

Progress and **IMPACT**

2025 Sustainability Report



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.

Message from leadership

In a year marked by global challenges and transformative change, our commitment to a better world through positive change is steadfast. Sustainability remains one of the world's toughest challenges.

This report captures a snapshot of 2025, the progress we have made, the projects we have delivered, and the metrics that reflect our dedication to continuous improvement.

Every effort contributes to a broader story that unfolds daily. Together, we're turning ambition into action, building a more sustainable future through governance and measurable impact.

As we look ahead, we will focus beyond incremental improvements toward more transformative, sustained progress across our operations and client work. Over the past several years, we have implemented many practical measures to reduce our operational footprint. The next phase of our journey will require identification and advancement of step-change opportunities, whether through new technologies, deeper data insights, or broader engagement across our global offices.

We will continue to strengthen the quality of our data and ensure that our reporting reflects our performance. We will improve how we measure energy use, emissions, and resource consumption across regions, and align our methodologies to better support long-term decision-making and external expectations.

We're building on the momentum of targeted initiatives and identifying additional opportunities to reduce scope 1 and 2 emissions, while advancing a clearer strategy for addressing our scope 3 footprint over time.

We invite you to explore this report and visit our website for ongoing updates, stories, and innovations that showcase our progress.



Jan Kwak
Managing Director,
Climate Change



Matthew Cramer
Managing Director,
Environment, People, and Place



| Our progress

5



| Our impact

14



| Data tables

16



Our progress

2025 highlights and achievements

Sustainability is the integration of economic performance, environmental stewardship, and community involvement for all stakeholders. Our focus remains on creating positive change for the communities we serve by developing innovative, practical solutions that deliver progress today and position future generations to thrive.

Environmental stewardship

We face real challenges that demand practical solutions and a credible plan. We're deeply engaged in enhancing environmental performance in every aspect of our business, and we're committed to transparent, accurate reporting of our sustainability metrics, supported by strong governance.

We align our activities with our sustainability policy, which outlines our commitment to environmental protection and pollution prevention, responsible resource use, social and community empowerment, and the integration of sustainability principles across our operations, projects, and supply chain.

Emissions reduction

Climate change continues to place growing pressure on ecosystems, economies, and communities worldwide. Responding effectively requires integrated strategies delivered at pace and scale. Leveraging the strength of our diverse teams, we combine technical excellence and commercial insight to design and implement practical, effective measures to reduce greenhouse gas (GHG) emissions and build climate resilience.

Our work is grounded in science and evidence, with a clear focus on solutions that deliver measurable value.

In 2020, we set a goal for net zero scope 1 and 2 emissions by 2030 and later expanded this commitment to include net zero 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.

In 2025, we completed an updated assessment of our scope 1, 2, and 3 emissions. As in prior years, scope 3 emissions (primarily from employee commuting, business travel, and purchased goods and services) represented the largest share of our total footprint, reflecting the nature of our professional services operations.

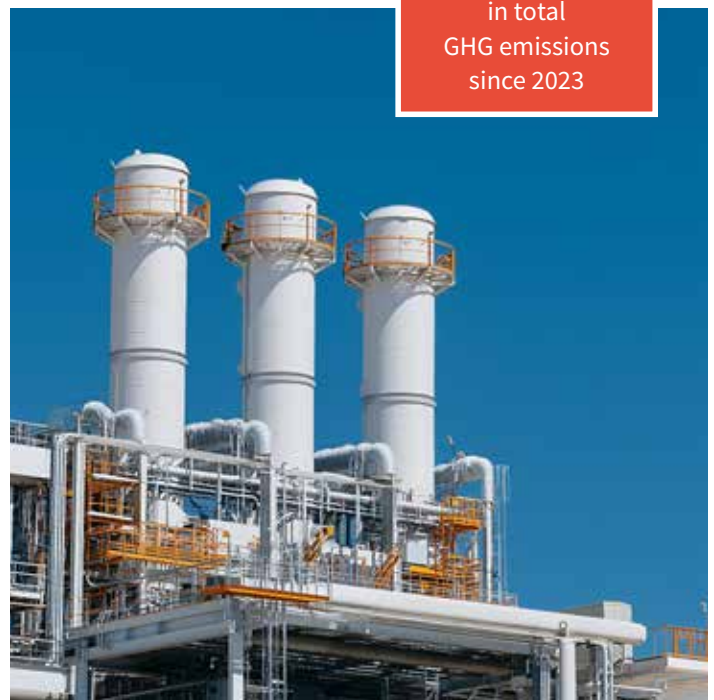
Compared with the previous reporting period (2023), our total GHG emissions have reduced by approximately 15%. This reduction reflects a combination of operational optimization, improved data quality, and targeted actions to reduce direct fuel use.

A key contributor to reduced scope 1 emissions was the significant decrease in stationary diesel use at our office in Johannesburg, South Africa. The installation of on-site solar panels reduced diesel fuel consumption for power generation by an estimated 95%, and 2025 marks the first year this emission benefit is fully reflected in our results.

