



2023 SUSTAINABILITY REPORT



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Message from our CEO

I am delighted to present our 2023 Sustainability Report, which provides a comprehensive overview of our continued commitment to the pursuit of a better world through positive change.

At Hatch, we are committed to the United Nations Sustainable Development Goals (UNSDGs). We strive to build a future where progress and sustainability are synonymous. We recognize that the challenges facing our planet require decisive action and bold solutions. We are passionately committed to optimizing environmental, social, economic, and cultural performance in all aspects of our business.

We view sustainability as more than a corporate responsibility; it is a moral imperative. Our commitment to health and safety, protecting the environment, and promoting diversity, equity, and gender equality in and out of our organization, extends beyond our compliance obligations. We are guided by our Manifesto, which requires that we live our commitments with integrity while providing innovative solutions that deliver sustainable results and unprecedented outcomes for our clients and the communities we serve.

It is our unwavering belief that sustainable practices are essential for long-term business success and society's collective well-being. Simply put, sustainability has always been at the core of our business strategy.

It is my sincere hope that this report serves as a catalyst for further innovation and collaboration. We are proud of our past achievements and look forward to a future in which we continue to have a positive, lasting, and sustainable influence on the world.

John Bianchini
Chairman and CEO, Hatch





Message from our Environment, Sustainability, and Climate Change leadership

We define sustainability as the synergistic relationship between economic performance, environmental protection, and community engagement for all stakeholders.

As we look to the future, we remain focused on protecting the environment and the people we serve by developing and supporting innovative technologies and strategies that strike an appropriate balance between progress and sustainability.

It is our sincere desire to promote sustainability by reducing carbon emissions, developing clean, renewable energy, improving Indigenous engagement, and advancing environmental and social due diligence.

When it comes to issues such as climate change and decarbonization, we view ourselves as stewards of the world in which we live and work. Our work is guided by our Manifesto, which include achieving no harm and being unconditionally honest. Our environmental ethics, coupled with our unmatched experience and expertise in multiple sectors, lead to unprecedented outcomes.

We adhere to strict governance standards, support the UNSDGs, and are dedicated to minimizing and mitigating environmental impacts.

By learning from the past, we can assist in making a better future. One that promotes and encourages beneficial projects, community well-being, resilience, resource efficiency, climate mitigation, and energy independence.



Heather Royston
managing director,
Environment and
Sustainability



Frank Porretta
managing director,
Climate Change

ABOUT HATCH



Who we are

We provide professional engineering, technology, and consulting services to the metals, energy, and infrastructure market sectors. Founded more than sixty-five years ago, our global network of 10,000 professionals work on the world's toughest challenges, spanning 150 countries and approximately US\$75 billion of capital projects under management at any given time.

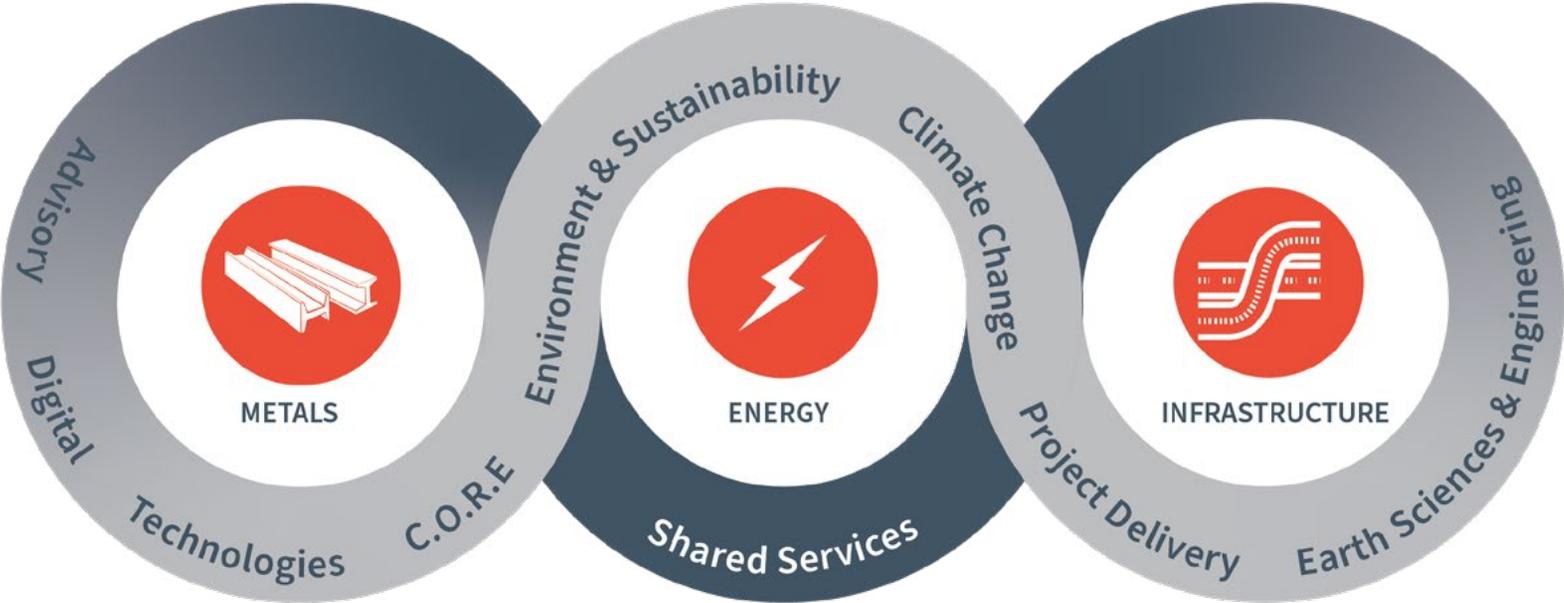
Our organization is passionately committed to the pursuit of a better world through positive change. We are employee-owned and independent, which enables us to approach our business and client

relationships with a long-term view. Our exceptional, diverse teams combine engineering and business knowledge to design and deliver complex capital projects, optimize operations, develop and implement new technologies, and create successful business strategies.

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.

Based on the principles of our Manifesto and from founder, Gerry Hatch, we have built an unwavering and strong reputation for conducting business with integrity, earning the respect and trust of our clients, employees, and the communities in which we work.

We are guided by our corporate policies and commitments, which can be found online at [About Hatch](#).



Our Manifesto

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, & sustainable.**

OUR VALUES

INNOVATING all that we do

Acting *like* **OWNERS**

Achieving **NO** harm

 **nurturing** long-term relationships

DOING OUR homework

Encouraging a **flat, connected organization**

Engaging great people who make a **difference**

 Thinking **globally;** acting **locally**

ENSURING **cost** effective, efficient **delivery**

Living our **commitments** with *integrity*

Being unconditionally **HONEST**

"We believe in exceptional ideas delivered with exceptional service."

Our global offices



Canada

Baie-Comeau	Markham	Saint John	Thunder Bay
Calgary	Mississauga (GDC)	Saskatoon	Trail
Edmonton	Montréal (GDC)	Sorel-Tracy	Vancouver
Fredericton	Niagara Falls	St. John's	Winnipeg
Halifax	Port Elgin	Sudbury	
Kitimat	Saguenay	Sydney	

Europe

London	Surrey	Essen
Manchester	Düren	Katowice

Australia/Asia

Beijing	Jakarta	Brisbane (GDC)	Wollongong
Shanghai	Newcastle	Melbourne	Sydney
Shenyang	Adelaide	Perth	Tuggerah

Africa/India/ME

Cape Town	Johannesburg (GDC)	Gqeberha	Abu Dhabi
Durban	Gurugram	Muscat	
East London	Secunda	Jubail	

South America

Belo Horizonte	Santiago (GDC)	Bogota
Calama	Medellin	Lima

USA

Aliquippa	Chicago	Minneapolis	Salt Lake City
Ambler	Columbus	Newark	Seattle
Amherst	Dallas	Oakland	Tampa
Atlanta	Denver	Pittsburgh (GDC)	Tarentum
Boston	Houston	Portland	Washington
Brooklyn	Los Angeles	Rochester	White River

*GDC-Global Delivery Centre

Transforming our world

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the seventeen Sustainable Development Goals (SDGs), which form an urgent call to action from all countries—developed and developing—in global partnership.

It's recognized that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth—all while tackling climate change and working to preserve our oceans and forests.

United Nations (un.org)



About this report

This Sustainability Report outlines our environmental, social and governance priorities, objectives, and performance for reporting period October 1, 2022, to September 30, 2023.

We showcase how we're taking a leading role in key industry sectors to address sustainability challenges on a global scale.

In addition, we disclose our progress in contributing to the achievement of the UNSDGs. In 2020, we confirmed our support of the Ten Principles of the United Nations Global Compact (UNGC). Then in 2022, our UNGC Communication on Progress Report provided a summary of actions affirming our support of the UNSDGs.

To prepare this report, we reviewed the 2020 UNGC baseline and evaluated our key business sectors, clients, and current expertise against all seventeen UNSDGs, identifying thirteen goals for positive change—either directly through action or by providing valued advice to our clients. These thirteen goals align closely to our vision and mission.

