

By far, our biggest contribution to tackling climate change is through the work we do with our clients, at their facilities, delivered through building their projects, to achieve positive climate action.

Article:

Redefining climate change: An evidence-based approach to mitigation and adaptation

Adaptation measures vary by region and sector, but the need to adapt is universal. The question is, how can we mitigate it wisely?

[Read the full article](#)



***Excavation incidents (29%)
account for the highest number
of barrels spilled in incidents
impacting people or
the environment.***

– Flyscan



Solar panels on Johannesburg office, South Africa



ENVIRONMENT



Our environmental progress

Responsible environmental management is fundamental to our operations and services and is integral to our business planning and project excellence. To ensure we make a positive impact, we continually evaluate our own impact on the environment and adhere to our policies and processes.

Our environment and sustainability experts collaborate with project teams and clients, service contractors, and suppliers to deliver environmentally friendly, innovative solutions to environmental challenges.

In the past year, we have made great strides in our commitment to the environment and to sustainability, reducing our footprint and fostering innovation. Through targeted initiatives, we have reduced our waste production, water use, and improved energy efficiency.

Waste

Reducing waste in our offices is a significant area in which we can contribute to a more sustainable future. In our Mississauga offices, we have implemented initiatives to minimize waste generation, enhance recycling efforts, and increase our diversion rate (the rate of waste diverted from a facility without burn or incineration). These initiatives include implementing signage at waste receptacles, providing recycling bins at all desks, including reminders and information regarding waste in the office newsletter. Our increase in diversion rate to 35% coupled with these waste reduction initiatives shows promise for our Mississauga offices. In addition, we have seen an overall decrease in waste weight generation during this time.

Assessment Criteria	Unit	2024	2023	2022
Paper consumption*	kg	4,693	5,043	5,517
Waste weight generation*	Mt	75	73	83
Waste diversion rate*	%	35	30	27

*Geographic coverage includes all owned offices in the Greater Toronto Area (GTA) covered under our ISO 14001 certification

Mississauga offices
increased their waste
diversion rate to 35%

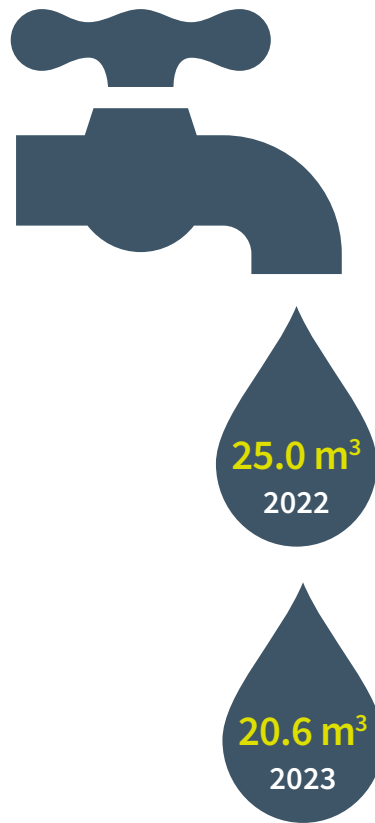


Our Medellín office actively monitors daily waste generation, categorizing it into three sources: organics, recyclables, and non-recyclables. The office has implemented an electrical and electronic waste (e-waste) program and has dedicated bins on each floor for e-waste collection. In 2024, we successfully collected 106.3 kg of e-waste and delivered it to a reliable third-party company for proper disposal.

Water use

As part of our commitment to sustainability, the importance of reducing water consumption and improving water efficiency across our facilities is crucial to conserving this vital natural resource, environmental stewardship, and efficient resource management.

Our overall water use per headcount has decreased by 21%. Additionally, our 2024 Environmental Management Report for our Colombia office shows a significant decrease in water usage. This is attributed to the adoption of sustainable practices, such as low-flow fixtures, and the promotion of water-saving behaviors.



Environmental stewardship

To ensure a culture of environmental awareness, we:

- Align our activities with our [Sustainability Policy](#), which addresses our commitment to water and oceans; forests, biodiversity, and land; air pollution; waste; and energy and resource use.
- Employ our Hatch [Environmental Management System \(HEMS\)](#) to identify, monitor, and control activities and processes that have, or may have, significant impacts and risks on the environment and/or employee-led green initiatives.
- “Walk the talk” by reducing our own environmental footprint.
- Leverage the skills of our environment and sustainability experts to improve our environmental impact within our internal initiatives and client projects.
- Provide continual external communication regarding our commitment to the environment.

Monitoring and controlling environmental impacts and risks

HEMS is designed to identify, monitor, and manage our environmental impacts and risks and comply with laws and customs of the countries where we work.

The International Organization for Standardization (ISO) is a non-governmental organization that develops these standards. Their ISO 14001 is an international standard that outlines the requirements for an EMS.

The HEMS is ISO 14001 certified. We have maintained this certification since 2014. The certification includes engineering, procurement, project and construction management, commissioning, and operations service consulting.

As part of our ISO certification, we undergo annual audits, with recertification audits every three years. We were successfully re-certified in 2023.





ROBERT YOUNG

Senior Environmental Planner

CHRISTINA MONACHINO

Environmental Scientist

As part of our HEMS, our commitments include:

- Protecting the environment
- Preventing pollution
- Continually improving
- Fulfilling our compliance obligations
- Seeking innovative solutions that deliver sustainable results for our clients and communities
- Encouraging our suppliers to adopt sustainable practices.

In addition, our HEMS team monitors significant environmental aspects—activities, products, or services—that can interact with the environment in a positive or negative way. This monitoring includes:

- Project and non-project travel
- Building operations, primarily for Hatch-owned buildings
- Paper consumption
- Waste (non-hazardous and e-waste)
- Cafeteria operations.

We meet the ISO requirements to develop plans, implement improvements, measure and verify results



Environmental management experts

Rob and Christina play pivotal roles in our Environment and Sustainability team. Part of their function is to ensure the continual adherence to applicable standards and regulations, including all requirements of ISO 14001:2015.

Thanks to Rob and Christina's diligence as environmental management experts, there were no non-conformance issues in our 2023 audit—a significant achievement, which Rob and Christina humbly say is a testament to the meticulousness of the larger HEMS team.

"We've got people from facilities and operations, human resources, and other groups that make it all happen," said Christina. "The fact that we didn't receive any non-conformances is a highlight. It shows that we're well organized and that the system is doing its job. I think sometimes that can be just as big of an accomplishment as, say, achieving a very specific environmental goal." Rob, who leads our HEMS efforts, agreed.

"I think we need to give a shoutout to all those who come up with new ideas and help us maintain our certification," said Rob. "Christina and I guide and direct HEMS, but they're the ones actually doing the implementation."

Both have been particularly impressed with our collaborative culture and the positive impact it's had on HEMS.

"It's really interesting to see how over the years, our people have made HEMS a daily practice," shared Christina, who is responsible for ensuring compliance to policies and procedures and who oversees hazardous waste handling and disposal herself. "In the past, many may not have thought about the environmental impacts of their jobs. Now, I think people have caught on and are starting to understand that no matter what their job or role is, we can all make a positive impact."

Conservation and restoration

Our environmental management strategies are essential to achieving our conservation and restoration goals. Whether it's for projects at our offices or worksites, we meet the ISO requirements to develop plans, implement

improvements, and measure and verify results. This ensures consistency and quality, environmental responsibility, operational efficiency, and safety.

Green procurement: Leading by example

We use an environmentally responsible procurement approach in all contractual agreements for offices under the scope of the HEMS. In general, the approach requires contractors to be selected and managed according to our contractor selection and management procedure. During this selection process, contractors are asked to provide environmentally preferred products and services that:

- **Reduce waste and make efficient use of resources:** An environmentally preferred product is one that is more energy, fuel, or water efficient, or that uses less paper, ink, or other resources. For example, energy-efficient lighting or printers/copiers capable of double-sided printing.
- **Are reusable or contain reusable parts:** These products include rechargeable batteries, reusable building partitions, and laser printers with refillable toner cartridges.
- **Are recyclable:** A product is considered environmentally preferred if there are local facilities capable of recycling the product at the end of its useful life.
- **Contain recycled materials:** An environmentally preferred product contains post-consumer recycled content, for example, paper products made from recycled post-consumer fiber.
- **Produce fewer polluting by-products** and/or safety hazards during manufacture, use, or disposal.
- **Replace** a hazardous products.
- **Have a long service life** and/or can be economically and effectively repaired or upgraded.



Canada's Greenest Employer

For the eighth year in a row, we were named one of Canada's Greenest Employers. This achievement is part of an annual competition, hosted by Mediacorp Canada Inc., which identifies organizations that demonstrate leadership in promoting a culture of environmental consciousness by applying sustainability and climate change initiatives that attract employees seeking the opportunity to contribute to positive change through environmental leadership.

Biodiversity

We are dedicated to preserving forests, protecting biodiversity, and responsibly managing land resources through innovative practices and partnerships.

Striving to align with the Global Biodiversity Framework targets and the Nature Positive Initiative

In parallel with the Kunming-Montreal Global Biodiversity Framework and building on progress made at the 16th meeting of the Conference of the Parties to the Convention on Biological Diversity in late 2024, we partnered with Etifor, a consultancy based in Italy, to deliver comprehensive services to organizations striving to align with the Global Biodiversity Framework targets and the Nature Positive Initiative.

The global goal is to become nature positive by 2030 and achieve full nature recovery by 2050 to ensure that thriving ecosystems and nature-based solutions continue to support future generations. The Etifor partnership promotes the development of innovative solutions that help organizations assess, manage, and disclose their nature-related risks and opportunities via frameworks such as the Taskforce for Nature Related Financial Disclosure.



Feature project

Protecting migratory birds including the federally protected Bobolink

Our environmental team started an initiative to protect migratory birds, including the federally protected Bobolink, that annually nest in an overgrown field near one of our Mississauga, Canada, offices.

Bobolinks have been assessed with a special concern by the Committee of the Status of Endangered Wildlife in Canada and are listed under the Species at Risk Act. Bobolink populations are declining because of the loss of prairies and other grassland habitats.

The team proactively reached out to our facilities and building operations group and recommended the optimal grass height and mowing schedule for creating an ideal habitat for the local wildlife. Our team conducts nest sweeps before mowing during the breeding season to protect the birds. This work, which has become an annual practice, protects wildlife and serves as an example for other employees.



All industries, including the extractive industries, rely heavily on natural capital, which includes minerals that are fundamental for manufacturing and the renewable energy transition. There is a growing realization that intrinsic links between business and nature are not only essential for navigating corporate risks but also for creating new opportunities for growth and business longevity.

Our partnership with Etifor will allow us to support businesses in terms of emerging regulations and, just as importantly, promote sustainable growth for our clients.

— Freddy Brookes, Principal Environmental Scientist

Resource management

Our goal is to optimize the use of resources to make our offices and client sites as sustainable as possible. To that end, we focus on energy efficiency, waste reduction, water conservation, transportation, and green initiatives in our buildings and surrounding landscapes.

Green commuting

Our Mississauga office locations first installed electric vehicle chargers (EVCs) in 2013 to encourage tailpipe emission-free commuting. We currently have 15 EVCs.

We also employ a carpooling app in collaboration with *twogo* to help employees manage their daily commutes. We have incentivized our staff by offering carpool tags and convenient parking access in designated areas. This reduces fuel-usage costs, eases the burden of rush-hour traffic, and promotes collaboration and opportunities to engage with our diverse network of professionals.

We've also added bicycle lockers and racks at several offices, including our headquarters in Mississauga, to promote biking to work.

Waste management

We enact in-house waste reduction and recycling programs. Our waste management approach is designed to ensure the principles of reduction, recovery, reuse, and recycling are implemented.

We minimize the amount of waste generated and ensure proper handling by implementing the following measures:

- Keeping steel and other scrap metal separate from other solid waste produced; if it is economically worthwhile, steel and other scrap metal will be sold for recycling.
- Sorting recyclable materials in clearly marked containers.

- Separating organic waste from other waste and emptying it daily.
- Ensuring bathroom waste in our offices is either reused, recycled, composted, or converted into energy.
- Reducing the amount of paper waste generated on site by:
 - Increasing digital collaboration and drawing review applications
 - Ensuring all documents are printed double-sided when possible
- Installing secure print technology such as *FollowMe* on printers and copiers to promote usage tracking, thereby encouraging more mindful and efficient use of printed materials
 - Printing only the relevant pages needed
 - Collecting single-sided paper that can be reused for printing, faxing, or scrap paper
 - Conscious printing, whereby employees use eco-friendly materials such as recycled paper and energy-efficient equipment
 - Minimizing hardcopy memos and newsletters
 - Only allowing qualified personnel to provide maintenance to printers and copiers
 - Increasing the use and promotion of iPads and tablet computers in the field, reception areas, and conferences.

Waste remaining after the application of waste minimization techniques is managed in a practical and environmentally responsible manner including:

- Sorting at all major generation points
- Using temporary storage and off-site shipping of hazardous and recyclable materials
- Ensuring waste accumulated on site prior to disposal is confined so it does not pose health or environmental hazards
- Minimizing time between collection and disposal.



KATHLEEN VUKOVICS

Regional Director, Environmental, USA

E-waste

Global electronic waste, or e-waste, generated in our offices from electrical and electronic devices, including computers, laptops, handheld cellular phones, printers, and copiers, are disposed of in an environmentally sound manner. This is achieved by collecting e-waste, labeling it, keeping it in Information Technology (IT) storage rooms, and then transporting it to a licensed ISO 14001:2015 recycling center. Functional equipment is refurbished and resold. An inventory of e-waste is monitored by Hatch IT.

Hazardous waste

Hazardous waste is collected at specific drop-off locations throughout our corporate-owned office buildings. Hazardous waste consists of materials that may cause harm to human health and the environment. These include those that are ignitable, radioactive, reactive, toxic, and/or infectious. Examples of hazardous waste generated at our offices include:

- Alkaline batteries
- Lithium batteries
- Used bandages
- Some cleaning chemicals
- Products labeled corrosive, combustible, poisonous, or flammable.

Our hazardous material and hazardous waste approaches and procedures include:

- Using only appropriate cleaning chemicals, as directed
- Using alternatives to hazardous products when possible
- Buying only what is needed to do a job
- Keeping hazardous products separated
- Never mixing hazardous substances
- Never using chemical containers for other purposes
- Never flushing waste down drains or toilets
- Never discarding hazardous waste with regular garbage.