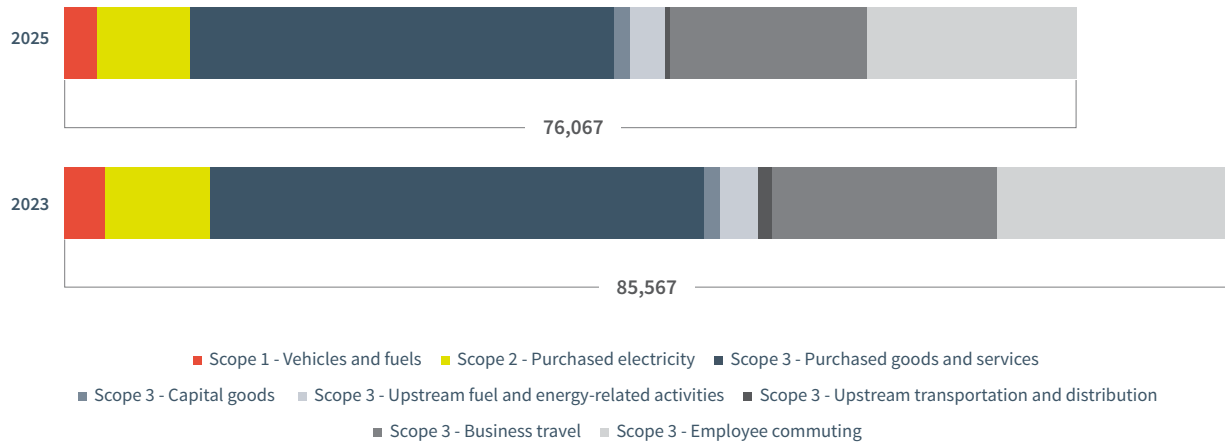
Additional drivers influencing year-over-year changes include:

- Reduced fuel consumption from a smaller fleet of our owned and leased vehicles
- Lower overall energy and fuel inputs resulting from operational changes.

15%
reduction
in total
GHG emissions
since 2023



Scope 1, 2 & 3 emissions reduction [tCO2e]



Our climate ambitions

Our commitment to net zero

We have established net zero goals for our scope 1, 2, and 3 emissions for our global operations. This includes embedding carbon into decision-making and governance, moving from reporting to action while strengthening internal accountability and performance.

Scope 3 net zero

To achieve net zero for our scope 3 emissions by 2050, we are developing a roadmap to address business travel, employee commuting, and the most emissions-intensive subcategories of our purchased goods and services. Our net zero target includes a commitment to address ongoing residual emissions beyond our target date. Additionally, we're investigating options for beyond the value chain mitigation of our scope 3 emissions leading up to 2050.



Scope 1 and 2 net zero

To achieve net zero for our scope 1 and 2 emissions by 2030, we are developing a roadmap to address energy use in our buildings (primarily natural gas and electricity) and fuel-switching of our mobile equipment. Our net zero target includes a commitment to address ongoing residual emissions beyond our target date.



Article:
**Scaling decarbonization
 in Asia through shared
 carbon capture solutions**

[Read the full article](#)



In our offices in Mississauga we have electric vehicle chargers, supporting lower carbon transportation for our employees and visitors.

While scope 3 emissions remain in our most material category, these results demonstrate measurable progress toward our 2030 net zero scope 1 and 2 targets. This also provides a clearer baseline for prioritizing future reduction strategies across energy use, fleet management, and supplier-related emissions. We're developing a roadmap to address the most emissions-intensive subcategories.

Our net zero target includes a commitment to address ongoing residual emissions beyond our target date.

Additionally, through our client work, we support the transition to lower-carbon systems and more sustainable industries. These contributions represent a broader benefit to the communities and sectors we serve, distinct from our operational and value chain emissions footprint.



Article:
Turning energy risk into resilient, low-carbon performance

[Read the full article](#)



Central Hidroeléctrica 3 de Febrero located in El Salvador, is a rehabilitated hydropower facility that regulates river flow, supports downstream ecosystems, and improves flood resilience while enabling efficient water reuse for clean energy generation.

Environmental performance progress

In 2025, our environmental performance across energy, water, and resource use remained stable and largely optimized, reflecting the consistency of our office-based operations and the effect of measures implemented in prior years. Across key indicators, we observed limited year-over-year variability, with performance generally holding steady at low levels of environmental impact relative to our footprint.

Energy efficiency

Across our global operations, we’re implementing initiatives that lower energy use and reduce GHG emissions at the facilities we own, driving measurable environmental progress.

Consumption trends remained broadly consistent, with electricity use decreasing slightly and natural gas consumption varying modestly due to external factors such as weather conditions rather than operational changes. Previous investments in building system upgrades and lighting retrofits continue to deliver ongoing efficiency

benefits, with no significant additional gains to report, as these measures are now fully embedded in our operations.

This stability reflects the practical efficiency improvements already implemented within our existing office footprint. Now, we’re identifying longer-term, step-change opportunities to further reduce energy use and emissions.

Water use

Water consumption remains limited to standard office activities, sourced primarily from municipal systems. As a professional services organization, we don’t withdraw water from natural sources or use it in production processes, and our overall consumption is closely linked to employee occupancy levels.

Given our achieved results on this metric, we have shifted our focus to maintaining efficient building systems and responsible water use practices, including low-flow fixtures and automated controls.

	2025	2024	2023
Water utility consumption	18,075 m ³	21,054 m ³	15,264 m ³
Water consumption per headcount*	26	28	21
Paper consumption	3,859 kg	5,422 kg	5,046 kg

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

* Headcount refers to the total number of full-time equivalent employees

Resource use and biodiversity

Through innovative practices and partnerships, we work to preserve forests, protect biodiversity, and responsibly manage the use of resources.

Our waste generation remained relatively consistent with prior years, while waste diversion rates improved significantly, indicating better recovery and reduced landfill reliance. We've improved our ability to report total waste, attributable to updates in measurement methodologies following a change in waste service providers. We also continue to see progress in reducing material consumption, including ongoing declines in

paper use driven by digital ways of working. While direct operational impact on biodiversity is limited due to our office-based footprint, our focus on reducing waste and improving diversion outcomes contributes to supporting broader ecosystem protection.