We are **passionately** committed to the pursuit of a **better world** through **POSITIVE CHANGE**



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**, & **sustainable**.



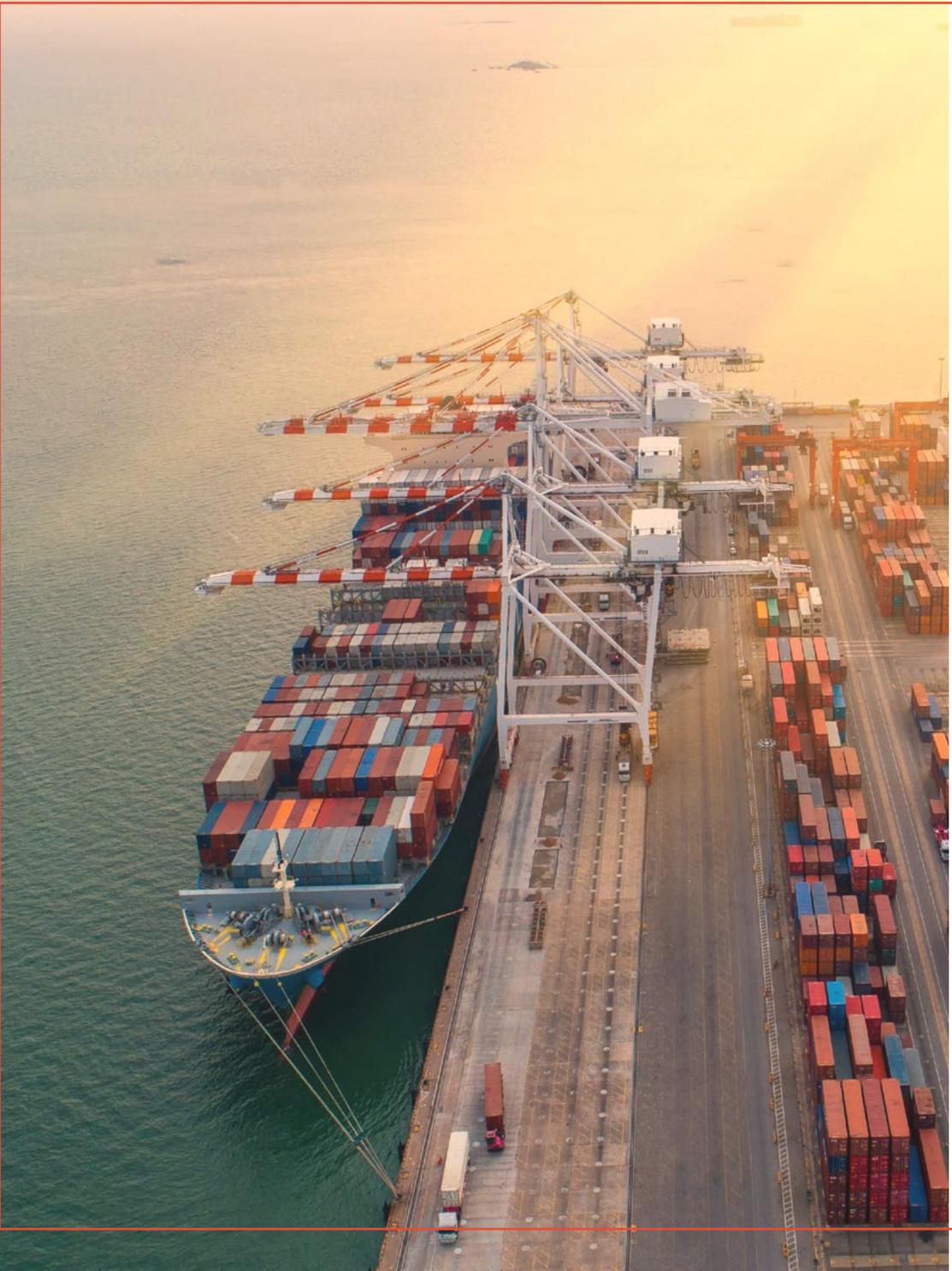
Acknowledgment

We acknowledge and continue to learn from the Indigenous and Aboriginal Peoples, and Traditional Owners of the many lands upon which we operate, and respect their enduring connection and stewardship to land, waters, and culture.

Our relationship with Indigenous and Aboriginal communities is based on the values of honesty, respect, and transparency. Our ability to deliver reliable, innovative solutions is enhanced by our knowledge and evolving understanding of their rights, histories, cultures, protocols, values, aspirations, economies, and governments.

We respect Indigenous and Aboriginal Peoples' right to consultation and recognize their inherent rights of free, prior and informed consent as an important safeguard to their collective well-being. Our approach to engagement and reconciliation plays an important part in building strong and mutually beneficial relationships.





CLIMATE CHANGE

Climate change poses increasing risks that require a greater focus on reducing emissions.

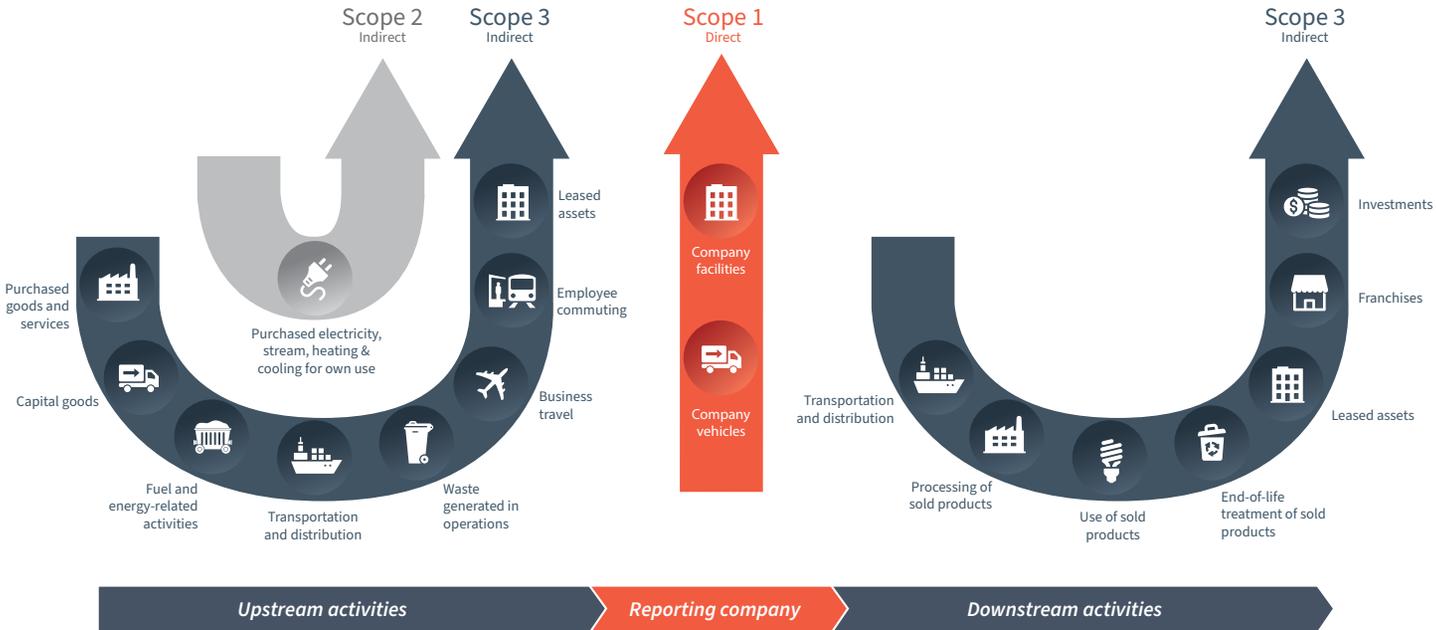
We are playing an important role in identifying and implementing solutions to climate change challenges.



Climate Change

In alignment with the Paris Agreement, we are in pursuit of a better world through positive change. In 2020, we set a goal for net-zero Scope 1 and 2 emissions by 2030, and this year, have set a net-zero goal for Scope 3 emissions by 2050.