Meeting regulatory requirements and earning trust

Kathleen Vukovics takes a long view when it comes to sustainability.

After two decades at Hatch, this environmental and social impact specialist has developed a steady vision rooted in one powerful principle: leave the world better than you found it.

“I like to think about future generations,” Kathleen says. “I think about my children’s children, and what the world is going to be like for them.”

The mindset drives her work across complex infrastructure and energy projects. Whether it’s air quality, noise concerns, or water impacts, Kathleen fosters collaboration to help clients not only meet regulatory requirements but to also earn the trust of communities.

“You want to take a project to the public early,” she explains. “Ask what their concerns are, bring that feedback back, and shape the project in a way that addresses those concerns from the start. That makes it more likely to get permitted with less opposition.”

For Kathleen, Hatch’s strength lies in its ability to integrate environmental and engineering expertise.

“We’re uniquely positioned to solve tough challenges,” she says. “If you understand what you’re trying to achieve early in the design process, you can work toward that common goal, leading to fewer environmental and social concerns.”

“Often clients come to us with complex projects and ask, ‘How do we get this permitted?’ or ‘How do we meet this sustainability goal?’ We help them gain certainty around cost and schedule, whether its advancing technical modeling for noise and vibration or developing community engagement strategies.”

Recently Kathleen was surprised to see her career had come full circle.

“Early in my career, I worked on an environmental assessment for one of the largest wind facilities in Canada at the time. 20 years later, the same client is repowering that site—and I have the privilege of leading the team of engineers and scientists who are going to assess this project again. It’s a great opportunity to reflect on how far the industry has come.”

Reflecting on her time at Hatch, she sums it up simply: “I’m very proud. We’re a company full of people taking every opportunity to drive positive change.”

Employee-led green initiatives

In each of our major offices, volunteers organize and implement various initiatives to raise environmental awareness. These initiatives include:

- Community gardens
- Participation in government energy and environment programs
- Park clean-up programs where employees volunteer to reduce waste and increase overall cleanliness.

Single-use plastics

Single-use plastics, which include bottles, bags, straws, cutlery and food and beverage containers, are among the worst pollutants on earth. They can take hundreds of years to decompose, and often end up in oceans and landfills, where they harm wildlife and ecosystems. Their production also consumes fossil fuels, adding to GHG emissions.

In a single year, the world produces approximately 380 million metric tons of plastic, about half of which is for single-use items.

We encourage and enable employees to reduce, reuse, and recycle. This “Three Rs” approach has led to green initiatives at several of our office locations.

In our Canadian offices of Mississauga, Calgary, and Niagara Falls, we have discouraged the use and sale of single-use plastic, using reusable cutlery, dishes, and pitchers.

Additionally, we encourage employees to use mugs and reusable water bottles and have implemented a “Mug Swap” program in which they can donate mugs for others to use. We are also exploring a partnership with a local start-up to offer waste-free returnable containers in our cafeterias.

Our Australian offices have also discouraged single-use plastic items, aligning to the 2022 Australian State/Territory Policy Commitments.

Promoting ecological restoration

In our Medellín, Colombia office, we promote ecological restoration by planting two trees per employee. This year, the office planted 300 trees of seven different species over an area of 6,993 cubic meters and plans to take a more robust approach at monitoring reforestation efforts in 2025 with 320 additional trees.



Medellín office tree planting, Colombia

Feature project

Bridging heritage and innovation: The Waaban Crossing success story

The 1.2-kilometer-long Waaban Crossing bridge spans the Cataraqui River in Kingston, Ontario, Canada, forming part of the Rideau Canal. A federally regulated navigable waterway designated as a United Nations Educational, Scientific, and Cultural Organization (UNESCO) World Heritage Site.

As part of the design team, Hatch implemented measures throughout the pre-construction and construction phases to improve design efficiency and productivity, while considering the bridge's proximity to the area where the Cataraqui River forms part of the Rideau Canal Heritage site, and other site-specific conditions.

During the environmental assessment (EA) phase, we optimized the bridge design to reduce the overall in-water footprint by more than 50%. We also collaborated with Federal, Provincial, and heritage regulators, as well as members of the surrounding Indigenous and residential communities, minimizing the visual impact to the historic site.

In 2024, we began the first year of our six-year post-construction monitoring plan to report on various environmental conditions. Monitoring included surveys on surface water quality, sediment quality, wetland invertebrate communities, least bittern/heron bird populations, amphibians, migratory waterfowl, bathymetry, aquatic vegetation, and fish community habitats.

Post-construction works also involved animal road mortality monitoring to determine the effectiveness of the on-site wildlife exclusionary fencing and to gather data for planning turtle compensation measures.

Our teams won an Award of Distinction from the Association of Consulting Engineering Companies of Ontario and the Transportation Association of Canada's Infrastructure Achievement Award for our work on this transformative project.

Reduced the overall
in-water footprint by
more than 50%



1.2-kilometer-long Waaban Crossing bridge over the Cataraqui River, Kingston, Ontario, Canada

HEALTH AND SAFETY





Ensuring the health and safety of our employees and communities

Health and safety are core values and part of everything we do.

Our global Health and Safety (H&S) program fosters a collaborative culture that has achieved accountability on all levels. We are committed to a preventive and holistic approach to ensure the well-being of our employees, clients, suppliers, and contractors.

The ultimate accountability for leading effective implementation of our H&S policy resides with our CEO, our senior leaders, and associates. Our Manifesto value of *Achieving No Harm* is reinforced in our [Health and Safety Policy](#).

Safety culture

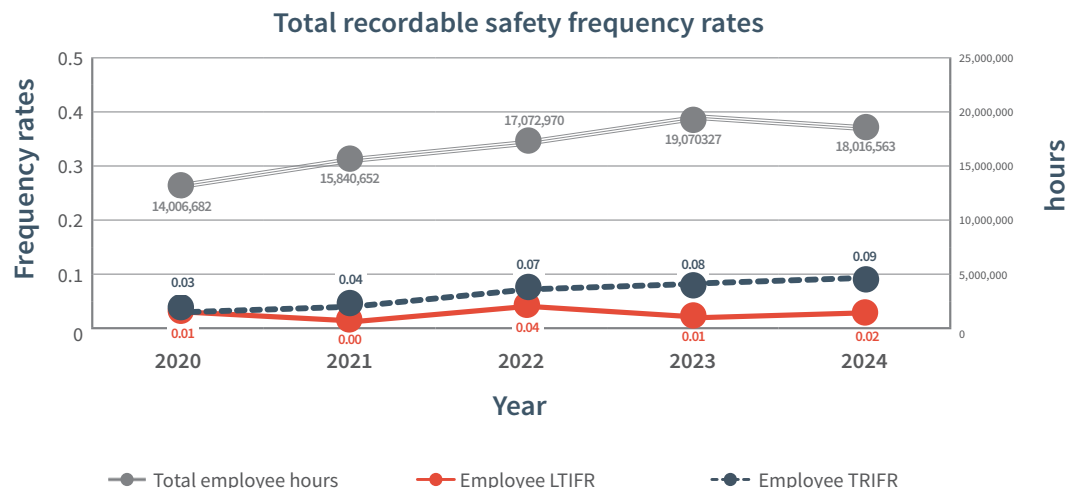
We ensure continual improvement and a sustainable safety culture by:

- Aligning our approach and systems to internationally recognized frameworks such as ISO 45001

- Proactively monitoring and reporting all unsafe behavior and conditions in our work environments
- Holding our leadership teams accountable to lead by example
- Analyzing and using all information collected to inform and improve.

We are involved in projects throughout the world and recognize the importance of health and safety to our employees, clients, and contractors. Community expectations and cultural values are also important considerations in our approach. Particular attention is given to the prevention of all incidents and events that could affect the health and safety of personnel, off-site communities, and the environment.

We track our global employee total recordable injury frequency rate (TRIFR) as a key lagging metric and our global lost-time incident frequency rate (LTIFR). Over the past three years, our employee TRIFR maintains an enviable rate of 0.09 and our LTIFR of 0.02.





With accountable and involved leadership, a resilient safety culture is sustainable.

— Bertie Brits, Global Director, Health and Safety

For staff, the focus remains in three areas:

1. Performing good quality safety observations that include personal interactions
2. Continuing to enhance the programs that impact total well-being
3. Employee training.

We remain vigilant in improving our contractor performance on projects. Our clients, contractor teams, and geographical location all have a role to play in site health and safety. We remain committed to aligning our construction-focused approach with our clients and incorporating the best of both companies into our site safety management plans. Contractor selection and working closely with their teams throughout the project life cycle is an area for improvement.

Our safety-centric culture and approach, which is infused throughout our organization, includes:



Our people: We provide our staff with internal and external awareness and competency-based training to equip them to perform their work safely. Nothing is more important to us than our people and our commitment to ensuring they return home safely to their loved ones every day.



Our work environments: We are dedicated to the safety of our employees, contractors, clients, and communities. Our safety management systems are focused on identifying and mitigating hazards to support safe completion of work.



Our actions: We foster a robust health and safety culture that promotes coaching, mentoring, and active leadership. We take responsibility for our own safety and that of those around us.



DAVID CHURSINOFF

Project Site Manager

An advocate for proactive safety culture on site

David was the project site manager for the Freeport Manyar Refinery project, which won the Hatch Construction Management Award in 2024. The award recognizes the team that best exhibits the ability to foster on-site collaboration on signature construction projects.

“I was proud to be part of such an exceptional team,” shared David. “The project showcased our ability to integrate with clients and provide a global response while highlighting our expertise in global mobilization.”

The US\$662-million greenfield project was conducted at the Java Integrated Industrial and Port Estate in the regency of Gresik, East Java, Indonesia. Our initial scope was expanded to include engineering, procurement and construction management (EPCM) for the smelting facility, which produces 99.99% pure gold bars, silver, platinum group metals, tellurium, selenium, and lead. We then formed a global, integrated team of owner’s engineer, EPCM, and contractors and oversaw communication sessions to help establish single-team accountability.

David’s health and safety contributions were key to the project’s success. He advocated for weekly management safety walks, safety training and corrective action, and much more. Overall, the project logged more than 10 million hours without a lost-time incident.

**Logged more than
10 million hours without
a lost-time incident**



iPas SM – Proactive safety management

Our safety management system, iPas SM, is used to manage all safety-related data. It provides a single source of consolidated health and safety and environmental statistical information that can be stored, tracked, and analyzed as evidence of safety performance. iPas SM is aligned with our project delivery methodology and provides project-specific data collection and reporting.

All our employees have access to iPas SM, which can be used to report incidents, hazards, or concerns. These actions are followed up and tracked until completion.

iPas SM provides health and safety data and analysis consistent with the OHSAS 45001 standard, and is configured to:

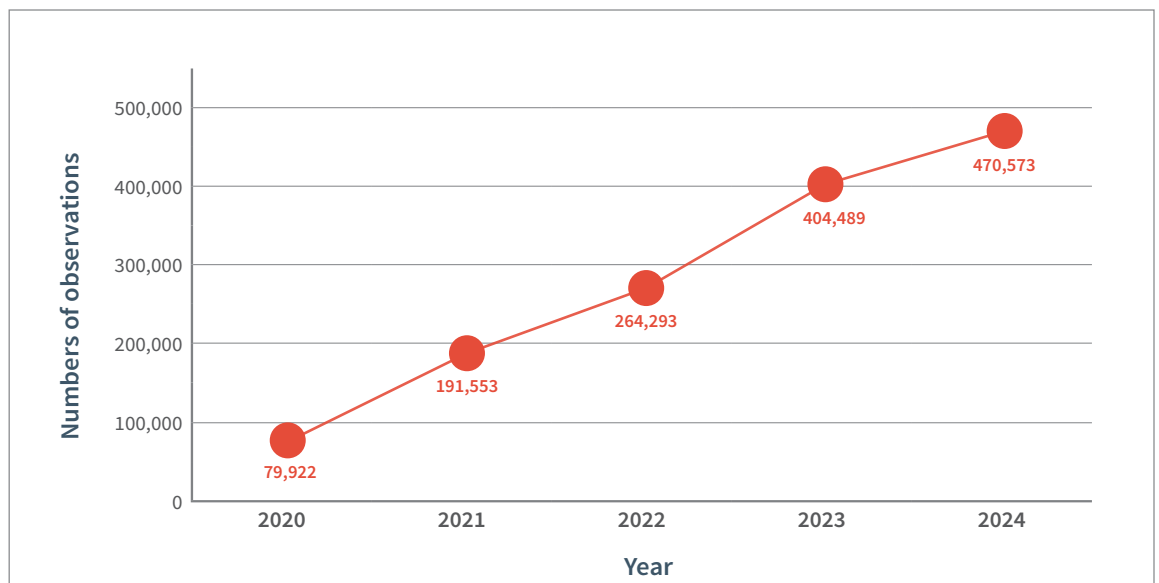
- Report and review incidents, injuries, hazards, and unsafe conditions in our work environments
- Record safety audits, inspections, meetings, safety hours, and corrective actions for staff and contractors
- Provide evidence of health and safety performance through proactive management of key health and safety indicators and activities
- Enable extensive reporting and graphing capabilities to demonstrate performance to targets.

Proactively recording safety observations, a visibly felt form of leadership

Our global Visible Felt Leadership program uses ROAM, a mobile and desktop app that allows our staff and site workers to proactively record and share safety observations and photos. In 2024, 58% of all staff submitted at least four observations per month. Observations are analyzed to identify trends and ultimately, to increase safety.

Our goal is to continually increase participation in this program every year.

Our H&S e-learning course integrates a seven-step methodology process to ensure exemplary and proactive safety observation for employees. Participation in the observation process raises awareness, which directly impacts incident performance by identifying and correcting behaviors and conditions. The tool ensures auditable measures of safety commitments, monthly reviews of actions assigned to ensure completion, and provides data analysis to identify trends.



Working Together Safely forums

Our annual Working Together Safely (WTS) Forum began in 2015 as a single event in Toronto, Canada, to address the needs of our clients. The program has since expanded globally across all of our regions.

The forums address a wide array of important issues, including employee well-being, safety innovations, physical and mental health and self-awareness, psychological safety, and the importance of safety in the workplace.

Toronto hosted a [global forum in 2024](#) that was attended by industry leaders, clients, partners, contractors, and colleagues. Keynote speaker Nikolas Badminton, a futurist and author, gave a presentation titled “Facing our Futures: Looking to 2030 and Beyond” that emphasized the importance of positive change in workplace safety. Additionally, there were discussions and workshops centered on best practices for employee safety and well-being.