With many of the foundational efficiency measures already in place, future progress will depend on new approaches and broader engagement across our global operations, which will include employee-led initiatives and exploration of region-specific opportunities to achieve further environmental gains.



65%
waste diversion
rate

	2025	2024	2023
Percentage of total waste diverted	65%	36%	31%

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

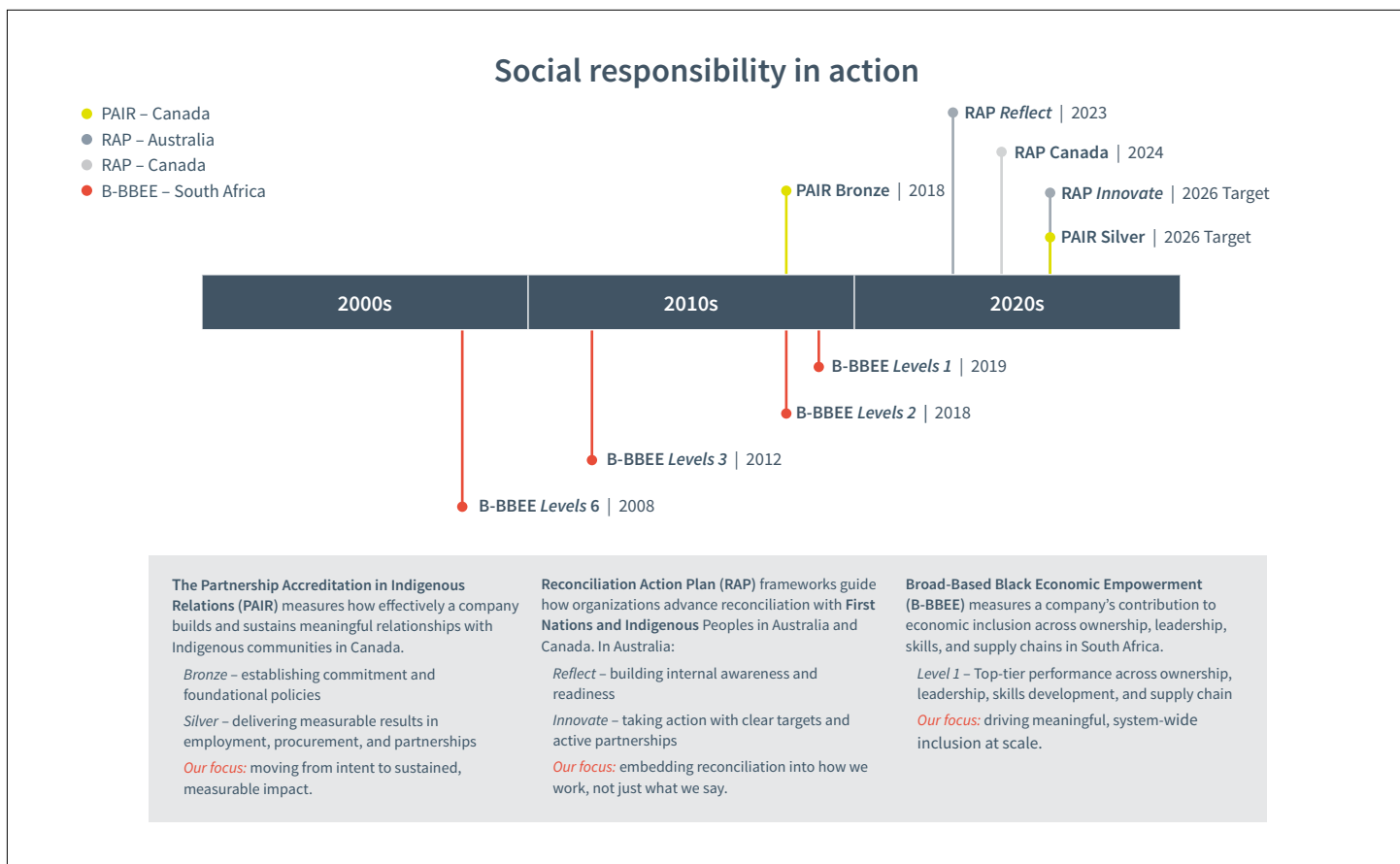
Governance and ethics

Guided by our Manifesto, our values, policies, and oversight drive everything we do. Our governance framework supports responsible decision-making and compliance across our global operations, bringing consistency to risk management.

We're committed to clear, accurate, and timely disclosure of our sustainability performance, supported by responsible oversight for informed decision-making and continuous improvement across our global operations.

Social responsibility

Our people and the communities we serve are central to how we do business. Through strong community engagement, a continued commitment to diversity, equity, and inclusion, and an unwavering focus on health and safety, we work to create environments where people feel respected, supported, and safe. These priorities guide how we collaborate with clients, partners, and communities, and how we look after one another, reinforcing our responsibility to deliver positive social outcomes wherever we operate.



Community engagement

We recognize our responsibility to contribute positively to the communities where we live and work. Through meaningful engagement, we seek to understand local needs, build trust, and create shared value. Our approach reflects our commitment to long-term relationship building and to delivering social outcomes that extend beyond the projects we deliver.