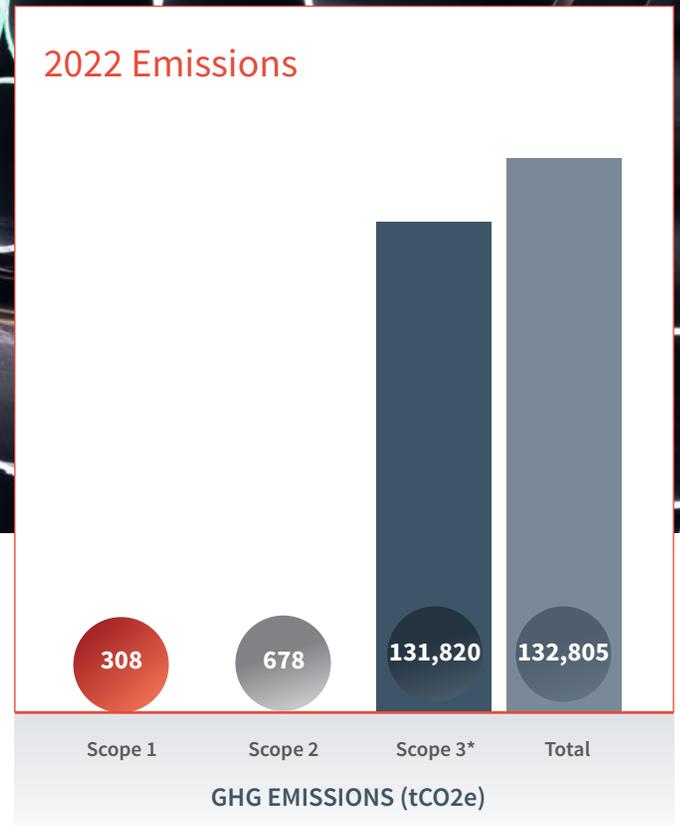
We are committed to evaluating our progress on the reduction of our absolute scope 1, 2, and 3 emissions and publicly disclosing these figures. We follow the Greenhouse Gas (GHG) Protocol standards and guidance for the calculation of our global GHG inventories.





Evaluating our path forward

We have taken actions to reduce our GHG emissions, and plan to formalize our roadmaps next year for our global operations. We are prioritizing reductions in our own value chain but are also evaluating options to address Scope 3 emissions. Decarbonization initiatives must be aligned with our company values and the UNSDGs.



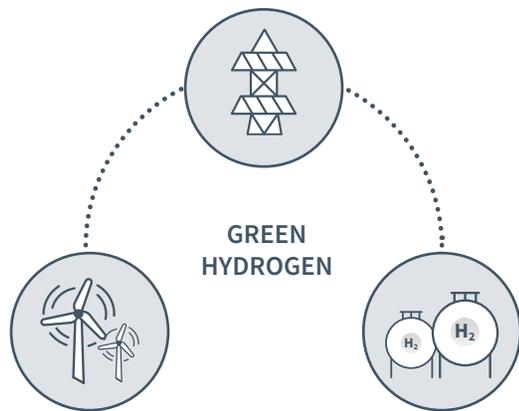
*Scope 3 includes purchased goods and services, capital goods, fuel- and energy-related activities, business travel, employee commuting, and upstream leased assets.

Reducing operational emissions

Low-carbon hydrogen is becoming a critical pathway for many sectors' hard-to-abate emissions to achieve decarbonization targets.

Hydrogen is often part of a bigger picture, and we design with all necessary considerations when integrating new elements into established operations.

We are seeing significant interest in the use and production of low-carbon hydrogen for energy resilience and asset diversification. Hydrogen is also being explored as a reducing agent in steelmaking and as a fuel substitute to natural gas with large-scale projects under consideration.



RETROFITTING INDUSTRY ASSETS FOR SUSTAINABILITY AND RESILIENCE

Hydrogen handling project

We are designers on a brownfield project involving the integration of a hydrogen handling facility consisting of compression, storage, and pressure let-down. The hydrogen, once complete, will be delivered to the client's existing industrial facility as a substituted fuel source. We are responsible for the design of the facility (all disciplines—process, mechanical, instrumentation and control, electrical, structural, and geotechnical), and the design and specifications of all equipment required therein.



REDUCING DIRECT AND INDIRECT EMISSIONS

Green hydrogen production project

We are developing the front-end engineering design for a 20 MW green hydrogen facility to be compressed to tube trailers for offsite consumers and let-down for on-site use. The scope includes detailed design of a blending/co-firing facility in a natural gas power plant, and conceptual design of a hydrogen refueling station.

Developing resilient infrastructure and operations

The visible impacts of climate change demonstrate the need for resilient infrastructure and supply chains.

We assess the physical impacts of climate change and how to build resilience while achieving business objectives. As our clients strive to improve their facilities, they are investing, building, operating, and maintaining these assets using new criteria and methodologies.

Our global multidisciplinary team includes engineers, scientists, climate change policy specialists, and architects licensed in multiple jurisdictions with experience in conducting adaptation studies, risk assessments, and project implementation.

We partner with clients to assess enterprise-wide and/or site-specific climate-related physical risks, develop adaptation strategies, implement resiliency improvements, ensure our solutions optimize environmental protection and economic prosperity, and facilitate climate change event preparedness measures.

SUPPORTING THE DEVELOPMENT OF SUSTAINABLE INFRASTRUCTURE

Climate change vulnerability and resilience assessments

We conducted a climate change vulnerability and resilience risk assessment for new construction and modifications to existing infrastructure of a transit system. This included assessing infrastructure exposure to changing climate parameters, comparing values from the project agreement against climate change modeling, conducting a semi-quantitative risk assessment, identifying high-risk items for further analysis, recommending design criteria changes, and providing input for engineering cost estimates.



DEVELOPING RENEWABLE POWER

The Australia-Asia Power Link project is a once-in-a-generation opportunity

SunCable's flagship development project, Australia-Asia Power Link (AAPowerLink) will harness and store renewable energy from one of the world's best solar resource locations—Australia's Northern Territory—for 24/7 transmission to Darwin and Singapore via a high voltage direct current (HVDC) transmission system. The project includes the development of the world's biggest integrated renewable energy and battery storage facility in the heart of the Northern Territory, which will, over multiple stages, have capacity to supply up to 6 gigawatts (GW) of renewable energy.

As a key technical support partner, we are assisting SunCable in developing the design and delivery strategy for the end-to-end, high-voltage transmission system. Much of this system is based on state-of-the-art HVDC technology, including 800 kilometers (km) of overhead line to Darwin and 4,300 km of subsea cable to Singapore. This technology, with its inherently lower transmission system losses and narrower transmission corridor requirement (relative to high voltage alternating current), typically provides the most sustainable and financially viable means of transmitting bulk power over long distances.

Our global Environment and Sustainability team is supporting the AAPowerLink project with expert advice on the complex regulatory approvals required for the project within the Australian, Indonesian, and Singaporean jurisdictions.



ENVIRONMENT

We are passionately committed to the development of a future shaped by an economically, socially, and environmentally sustainable global society.



Environment

Addressing environmental concerns has become increasingly important in an ever-changing, complex world that seeks to balance economic development and access to sustainable, renewable energy, with the safeguarding of natural resources that are essential for local communities and Indigenous and Aboriginal Peoples to thrive.

We strive to optimize technological resources to minimize pollution and waste while reducing the ecological impacts of projects.

Our skilled, global Environment and Sustainability team includes 200 professionals focused on advanced environmental management, impact assessment, and environmental technology.

We act like owners, conscientiously addressing our own environmental footprint to show clients that we indeed practice what we preach.

Developing low carbon energy solutions

Continued energy demand growth on a global scale is one of several factors shaping the development and implementation of new technology worldwide. An innovative energy mix is the only solution to confronting the growing issues of energy demand and climate change, with nuclear technology at the forefront.

The novel development of small modular reactor (SMR) technology provides a unique opportunity to solve two energy generation issues at once: how to power remote areas, and how to reduce GHG emissions while maintaining the required energy production.

We have more than a decade of unparalleled experience and know-how in the SMR arena where we've provided numerous services, including power station option studies, downstream integration, site investigations, and development programs.

Additionally, our overall expertise in the nuclear power industry is unmatched as we've assisted clients with engineering procurement construction management, regulatory requirements, uranium fuel fabrication, power generation, new builds, refurbishments, nuclear waste management, and long-term storage.



IT PAYS TO BE GREEN

Hatch named one of Canada's Greenest Employers for seventh consecutive year

We are proud to once again be named one of Canada's Greenest Employers. This award, which is part of Mediacorp Canada Inc.'s Top 100 Employers competition, recognizes organizations that promote a culture of environmental awareness by developing exceptional climate change and sustainability initiatives that attract employees who are passionate about creating positive change.

"The fight against climate change and the protection of the environment underlies everything we do at Hatch. Our clients, who must meet new regulatory requirements and want to be known as environmentally responsible companies, demand it."

Our employees, especially young professionals, want to be part of the fight against climate change. And we have complete support all the way up to the Board of Directors and CEO."

Kathleen Vukovics, global director of operations, Environment and Sustainability

Our extensive expertise in developing clean technologies, dedication to waste management programs, sustainable design practices, environmental impact expertise, and community and Indigenous engagement initiatives, exemplifies our commitment to the pursuit of a better, greener world.



Minimizing our impact on the environment



Hatch Environmental Management System (HEMS)

Our HEMS helps identify, monitor, and control our environmental impacts and risks. We continually reaffirm our commitment to environmental sustainability through our certifications and associations with the International Organization for Standardization (ISO), ANSI National Accreditation Board, and Intertek.

The ISO 14001:2015 standard provides the framework for our HEMS and requires that we consider all environmental aspects of our projects.

The HEMS, along with our Sustainability Policy, aligns with ISO 14001 and ensures that requirements are documented, implemented, maintained, and communicated to all employees working for and on our behalf.