2024 global Working Together Safely topics:

- How our employees’ mental health and well-being impact an organization’s safety culture, Pittsburgh, United States, and Belo Horizonte, Brazil
- Revolutionizing safety: A journey of innovation, Toronto, Canada
- The future of safety: Where technology meets ingenuity and innovation, Johannesburg, South Africa
- The rise of artificial intelligence, automation, and related technologies for safety and efficiency, Brisbane and Melbourne, Australia. Brisbane and Melbourne, Australia.

Additional events include:

- [2023 annual Working Together Safely Forum](#)
- [Insights, commitments, and best practices learned, WTS in South Africa, Australia, and South America](#)
- [Recovery is a weapon: takeaways from the 2022 annual Working Together Safely forum](#)
- [Hatch hosts virtual annual client Working Together Safely Forum.](#)



KARINA OCHOA

Facilities Coordinator

Keen safety observer and ROAM contributor

Karina is serious about safety! Always on the lookout for ROAM observations. In 2024, Karina recorded 261 ROAM observations.

“Safety is just part of who I am,” said Karina, who has worked at Hatch for a decade. “I am a volunteer firefighter with 27 years of service, and I worked for two large mining companies before coming to Hatch, so I’m very safety conscious.”

“I have the ROAM app on my phone, and I’ve developed the habit of registering situations that I see, whether they are safe or unsafe. For example, if I find the bathroom floor wet—it’s dangerous because someone might slip. If I can’t find the person responsible for cleaning it up, I do it myself and register an observation.”

“Sometimes, I see my co-workers going out for a walk after lunch, and some of them wear hats to protect themselves from solar radiation, which is very strong in the summer. I congratulate them and encourage others to adopt this behavior, considering it a positive practice to record in ROAM.”

“I think the app is a very good tool; it creates a culture of safety in the office, in public spaces, and at home. Our daily lives are filled with situations that we can identify as substandard or as positive acts or conditions, which we can document as safety observations.”

**Recorded
261 ROAM observations**



Hazard and risk management

Our hazard and risk management process forms the foundation of our health and safety approach. We train our employees via in-house-developed e-learning modules that cover several project safety standards, and track participation rates globally. The most important aspect of the process is to ensure individuals are aware, can identify, and discuss workplace hazards and risks and implement measures to address them.

We are refining our hazard identification process by categorizing hazards according to the primary source that could cause injury (e.g., motion, gravity, electricity). For large engagements, we've developed a comprehensive risk management framework that includes baseline risk assessments, detailed method statements, job hazard analyses, and field-level risk assessments.

In another initiative, we are planning to roll out a fully electronic and networked version of our journey management and field visit safety protocols, which will streamline our individual travel and trip planning processes and significantly enhance the safety of our employees.

Emergency response

We are committed to the protection of the health and safety of our employees, clients, visitors, and contractors, as well as the protection of the environment and local communities.

Each of our project sites and offices have established specific emergency procedures and identified designated emergency support personnel.

These procedures apply to numerous types of emergencies, including hazardous materials, flooding, and terrorist and criminal activities, and are intended to ensure that the project site and staff are adequately prepared to respond. Emergency drills are typically held annually with any lessons learned used to improve the plan.

We ask each office to develop an emergency response (ER) plan that:

- Identifies the type of emergencies that could occur
- Provides a hazard-specific list of situations that would require ER planning
- Lists equipment and associated resources to appropriately respond to emergencies
- Specifies the duties and contact information of ER contacts for each office/region
- Provides locations of ER equipment (e.g., fire extinguishers, spill kits, AED, and evacuation routes)
- Ensures a clear process for activating ER support
- Details how to initiate an ER internally and externally
- Provides ER assembly locations
- Establishes criteria for ER drills, including medical, fire, and evacuation scenarios
- Provides employee ER training (e.g., AED and CPR)
- Addresses situations where building space is shared with other tenants
- Establishes relationships with emergency responders.

Feature project

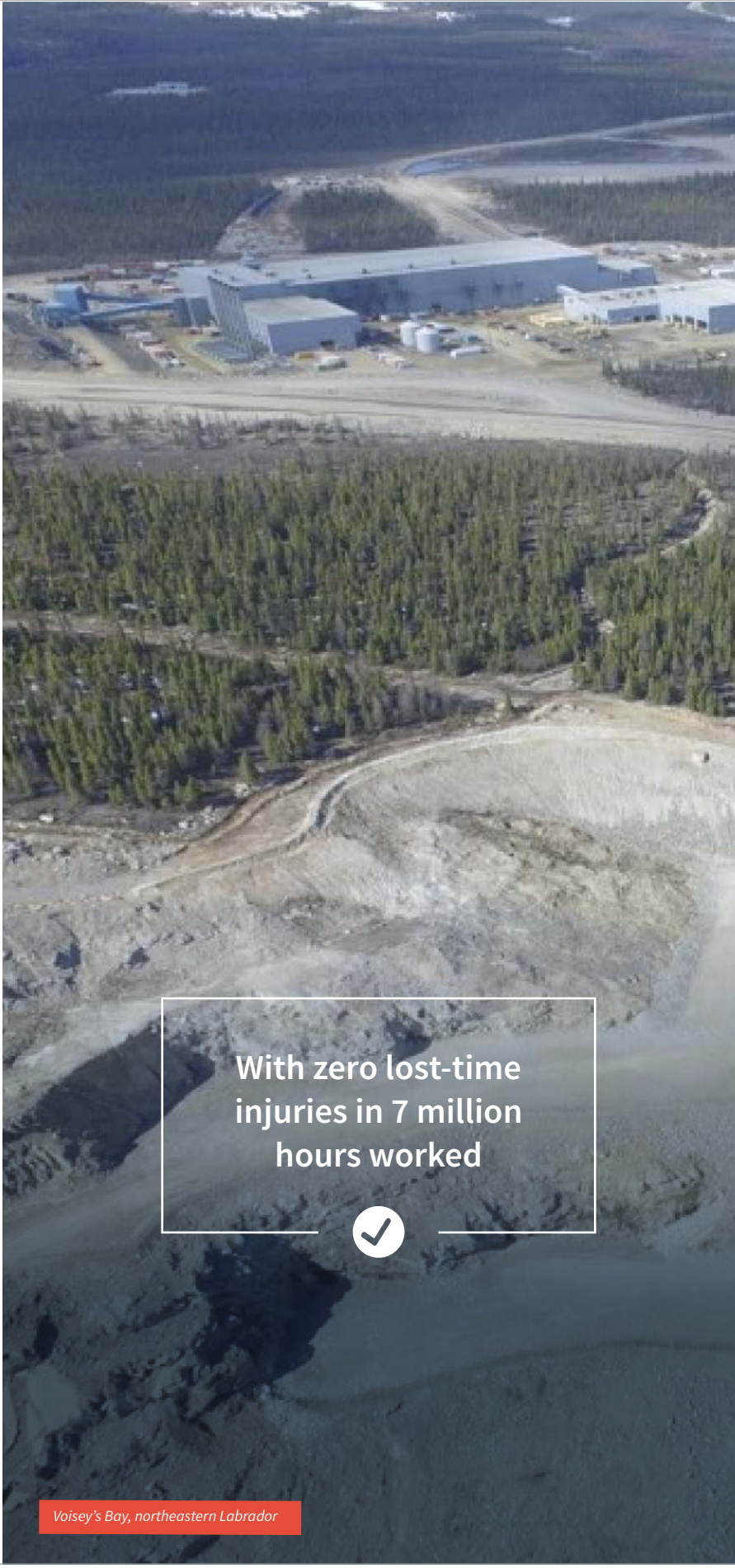
Voisey's Bay mine expansion, achieving project safety together

Vale's Voisey's Bay mine expansion project prioritized safety from the outset. To increase the yield of nickel and copper, the project, located in remote northeastern Labrador, converted Vale's open-pit operation to two new underground mines, requiring thousands of workers and extending the life of the operation by an additional 15 years.

The project had to deal with several challenges including the COVID-19 pandemic. The Vale-Hatch Integrated Project Team (IPT) implemented health screening for all arriving workers, provided mandatory masks, installed floor markings, and created revised work practices to create proper social distancing. They also scheduled staggered dining times to avoid congestion, added spacing procedures for flights and bussing, and increased sanitizing and cleaning of facilities, vehicles, and personal protection equipment.

The team's emphasis on health and safety was a major success, evidenced by a lost-time incident (LTI) rate of 0.01 and a total recordable incident (TRI) rate of 0.38. Despite many challenges, the project achieved first ore production with zero lost-time injuries in 7 million hours worked. The project went on to reach over 9 million hours worked before its only LTI, followed by another 11 million hours of LTI-free work. This safety-first project performance combined with the safe operations, earned Voisey's Bay the 2025 Hatch CIM Safety Award.

Overall, the project IPT aligned and applied Vale and Hatch-site programs and resources, including safety fundamentals, Visible Felt Leadership program, training programs, hazard recognition/planning tools, and key performance indicator monitoring. These were augmented by existing Voisey's Bay programs, including the 5S process, critical risk management tools, and the Home-Safe program.



With zero lost-time injuries in 7 million hours worked



Voisey's Bay, northeastern Labrador

Total well-being

The health and well-being of our employees and clients are our top priorities, and we are dedicated to doing everything we can to support them.

Mind your business

We continue to encourage employees to develop a personal wellness plan to build and maintain their health. At Hatch, self-care is not selfish, it is selfless. Taking care of ourselves strengthens our ability to take care of others. We believe creating and following a personal wellness plan is critical to maintaining a good work-life balance that contributes to overall wellness. To support our employees, we offer several programs, courses, and strategies.

Global wellness program: Focuses on supporting the health and well-being of the entire Hatch community by taking a holistic approach that encompasses:

- **Promotion**—Ensuring a supportive foundation that encourages the various aspects of wellness
- **Prevention**—Identifying risks and responding to early warning signs that a person is struggling with wellness
- **Intervention**—Offering services, training, and support
- **Education**—Providing online courses and an intranet site that promotes our core Manifesto value of *achieving no harm*, which promotes wellness in the workplace. Courses include Health and Safety Orientation, 10 Safety Fundamentals, Psychological Safety, Travel Safety, and Mental Health, Wellness, and Resiliency.

Employee support services: Access to a variety of resources, including a 24/7 confidential assistance program for employees and their families for support with concerns regarding health, relationships, parenting, work, and finances.

Psychological health and safety strategy: Provides guidelines for fostering an environment in which employees feel safe and valued.

Wellness guide: Encourages employees to build and maintain overall health. Tools are provided for dealing with fatigue, sleeping issues, nutrition, fitness, mindfulness, meditation, vulnerability, social connections, and business etiquette. As part of our ongoing commitment to employee well-being, we will roll out a program in 2025 titled, “My Role in Prevention”, which trains bystanders on how to intervene when there is a psychological risk.

Ergonomic safety

Our health and safety procedures address a wide variety of overall and region-specific office and site ergonomic safety measures, including:

- Ergonomic issues such as repetitive strain injuries
- Video display terminal safety, including minimal radiation levels as monitored by many global organizations including the National Institute of Occupational Health and Safety and the United States Army Environmental Hygiene Agency
- Proper lighting
- Exposure to noise and electrical hazards
- Training to ensure proper workstation operations.

Feature project

A safety and engineering feat that set a new standard for the global mining industry—Project Lucy

Safety leadership was the cornerstone of Project Lucy, an innovative tailings storage project for the Goro nickel mine in New Caledonia.

Given that the project was executed within an operational mine, all onboarded companies were required to adhere to a project health, safety, and environment (HSE) plan developed to meet the requirements of our client, Prony Resources New Caledonia, and aligned with applicable laws, rules, and regulations. This plan was available in both French and English languages.

We collaborated with our contractors to ensure early engagement and verification of the plan. Supervisors received one-on-one training from the HSE manager and were informed of the project manager's expectations regarding critical activities. These critical activities, which posed potential risks to workers, equipment, and the environment, included seasonal weather events like cyclones.

Contractor onboarding was challenging, partly due to the predominantly local and third-country national workforce, who spoke numerous languages. Our project team was comprised of 10 nationalities who spoke seven languages, which necessitated the development of multilingual safety campaigns and messaging. This approach ensured that safety was a shared responsibility and that messages were readily understood and reinforced in the field.

This project also redefined the future of tailings management by transitioning from traditional wet stacking methods to a sustainable and environmentally friendly dry stacking approach.

Watch the full story on Project Lucy [here](#).



Sakthy Somasundaram, Hatch Project Manager on site in New Caledonia



OUR PEOPLE



Our people and human rights

Our commitment to our people and human rights, including gender equality and equity, diversity, and inclusion, is fundamental to our mission. By fostering a diverse workplace, we create an inclusive environment that encourages fresh perspectives and new ideas. We attract, retain, and develop a workforce rich in diverse ideas, knowledge, skills, and experience. This strengthens our organization as a whole, enhances our ability to serve our clients and communities, and ensures our long-term sustainability.

Investing in our people and development

Our focus is on developing the leaders of tomorrow and empowering our people to achieve their full potential by coordinating, supporting, and deploying career development and leadership programs.

From the day a new hire is onboarded, we ensure they are immersed in our culture and continue to receive the support they need to enhance their professional skills and competencies.