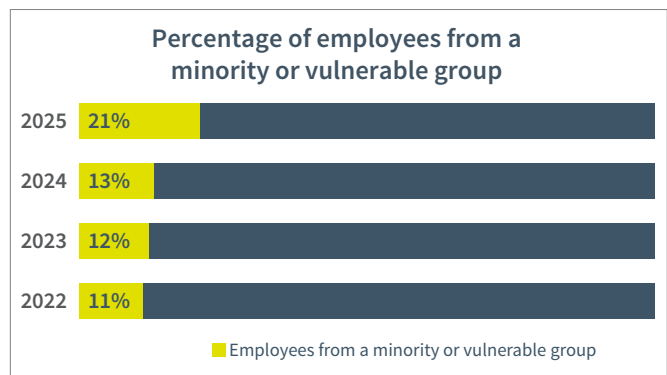
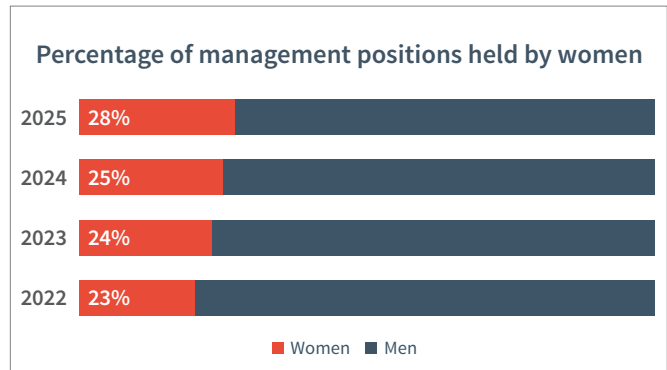
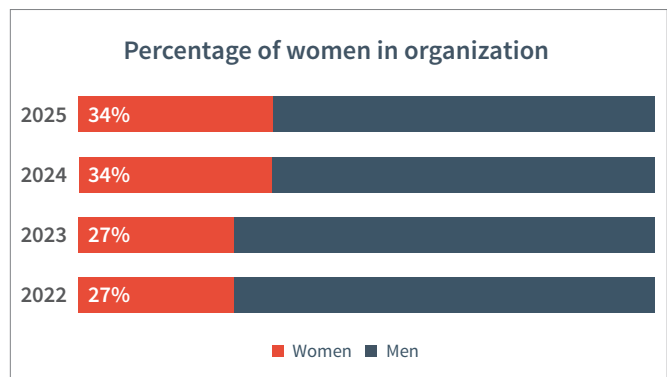
As a global organization with a global operation, we recognize the importance of advancing reconciliation with Indigenous Peoples. For us, reconciliation is grounded in respect for First Nations and Indigenous rights, cultures, and knowledge systems, and in listening and learning. We engage meaningfully with First Nations, Inuit, Métis, Indigenous Peoples and communities, supporting economic participation and capacity building and creating space for their voices when projects are conceived and delivered.

Diversity, equity, and inclusion

We believe diverse perspectives strengthen our business and the work we deliver. Through our commitment to diversity, equity, and inclusion, we create an environment where people feel valued and respected, empowered to contribute and grow. Guided by our values, we foster inclusive leadership and equitable opportunities grounded in a culture that values safety and belonging.

Since establishing a 2022 baseline, we have made measurable progress in gender diversity. The proportion of women has increased from 27% in 2022 to 34% in 2025, representing a 25% increase. Women's representation in management has also strengthened over this period: the share of women within the management population rose from 23% to 28%, while the proportion of women employees holding a manager role increased from 5% to 7%, a 34% increase relative to the baseline. As part of this progress, women now represent 16% of our board of directors, up from no female representation in 2022.

We have also seen significant growth in the number of employees who voluntarily self-identify as belonging to minority groups. In 2025, 21% of employees self-identified as belonging to a minority group, compared with 11% in 2022, representing a 90% increase from the baseline. This trend reflects meaningful progress and reinforces the importance of our continued effort to improve inclusion, participation, and data quality across our global workforce.



Article:
Advancing STEM
education and
livelihoods in India

[Read the full article](#)



Health and safety

Health and safety are fundamental to how we operate, and our global Health and Safety program promotes a collaborative culture with clear accountability at every level of the organization. Through a preventive and holistic approach, we work to protect the well-being of our employees, clients, suppliers, and contractors. Accountability for leading and implementing our health and safety policy sits with our CEO, senior leaders, and associates, reinforcing our **Manifesto** value of *Achieving No Harm*.