Our commitments:

- Protecting the environment
- Prevention of pollution
- Continual improvement
- Fulfilling our compliance obligations
- Seeking innovative solutions that deliver sustainable results for our clients and communities
- Encouraging our suppliers to adopt sustainable practices

Environmental aspects:

Environmental aspects are activities, products, or services that can interact with the environment in a positive or negative way.

Environmental aspects identified by HEMS include:

- Tracking project and non-project travel
- Building operations for Hatch-owned properties
- Paper consumption
- Waste (non-hazardous and e-waste)
- Cafeteria operations

Several of our offices have been ISO certified since 2014, including our headquarters in the Greater Toronto Area. The scope of the certification applies to engineering, procurement, project and construction management, commissioning, and operations service consulting.

“All of us wish to leave behind a better world, one in which we have done a responsible job of protecting the environment. The ISO 14001 certification of our corporate management system is integral to our environmental management strategy where everyone at Hatch has a role to play.”

John Harvison, regional director, Environment and Sustainability, Australia and Asia

INCREASING ENERGY EFFICIENCY AND USE OF RENEWABLES

A sustainable solution to load shedding in Johannesburg

In the bustling city of Johannesburg, South Africa, many companies are seeking innovative solutions to the persistent issue of load shedding. Load shedding is the deliberate shutting off of electricity supply to certain areas for a period of time. A measure taken when the national electrical utility is unable to supply power to the entire country at once. In recent years, the practice has become increasingly common in South Africa, leaving some areas without electricity for anywhere between two and ten hours a day.

We have taken a significant step toward sustainability through our solar power initiative. To provide electricity to our largest office in South Africa, we installed 942 solar panels on the roof. These panels are expected to come into operation in 2024 and will offer 424 kilowatts peak of electricity, generating 100 percent of the building's power requirements.

Equipped with battery storage, this initiative will allow our office to operate fully on solar power and eliminate the use of the diesel generator that has been used to power the building during periods of load shedding.

Additionally, as part of our commitment to sustainability, our Johannesburg office has added energy sensors in the building, and all lights are in the process of being switched to LED to reduce electricity consumption.

SUPPORTING THE DEVELOPMENT OF ONTARIO'S SUSTAINABLE INFRASTRUCTURE

Mining lands repurposed in new era of energy management

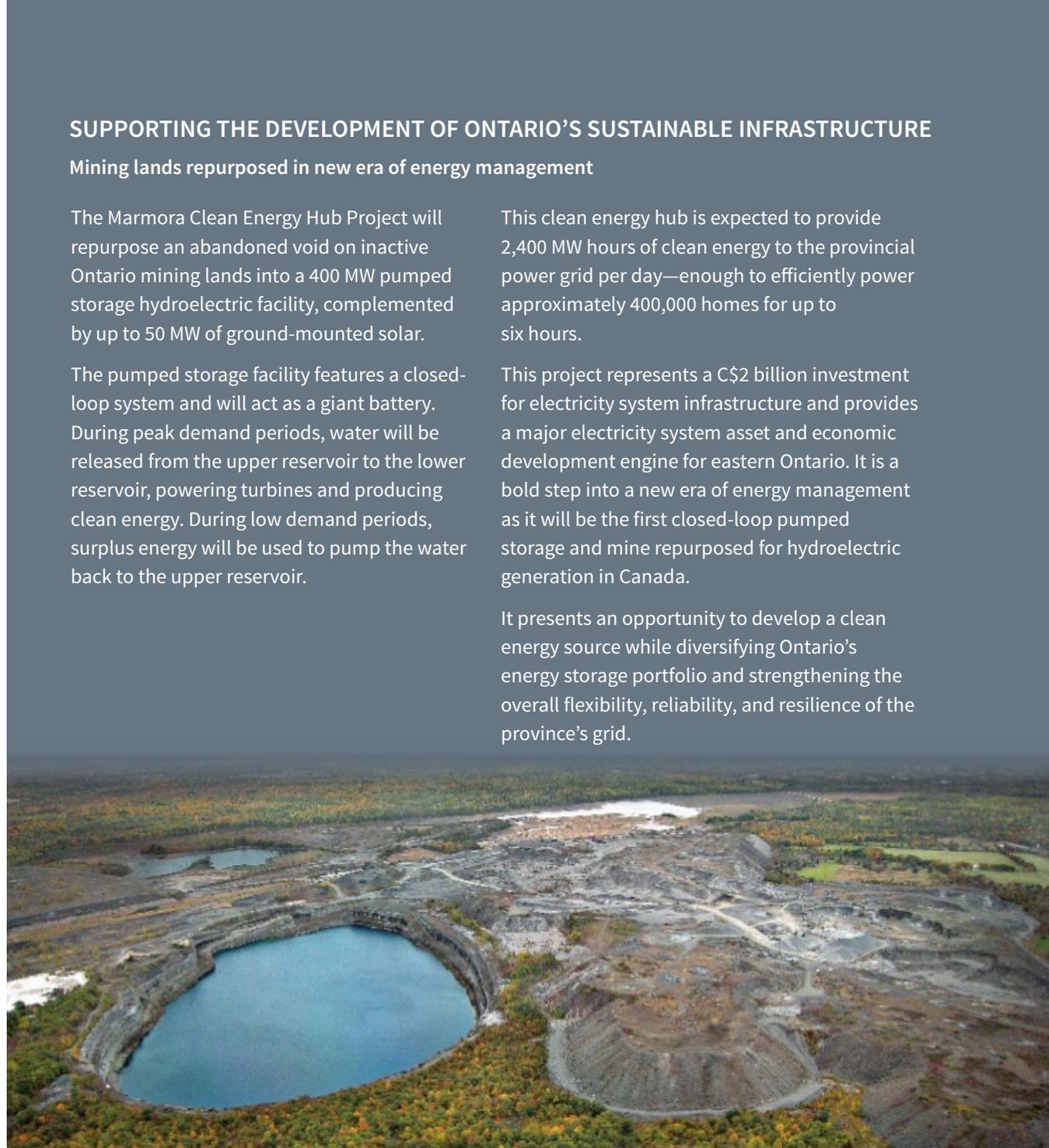
The Marmorata Clean Energy Hub Project will repurpose an abandoned void on inactive Ontario mining lands into a 400 MW pumped storage hydroelectric facility, complemented by up to 50 MW of ground-mounted solar.

The pumped storage facility features a closed-loop system and will act as a giant battery. During peak demand periods, water will be released from the upper reservoir to the lower reservoir, powering turbines and producing clean energy. During low demand periods, surplus energy will be used to pump the water back to the upper reservoir.

This clean energy hub is expected to provide 2,400 MW hours of clean energy to the provincial power grid per day—enough to efficiently power approximately 400,000 homes for up to six hours.

This project represents a C\$2 billion investment for electricity system infrastructure and provides a major electricity system asset and economic development engine for eastern Ontario. It is a bold step into a new era of energy management as it will be the first closed-loop pumped storage and mine repurposed for hydroelectric generation in Canada.

It presents an opportunity to develop a clean energy source while diversifying Ontario's energy storage portfolio and strengthening the overall flexibility, reliability, and resilience of the province's grid.



SUPPORTING A CIRCULAR ECONOMY IN BATTERY MATERIALS

Refining and recycling hub

We are working to ensure sustainable consumption and production patterns by supporting the community engagement needs for Li-Cycle's first commercial refining and recycling hub to recover critical battery materials from black mass concentrate in Rochester, New York, United States.

Li-Cycle's Spoke & Hub Technologies™ can recover up to 95 percent of critical materials in lithium-ion batteries and reintroduce the materials back into the supply chain.

We helped Li-Cycle increase awareness of its environmentally friendly technologies by engaging and collaborating with

area residents and business leaders to explain the mutual benefit of the clean energy hub. We developed a social risk assessment and gap analysis that informed a stakeholder engagement plan to promote Li-Cycle's sustainability vision throughout all project phases.

We have supported Li-Cycle's engagement of 300 identified stakeholders through hands-on communication methods, including newsletters, postcards, email outreach, and on-the-ground, face-to-face engagement. We also created training materials to inform employees and contractors about Li-Cycle's community engagement commitments.



Li-Cycle's Rochester Hub

PROTECTING CULTURAL HERITAGE AND NATURAL ECOSYSTEMS

Battery boom

Bécancour, in Québec, Canada, is experiencing an economic boom due to numerous new projects related to the battery industry. Nemaska Lithium Inc. (NLI) engaged us as part of its effort to develop and maintain capacities and capabilities within the local communities.

We developed a comprehensive approach and collaborated with NLI to deliver a voluntary environmental and social impact assessment that facilitated open discussions between NLI and the regional Indigenous and non-Indigenous stakeholders. Several specialized studies were conducted to ensure the project was delivered with the highest standards and practices to achieve regulatory compliance requirements pertaining to air-quality, ambient noise levels, waste management, and road traffic.

Additionally, our teams collaborated with NLI to ensure the sustainable use of terrestrial ecosystems, preserve biodiversity, and prevent extinction of threatened species.