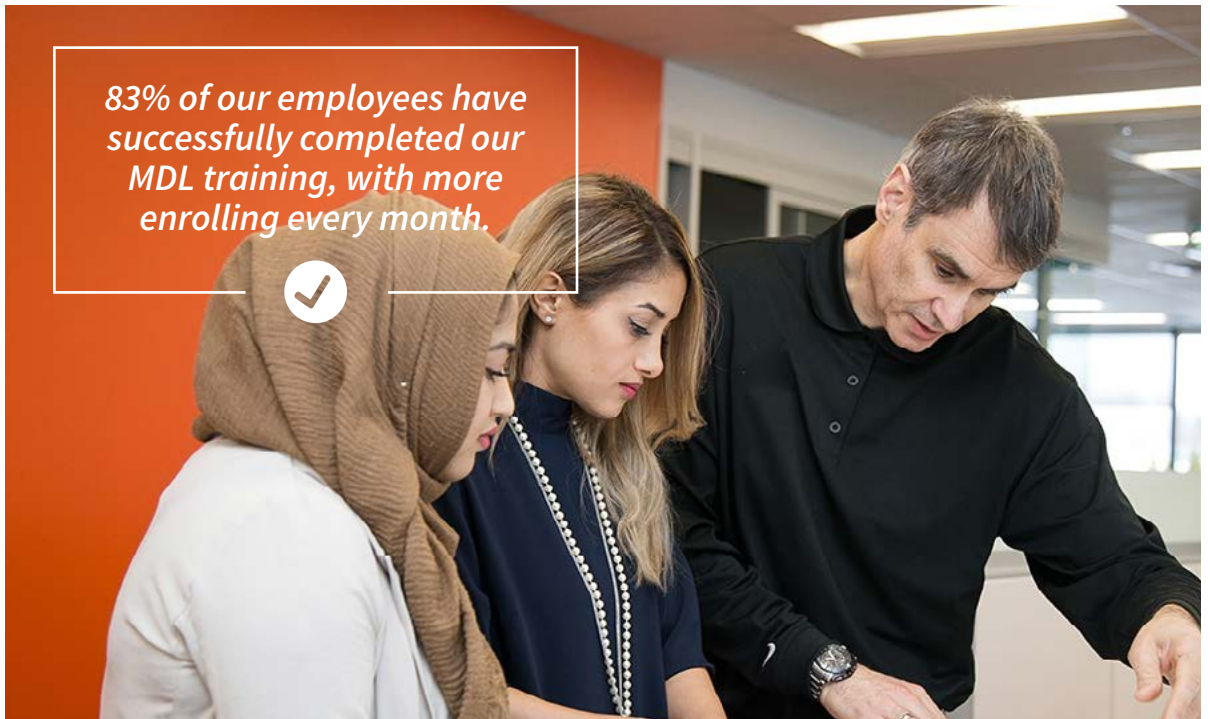
Manifesto-driven Leadership (MDL): In 2022, we introduced our MDL program to all employees after the first three months. The program, a progressive journey through seven interactive online courses and two associated virtual live sessions, gives employees the tools to be more self-aware, empathetic, and effective leaders.

Every Hatch employee is expected to drive positive change within our organization, with clients, and in the communities we serve. The MDL program helps ensure our staff is equipped to showcase MDL behaviors in their daily thinking, actions, and decisions.

MDL program completion year over year:

1,775	3,623	2,593
2022	2023	2024

83% of our employees have successfully completed our MDL training, with more enrolling every month.



Manifesto Day: Each year, we come together to reconnect with one another and share our common vision. This inspirational day begins with a Global Town Hall, simultaneously attended in person in each region and virtually via a global platform. We celebrate our accomplishments as a community fueled by the forward-thinking attitude of our people, who, together, bring about the innovative solutions the world needs. We also invest the time for all employees to gather in small Manifesto workshops, aimed at reconnecting and recommitting to our mission, vision, and values.

Mentor circles: Groups of six to eight individuals meet with mentor(s) once every four to six weeks. Topics are generated by the group or are influenced by a specific strategic objective of the group. The duration of a meeting can vary from one to two hours. Mentor circles help employees:

- Grow internal social networks across sectors, roles, and regions
- Express ideas and business concerns while strengthening influence in the company
- Acquire tools that help advance development
- Benefit from an enriching experience that supports professional development.

Experiential learning: Courses and development programs are available to help employees meet and exceed their performance goals and expectations. We maintain that learning occurs in the flow of work through a blend of learning experiences aligned with the 70:20:10 framework. This framework defines 70% of learning as experiential (learning on-the-job), 20% through exposure (learning from other people), and 10% from education (learning from structured courses and programs). This allows us to continue innovating in all that we do and create unprecedented outcomes for our people, our teams, and clients.





2024 One Young World Summit, Montreal Canada

Feature project

A global gathering, One Young World Summit

We proudly sponsored the global gathering of young leaders at the One World Summit in Montréal, Canada. In July 2024, our own Zahraa Elshabasy, Thomas Specht, Charlotte-Skye Fullerton, and Karen Perry were among the best and brightest from over 190 countries who engaged in workshops and networking sessions guided by influential leaders and experts.

Among the themes addressed at the summit were how to put Indigenous voices at the heart of global decision-making.

“It was a powerful experience, standing alongside over 2,000 young leaders from across the world, all united by one goal: to make a meaningful impact,” shared Zahraa. “We discussed the urgent need for sustainable development, innovation,

and collaboration, and how the work we do now shapes the world of tomorrow. This is exactly what Hatch embodies—uniting teams of different backgrounds to push boundaries.”

“Our projects go beyond technical feats. The work we do incorporates local and Indigenous voices at every stage of the design to ensure a successful delivery. The ripple effects of our work—our partnerships—touch lives far beyond the borders of our project sites.”

“Hatch is committed to making a difference—through the grand scale of our projects and through the lives we improve along the way. Together, we can continue to build a better world, one project at a time, inspired by the values that brought us here.”

People Leader Essentials (PLE): This program, available to nominated aspiring and current people leaders, includes a 360-degree assessment to help employees unlock their potential. The program equips leaders, functional managers, and project managers with the skills to lead themselves, their teams, and the business.

PLE includes a course titled “Leading with Genuine Care”, which focuses on the three stages of psychological safety and gives practical tips on building deep trust and a safe and secure environment.

Engagement Delivery Foundations (Engage):

A blended online and live sessions training program for our employees with up to five years of experience. Engage focuses on how we should manage our work and behavior, how we should approach client relationships, and how our efforts fit into the broader success of Hatch and the client. Our people participate in start-to-finish simulations of engagement delivery based on our Manifesto values.

The Engagement Delivery Foundations program (0–5 years of experience) achieved 63% completion since program launch in December 2021.

Business Planning and Performance

program: Delivered to associates and leaders, the program explains key financial and business concepts—how we make money, how we monitor performance, and how we adjust our business metrics to achieve good fiscal performance. Our program demonstrates how business planning links to our Manifesto, and the specific expectations of leaders to effectively manage our business.

The Business Planning and Performance (10+ years of experience) achieved 89% completion since program launch in October 2019.

Professional Development Program (PDP): A global, employee-driven initiative that focuses on providing our young professionals (YPs) with opportunities and tools to support them through the first three years of their careers.

Our PDP encourages YPs to engage with their peers to develop their technical and leadership skills in both formal and informal environments.

- YP committee: Volunteer to be leaders of the PDP, promoting its mission on a local and global scale
- Keep education going sessions: Promotes technical/professional knowledge through formal learning sessions or presentations
- Peer presentations: Allows fellow YP colleagues to showcase their leadership and/or technical skills through formal presentations
- Networking events: Local, regional, or global events dedicated to connecting YPs with the exceptional, diverse people within our organization and our communities
- Mentorship: Encourages an interconnected, supportive organization and includes our “Buddy” program, which provides an effective means for local and formal mentorship.

Education Assistance Program:

Provides financial assistance to our people in the US and Canada for pre-approved educational programs that support continued growth in their current assignments or career development plans.

Scholarships and bursaries: We are strong supporters of higher education in science, technology, engineering, and mathematics, and we are committed to helping university students engineer their futures by sponsoring \$2 million in annual scholarships and bursaries.

Dr. Gerald G. Hatch Scholarship:

The scholarship was created in 1990, in honor of Dr. Gerald G. Hatch, who strongly encouraged and promoted continuing education. Applications are invited from the children of permanent Hatch employees, who will be completing their final year of high school and commencing undergraduate studies at a university or college.

Promoting equality and inclusivity at all levels

Our vision for diversity and inclusion (D&I) builds on our core values, including the belief that *we are entrepreneurs with technical souls*. A diverse workforce allows us to unlock the complete potential of our team to improve our business and our clients' businesses, thereby shaping the future of the world we live in, contributing to society's advancement in a meaningful way, and creating positive change.

We are proud that our organization is home to more than 10,000 employees who—regardless of gender, ethnicity, race, sexual orientation, disability, and way of thinking—are celebrated and their unique strengths harnessed to create outcomes that leave a positive legacy in the communities we serve and call home.

Meaningful metrics

To establish a baseline and track our performance, a few years ago we introduced an interactive, on-demand D&I dashboard. Updated monthly, this tool helps to increase transparency, monitor progress, and encourage consistency in our conversations.

We track gender diversity, age diversity, and interview slate. This data and other D&I-related metrics are reported monthly to our board of directors and global management team. If there are concerning patterns, then proactive actions are taken to address them.

Article: Empowering women in engineering: Our journey toward inclusion

When women thrive in traditionally male-dominated fields like engineering, the promotion and visibility of their success can be transformative for future generations of women.

[Read the full article](#)

We maintain our goal to achieve 40% women. From the beginning of tracking our goal, we have increased women at Hatch from **27% to 33.5%**.

To reach our aspiration we:

- Implemented new hiring strategies, asking that all interview slates be 50% women for student and new graduate positions and 30% women for experienced positions
- Coached hiring managers and interview teams on how to recognize and mitigate bias in the hiring process
- Established an unconscious bias program for all staff and an inclusive leadership training to managers
- Reviewed our HR policies and guidelines to ensure that we have created a workplace that works for all
- Worked to encourage more women into the hiring pipeline at Hatch by committing to hire 50% women into student and new graduate positions.
- We're proud to share that **46% of students and 45% of new grads** hired in 2024 were women.



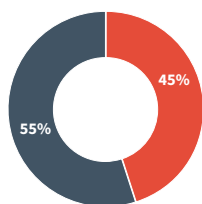
ANDREA CHERRY

Thermal Power Engineer-in-Training

2024

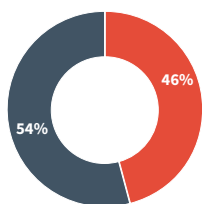
NEW GRADUATES

Women Men



STUDENTS

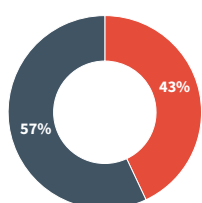
Women Men



2023

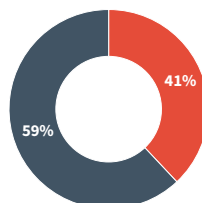
NEW GRADUATES

Women Men

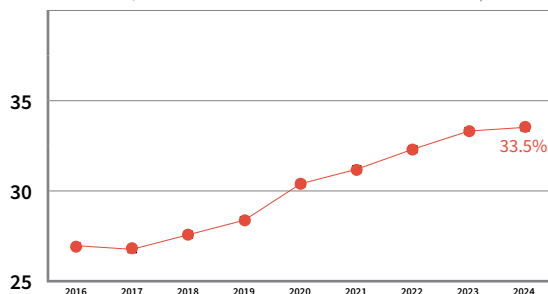


STUDENTS

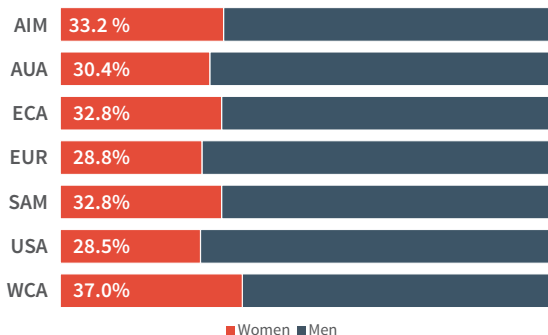
Women Men



Women as a percent of total Permanent Headcount | Global



2024



Exploring the benefits of inclusive design

“Inclusive design, unfortunately, is often not prioritized in projects because of tight deadlines, unconscious biases, and general misconceptions that these designs are more expensive or complex than conventional ones,” shared Andrea. “Educating design teams on what inclusion looks like and why it’s important is the first step to making a cultural shift within the industry.”

In addition to her project work, Andrea is a member of the D&I Design Taskforce, which enables all aspects of a project to be more inclusive.

Andrea led the development and global launch of an educational course and workshop within Hatch that helps employees familiarize themselves with inclusive design concepts, best practices for implementation, and explores the benefits of inclusive design for clients and stakeholders.



Educating design teams on what inclusion looks like and why it’s important is the first step to making a cultural shift within the industry.



2024 Positive Change Award winners

Feature project

Positive Change Awards

We launched our annual Positive Change Awards in 2022 to recognize those in our organization who continually contribute to our goal of being a fully diverse and inclusive company. The awards—for Inspirational Woman and Inspirational Ally—are presented to individuals nominated by their fellow employees. Nominees exemplify our corporate values, support and mentor others, and nurture and promote an inclusive culture among colleagues and clients; two winners are selected in each of our seven regions. Response to the awards program has grown significantly each year. There were 175 nominees in 2022, 520 in 2023, and 638 in 2024.

In 2025, we are adding a third award to the program: the Diverse and Inclusive Design Award. The award will recognize a global project team that has created an innovative and inclusive solution for an engagement using our D&I Design principles.

638 nominees in 2024
520 in 2023, and
175 nominees in 2022



ASHLEY GREAVES

Intermediate Mechanical Engineer



A people person and mechanical engineer, passionate about diversity and inclusion

“To me, it’s important to be able to understand people on a very human level,” shared Ashley. “We work on jobs together all the time. Everyone, from our managers to our interns, should feel a kinship while building relationships. None of us are perfect. We should feel we are in a safe space to speak up without fear. I think that sometimes scares people away from speaking about diversity and inclusion. We’re afraid of saying something wrong. I want us to have a comfortable environment to be able to have those discussions. We should lean into it as a learning opportunity.”

Ashley has been deeply involved in D&I initiatives ever since. In 2022, she was recognized as our Positive Change Award’s first-ever Inspirational Woman for fostering an inclusive, welcoming environment in and out of the workplace. She co-chaired the US D&I committee from 2020–2024 and helped create eight volunteer-led employee resource groups (ERGs) that remain active on a global level, including the Women’s ERG and Pride ERG.



To me, it’s important to be able to understand people on a very human level

Some of our employee resource groups at Hatch include:

- **Asian American and Pacific Islander (AAPI) ERG:** Community where those who identify as AAPI can share their different backgrounds, cultures, and experiences.
- **Black Diaspora ERG:** Promotes harmonious employee collaboration within the Hatch community by acting as a platform for employees of color and increasing awareness about widely known and unconscious racial biases that impact employees.
- **Disabilities Advocacy ERG:** Seeks to create a more equitable workplace for employees with disabilities.
- **Indigenous Peoples ERG:** Seeks to combine the spirit of allyship with the knowledge, culture, history, and resilience of native communities in the US, Canada, Australia, and South America.
- **Latin ERG:** This community provides a forum in which employees who are Latino, Latina, Lantinx, and Hispanic can share ideas, discuss challenges, and promote their cultures.
- **Pride ERG:** Fosters a workplace culture where everyone feels comfortable to be their authentic selves every day.
- **Women’s ERG:** Provides a constructive and inclusive platform for members to connect and collaborate to create positive change for women at Hatch.
- **Veterans ERG:** Mission is to provide a space for our proud community of employee veterans and family members of veterans to support and encourage each other through shared experiences, career development and company-wide recognition.