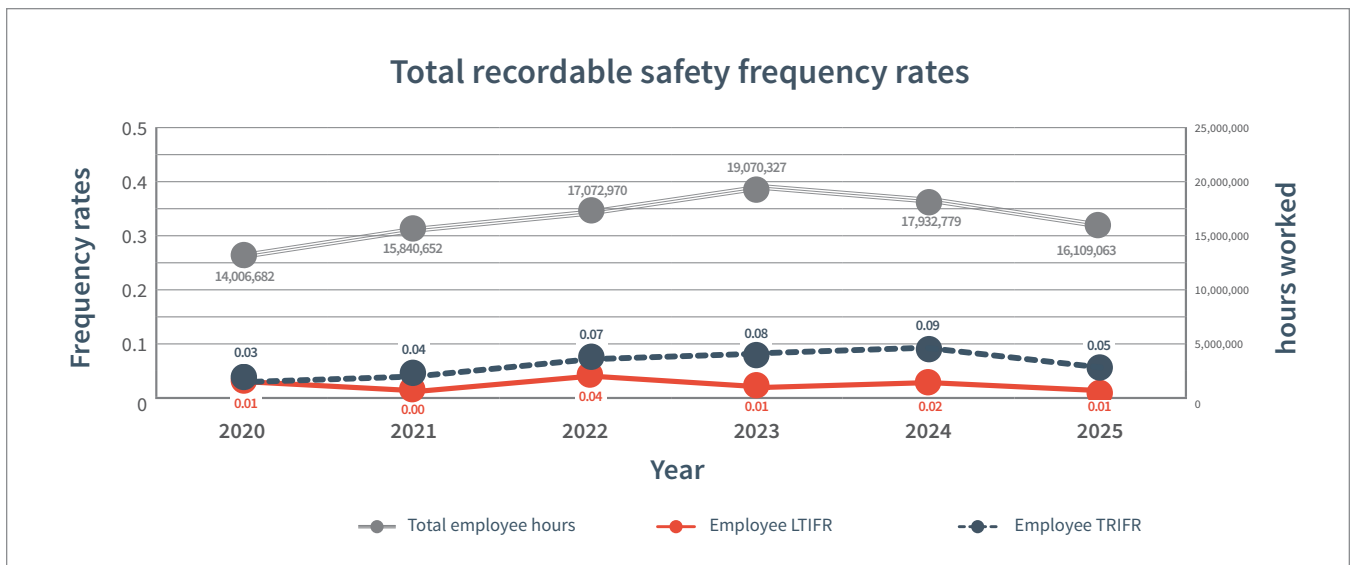
In 2025, we continued to demonstrate strong safety performance across our operations. Our total recordable injury frequency rate (TRIFR) was 0.05 for employees and 0.27 when employees and contractors are combined, substantially below typical industry benchmarks, which

range from less than 1.2 in oil and gas and mining to less than 2.5 in construction. Our lost time injury frequency rate (LTIFR) remained consistently low at 0.02, both for employees alone and when contractors are included, compared with industry averages that can exceed 1.8 in construction.

These results reflect the effectiveness of our hazard identification, risk management, and safety leadership practices, and reinforce our commitment to maintaining safe, healthy workplaces. Safe construction sites not only protect our workforce on the job but have a lasting benefit beyond the project, ensuring our people return home healthy each day, strengthening families, and contributing to safer, more resilient communities.



We safely manage construction sites with **over 5,000 people**



Our impact

While we continue to improve our own operational footprint, our most significant contribution to sustainability and addressing climate change comes through the work we deliver with our clients. Across energy, infrastructure, and metals, we support the design and execution of decarbonization strategies, resilient infrastructure, energy optimization, and technologies that enable materially larger emissions reductions at scale.

We work alongside clients to define and deliver practical decarbonization roadmaps, translating long-term climate ambitions into implementable projects that drive measurable outcomes.



In partnership with Sound Transit since 1998, we've helped deliver more than 40 miles of light rail, connecting communities, improving accessibility, and supporting millions of low-carbon journeys every year.

Delivering positive change through project delivery excellence

We ensure that climate and environmental considerations are embedded from early concept through to project execution. By combining technical expertise with deep industrial and operational understanding, we help clients make decisions that balance performance, cost, and sustainability, resulting in solutions that are effective and durable over the long term.

Advancing innovation and technology

We contribute to climate progress by developing climate action plans, and then applying practical, innovative technologies and engineering solutions that support energy efficiency, electrification, process optimization, and low-carbon systems. Our role is often to bridge the gap between emerging technologies and real-world deployment, helping clients move from concept to implementation with confidence.

Enabling sustainable outcomes

We enable effective outcomes leading to reduced energy use, lower emissions, improved resource efficiency, and more resilient infrastructure systems through projects that expand access to renewable energy, improve system reliability, and support communities in transitioning to more sustainable models of development.

Projects such as [Wataynikaneyap Power](#) and [Newmont's Yanacocha gold mine](#), along with other featured initiatives highlighted on our [website](#), demonstrate how our capabilities translate into tangible environmental and social outcomes, and long-term benefits for communities.



Article:
**The faster, the better?
The intersection
of rapid delivery
and responsibility**

[Read the full article](#)

Article:
**Newmont's Yanacocha
Water Transition Projects,
a model for sustainable
mine closure**

[Read the full article](#)





Data tables

Year-over-year comparisons

CLIMATE CHANGE

	Unit	2025	2024	2023	2022
Does your company adhere to any external initiatives or sets of principles? ¹	Yes/No	No	Yes	Yes	No
Are KPIs for reporting aligned with a sustainability reporting standard (GRI, SASB, other?) ²	Yes/No	No	No	No	No
Does your company communicate progress toward SDGs? ³	Yes/No	No	Yes	Yes	Yes
Does your company have an established commitment to climate change? ⁴	Yes/No	Yes	Yes	Yes	Yes
Gross scope 1 emissions ⁵	tCO ₂ e	2,416	–	3,006	–
Gross scope 2 emissions ⁶	tCO ₂ e	6,887	–	7,722	–
Gross scope 3 emissions	tCO ₂ e	63,763	–	74,840	–
Intensity reduction target + committed to have our targets approved by a Science Based Targets initiative (SBTi) ⁷	N/A	No	No	No	No
Does the company invest in R&D of low carbon products and services in the reporting period?	Yes/No	Yes	Yes	Yes	Yes
Action to support climate change adaption and resilience ⁸	Yes/No	Yes	Yes	Yes	Yes
Report companies emissions of pollutants (NOX, SOX, etc.)	Yes/No	No	No	No	No
Training to raise employees awareness on energy conservation and climate actions ⁹	Yes/No	Yes	Yes	Yes	Yes
KPIs on energy and carbon audit ¹⁰	Yes/No	Yes	Yes	Yes	Yes
Reduction of energy consumption of HVAC	Yes/No	No	No	No	No
Reduction of energy consumption of IT	Yes/No	No	No	No	No
Dedicated management team to GHG reduction ¹¹	Yes/No	Yes	Yes	Yes	Yes
GHG inventory in line with protocol and accounting standards	Yes/No	Yes	Yes	Yes	Yes
Does your company publicly announce its targets?	Yes/No	Yes	Yes	Yes	Yes
Does your company engage suppliers in climate action? ¹²	Yes/No	Yes	Yes	Yes	Yes
Does your company purchase products and services based on GHG emissions intensity + value chain? ¹³	Yes/No	Yes	Yes	Yes	Yes
Does your company take action to reduce emissions from business travel, employee commuting, and downstream transportation? ¹⁴	Yes/No	Yes	Yes	Yes	Yes