Creating long-term partnerships with local businesses to promote socio-economic development and innovation was a key issue identified through workshops with NLI, the Ndakina Office of the Grand Council of the Waban-Aki Nation, and local stakeholders.

The synergy and collaborative environment developed with economic and community groups, research and educational institutions, and health and social service organizations is a model of good corporate citizenship.



SUSTAINABLE ENERGY AND EMPLOYMENT

Meeting long-term renewable energy goals

We are working with J.D. Irving Limited (JDI) on its Brighton Mountain Wind Farm to meet the company's long-term renewable energy goals, reduce GHG emissions, and create long-term, sustainable jobs within the province of New Brunswick, Canada.

We provided engineering services for JDI to design and integrate 350 MW of wind power into the New Brunswick grid. We provided environmental consulting services, completed baseline environmental studies, and compiled the project's Environmental Impact Assessment Registration document for submission to regulatory agencies for approval.

Brighton Mountain Wind Farm project, New Brunswick, Canada

HEALTH AND SAFETY

We aspire to achieve the highest standards in health and safety.



Health and safety

Safety is one of our core values and an integral part of everything we do. We recognize the importance of protecting the health and safety of our employees, clients, suppliers, and contractors. Our goal of achieving no harm, clearly stated in our Manifesto, inspires us to deliver the highest level of health and safety performance with a focus on continual improvement.

We diligently strive to achieve uncompromising safety and health standards in our workplaces and projects.

Ensuring the health and safety of employees and communities

Our **Health and Safety Policy** is the keystone of the Hatch Global Safety Management System. Committed to fostering a safety-centric culture, our achieving no harm approach, led by our CEO and senior leaders, includes:

- **Our people** – We provide training courses to help our employees develop exceptional safety skills that empower them to be safety leaders beyond work environments.
- **Our work environments** – We are committed to keeping our employees, our contractors, our clients, and our communities safe by providing systems that include standards and procedures, occupational health and hygiene monitoring, incident management, job hazard analysis, and personal protective equipment.
- **Our actions** – We have a strong health and safety culture that encourages coaching, mentoring, and active leadership. We take ownership of our own safety and that of the people around us.



Visible Felt Leadership observation program

Our Visible Felt Leadership observations program, implemented through our Roam software platform, is a continuing journey that raises employee awareness of safety through hazard identification and mitigation.

When we started the program in 2020, 19 percent of our employees participated. We've improved steadily each year and, as of September 2023, we have a participation rate of 85 percent.

Our journey

The results have been extraordinary!

Our goal is to have all employees, including our leaders, complete at least one observation per week (or four per month) via computer or mobile app. Observations can be at-risk behaviors, unsafe conditions, or good safety practices.

Observations and corrective actions are recorded directly into a digital format and the data is analyzed for trends to highlight improvement opportunities.

We've found that our total recordable incident rate decreases as our observations increase. In short, employee observations are mitigating hazards, reducing the number of incidents in the workplace, and helping to achieve our overall goal of achieving no harm.

While the program has been a resounding success, we continually aim to improve it to ensure that safety and quality remains top of mind for all

employees. To that end, we've created an eLearning program that includes a multistep process on how to enter effective observations.

As we go forward, we will improve our safety journey by enhancing our predictive analysis to further mitigate risks and elevate the safety standards within our workplaces to ensure a sustainable and secure environment for all.



“The Hatch observation program has been invaluable in supporting total employee engagement and our Manifesto value of achieving no harm. Similarly, the awareness of our teams, both in the office and on our project sites, has drastically improved.”

Dan Welshons, global director,
Health and Safety



YOUR MENTAL HEALTH MATTERS

Wellness at Hatch

eLearning

Our eLearning courses, Mental Wellness and Resiliency, and Psychological Safety are paramount to our goal of achieving no harm.

Mental wellness and resiliency: This learning experience walks employees through strategies to enhance their resilience. Among the topics are wellness and the mental health continuum, how to recognize the signs and symptoms of common mental health disorders, barriers that prevent us from seeking help, and where to find help at work and in the community.

Psychological safety: This course helps employees recognize a psychologically unsafe environment and explains what they can do to support and enable a psychologically safe workplace. The goal is to give employees the tools to speak up, voice new ideas, and be themselves without the risk of punishment, humiliation, or adverse consequences to their self-image, status, or career.

In addition to the above courses, we offer unconscious bias training, anti-corruption training, and a unique course on developing a diverse and inclusive design mindset. These are part of our efforts and commitment to developing and implementing programs to protect and enhance the health and safety of our employees through global, regional and local initiatives.

Total wellness

Total wellness encompasses physical health in addition to mental, social, emotional, environmental, spiritual, intellectual, and financial well-being. We provide our employees with the necessary tools to achieve total wellness and guide them to create healthy and supportive places to work, live, and learn.

To that end, our Chief Medical Officer (CMO) team has launched our Global Wellness program. This program includes an internal site called *Mind Your Business*, a hub of wellness resources for all employees. This hub is filled with tools to help build awareness and skills to maintain good health in the workplace. Employees learn about different health and wellness topics through webinars, the CMO blog, fellow employees' wellness journeys, and CMO-vetted media content.

Our wellness guide promotes the health and well-being of all who work in our organization. It includes information on how employees can develop a personal plan to keep track of what does, and does not, work for them in maintaining overall wellness. Additionally, our guide addresses numerous important topics that can affect health, including fatigue, sleep, nutrition, physical activity, mindfulness, and meditation.



Partnering to share knowledge



WORKING TOGETHER SAFELY FORUM

Making our work environments safer while pursuing excellence

We host annual Working Together Safely (WTS) forums for clients, suppliers, vendors, and partners in regions throughout the world. These events feature exceptional speakers and medical experts who discuss mental health and self-awareness, psychological safety, and the importance of safety in the workplace.

Forums are held in Canada, the United States, South America, South Africa, and Australia with local experts and senior representatives from various agencies and industries, including Hatch, sharing

insights on the importance of mental wellness both in the workplace and our everyday lives.

We began the WTS forums to share experiences so that we can collectively make our work environments safer while pursuing excellence and advancement.

The 2023 WTS global theme was *How Employees' Mental Health and Well-Being Impact an Organization's Safety Culture*. Our themes are often modified to focus on relevant, regionally specific issues and topics.



World Mental Health Day

We observe World Mental Health Day on October 10. This campaign promotes mental health in the workplace and draws attention to mental health education, awareness, and advocacy against social stigma. Also, the day reinforces our commitment to the health and wellness of our employees.

Health and Wellness Day

Each year, we host a Health and Wellness Day to connect employees with benefit providers and local wellness resources. We also invite external companies to host wellness events. These include yoga, meditation, nutrition talks, and dance lessons, as well as health- or wellness-related activities for employees. One such activity in 2023 was a step challenge that successfully got our people moving.



Hatch honored by the Chilean Safety Association

We were recognized by the Chilean Safety Association (ACHS) for our outstanding commitment to occupational health and safety. The ACHS commended our achievement of 6.5 million hours logged without an accident over the last seven years.



OUR PEOPLE

To tackle the tough challenges of today and tomorrow we draw upon the world's greatest minds and create an inclusive culture that generates innovation and ingenuity.



Our people

We invest in our people

We prioritize inclusivity and diversity, leveraging our unique perspectives and experiences.

We encourage all employees to be leaders and provide exceptional educational development programs and training to assist them in reaching their career goals.

One of our core values is to achieve no harm. As mentioned in the previous section, we offer wellness and safety programs that promote the well-being and health of our employees, clients, and the communities and environments in which we work.

Promoting gender equality

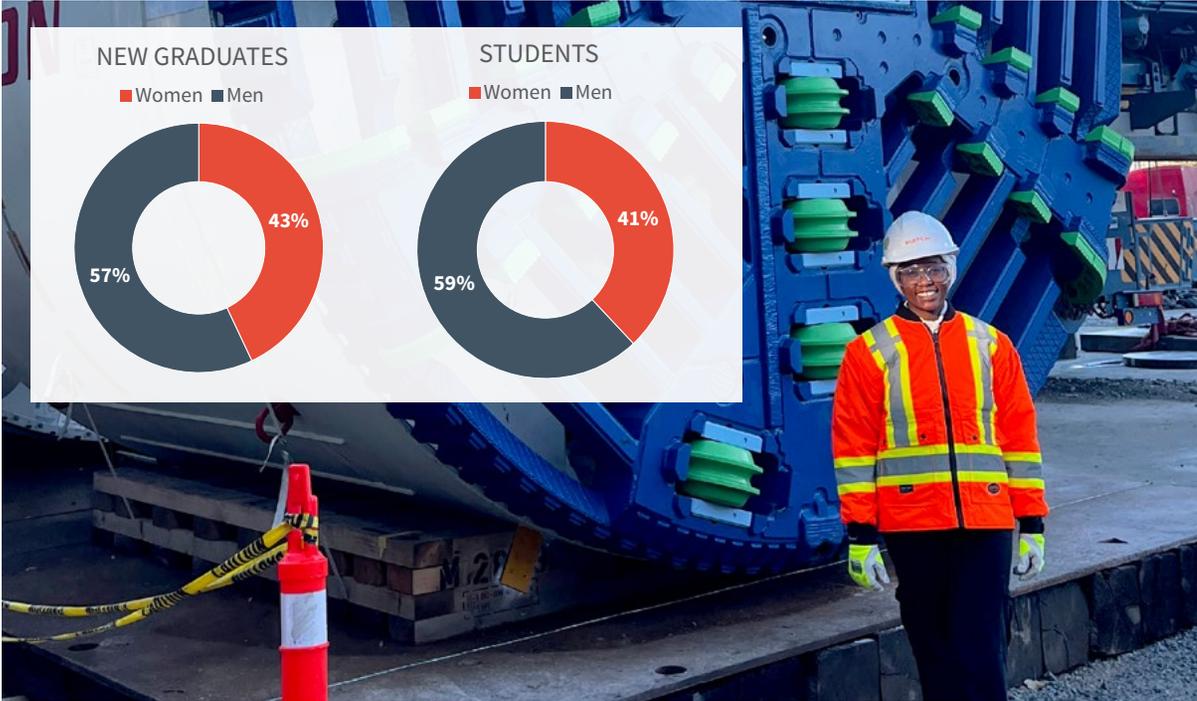
Our commitment to gender equality stems from the belief that a diverse and a fully inclusive work environment fosters a plurality of thought and perspectives that solve challenging problems and create value for our clients, our communities, and for the world at-large.