EMPOWERING COMMUNITIES





Community engagement and education

We are committed to creating and delivering projects that benefit the communities where we live and work.

We believe in meeting people where they are, with the values they hold. Ultimately, our goal is to leave a positive legacy in communities—one greater than the initiatives or projects themselves. In doing so, we want our work to be a catalyst for long-term growth and to support decisions that allow our people, community members, and our clients to operate and prosper in our communities.

We strongly believe that community and Indigenous inclusion is a catalyst for long-term growth and reconciliation. Our continued commitment is to:

- Engage early, openly, and honestly in a sustained manner with local and Indigenous Peoples

- Build long-term and mutually beneficial relationships with local and Indigenous Peoples and businesses
- Promote opportunities, within our organization and with our clients, that foster engagement and participation with local and Indigenous Peoples to build social capital
- Respect the rights of Indigenous Peoples to maintain and strengthen their own institutions, cultures, and traditions, and to pursue their development in keeping with their needs and aspirations.

Every year, we take meaningful steps and action to advance our Global Indigenous Peoples and local communities policy, Partnership Accreditation in Indigenous Relations (PAIR) certification in Canada, Reconciliation Action Plan (RAP) in Canada and Australia, and Broad-Based Black Economic Empowerment (B-BBEE) certificate Level 1 in South Africa.

Feature project

Developing significant business and employment opportunities for First Nations communities

The BHP Jansen potash project is the largest private financial investment in the history of Saskatchewan, Canada, and is expected to generate approximately 8.5 million tons of potash per year when it begins production in 2026.

It's already generating positive change for local Indigenous groups today. To date, this initiative has resulted in C\$1 billion in contract opportunities for local and Indigenous businesses.

Our team, as part of a joint venture with Bantrel, is supporting both the project and BHP's commitment to provide significant contracting and procurement opportunities for First Nations communities. Our goal, which is directly connected to Canada's commitment to economic reconciliation for Indigenous Peoples, is to advance these opportunities between BHP and Indigenous communities in a meaningful way.



BHP Jansen Potash project, Saskatchewan Canada



COURTNEY LEVESQUE-THOMAS

Community Engagement and Social Performance Specialist

BRITANY OSTRIDGE

Community Engagement and Social Performance Specialist

Global Indigenous Peoples and Local Communities Policy

Our Global Indigenous Peoples and Local Communities Policy recognizes the importance of building strong, inclusive, and respectful relationships with Indigenous Peoples and local communities globally, within our company, and where we work. The policy sets out commitments and goals to work toward meaningful engagement and positive outcomes that honor Indigenous Peoples' rights, culture, and connection to the land.

In 2024, a collective of Hatch employees, consisting of Indigenous staff members and those who work in the Indigenous relations space, collaborated with our global directors to update this policy. The group's goal was to provide a clear, well-structured plan to demonstrate a strong commitment to advancing Indigenous inclusion and socio-economic well-being.



**C\$1 billion
in contract
opportunities
for local and
Indigenous
businesses**



A focus on social procurement and Indigenous inclusion

Courtney and Britany are building long-term, collaborative relationships with Indigenous communities and businesses.

Their team participates in projects in various ways, including focusing on social procurement by supporting our clients in their pursuit for local and Indigenous inclusion, building and implementing measures in contracting and procurement systems to support these communities, and directly engaging with Indigenous communities and businesses to build relationships.

For Courtney, including Indigenous engagement as early as possible in the project stage is crucial.

"Investing time and energy to build mutual respect and trust with Indigenous Peoples and communities is essential," said Courtney. "This includes respecting where an individual or community is at today, and acknowledging their unique priorities, vision, and values."

"All too often I have seen generalizations made about Indigenous Peoples and communities, which have influenced project planning, timelines, and objectives. If we truly want to move forward in reconciliation and develop reciprocal relationships that are focused on long-term sustainability, we need to invest the time needed to understand community-specific interests."

Britany agreed, adding that economic inclusion is not just a checkbox, but a fundamental aspect of meaningful engagement.

"Through my work activities in local and Indigenous procurement, one of my most significant learnings from community engagement is that economic opportunities on projects for Indigenous communities flow from Indigenous rights, recognized and protected in Canada by Section 35 of the Constitution Act, 1982," said Britany, who has worked at Hatch since 2023.

"I am looking forward to implementing our Reconciliation Action Plan activities to better align our company procurement and business efforts with economic reconciliation with Indigenous communities. One of the areas I'm most excited about is the development of an Indigenous Procurement Plan and Policy, which I think will enable change in purchasing to support economic opportunities for Indigenous businesses and communities."

Reconciliation in action

Our reconciliation action plans build on our long-standing history of working with Indigenous communities globally.

Reconciliation Action Plan, Australia

We launched our Reflect RAP in Australia in 2023, which prepared us to engage in meaningful reconciliation. Developed in collaboration with Reconciliation Australia, the RAP places honesty, respect, and transparency at the core of its relationship with Indigenous Peoples.

We produced our [Progress Report: Reflect Reconciliation Action Plan](#) this year in which we reported on progress made between January 2023 and December 2023. The report takes the results from our Reflect RAP and outlines the positive impact that meaningful action can have while demonstrating that our organization is engaged and eager to continue its reconciliation journey. Our next step is to take what we have learned and enhance our engagement with Aboriginal and Torres Strait Islander peoples as we progress from a Reflect to an Innovate RAP. An Innovate RAP outlines actions for achieving a vision for reconciliation.

Highlights from our 2024 progress report:

- We engaged with 21 Aboriginal and Torres Strait Islander organizations.
- Our people attended five National Aborigines and Islanders Day Observance Committee (NAIDOC) week events across Australia.
- Our HR team conducted a review of policies and procedures to identify opportunities to improve employment outcomes by attracting Aboriginal and Torres Strait Islander candidates, improving retention and professional development. This led to

an increase in employment targets, cultural awareness training, partnerships with third parties, and an engagement with an Aboriginal-owned and -operated consultancy firm to advise on best practices and policies in areas of race relations and anti-discrimination as well as cultural safety on work, recruitment, and employment processes.

- Our procurement team conducted a review of policies and processes to increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
- Our RAP working group engaged with LOGiT Australia and used Weavr software to assist us in meeting our RAP commitments. Weavr is Indigenous-owned and Supply Nation certified.

Throughout the year, we focused on building relationships to ensure that we have Indigenous representation on our RAP Working Group. This has now been achieved by our partnership with Indigenous Women in Mining and Resources Australia (IWIMRA). We have also continued supporting many businesses and organizations through our existing network (Engineering Aid Australia, Disability Services and Aboriginal and Torres Strait Islander Partnerships, Butchulla Indigenous Industries Group, Earbus Foundation, the Smith Family children's charity, and many more).

Through a new partnership with IWIMRA, we sponsor community events, activities, and conferences to promote mental health and well-being in communities; develop Hatch Cultural Awareness training tailored to Australia; Facilitate Yarning Circles to promote the sharing of knowledge; develop opportunities; and provide guidance and support during our Innovate RAP.

Reconciliation Action Plan, Canada

Our RAP is **reconciliation in action**—a roadmap and report that outlines our vision, commitments, and actions to foster meaningful relationships and lasting partnerships with Indigenous Peoples in Canada with a focus on four key areas of our organization: leadership, relationships, procurement and business, and employment.

The RAP reflects our response to the Truth and Reconciliation Commission’s Call to Action 92, which calls on the corporate sector to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.



The RAP reflects our response to the Truth and Reconciliation Commission’s Call to Action 92



JULIE DELAFORCE

EPCM Controls Prime
Contract Manager

Enthusiastically passionate when it comes to reconciliation

For the last four years, Julie and other members of the Indigenous Engagement Committee (now referred to as the RAP working group) have been diligently preparing a roadmap for the four-part RAP process (Reflect, Innovate, Stretch, and Elevate) that will pave the way to strengthening relationships with Aboriginal and Torres Strait Islander people.

The working group was instrumental in implementing our Reflect RAP, which prepared Hatch to meaningfully engage in the reconciliation process. This year, the group helped lay the foundation to advance to the Innovate RAP, the second leg of the reconciliation journey.



In order to proceed with the Innovate RAP, we recognized that we needed to include Indigenous Peoples in the group to guide us to the next phase.

“We currently have zero identified Indigenous staff members in Australia, so we went to IWIMRA, an organization we've worked with over the last five or six years and partnered with them. They run mental health workshops, yarning circles [discussion groups], and other programs that are very important for Indigenous women in the community. From an Australian point of view, women are the backbone of a community.”

Feature project

Socializing our reconciliation action plan at ANEDO 2024

We were delighted to be part of the Anishinabek Nation Economic Development (ANEDO) Forum, which took place October 21–23, 2024 on the Chippewas of Rama First Nation traditional territory in Ontario.

More than 200 representatives attended, including leaders of First Nations' economic development departments, Indigenous consultants, those with non-Indigenous business interests, and provincial and federal government officials.

We presented our new Canadian RAP in breakout sessions over two days, which provided participants with a better understanding of the plan and its key areas. Mentimeter technology was used to poll participants during the session and provide feedback in real time to further supported the conversation. Our booth also focused on showcasing our RAP and engaging with attendees on community engagement and social performance.

The event was an excellent opportunity for us to network, “ground-truth” our RAP, and continue to build relationships with the Anishinabek Nation Ontario Indigenous communities, which include 39 First Nations.

2024 ANEDO forum, Ontario Canada



Partnership Accreditation in Indigenous Relations (PAIR) certification progress

As a credit to our previous engagement with Indigenous communities, we became the very first engineering firm to attain PAIR certification, which we've held since 2013. Hatch is a PAIR bronze-level certified business with the Canadian Council for Indigenous Business. Indigenous engagement is ingrained in how we do business every day, from project planning and project execution, to sustaining and expanding inclusion throughout our entire organization. With a decades-long history of working with Indigenous communities across Canada, and globally, we continue to make strides to be active participants through economic reconciliation.

B-BBEE level 1 in South Africa

We have maintained our Level 1 Broad-Based Black Economic Empowerment (B-BBEE) rating from the South African National Accreditation System for embracing diversity as the catalyst to grow the economy by rectifying the exclusion of previously disadvantaged groups in South Africa.

We began this transformational journey in 2001, well before the legislation was put into place. Since then, we have consistently updated our transformation plan to evolve with the needs of a changing economy, and have exceeded the targets in many areas, including supplier development, skills development, and management control.

Feature project

Hatch and the ReStory Foundation: Together restoring the lives of vulnerable children and young adults

The needs in South Africa are overwhelming, with the worst inequality in the world, nearly one in three people unemployed, more than half the country below the national poverty line, and education levels that do not bode well for the future. Based in one of the most materially poor communities in South Africa, Bhambayi (Inanda), the ReStory Foundation empowers the most marginalized to be courageous agents of change in their own lives, in their communities, and in the nation as a whole. The strongest focus is on orphans and vulnerable children and young adults. Given this context, we have chosen to invest in the ReStory Foundation to ensure their corporate social investment brings sustainable change into the future.

The Hatch-ReStory partnership started in 2023 with our investment in the Phakama Skills Development Course for unemployed young adults. Continuing our partnership into 2024, we chose to invest in the 250 orphans and vulnerable children supported by the ReStory Foundation, with a focus on the Ignite Learning Programme.

To assist entrepreneurs, we developed and refined our Supplier Development (SD) program. We have worked with 13 SD partner organizations, eight of which are black-women owned and two which are youth-owned. In the past 14 years, Hatch has invested R83 million into enterprise and SD programs.

We are committed to training and supporting our future engineers, constructors, technologists, and inventors. We've invested R287 million in skills development, provided 369 bursaries to students, and hired 328 graduates. This commitment to our future extends around the globe.

Our success results from a focused transformation plan aimed at improving all five elements of the scorecard continuously.

Invested R287 million
in skills development,
provided 369 bursaries
to students, and hired
328 graduates



The Hatch-ReStory Ignite Learning Programme



Feature project

Eradicating extreme poverty in Brazil

We signed a new partnership agreement with Vale focused on positive change for communities in Brazil. Specifically, to help Vale reach its goal of lifting 500,000 people out of extreme poverty by 2030.

Our two organizations share a common vision to create lasting, positive effects in the communities in which we work. Together, we are working on the Onça Puma furnace 2 project located in Brazil's Pará state.

The Onça Puma furnace 2 project includes the Partilhar Program, an initiative between Vale and its suppliers to foster the socioeconomic development of the local communities. Through the Community Value Index (CVI), the mining company evaluates the contribution of suppliers to the communities. The higher the CVI, the more competitive the supplier can become in Vale's contracting processes. Currently, the CVI is calculated considering four levers: local employment, wage bill, local expenditures, and social investments.

We are supporting by assessing the social situation of families in Tucumã and Ourilândia do Norte based on education, health, nutrition, infrastructure,

and income. We are developing an action plan to provide vulnerable families with access to essential necessities and social programs.

This work aligns with the first of the United Nations Sustainable Development Goals, which calls for an end to poverty.



It is a great honor for me to be involved in a project with high social impact. After more than 13 years working on social projects for mining companies, this is the first time I have participated in an initiative that's main objective is to lift people out of extreme poverty. The program is pioneered in Brazil, and I hope it will inspire other companies, organizations, and public authorities.

—Joao Paulo Moreira Rabelo, Senior Analyst,
Community Engagement
and Social Performance, South America

Employee-led community initiatives

Moose Hide Campaign

On May 13, 2024, a Moose Hide Campaign virtual workshop was held for our Canadian offices. The campaign is an Indigenous-led grassroots movement to end gender-based violence against Indigenous women and girls. The event included the distribution of moose hide pins and a presentation by Raven Lacerte, campaign co-founder, and David Stevenson, campaign CEO.

We participate in the campaign because we believe in *achieving no harm and living our commitments with integrity*. Many of our projects are located on Indigenous Traditional Territories, including remote areas near Indigenous communities. As a commitment to being a diverse and inclusive company, we must also live these commitments outside the workplace. By participating in the Moose Hide campaign and raising awareness, we are *engaging great people who make a difference*.