- Hatch does not formally adhere to external climate initiatives or principle-based commitments (e.g., SBTi, UN Global Compact). Hatch has established internal net zero targets for scope 1 and 2 emissions by 2030 and scope 3 emissions by 2050. GHG emissions are measured and reported in accordance with the GHG Protocol, consistent with industry best practices.
- While Hatch does not formally align climate KPIs with a sustainability reporting framework, we report key climate metrics (scope 1, 2, and 3 emissions) consistent with widely recognized standards.
- 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 toward the Sustainable Development Goals (SDGs) most influenced by our business. We are no longer officially affiliated with the UN SDGs.
- In 2020, Hatch set a goal to achieve net zero scope 1 and 2 emissions by 2030, and in 2023, established a net zero target for scope 3 emissions by 2050, supporting the goals of the Paris Agreement.

- Global gross scope 1 GHG emissions include diesel fuel, gasoline, and natural gas. Global scope 2 GHG emissions include purchased grid energy.
- Our decarbonization targets have not been submitted to SBTi.
- Actions are outlined in our Climate Change statement.
- An Environmental Management System (EMS) and sustainability course offering is available on the Hatch's learning platform for all Hatch employees. This is required training for Hatch employees who work out of offices covered under our Hatch EMS certification scope.
- Our Hatch Sustainability Policy sets the basis for delivering sustainable solutions and our framework for setting and tracking sustainability objectives and targets in our work.

- Our lighting projects are complete.
- Supplier management process is in place, and our Code of Conduct applies to all contractors, suppliers, joint venture partners, subcontractors, and vendors.
- 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.
- Electric vehicle chargers are available at multiple offices, including our Mississauga head office. In regions such as USA and Brazil, transit subsidies are available to employees to encourage the use of public transport.
- 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–September 30) to comply with the ISO certification.

EMPOWERING COMMUNITIES

	UNIT	2025	2024	2023	2022
Policy on working with Indigenous Peoples ¹	Yes/No	Yes	Yes	Yes	Yes
Actions to work with women-owned businesses and businesses owned by visible minorities/vulnerable groups ²	Yes/No	Yes	Yes	Yes	Yes
Action Plans (e.g., Canada Reconciliation Action Plan, (including PAIR certification), Reconciliation Action Plan in Australia, and Broad-Based Black Economic Empowerment Level 1 Certification in South Africa) ³	Yes/No	Yes	Yes	Yes	Yes

1. Indigenous Peoples Policy in place since 2018.
2. Examples provided in 2024 Sustainability Report: Sikumiut Environmental Management (SEM) Ltd. (SEM) JV, Nuclear Waste Management Organization (NWMO) JV, Vale (Brazil).
3. Hatch has obtained the following: PAIR Certification (Bronze Level), Reconciliation Action Plan, B-BBEE Level 1 Rating.

ENVIRONMENT

	UNIT	2025	2024	2023	2022
Water utility consumption ¹	m ³	18,075	21,054	15,264	17,458
Water consumption per headcount ²		26	28	21	25
Paper consumption ¹	kg	3,859	5,422	5,046	5,074
Waste weight generation ¹	Mt	127	75	73	83
Waste diversion rate ¹	%	59	35	30	27
Energy recovery for biochemical waste ¹	Mt	2	2	3	3
Company commitment to water and oceans ³	Yes/No	Yes	Yes	Yes	Yes
Company commitment to forests, biodiversity, and land ⁴	Yes/No	Yes	Yes	Yes	Yes
Company commitment to air pollution	Yes/No	Yes	Yes	Yes	Yes
Company commitment to waste (chemical spills, solid waste, hazardous, plastic, etc.)	Yes/No	Yes	Yes	Yes	Yes
Company commitment to energy and resource use + KPIs on consumption	Yes/No	Yes	Yes	Yes	Yes
Water intensity of products in regions with high or extremely high water stress ⁵	L	0	0	0	0
Is the company supporting projects focused on ecosystems restoration and protection?	Yes/No	Yes	Yes	Yes	Yes
Percentage of total waste diverted ⁶	%	65	36	31	26
Total estimated weight of waste ⁶	MT	142	78	76	83
Has your company obtained ISO 14001, EMAS, ISO 50001? + number of facilities? ⁷	Yes/No	Yes	Yes	Yes	Yes
Has your company obtained ISO FSC, RSPO, ISO 2800, or SA8000?	Yes/No	No	No	No	No
Environmental consulting or solutions for clients (including knowledge of the services, environmental risk assessments)	Yes/No	Yes	Yes	Yes	Yes
GHG emissions (Scope 1, 2, 3)	Yes/No	Yes	Yes	Yes	Yes

1. Geographic coverage includes all owned offices in the Greater Toronto Area (GTA) covered in the ISO 14001 certification.
2. Headcount refers to water consumption per full-time equivalent to the applicable offices; owned offices in the Greater Toronto Area (GTA) covered in the ISO 14001 certification.
3. Captured in Sustainability Policy.
4. Captured in Hatch Environmental Management System procedures, however no specific commitment is made.
5. 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.
6. Applicable to 2800 Speakman Drive and 2699 Speakman Drive offices.
7. Hatch has been ISO 14001 certified since 2014. The certification covers our offices in Mississauga and Oakville.