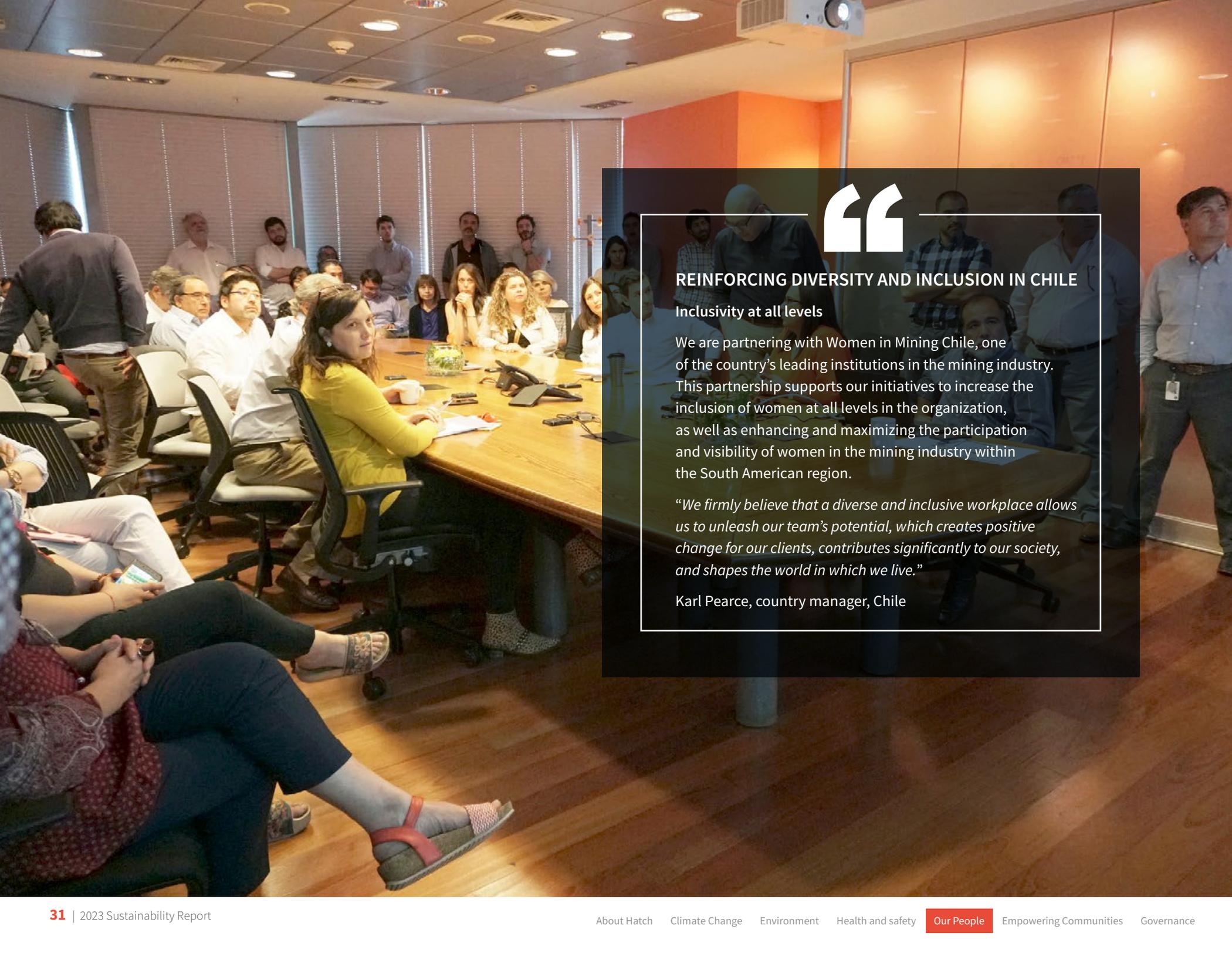
We have established a global steering committee and action team to achieve a diverse workplace. The steering committee provides guidance with global strategies that supports our mission and assists our regional diversity and inclusion teams, which are highly active in each of our regions implementing programs, events, and support systems that are locally relevant.

A global example of this commitment is to have women make up 40 percent of our workforce. To reach that goal, we implemented new hiring strategies asking that all employees be, at a minimum, 30 percent women for experienced positions and 50 percent women for student and new graduate positions.

We surpassed both targets.

Additionally, in the past year we're proud to share that 43 percent of new graduate hires and 41 percent of student hires were women. We've trained our hiring managers and interview teams to recognize and mitigate bias in the hiring process. We've implemented an unconscious bias program for all staff members, and inclusive leadership training for managers. And we've reviewed our human resources policies and guidelines to ensure that we have a workplace that allows all employees to thrive.





REINFORCING DIVERSITY AND INCLUSION IN CHILE

Inclusivity at all levels

We are partnering with Women in Mining Chile, one of the country's leading institutions in the mining industry. This partnership supports our initiatives to increase the inclusion of women at all levels in the organization, as well as enhancing and maximizing the participation and visibility of women in the mining industry within the South American region.

"We firmly believe that a diverse and inclusive workplace allows us to unleash our team's potential, which creates positive change for our clients, contributes significantly to our society, and shapes the world in which we live."

Karl Pearce, country manager, Chile

Positive Change Awards

The Positive Change Awards 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 who exemplify our corporate values, support and mentor others, and nurture and promote an inclusive culture among colleagues and clients. Two winners are selected per region.



Carmen Giesbrecht



Christine Sigmen



Allison Lunde



Fabiola Sartini



Merrin Keir



Gisella Mulder



Richard MacRosty



Martin Dodge



Richard Brooks



Mateus Candian



Duncan Mallord



Herman Potgieter

Supporting equality

Diversity and inclusion recognition



We create a welcoming and supportive workplace and are proud to be awarded Canada's Best Diversity Employer for the third consecutive year.



We have once again been named one of Canada's Top 100 Employers by Mediagroup Canada Inc. in 2023, and for the seventh consecutive year. The annual national competition recognizes industry-leading companies that offer innovative human resources policies and outstanding work environments for employees.



"Our work is really about ensuring we have an environment where everybody feels comfortable to be their best selves, where everybody can give 100 percent."

Anna Zappone, environmental scientist



"In a year that saw a lot of turmoil and change in the world, I'm proud of how our Hatch community came together and persevered.

We pride ourselves on being a flat, connected organization. This value emphasizes a culture that challenges people to innovate and provides new and exciting opportunities. Everyone is unique and throughout their career with Hatch can achieve positive change for our clients, themselves, and the communities we work and live in."

Mike Fedoroff, regional managing director, Western Canada



Professional development, education and training

We believe that great leaders inspire, influence, and teach others to lead. Professional development is everyone's right, whether you are a recent graduate or a senior professional. We provide our people with opportunities for continuous learning.

Manifesto-driven Leadership

In 2022, we introduced our Manifesto-driven Leadership program to all employees. The program, a progressive journey through seven interactive online courses and two Associate-led virtual live sessions, gives employees the tools to be more self-aware, empathetic, and effective leaders.

Our Manifesto defines who we are as an organization. It explains our vision, mission, and values.

Our vision is the pursuit of a better world through positive change.

Our mission is to have our exceptional, diverse teams create unprecedented outcomes for our clients.

As mentioned throughout this report, among our values are to achieve no harm, act like owners, and be unconditionally honest. This leadership program fosters for our employees a better connection to our Manifesto and to each other.

Experiential learning

People perform more efficiently and effectively when their learning is supported through experiences, exposure, and education. Our career development follows this model.