Hatch Curator of Indigenous Art and Culture

Toronto's Royal Ontario Museum (ROM) welcomed Rhéanne Chartrand as the inaugural Hatch Curator of Indigenous Art and Culture, embarking on a journey of respectful collaboration and reconciliation with Indigenous communities.

In her new role, Rhéanne will conduct research for the museum and develop educational and community outreach programs, and Indigenous-focused exhibitions. In addition, she will collaborate with community stakeholders on the repatriation of historical Indigenous belongings and artifacts from the current collection at the ROM.

This position was made possible with the generous support of Hatch, along with a matching gift from the Louise Hawley Stone Charitable Trust. The appointment of

Rhéanne as curator reflects Hatch's dedication to advancing reconciliation, engagement, and authentic representation of Indigenous communities. Our shared vision for a vibrant and inclusive cultural institution drives our ongoing partnership.

Celebrating National Indigenous Peoples Day

Our offices host and participate in discussions, events, and initiatives across Canada. We issued a call to action to support Indigenous-owned businesses, Indigenous authors, artists, and other media creators; we shared educational resources and provided an opportunity for our employees to explore the Stories Carved in Cedar exhibit from the Royal British Columbia Museum, showcasing carvings that have endured time, social disruption, and dislocation.

We partnered with Innovation Saskatchewan for the second annual National Indigenous Peoples' Day celebration. The event showcased Indigenous culture. The celebrations included Lawrence Roy Jr. and Elmer Tootoosis (from Wanuskewin Heritage Park) who shared a performance of hoop dancing, singing, and drumming. Kokum's Bannock, an Indigenous-owned food vendor, served delicious fusion food, including bannock tacos, bison burgers, and wild rice salad. The event also featured other Indigenous vendors setting up a small artisan market.

We donated to the Athabasca Denesuline Education Authority (ADEA) career conference. ADEA is a First Nation Authority serving the three Denesuline First Nation communities in the Athabasca Basin of Northern Saskatchewan, which supports approximately 1,300 students. ADEA works toward improved educational outcomes by utilizing the latest technology, progressively piloting programs, and integrating Denesuline culture into the classroom and school curriculum.

National Day for Truth and Reconciliation

National Day for Truth and Reconciliation, also known as Orange Shirt Day, occurs annually in Canada on September 30. This day honors and commemorates those who were impacted by the residential school system, including the survivors, the children who never returned, and their families and communities. Acknowledging this tragic part of our history and its painful legacy is an important part of the reconciliation process.

Our D&I committee hosted a National Day for Truth and Reconciliation speaker event featuring Bob Goulais, from Nipissing First Nation, president and senior principal of Nbisising Consulting Inc., an Indigenous relations consulting firm that he founded in 2015. Over his 25-year career, Bob has worked with the Government of Ontario, the Assembly of First Nations, the Anishinabek Nation, industry, not-for-profit organizations, and Indigenous organizations. He is a well-known speaker, traditional teacher, facilitator, and master of ceremonies, providing cultural context, history, and traditional knowledge to diverse audiences across Canada.

Bob provided attendees with a brief history about residential schools and the significance of the orange shirt. He elaborated on the intent of reconciliation, which is to establish and maintain mutually respectful relationships between Indigenous and non-Indigenous peoples within Canada. Attendees were encouraged to post questions in the live question-and-answer chat throughout the event, which Bob answered.

Northern Ontario Anishinabek nation workshop


On June 26, 2024, Hatch hosted an informative, virtual workshop on Environmental Monitoring and Land Reclamation with the Anishinabek Nation communities in Northern Ontario. The purpose of the workshop was to share environmental expertise and practical insights.

The workshop was held virtually and included prompts through online polls to encourage participation and gauge topics of interest. Hatch's team summarized applicable legislation related to the mining, metals, and renewable energy sectors in Ontario's north. Discussions included the importance of meaningful Indigenous engagement, field program planning, baseline studies, and Indigenous Traditional Knowledge. Project examples were shared to highlight different methods of monitoring and reclamation, and the workshop concluded with a question-and-answer session along with a request for additional workshops to be held in the future.

Additional employee-led initiatives include:

- Indigenous employee circles
- Hatch Saskatoon Celebrates National Indigenous People's Day
- National Day for Truth and Reconciliation, Canada
- Northern Ontario Anishinabek Nation Workshop
- Día de la Raza, Colombia
- Rise again hunger, Johannesburg
- Mandela day, South Africa
- Johannesburg student job shadow day
- Digital classrooms powered by Solar Energy and Modern STEM Labs in government schools, India.

We take every opportunity to assist and contribute to our local communities when and wherever we can, in areas like clean energy, student education, and philanthropic efforts. Learn more [here](#).



A commitment to conduct at least 90% of the work in the province of Newfoundland and Labrador, providing training and maximizing employment opportunities



Voisey's Bay mining operation, Labrador

Feature project

Common vision: Creating positive change on projects and for communities

Vale is pursuing one of its most challenging Canadian projects to date: converting Voisey's Bay from an open-pit-only operation to two new underground mines.

To meet this challenge together with Vale, Hatch formed a joint venture (JV) with Sikumiut Environmental Management Ltd. (SEM), an Inuit-owned environmental company based in St. John's, Newfoundland and Labrador, in 2016. Hatch has a long, collaborative history with Vale, having supported the Voisey's Bay surface mining operation since its inception in 1999. All three companies share a common vision of creating positive change on projects we work on and in the communities with which we engage. At Voisey's Bay, this mindset led to a commitment to conduct at least 90% of the work in the province of Newfoundland and Labrador, providing training and maximizing employment opportunities for local Indigenous communities, always prioritizing safety throughout the project.

The Voisey's Bay mining operation is located on the traditional and territorial land of the Innu and Nunatsiavut Inuit Indigenous communities. Vale, with the support of the SEM-Hatch JV, worked towards achieving its Indigenous

employment and training objectives as set out in the Impacts and Benefits Agreements. The SEM-Hatch JV, registered as an Inuit business, emphasized the importance of Inuit and Innu participation and, together with Vale, aimed to maximize Indigenous content in the project work through meaningful engagement. During the expansion project, Indigenous employment increased, and 65% of all procurement contracts were awarded to Indigenous-owned businesses.

A training and mentorship program, created by SEM-Hatch, has been in place for eight years and, combined with Vale's employment protocols, provided a mechanism to enhance Indigenous opportunity and involvement in the Voisey's Bay operation, well beyond engagement of an existing Inuit or Innu business.

Ultimately, the Voisey's Bay expansion set a new standard for how mining projects can be executed with a deep commitment to safety, sustainability, community engagement, and Indigenous economic reconciliation. This demonstrated that even the most daunting obstacles can be transformed into opportunities for growth and positive change.

We are very proud of this project's success and continue our commitment to the SEM-Hatch JV by supporting Vale in its Voisey's Bay operation and developing future joint-venture business opportunities.



NSMTC signing ceremony and Pow Wow, New Brunswick Canada



This intended joint venture will combine Indigenous vision and leadership with technical capacity, leveraging the collective strengths of the NSMTC and Hatch. Our Tribal Council strives to create opportunities for our young people, and we value the chance to collaborate with partners like Hatch. Together, we are embarking on a journey of shared success for the next seven generations.

—Jim Ward, General Manager, North Shore Mi'kmaq Tribal Council

Feature project

Bringing an Indigenous-led approach to sustainable development

On July 22, 2024, with our partners at the North Shore Mi'kmaq Tribal Council (NSMTC), we announced the exploration of a [JV opportunity for Canada's clean energy](#) and infrastructure sectors. The intent is to bring an Indigenous-led approach to sustainable development for the betterment of the next seven generations.

We have collaborated successfully with the NSMTC on various engagements over the past 25 years. This JV solidifies our relationship to provide professional services that leverage our capabilities:

- Feasibility/front-end studies
- Civil site development: geotechnical, design/CAD, site survey, traffic studies, laboratory analysis
- Environmental, sustainability, and community engagement services
- Project management
- Business advisory services: market studies and development agreements.

The JV, named Wellugwet Technical Services, is founded on the principle of responsible land and resource development. “Wellugwet”, a Mi'kmaq word meaning “do good work, do well, or succeed” was chosen through consultation with NSMTC chiefs, elders, and leadership.

The partnership provides access to new markets and supports reconciliation with the Indigenous Peoples of Canada.

The signing of the letter of intent, which took place at the Natoaganeg Band Office Assembly Hall in New Brunswick, is a major milestone on the path to execution of the JV and eventual commercial operation.



GOVERNANCE



Due diligence and oversight

Our governance, led by our CEO and board of directors, is guided by our Manifesto. It embraces the uniqueness of our employee ownership structure to align and achieve our collective sustainability goals. Our employees participate in our Manifesto-driven Leadership training, which universally amplifies our personal environmental, social, and governance commitments.

Our governance frameworks articulate our organizational context and strategic business direction while demonstrating commitment to our core values and reinforcing our accountability and responsibility to implement policies in every region and on every engagement.

Our CEO is accountable to the board of directors, shareholders, and regulators for the commitments documented in company policies. These policies are maintained globally by senior leadership, communicated to all employees, and posted prominently in each office.

Our Code of Conduct establishes the policies and standards for how we build and maintain our professional relationships. This includes our policy of prohibiting acts of corruption, fraud, bribery, or improper influencing of decision makers. Our policy is simple: we will not engage in illegal or unethical activities. We offer ways to confidentially report Code of Conduct violations.

Governance frameworks

We operationalize our compliance and risk management strategies through our governance frameworks:

Corporate governance—Executive management focusing on strategic company-level matters.

Operational governance—Business management focusing on day-to-day business and resource management.

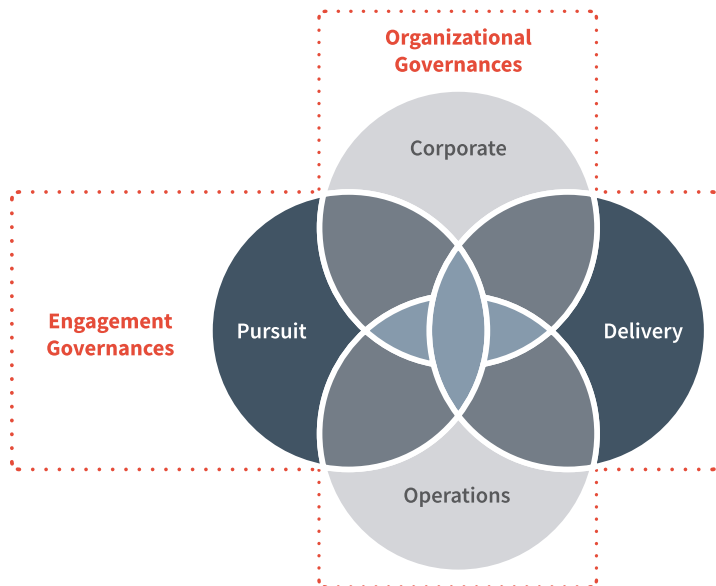
Engagement governance—Focuses on oversight, stewardship, accountability, and transparency of engagements by outlining the interfaces and governance points between pursuing and delivering projects.

Integrated management systems—Provides supporting documented information for the implementation of our organizational and engagement governance model, with risk-based continual improvement at the core.

Project life cycle process—Ensures that each phase of a project, from concept to completion, incorporates planning and procedures that support our goals of zero harm, quality excellence, and reduction of risk.

These oversight functions enhance monitoring and decision making to facilitate proper implementation of our business objectives. Examples include:

- Monitoring outcomes of engagements and ensuring best practices are followed
- Monitoring measures that focus on strategic alignment, performance expectations, and controls
- Pursuing opportunities with an acceptable risk tolerance and mitigating threats
- Ensuring the expected benefits to the business are in alignment with what was anticipated in the pursuit
- Ensuring that we act as owners on behalf of our clients
- Monitoring and following trends that lead to best practices regarding engagement performance, controls, and continuous improvement.



PHILADELPHIA LALA

Chief Legal Officer and Group
Corporate Secretary

Passionate about our corporate purpose and values

“For me, Hatch is like a family unit,” she shares. “We build enduring relationships and, as our Manifesto states, we work with great people who really do make a difference in the world and in each other's lives, and it is one of the main reasons that I have been here for 13 years.”

“Our employee ownership and independence allow us to bring our best thinking to our clients, stakeholders, and the communities. Because our employees are owners of the business, they are passionate about our corporate purpose and values. This enhances both our long-term relationships with our partners and our steadfast commitment to our clients’ lasting success. Our clients’ success is our success.”

As chief legal officer, Philadelphia ensures that Hatch and its employees adhere to all relevant laws and regulations, while promoting ethical practices and accountability within the organization. She emphasized the importance of these principles, stating, “We are guided by our code of conduct and Manifesto. Our governance structure is based on our business strategy, business model, and the regulatory requirements in the jurisdictions in which we operate.”

“Our Board has the overall responsibility for governance, Associates and senior leaders in the regions are responsible for operationalizing it and for assessing and managing sustainability risks.”

When not supporting Hatch, its partners, and clients, Philadelphia dedicates her time to raising awareness about the prevalent issues of gender-based violence in her native South Africa. In 2019, she was the recipient of South Africa’s first-ever internal Positive Change Award.



*For me, Hatch is like a family unit,
we build enduring relationships.*

WORKER WELFARE ISSUE CATEGORIES



WORKER RECRUITMENT

- Contract abuse
- Recruitment fees
- Human rights
- Employment freedom
- Repatriation



WORKER MANAGEMENT

- Discrimination
- Harassment and abuse
- Restricted freedom of movement
- Disciplinary practices
- Working hours
- Wages and benefits
- Freedom of association



ACCOMMODATION

- Facility standards
- Food and water
- Laundry facilities
- Health care
- Lifestyle and leisure



SAFETY

- Skills and training
- Health and safety
- Communications
- Welfare facilities

Managing sustainability and governance risks

Effective governance involves integrating risks into the overall risk management framework to ensure long-term sustainability.

Human and labor rights

One of our core values is *achieving no harm*. Modern slavery is a crime and a violation of fundamental human rights, all of which have in common the deprivation of one person's liberty by another to exploit them for personal or commercial gain.

We believe that to achieve no harm in relation to modern slavery, we must continuously work with organizations in our supply chain to identify and eliminate risks. We assess potential suppliers and partners in accordance with our commitment to eliminating modern slavery. We embrace our obligations under the Canadian Modern Slavery Act, and our respective and continuing accountability to modern slavery legislation with our operations in the United Kingdom and Australia.