GOVERNANCE

	Unit	2025	2024	2023	2022
Board Diversity					
Female board representatives	%	16	17	20	0
Male board representatives	%	84	83	80	100
Non-binary board representatives	%	0	0	0	0
Board representatives under 30	%	0	0	0	0
Board representatives 30-50 years old	%	5	6	6	0
Board representatives 50+ years old	%	95	94	94	100
Board representatives identifying as vulnerable groups	%	5	5	5	0
Is the sustainability report assured by a third party? ¹	Yes/No	No	No	No	No
Does the company have an anti-corruption compliance program? ²	Yes/No	Yes	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	Yes/No	Yes	Yes	Yes	Yes
Training on anti-corruption and integrity	Yes/No	Yes	Yes	Yes	Yes
Monitor anti-compliance program	Yes/No	Yes	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	Yes
Engage in collective action against corruption ⁴	Yes/No	Yes	Yes	Yes	Yes
Obtain business ethics certification such as ISO 27001 and ISO 37001	Yes/No	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	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	Yes
Labor rights	Yes/No	Yes	Yes	Yes	Yes
Environmental risks	Yes/No	Yes	Yes	Yes	Yes
Corruption risks ⁵	Yes/No	Yes	Yes	Yes	Yes
Fraud	Yes/No	Yes	Yes	Yes	Yes
Money laundering	Yes/No	Yes	Yes	Yes	Yes
Anti-competitive practices	Yes/No	Yes	Yes	Yes	Yes
Information security	Yes/No	Yes	Yes	Yes	Yes
Whistleblower procedure	Yes/No	Yes	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	Yes
Does the company have workforce processes where employees can raise concerns on sustainability topics?	Yes/No	Yes	Yes	Yes	Yes
Does the company capture lessons learned on sustainability topics?	Yes/No	Yes	Yes	Yes	Yes
Is executive pay linked to performance on one or more sustainability topics?	Yes/No	No	No	No	No
Metrics for sustainability? (i.e., regulation, GRI, CDSB, security exchange regulations, etc.)	Yes/No	Yes	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, which is recommitted to by all employees every two years, most recently in April 2026.

4. Part of onboarding 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.

HEALTH & SAFETY

	Unit	2025	2024	2023	2022
Total Recordable Injury Frequency Rate (TRIFR) ¹					
Employee	Rate	0.05	0.09	0.08	0.07
Contractor	Rate	0.52	0.45	0.45	0.32
Combined	Rate	0.27	0.28	0.25	0.17
Lost Time Injury Frequency Rate (LTIFR) ²					
Employee	Rate	0.01	0.02	0.01	0.04
Contractor	Rate	0.03	0.00	0.04	0.03
Combined	Rate	0.02	0.01	0.02	0.03
Does your company have a policy for health and safety that includes:					
<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 check ups • Preventative actions for RSIs (repetitive strain injuries) • Actions to address stress and psychological wellbeing 					
	Yes/No	Yes	Yes	Yes	Yes

1. TRIFR is the number of recordable injuries per 200,000 hours worked.

2. LTIFR is the number of lost time injuries per 200,000 hours worked.

OUR PEOPLE (AND HUMAN RIGHTS)

	Unit	2025	2024	2023	2022
Material human rights					
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	Yes
Access to water and sanitation	Yes/No	Yes	Yes	Yes	Yes
Digital security and privacy	Yes/No	Yes	Yes	Yes	Yes
Gender equality and women's rights	Yes/No	Yes	Yes	Yes	Yes
Rights of Indigenous peoples	Yes/No	Yes	Yes	Yes	Yes
Rights of refugees and migrants	Yes/No	Yes	Yes	Yes	Yes
Diversity, equity and inclusion (including recruitment, promotion, training, harassment, support groups, women's development, inclusion of employees with disabilities, grievance mechanisms + remedies, wage equality)	Yes/No	Yes	Yes	Yes	Yes
Indicate whether the labor rights policy was reviewed in each year below:¹					
Modern Slavery Act statement	Yes/No	Yes	No	Yes	Yes
Fighting Against Forced Labour and Child Labour in Supply Chains Act report	Yes/No	Yes	Yes	Yes	Yes
Freedom of association and the effective recognition of the right to collective bargaining	Yes/No	Yes	Yes	Yes	Yes
Non-discrimination in respect of employment and occupation	Yes/No	Yes	Yes	Yes	Yes
Safe and healthy working environment	Yes/No	Yes	Yes	Yes	Yes
Working conditions (wages, working hours)	Yes/No	Yes	Yes	Yes	Yes
Percent of women in management positions ²	%	7	5	5	5
Percent of management positions held by women ³	%	28	25	24	23
Average ratio of the basic salary and remuneration of women to men (comparing jobs of equal value) ⁴	Ratio	1:0.76	1:0.74	1:0.74	1:0.72
Training hours per employee ⁵	hrs	252,902	319,064	302,749	190,707