Our experiential learning feature courses and development programs that enable employees to meet and exceed their performance goals and expectations, immediately applying their learnings to current projects. There's an automated process that gives employees access to technical courses and skills training, including programs offered by approved external learning portals.

We have also rolled out a three-part People Leader Essentials program that includes a 360-degree assessment to help employees unlock their leadership potential. The program equips leaders, functional managers, and project managers with the skills to lead themselves, their teams, and the business.

People Leader Essentials 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 psychological safety.



Implementing programs to support education

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 numerous scholarships and workplace development opportunities:

- For nearly thirty years, we have partnered with McMaster University in Hamilton, Ontario, Canada on numerous educational and research initiatives.
- We helped fund the Gerald Hatch Centre for Engineering Experiential Learning, which emphasizes the importance of practical experience, a balance of art, science, and practice for students as they realize their potential to engineer a better world.
- We also offer scholarships globally, including a prestigious engineering scholarship at the above-mentioned McMaster University. Also, each year applications from children of permanent Hatch employees are accepted around the world, competing for our Dr. Gerald G. Hatch Scholarship.
- For the fifth consecutive year, we have sponsored the Community of Practice for Engineering Leadership at the University of Toronto. This program gives students access to industry mentors while focusing on professional development and preparation for entering the workplace.



Grand opening of the Gerald Hatch Centre, McMaster, Hamilton, Canada

EMPOWERING COMMUNITIES

Our team is passionate about creating and delivering inclusive projects and putting communities at the forefront of design and project delivery.

We look for opportunities to integrate the knowledge and concerns of community elders, leaders, and youth into our projects.





Empowering communities

We strongly believe that plurality of thought—including the incorporation of community and Indigenous worldviews—will create the most sustainable outcomes for projects in the future. As a global engineering and professional services firm, we can influence community and Indigenous inclusion through multiple projects, industries, and clients.

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
- 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

In doing so, we've taken meaningful steps and action to advance our Indigenous Peoples Policy, Reconciliation Action Plan in Australia, Progressive Aboriginal Relations certification in Canada, and Level 1 Broad-Based Black Economic Empowerment certification in South Africa. Our vision is to be a catalyst for reconciliation across regions, using our energy to forge meaningful partnerships with communities and Indigenous Peoples. It is our belief that a successful project must do more than deliver on its intended business purpose. It must leave a community better equipped to thrive and prosper.



Progressive Aboriginal Relations Certification in Canada

Hatch is a Progressive Aboriginal Relations (PAR) bronze-level certified business with the Canadian Council of Aboriginal Business. Indigenous engagement is ingrained in how we do business every day from project planning, to integrating Indigenous inclusion into our project execution, to sustaining and expanding inclusion throughout our entire organization. As a credit to our previous engagement with Indigenous communities, we became the very first engineering firm to attain PAR certification—a commitment that we’ve held since 2013.

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. In Canada, we are intentional about our contribution to the Truth and Reconciliation Call to Action 92 and are undertaking our own Reconciliation Action Plan journey.



Reconciliation Action Plan in Australia

In 2023, we launched our Reflect Reconciliation Action Plan (RAP) in Australia. Developed in collaboration with Reconciliation Australia the RAP places honesty, respect, and transparency at the core of its relationship with Indigenous Peoples.

We understand that to provide innovative solutions for our clients globally, it is essential to understand the histories, cultures, values, aspirations, and governance structures of Indigenous communities.

Our vision is to achieve real and sustainable improvements in employment and business opportunities for Aboriginal and Torres Strait Islander Peoples throughout all our business activities in Australia.



Broad-Based Black Economic Empowerment Level 1 Certification in South Africa

Hatch holds a Level 1 Broad-Based Black Economic Empowerment 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, the company has consistently updated its transformation plan to evolve with the needs of a changing economy, and has exceeded the targets in many areas, including skills development and management control. This success is the result of a focused transformation plan aimed at improving all five elements of the scorecard continuously.

Celebrating Indigenous heritage and traditions in the workplace

As part of our ongoing Indigenous engagement journey and the development of our RAP, our team in Brisbane recently unveiled a commissioned artwork by Arrernte artist, Amunda Gorey. This piece, titled Awernekenhe Ayeye, reflects our company history, our connection to the land, and the relationship we share with all the communities in and around Australia.



Improving food systems to end hunger

We recognize the importance of working toward ending hunger, achieving food security, improving nutrition, and promoting sustainable agriculture. As farmland is lost to urbanization, we must transition to non-traditional methods of growing and providing food.

We work with clients in the fertilizer industry to mine, process, and manufacture essential fertilizer ingredients, including potash (potassium), phosphate, nitrogen, ammonia, and sulfur. With our help, they are increasing their capacity, extending the longevity of their operations, and developing processes to create multi-nutrient fertilizers that enhance the growth of specific types of plants and crops. All with an eye toward reducing their carbon footprint and water use and supporting long-term sustainability.

TECHNOLOGY DEVELOPMENT

Improving food production efficiency

In 2023, we initiated a strategic partnership with Novaphos to scale technology that allows phosphate producers to use low-quality phosphate rock to make high-quality phosphoric acid. Without producing any phosphogypsum wastes, this represents one of the most significant technological developments in decades to improve efficiency in food production and reduce environmental damage.

FINANCIAL AND VOLUNTEER SUPPORT

Rising up against hunger

In support of Mandela Day, which is celebrated in South Africa each year on July 18, our Johannesburg office partnered with Rise Against Hunger and its It Starts With a Meal™ program. They support early childhood development centers in South Africa by providing nutritious meals for children through the age of six.

We provided financial support and asked employees to volunteer to help pack the meals. Approximately 135 employees rolled up their sleeves and, in just three hours, managed to pack over 26,000 meals—enough to feed 100 children five meals a week for a year.



Improving access to healthcare

In 2023, we supported the Pomerleau Healthcare Partners with the Weeneebayko Area Health Authority (WAHA) Hospital Redevelopment Project. WAHA provides healthcare services to people living along the western James Bay and Hudson Bay coast in Canada. This includes six Indigenous communities and a municipality. The project is set to modernize WAHA's hospital in Moosonee, Ontario, Canada, and develop an ambulatory care clinic in Moose Factory.

WAHA's vision incorporates Cree culture into the design, ensuring Indigenous communities benefit from and participate in the project.



“Becoming an engineer would be beneficial for [me and for] Pinehouse, as we continue to take on more challenging work in developing our infrastructure...”

I hope to be able to extend my services to other communities. Your scholarship enables me to reach my goals, thank you for your generous support.”

University of Saskatchewan student, Indspire and Hatch/Bert Wasmund engineering scholarship recipient

Providing access to training

We provide inclusive and equitable training, education, and employment opportunities to promote lifelong learning for people.

Indigenous-focused recruitment

We partner with Indigenous Link, an employment portal that targets underrepresented Indigenous job seekers and provides them with tools and opportunities to connect with engineering roles at Hatch. All to encourage a diverse, inclusive and representative workforce. Indigenous Link uses community-appropriate communications, including having direct partnerships with communities to advertise with employment officers and in-community contacts.

Cultural awareness training for our employees

During the employee on-boarding process, new employees are enrolled in the internal Indigenous Cultural Awareness training program. This program is designed to give our employees an understanding of the culture, traditions, and history of Indigenous Peoples in Canada. We started to deliver the cultural training program in 2016. Since that time, over 2,000 employees have completed this training.

Scholarships for Indigenous students

Hatch has a longstanding history of supporting education in the form of scholarships for Indigenous students. Since 2019, we have partnered with **Indspire** to support their Building Brighter Futures bursaries and scholarships. In the 2022/2023 school year, we supported engineering students at the University of Manitoba, University of Saskatchewan, and the University of Edmonton.



Community session to discuss the WAHA project at Peawanuck First Nations, Ontario, Canada



Athletic South Africa

Fisheries Mentorship program

We are committed to mentoring Indigenous youth while delivering natural heritage studies. We have mentored over twenty-five Indigenous youth on approximately twenty hydroelectric or water control structures. The inaugural project was on Aguasabon River with the Ojibways of Pic River, and several of the mentees have progressed to become accredited environmental scientists. Through this program, we worked with the Ojibways of Pic River (Biigtigong Nishnaabeg), the Ojibways of Pic Mobert, Constance Lake First Nations, Algonquins of Ontario (Mattawa), Attawapiskat First Nations, Kashechewan First Nation, Lac La Croix First Nation, Seine River First Nation, and Gull Bay First Nations.

What is Engineering program

This program introduces the breadth of engineering disciplines and develops mentorship relationships with students. The students are led through an activity of “what is not engineered”. The activity demonstrates that even objects with simple appearances do have considerable design considerations.

Additional activities include support of the Saskatchewan Indigenous Institute of Technology, involvement in the University of Saskatchewan’s Indigenous Initiatives, and the Saskatchewan Polytechnic Steering Committee to encourage program development for Indigenous students.

Supporting sport in South Africa

Athletic South Africa, the national governing body for the sport of athletics in South Africa, will host its national championships at Pilditch Stadium, Tshwane, Gauteng Province. With local stakeholders in Richtersveld, we sponsored the Northern Cape team's participation at this championship.