Our Worker Welfare Guide, based on the United Nations Universal Declaration of Human Rights and the International Labour Organization, is an internal process document. It ensures that contractors in our supply chain hold an equal regard for the health, safety, and welfare of all employees, and further improves project delivery, quality, safety, and sustainability outcomes for our clients and communities. We expect the same high standards from all our contractors, suppliers, and other business partners and, as part of our contracting processes, have introduced specific prohibitions against the use of forced, compulsory, or trafficked labor.

We believe that to achieve no harm in relation to modern slavery, we must continuously work with organizations in our supply chain to identify and eliminate risks



We expect that our suppliers will hold their own suppliers to the same high standards and have introduced contractual provisions requiring our suppliers to conduct due diligence of their supply chain.

Our commitments mean we invest in knowing who our people, our clients, and our partners are, and ensure that their values align with ours.

Environmental risks

By effectively managing environmental risks, we enhance our sustainability efforts, comply with regulations, build trust, and ensure long-term resilience. As shown in the previous sections of this report, we identify, assess, and manage environmental risks such as climate change, biodiversity, natural disasters, resource use, and more.

We have processes in place for our people to raise concerns on sustainability topics.



ELENA MARTINELLA

Chief People Officer

Ethics, fraud, and anti-corruption

We use documented and standardized core systems, tools, and procedures that establish a consistent standard for the governance of our corporate responsibilities. Our tools and procedures are continuously updated and embedded into business processes that can be monitored and measured.

We are not involved in, nor the subject of, any corruption incidents, be it in any form of bribery, money laundering, fraud, or other unethical practices. Our global client footprint exposes the inherent risks that exist between sectors and countries, and we condemn bribery and corruption in all forms.

We establish and maintain professional relationships with our clients, contractors, suppliers, vendors, joint-venture partners, and others, based on mutual respect, integrity, and honesty. We respect that gift-giving and entertainment is an important cultural business practice in some of the countries where we work. However, we exercise careful judgment and financial controls to ensure we neither offer nor accept benefits that could be perceived as creating an obligation or violating the recipient's policies.

We train our people to avoid situations that create or appear to create a conflict of interest, and we inform our clients of all known or perceived conflicts of interest. Our people receive training on anti-corruption and integrity as part of their onboarding and introduction to our code of conduct. They also receive procurement ethics training to help foster compliance in dealing with suppliers and contractors during the procurement process.

Dedicated to practices that foster a culture of ethical behavior

Elena leads our global Human Resources function with a focus on creating a highly engaging, productive, enjoyable, and fulfilling workplace for all employees. Among the Manifesto values, she is most passionate about *engaging great people who make a difference*.

"Talent management is a top priority for me," she shared. "Ensuring that employees are constantly learning and growing. I strive to earn the respect of employees, clients, and the communities in which we operate."

In addition to encouraging employees to reach their potential and maximize their careers, Elena promotes, and is dedicated to, practices that foster a culture of ethical behavior in and outside of our organization.

"One of our core values is the commitment to doing no harm," she said. "We hold our supply chains and business partners to the same principles, expecting a high standard of care for people regardless of where they work or who they work for. When it comes to the Modern Slavery Act, for example, our contracting processes include specific prohibitions against any type of forced labor, aligning with the values outlined in our Manifesto."

"Our policy on the Modern Slavery Act is closely tied to our code of conduct. The prevention, detection, and reporting of any actions that do not align with our Manifesto or code of conduct are the responsibility of everyone working with or for the company. We take any violation of the code of conduct very seriously, with a global process, including a hotline, in place to investigate all matters. Investigations can lead to disciplinary actions or, in some cases, dismissal for misconduct or gross misconduct."

That circles back to two other Manifesto values: *being unconditionally honest* and *living our commitments with integrity*.

Elena does both. Her dedication to fostering an ethical culture and ensuring the well-being of all employees truly embodies the spirit of our Manifesto, making her a role model for others within our organization.

In 2017, we implemented our Social and Ethics Committee to assist our board of directors with oversight of social and ethical matters and to ensure that our company remains a committed, socially responsible citizen. The committee's primary role is to supplement, support, and advise on the effectiveness of management's efforts in respect to social, ethical, and sustainable development-related matters. The committee is mandated to report its findings to our board of directors and shareholders.

When confronted with corruption challenges, either directly or indirectly, we have an internal reporting and management process.

The Hatch code of conduct requires employees to comply with anti-corruption legislation when doing business in and outside their home countries. Additionally, we have a Signing and Approvals Policy and pursuit review processes, which forms part of our internal controls to manage our compliance obligations and other risks. We work closely with our banking partners to ensure compliance with relevant anti-money laundering and terrorism financing legislation, and prohibit any acts of corruption, bribery, or improper influencing of decision-makers.

Information security

Ensuring the security of information builds trust with our people, clients, and partners. This trust is fundamental to sustainability, as it reflects our commitment to protecting sensitive information.

Information security supports the sustainability of business operations by preventing disruptions caused by cyber incidents. This continuity is vital for long-term sustainability goals.

We have procedures in place to prevent security breaches, including:

- Awareness training
- Information security due diligence
- Information security risk assessments
- Audits of control procedures
- Incident response procedures
- Records retention schedule
- Measures to protect third-party data
- Stakeholder consent to hold information
- Cyber-attack protocols.

Whistleblower procedure

We have a confidential Whistleblowing Policy that is applicable to all employees, external consultants, contractors, and agency staff working for Hatch. The policy requires reporting on the following: criminal offenses, failure to comply with legal obligations, actions that endanger the health or safety of employees or the public, actions that cause damage to the environment, and/or actions that are intended to conceal any of the above.

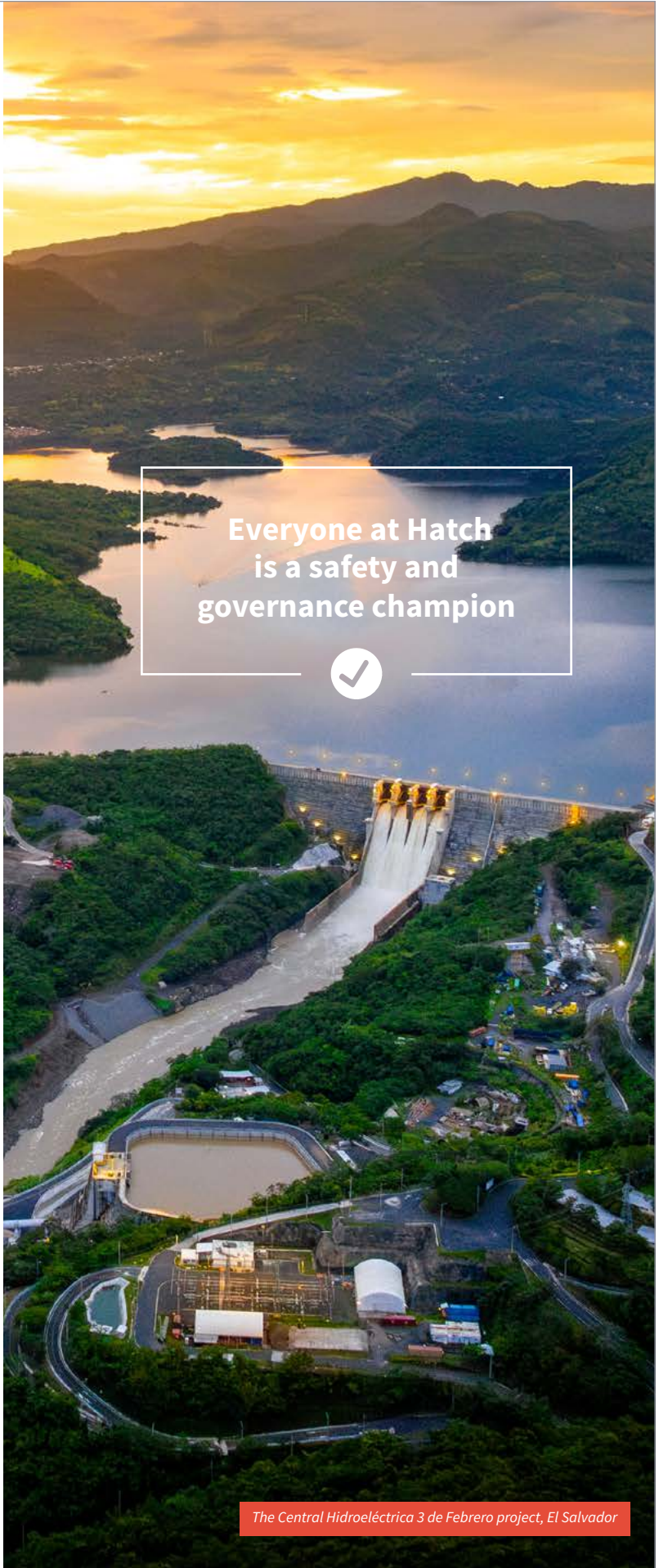
Feature project

Strategic alliances: Bringing assurance to continued long-term partnerships

The legacy of combined client and Hatch successes, spanning over decades, brings assurance to continued long-term partnerships. We have done this with Sasol, Equinor, and Ma'aden, as well as many others. Where we have common, aligned values, principles, and objectives honed over many years.

Alignment on disciplined delivery is the reason why, together, we've had excellent project results from a governance, safety, cost, and schedule point of view. We continue to bring the same approach of optimizing our clients' best-in-class technologies, with disciplined and efficient project delivery, through collaborative and integrated teamwork.

Everyone at Hatch is a safety and governance champion, and we will continue to manage our clients' assets and operations like they're our own.



Everyone at Hatch
is a safety and
governance champion



The Central Hidroeléctrica 3 de Febrero project, El Salvador

```
void _decode_(char cb  
{  
    if (step == AES_LOC  
        src = cbuff->load  
        dest = getattr(&pt  
        if (mod != NULL)  
            dest += buffer->  
            mask |= (decim  
        if (mask & SIG_  
            return _error_  
        return 0;}
```


DATA TABLES

The background is a dark blue gradient with abstract elements. On the left, there are blurred lines of code in orange and blue, including words like 'buffer', 'PASS', 'sizeof', and 'dest'. On the right, there is a network diagram with blue nodes and connecting lines. Large, semi-transparent geometric shapes (a horizontal bar, a vertical bar, and a triangle) are overlaid on the background.

CLIMATE CHANGE

	Unit	2024	2023	2022
Does the company adhere to any external initiatives or sets of principles?	Yes/No	Yes	Yes	No
Are KPIs for reporting aligned with a sustainability reporting standard (GRI, SASB, other?)	Yes/No	Yes	Yes	No
Does your company communicate progress towards SDGs? ¹	Yes/No	Yes	Yes	Yes
Does the company have an established commitment to climate change? ²	Yes/No	Yes	Yes	Yes
Scope 1 Emissions ^{3,4}	tCO2e/yr	TBC	3,006	308
Scope 2 Emissions ^{4,5}	tCO2e/yr	TBC	7,722	678
Scope 3 Emissions ⁴	tCO2e/yr	TBC	74,840	131,820
Intensity reduction target + committed to have our targets approved by a Science Based Targets initiative (SBTi) ⁶	Yes/No	No	No	No
Does the company investment in R&D of low carbon products and services in the reporting period	Yes/No	Yes	Yes	Yes
Action to support climate change adaption and resilience ⁷	Yes/No	Yes	Yes	Yes
Renewable energy consumption as a % of energy consumption in the reporting period (+ time bound action plan to increase) ⁸	%	21	21	0
Report companies' emissions of pollutants (NOX, SOX, etc.)	Yes/No	No	No	No
Training to raise employee awareness on energy conservation and climate actions ⁹	Yes/No	Yes	Yes	Yes
KPIs on energy and carbon audit ¹⁰	Yes/No	Yes	Yes	Yes
Reduction of energy consumption of lighting systems	KW	167,650	312,925	0
Reduction of energy consumption of HVAC	Yes/No	No	No	No
Reduction of energy consumption of IT	Yes/No	No	No	No
Dedicated budget and management team to GHG reduction	Yes/No	Yes	Yes	Yes
GHG inventory in line with protocol and accounting standards	Yes/No	Yes	Yes	Yes
Does the company publicly announce its targets?	Yes/No	Yes	Yes	Yes
Does the company engage suppliers in climate action? ¹¹	Yes/No	Yes	Yes	Yes
Does the company purchase products and services based on GHG emissions intensity + value chain? ¹²	Yes/No	Yes	Yes	Yes
Does the company take action to reduce emissions from business travel, employee commuting, and downstream transportation? ¹³	Yes/No	Yes	Yes	Yes

1. We published our UN Global Compact report in 2022, which provided a baseline of our status within the UNGC pillars of Human Rights, Labor, Environment and Anti-Corruption and how we are working towards the SDGs most influenced by our business.
2. In alignment with the Paris Agreement, in 2020, we set a goal for net-zero scope 1 and 2 emissions by 2030, and in 2023, we set a net-zero goal for scope 3 emissions by 2050.
3. Global gross Scope 1 GHG emissions include diesel fuel, gasoline and natural gas. 2024 figures are to be confirmed (TBC) and reported on in 2025.
4. The 2022 values are subject to be updated based on new methodology, conforming to latest standards data, and will be published in future Sustainability Reports.

5. Global Scope 2 GHG emissions include purchased grid electricity.
6. Targets are not sent for approval by a SBTi.
7. Outlined in our Climate Change statement.
8. Numbers reflect results from the Johannesburg office solar rooftop project.
9. Environmental Management System (EMS) and Sustainability course offering available on Hatch learning platform for all Hatch employees. This is a required training for Hatch employees who work out of offices covered under our Hatch EMS certification scope.
10. Our Hatch Sustainability Policy sets the basis for delivering sustainable solutions and our framework

- for setting and reviewing sustainability objectives and targets in our work.
11. Supplier management process is in place, and our Code of Conduct applies to all contractors, suppliers, joint venture partners, subcontractors, and vendors.
 12. We do not have a specific policy or commitment currently; The scope of our EMS certification includes procurement and is reflected in our EMS commitments.
 13. Business travel is managed through third-party provider Direct Travel, which tracks carbon footprint data associated with travel activities. This includes Scope 3 emissions reporting aligned with ESG standards, using tools that convert travel expense data into CO₂ equivalents to support transparency and informed decision-making.