Is the labor rights policy:

Aligned with international labor standards?	Yes/No	Yes	Yes	Yes	Yes
Publicly available?	Yes/No	Yes	Yes	Yes	Yes
Approved at a more senior level?	Yes/No	Yes	Yes	Yes	Yes
Applied to company operations?	Yes/No	Yes	Yes	Yes	Yes
Applied to suppliers?	Yes/No	Yes	Yes	Yes	Yes
Applied to value chain?	Yes/No	Yes	Yes	Yes	Yes
Developed in consultation with workers?	Yes/No	No	Yes	Yes	Yes
Developed involving labor rights expertise?	Yes/No	Yes	Yes	Yes	Yes
Developed involving expertise from in and out of the organization?	Yes/No	Yes	Yes	Yes	Yes
Is there a policy on freedom of expression and collective bargaining?	Yes/No	Yes	Yes	Yes	Yes

Does the company have a policy on the following:

Forced labor?	Yes/No	Yes	Yes	Yes	Yes
Child labor?	Yes/No	Yes	Yes	Yes	Yes
Non-discrimination with respect to employment and occupation?	Yes/No	Yes	Yes	Yes	Yes
Safe and healthy working environment?	Yes/No	Yes	Yes	Yes	Yes
Working conditions (wages, working hours)?	Yes/No	Yes	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	No
Does the company engage in career management (recruitment, training, career development)?	Yes/No	Yes	Yes	Yes	Yes

What actions are in place regarding working conditions?

Two-way communication to voice working conditions	Yes/No	Yes	Yes	Yes	Yes
Compensation for extra or atypical working hours ⁶	Yes/No	Yes	Yes	Yes	Yes
Family-friendly programs (parental leave, childcare services, allowances) ⁷	Yes/No	Yes	Yes	Yes	Yes
Flexible organization of work (remote or flexi time) ⁸	Yes/No	Yes	Yes	Yes	Yes
Health care coverage	Yes/No	Yes	Yes	Yes	Yes
Communication to employees of remuneration process ⁹	Yes/No	Yes	Yes	Yes	Yes
Employee satisfaction surveys	Yes/No	No	No	No	No
Employee stock ownership	Yes/No	Yes	Yes	Yes	Yes
Bonus scheme related to company performance	Yes/No	Yes	Yes	Yes	Yes

Actions in place regarding social dialogue:

Employee representative body	Yes/No	Yes	Yes	Yes	Yes
Collective bargaining on employees health and safety, working conditions, career and management training, diversity and discrimination	Yes/No	No	No	No	No

KPIs related to:

Working conditions	Yes/No	Yes	Yes	Yes	Yes
Employee health and safety	Yes/No	Yes	Yes	Yes	Yes
Social dialogues	Yes/No	Yes	Yes	No	No
Career management	Yes/No	Yes	Yes	Yes	Yes
Training	Yes/No	Yes	Yes	Yes	Yes
Child labor	Yes/No	Yes	No	No	No
Forced labor	Yes/No	Yes	No	No	No
Human trafficking	Yes/No	Yes	No	No	No
Equity, diversity, and inclusion (EDI)	Yes/No	Yes	Yes	Yes	Yes
External stakeholder human rights	Yes/No	Yes	Yes	Yes	Yes
Percentage of women in the organization	%	34	34	27	27
Percentage of women at top management	%	16	17	20	0
Percentage of women on Board	%	16	17	20	0

Average unadjusted pay gap	%	24	25	23	25
Percentage of employees from a minority group ¹⁰	%	21	13	12	11
Percentage of top-level employees from a minority group ¹¹	%	5	5	5	0

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. Percent of all women who have direct reports.
3. Percent of all managers who are women.
4. By internal benchmarking.
5. Training hours for employees include education and training globally.
6. Policy on overtime hours depending on employee classification.
7. Code of Conduct and parental leave policies aligned with respective country. Code of Conduct is recommitted to by all employees every two years, most recently in April 2026.

8. Flexible organization of working hours in agreement with manager. Core business hours are between 9:00 a.m. and 4:00 p.m.; start and end times vary.
9. Compensation is based on a number of factors depending on the individual's unique experience, responsibilities, and location.
10. Includes only permanent employees who voluntarily self-identified as a visible minority/Indigenous, and/or having a disability, and/or being a member of the 2SLGBTQIA+ community. Diversity questions vary by country and may not be asked in all regions due to local regulations.
11. Reflects Board representatives as top-level employees.



About us

Whatever our clients envision, our professionals can design and build. With seven decades of business and technical experience in the mining, infrastructure, and energy sectors, we know your business and understand that your challenges are changing rapidly.

We respond quickly with solutions that are smarter, more efficient, and innovative. We rely upon our 11,000 staff with experience in more than 150 countries to challenge the status quo and create positive change for our clients, our employees, and the communities we serve.

hatch.com



Sustainability Report 2025

This publication contains information in summary form, current as of the date of publication, and is intended for general guidance only. We make no guarantees, representations, or warranties of any kind, expressed or implied, regarding the information including, but not limited to, warranties of content, accuracy, and reliability. Any interested party should undertake their own inquiries as to the accuracy of the information. Hatch Ltd. excludes unequivocally all inferred or implied terms, conditions and warranties arising out of this document and excludes all liability for loss and damages arising therefrom. This publication is the copyrighted property of Hatch Ltd. ©2025 All rights reserved.