ENVIRONMENT

	Unit	2024	2023	2022
Hatch EMS Metrics Review ¹				
Electricity utility consumption ²	kWh	4,850,607	4,591,245	4,606,295
Water utility consumption ²	m3	21,008	16,814	16,272
Water consumption per headcount ^{2,3}	m3	27.85	23.15	23.48
Natural gas utility consumption ²	m3	54,704	46,083	58,766
Paper consumption ²	kg	4,693	5,043	5,517
Waste weight generation ²	Mt	75	73	83
Waste diversion rate ²	%	35	30	27
Energy recovery for biochemical waste ²	Mt	TBC	3.23	3.19
GHG emissions (Scope 1,2,3) ⁴	Yes/No	Yes	Yes	Yes
Company commitment to water and oceans ⁵	Yes/No	Yes	Yes	Yes
Company commitment to forests, biodiversity, and land ^{5,6}	Yes/No	Yes	Yes	Yes
Company commitment to air pollution ⁵	Yes/No	Yes	Yes	Yes
Company commitment to waste (chemical spills, solid waste, hazardous, plastic, etc.) ⁶	Yes/No	Yes	Yes	Yes
Company commitment to energy and resource use + KPIs on consumption	Yes/No	Yes	Yes	Yes
Company's water withdrawal and consumption (volume in megaliters) ²	ML	TBC	0.02	0.03
Water intensity of products in regions with high or extremely high-water stress ⁷	L	0	0	0
Sites owned, leased, or managed by company adjacent to key biodiversity areas ^{2,8}	Acres	0	0	0
Are there areas of natural ecosystems converted in areas owned, leased, or managed by company ^{2,8}	Yes/No	No	No	No
Is the company supporting projects focused on ecosystems restoration and protection?	Yes/No	Yes	Yes	Yes
Percentage of total waste diverted ²	%	35.48	28.76	23.53
Total estimated weight of waste ²	MT	77.63	75.60	83.20
Has the company obtained ISO 14001, EMAS, ISO 50001? + number of facilities? ⁹	Yes/No	Yes	Yes	Yes
Has the company obtained ISO FSC, RSPO, ISO 28000, or SA8000?	Yes/No	No	No	No
Environmental consulting or solutions for clients (including knowledge of the services, environmental risk assessments)	Yes/No	Yes	Yes	Yes

1. Our Mississauga and Oakville offices are certified under the ISO 14001 program for EMS. These metrics are collected on a quarterly basis, and data is calculated on a fiscal year basis (October 1 to September 30) to comply with the ISO certification.
2. Geographic coverage includes all owned offices in the Greater Toronto Area (GTA) covered in the ISO 14001 certification.
3. Headcount refers to water consumption per full time equivalent to the applicable office.

4. GHG emissions data provided in the previous section on Climate Change.
5. Captured in Sustainability Policy.
6. Captured in HEMS procedures, however no specific commitment is made.
7. While the firm does not produce goods, operating in regions with high or extremely high-water stress requires monitoring and managing water use to support responsible resource stewardship and minimize environmental impact.

8. Hatch owned field adjacent to 2699 Speakman Drive (Mississauga), managed by Hatch EMS team.
9. Hatch has been certified ISO 14001 certified since 2014. The certification covers our offices in Mississauga and Oakville.

HEALTH AND SAFETY

	Unit	2024	2023	2022
Total Recordable Injury Frequency (TRIF) ¹				
Employee	Rate	0.09	0.08	0.00
Contractor	Rate	0.45	0.45	0.32
Combined	Rate	0.28	0.25	0.17
Lost Time Injury Frequency (LTIF) ²				
Employee	Rate	0.02	0.01	0.04
Contractor	Rate	0.00	0.04	0.03
Combined	Rate	0.01	0.02	0.03
Does your company have a policy for healthy and safety that include: <ul style="list-style-type: none"> • Health and safety risk assessment • Health and safety emergency response plan • Training for good health and safety practices • Complaints procedure for health and safety • Regular health checkups • Preventative actions for RSI's (repetitive strain injuries) • Actions to address stress and psychological wellbeing 	Yes/No	Yes	Yes	Yes

1. TRIF is the number of recordable injuries per 1,000,000 hours worked.

2. LTIF is the number of lost time injuries per 1,000,000 hours worked.

OUR PEOPLE (AND HUMAN RIGHTS)

	Units	2024	2023	2022
Which of the following has the company identified as material human rights topics connected with its operations and/or value chain, whether based on their salience (e.g., the most severe potential negative impacts on people) or another basis? Are there policies in place? Have stakeholders been engaged on these topics? Has the company acted in mitigating the risks and impacts associated? Training provided? Enabling remedies?				
Freedom of expression	Yes/No	Yes	Yes	Yes
Access to water and sanitation	Yes/No	Yes	Yes	Yes
Digital security and privacy	Yes/No	Yes	Yes	Yes
Gender equality and women's rights	Yes/No	Yes	Yes	Yes
Rights of Indigenous Peoples	Yes/No	Yes	Yes	Yes
Rights of refugees and migrants	Yes/No	Yes	Yes	Yes
Diversity, equity and inclusion (DEI) (including recruitment, promotion, training, harassment, support groups, women's development, inclusion of employees with disabilities, grievance mechanism + remedies, wage equality)	Yes/No	Yes	Yes	Yes
What was the last year that the labor rights policy was reviewed? ¹				
Modern Slavery Act statement	Yes/No	No	Yes	2022
Fighting against forced labor and child labor	Yes/No	Yes	Yes	Yes
Freedom of association and the effective recognition of the right to collective bargaining	Yes/No	Yes	Yes	Yes
Non-discrimination in respect of employment and occupation	Yes/No	Yes	Yes	Yes
Safe and healthy working environment	Yes/No	Yes	Yes	Yes
Working conditions (wages, working hours)	Yes/No	Yes	Yes	Yes
Women in management positions	%	4.89	4.57	4.92
Average ratio of the basic salary and remuneration of women to men (comparing jobs of equal value) ²	Ratio	1:1	1:1	1:1
Training hours per employee ³	hrs	276,225	302,749	190,707

	Units	2024	2023	2022
Is the labor rights policy...				
Aligned with international labor standards?	Yes/No	Yes	Yes	Yes
Publicly available?	Yes/No	Yes	Yes	Yes
Approved at a more senior level?	Yes/No	Yes	Yes	Yes
Applied to company operations?	Yes/No	Yes	Yes	Yes
Applied to suppliers?	Yes/No	Yes	Yes	Yes
Applied to value chain?	Yes/No	Yes	Yes	Yes
Developed in consultation with workers?	Yes/No	Yes	Yes	Yes
Developed involving labor rights expertise?	Yes/No	Yes	Yes	Yes
Developed involving expertise from in and out of the organization?	Yes/No	Yes	Yes	Yes
Does the company have a policy on the following?				
Forced labor	Yes/No	Yes	Yes	Yes
Child labor	Yes/No	Yes	Yes	Yes
Non-discrimination with respect to employment and occupation	Yes/No	Yes	Yes	Yes
Safe and healthy working environment	Yes/No	Yes	Yes	Yes
Working conditions (wages, working hours)	Yes/No	Yes	Yes	Yes
Does your company obtain labor or HR certifications such as ISO 45001, SCC, Fair Wage Network, B Corp, GEEIS, WBENC	Yes/No	No	No	No
Does the company engage in career management (recruitment, training, career development)	Yes/No	Yes	Yes	Yes
What actions are in place regarding working conditions?				
Two-way communication to voice working conditions	Yes/No	Yes	Yes	Yes
Compensation for extra or typical working hours ^{4,6}	Yes/No	Yes	Yes	Yes
Family friendly programs (parental leave, childcare services, allowances) ^{5,6}	Yes/No	Yes	Yes	Yes
Flexible organization of work (remote or flexi time) ⁶	Yes/No	Yes	Yes	Yes
Health care coverage	Yes/No	Yes	Yes	Yes
Communication to employees of remuneration process ⁷	Yes/No	Yes	Yes	Yes
Employee satisfaction surveys	Yes/No	No	No	No
Employee ownership	Yes/No	Yes	Yes	Yes
Bonus scheme related to company performance	Yes/No	Yes	Yes	Yes
Actions in place regarding social dialogue:				
Employee representative body	Yes/No	Yes	Yes	Yes
Collective bargaining on employee's health and safety, working conditions, career and management training, diversity and discrimination	Yes/No	No	No	No

	Units	2024	2023	2022
KPIs related to:				
Working conditions	Yes/No	Yes	Yes	Yes
Employee health and safety	Yes/No	Yes	Yes	Yes
Social dialogues	Yes/No	Yes	No	No
Career management	Yes/No	Yes	Yes	Yes
Training	Yes/No	Yes	Yes	Yes
Child labor	Yes/No	No	No	No
Forced labor	Yes/No	No	No	No
Human trafficking	Yes/No	No	No	No
Diversity, equity and inclusion	Yes/No	Yes	Yes	Yes
External stakeholder human rights	Yes/No	Yes	Yes	Yes
Percentage of women in the organization	%	33.50	27.00	27.00
Percentage of women at top management	%	16.67	20.00	0.00
Percentage of women on Board	%	16.67	20.00	0.00
Average unadjusted pay gap	%	25.00	23.00	25.00
Percentage of employees from a minority group ⁸	%	13.00	12.00	11.00
Percentage of top-level employees from a minority group ⁹	%	16.67	20.00	0.00

1. We have several policies regarding labor including our: Code of Conduct, Modern Slavery Act Statement, Fighting Against Forced Labor and Child Labor in Supply Chains Act Report, and Worker Welfare Process Guide.
2. By internal benchmarking.
3. Training hours per employee include education and training globally.

4. Policy on overtime hours depending on employee classification.
5. Code of Conduct and parental leave policies aligned with respective country.
6. Flexible organization of working hours in agreement with manager. Core business hours are between 9:00 am and 4:00 pm, start and end times vary.

7. Compensation is based on a number of factors depending on the individual's unique experience, responsibilities, and location.
8. Includes only permanent employees who voluntarily self-identified as a visible minority and/or having a disability. Diversity questions vary by country and may not be asked in all regions due to local regulations.
9. Reflects board representatives as top-level employees.

EMPOWERING COMMUNITIES

	Unit	2024	2023	2022
Policy on working with Indigenous Peoples ¹	Yes/No	Yes	Yes	Yes
Actions to work with women-owned businesses and businesses owned by visible minorities/vulnerable groups ²	Yes/No	Yes	Yes	Yes
Action Plans (e.g., Canada Reconciliation Action Plan (including PAR certification), Reconciliation Action Plan in Australia, and Broad-Based Black Economic Empowerment Level 1 Certification in South Africa) ³	Yes/No	Yes	Yes	Yes

1. Indigenous Peoples Policy in place since 2018.
2. Examples provided in 2024 Sustainability Report: SEM JV, NWMO JV, Vale (Brazil).

3. Hatch has obtained the following: PAIR Certification (Bronze Level), Reconciliation Action Plan, B-BBEE Level 1 Rating.

GOVERNANCE

	Unit	2024	2023	2022
Board Diversity				
Female board representatives	%	16.67	20.00	0.00
Male board representatives	%	83.33	80.00	100.00
Non-binary board representatives	%	0.00	0.00	0.00
Board Representatives under 30	%	0.00	0.00	0.00
Board Representatives 30-50 years old	%	5.56	5.56	0.00
Board Representatives 50+ years old	%	94.44	94.44	100.00
Board representatives identifying as vulnerable groups	%	0.00	0.00	0.00
Is the sustainability report assured by a third party? ¹	Yes/No	No	No	No
Does the company have an anti-corruption compliance program? ^{2,3}	Yes/No	Yes	Yes	Yes
Does the company have policies or recommendations for employee procedures in case of doubt and/or in situations that may represent conflict of interest, gifts, donations, sponsorships, or interactions with public officials? ³				
Training on anti-corruption and integrity	Yes/No	Yes	Yes	Yes
Monitor anti-compliance program	Yes/No	Yes	Yes	Yes
Disclose corruption incidents, including their nature, actions taken, and whether those actions were independent or regulator-driven	Yes/No	Yes	Yes	Yes
Engage in collective action against corruption ⁴	Yes/No	Yes	Yes	Yes
Obtain business ethics certifications such as ISO 27001 and ISO 37001	Yes/No	No	No	No
Actions in place to avoid security breaches including awareness training, information security due diligence, whistleblower procedures, information security risk performed, audits of control procedures, incident response procedure, records retention schedule, measures to protect third party data, gaining stakeholder consent to hold information. ⁵	Yes/No	Yes	Yes	Yes
Does the company have policies for, due diligence process, oversight from the Board, and assess the risk for the following:				
Human rights	Yes/No	Yes	Yes	Yes
Labor rights	Yes/No	Yes	Yes	Yes
Environmental risks	Yes/No	Yes	Yes	Yes
Corruption risks ²	Yes/No	Yes	Yes	Yes
Fraud	Yes/No	Yes	Yes	Yes
Money laundering	Yes/No	Yes	Yes	Yes
Anti-competitive practices	Yes/No	Yes	Yes	Yes
Information security	Yes/No	Yes	Yes	Yes
Whistleblower procedure	Yes/No	Yes	Yes	Yes
Identified suppliers and other business relationships that have risk related to human rights, labor, environment and anticorruption that are severe ⁶	Yes/No	Yes	Yes	Yes
Does the company have workforce processes where employees can raise concerns on sustainability topics?	Yes/No	Yes	Yes	Yes
Does the company capture lessons learned on sustainability topics?	Yes/No	Yes	Yes	No
Is executive pay linked to performance on one or more sustainability topics?	Yes/No	No	No	No
Metrics for sustainability (i.e., regulation, GRI, CDSB, security exchange regulations, etc.)	Yes/No	Yes	No	No

1. This Sustainability Report has been developed in alignment with the UNGC Report on Progress and EcoVadis rating platform.

2. Whistleblower process.

3. Code of Conduct.

4. Part of on-boarding training and established through Code of Conduct (applies to employees, contractors, suppliers, joint venture partners, subcontractors, and vendors).

5. Case-by-case basis.

6. System for supplier management.



Sustainability report 2024

As we reflect on our journey toward sustainability, we are proud of the strides we have made. From reducing our emissions to the continuation of our employee-led green initiatives, launching innovative programs, and comprehensive tracking, our efforts are making a tangible difference. But our work is far from over.

Looking ahead, we are committed to achieving net-zero emissions and expanding our knowledge and sustainability initiatives organization-wide. We invite you to join us on this mission. Together, we can create a more sustainable future for generations to come.

Visit [Sustainability at Hatch](#) for our latest updates, insights, and more!