Delivering sustainable energy

A community energy plan

Hatch is committed to promoting affordable, reliable, sustainable, and modern energy access for all.

We supported Indigenous Clean Energy (ICE), a not-for-profit that advances Indigenous-led capacity building and collective action in Canada's clean energy transition space, in developing a community energy plan for Kuujjuaq, a rural northern village in Québec, Canada. Kuujjuaq was interested in augmenting diesel fuel with renewable energy sources. With the people of Kuujjuaq and ICE, we explored ways to maximize the use of clean energy resources to find affordable, reliable, and sustainable alternatives. We collected valuable insights on Kuujjuaq's concerns, needs, and wants for the community's energy and worked collaboratively with government experts to identify a community-designed solution.

This led to the development of an energy plan, with solar, wind, and geothermal engineering teams engaged with community members defining energy goals. We conducted energy assessments, and provided a range of energy alternatives that helped the community make informed choices concerning their energy sources.





Protecting cultural and natural heritage

The Chippewas of Kettle and Stony Point First Nation identified the need to establish a new housing development for their community members—on land that was expropriated by the Canadian government and used as a military base during World War II. The once-displaced community returned home. Its members relocated back to safe housing on this land. We used a culturally tailored community engagement approach alongside civil engineering services which resulted in the relocation of nineteen families.

Leading partnerships

We support pathways for Indigenous collaboration and meaningful participation by supporting different partnership arrangements. Recognizing that each community and project is unique, we have developed, coordinated, and managed various programs over the last decade to increase Indigenous business participation into our projects.

Sikimuit Environmental Management Joint Venture

Sikimuit Environmental Management is an Inuit-owned company that has been partnered in a joint venture with Hatch since 2016. The joint venture continues to successfully operate. It started at the onset of the Voisey's Bay Mine Expansion in Northern Newfoundland. Some noteworthy successes from the partnership include successfully hiring over 100 local and Indigenous employees, strong business mentorship and resource sharing, and upskilling.

X-Terra Environmental Memorandum of Understanding

We partnered with a Saskatchewan-based local Indigenous-owned environmental services firm, X-Terra. Hatch and X-Terra signed a memorandum of understanding to jointly deliver environmental services, including field studies, monitoring, investigations, permitting, and management, to clients throughout the province. X-Terra is a Thunderchild First Nation-owned environmental and engineering services company.





GOVERNANCE

We are committed to ensuring the principles of stewardship, accountability, transparency, and continuous improvement, as they pertain to risk, compliance, performance, and fairness.



Governance

Our vision, as stated in our Manifesto, is that we are passionately committed to the pursuit of a better world through positive change. Our Manifesto also includes our values, which guide everything that we do. We believe we must maintain the highest ethical standards and be accountable when partnering with clients, communities, and stakeholders.

Our governance, led by our Board of Directors and guided by the Manifesto, embraces the uniqueness of our employee ownership structure to align and achieve our collective environmental, sustainability, and governance. Our employees act like owners because they are owners.

All employees participate in our Manifesto-driven Leadership training, which helps universally amplify our personal environmental, sustainability, and governance commitments.

Our Manifesto

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

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.

Values
We believe in exceptional ideas delivered with exceptional service.

Personality
We are entrepreneurs with a technical soul.



Governance structure

Our governance structure is based on our business strategy, our business model, and international regulatory requirements and guidance. The board has overall responsibility for sustainability governance, with implementation and follow-up delegated to the global managing directors of our business sectors and business practices. Associates and senior executives in our regional structure are operationally accountable for the assessment and management of sustainability risks, with an emphasis on collaboration and collective top-down and bottom-up effort.



Managing environmental, sustainability, and governance risks

We embed and encourage risk-based thinking in all facets of our personality to apply our considerable intellectual resources with efficiency. We champion our time and energy to help create innovative solutions for our clients that reduce the impact on the environment and communities in which we operate.

Our Enterprise Risk Framework and global risk workshops influence what we consider material environmental sustainability risks and opportunities (both upside and downside) and facilitate the continual development of our risk strategy.

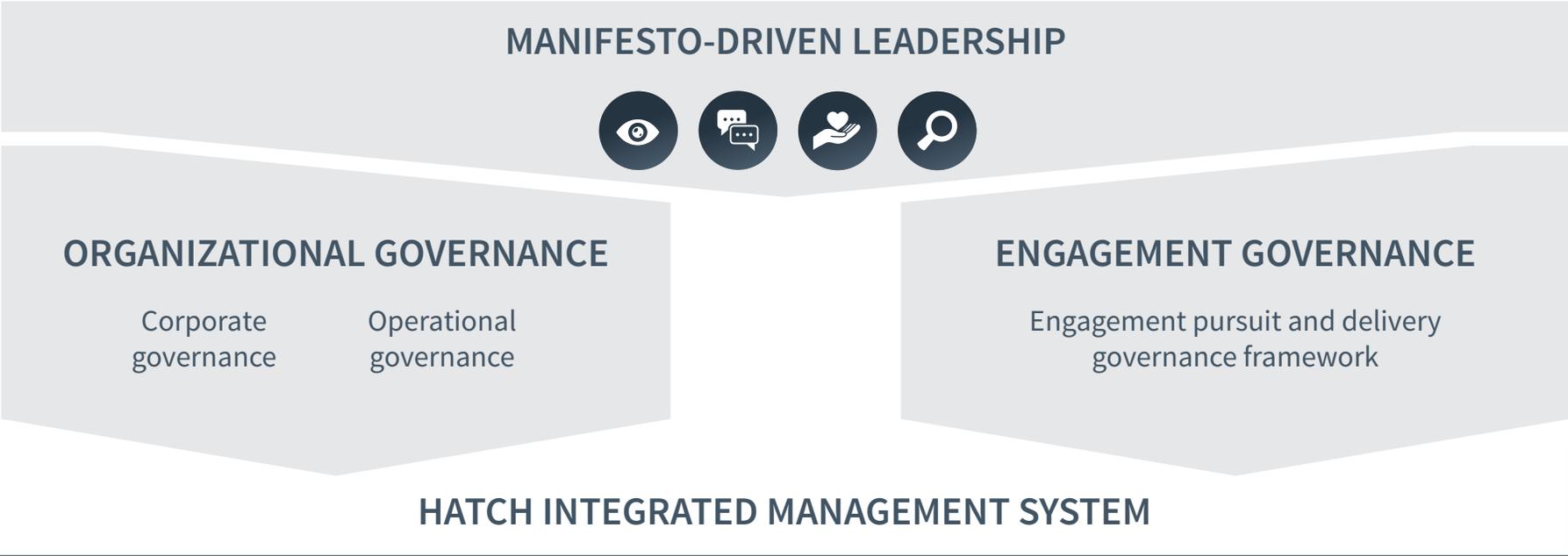
Our management systems and policies are continually developed and govern financial, environmental, and social compliance.

The Hatch Integrated Management System embeds the Hatch Governance Model, and aligns with international standards for health, safety, quality, and the environment.

We utilize documented and standardized core systems, tools, and procedures across our entire business, establishing a consistent standard for governance of our corporate responsibilities and diligence of operations.

These tools and procedures are continuously developed and embedded into business processes to ensure we meet regulatory compliance obligations in an integrated manner. Our global client footprint exposes the inherent risks that subsist between sectors and countries.

We are committed to combating all forms of bribery and corruption. We respect and adhere to the global sanctions landscape. Our bespoke Total Client Management System is an integrated platform that enables risk-based due diligence of all new and existing engagements.



Ensuring decent working conditions

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 have a responsibility to continuously work with organizations in our supply chain to identify and eliminate such risks. We assess potential suppliers and partners in accordance with

our commitment to eliminating modern slavery. We are embracing 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.

We have also produced a Worker Welfare Guide, an internal process document. Adherence to this guide ensures contractors in our supply chain hold an equal regard for the health, safety, and welfare

of project workers. This also promotes a healthy environment and further improves project delivery, quality, safety, and sustainable outcomes for our clients. These welfare principles for project workers must be assessed and managed across projects through our procurement reviews.

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

WORKER WELFARE ISSUE CATEGORIES

 WORKER RECRUITMENT	 WORKER MANAGEMENT	 ACCOMMODATION	 SAFETY
<ul style="list-style-type: none"> • Contract abuse • Recruitment fees • Human rights • Employment freedom • Repatriation 	<ul style="list-style-type: none"> • Discrimination • Harassment and abuse • Restricted freedom of movement • Disciplinary practices • Working hours • Wages and benefits • Freedom of association 	<ul style="list-style-type: none"> • Facility standards • Food and water • Laundry facilities • Health care • Lifestyle and leisure 	<ul style="list-style-type: none"> • Skills and training • Health and safety • Communications • Welfare facilities

Sustainability reporting

We participate in the UNGC and are committed to implementing universal sustainability principles and taking proactive steps to ensure the UNSDGs are embedded in our sectors and practices.

We define sustainability as the synergistic relationship between economic performance, environmental protection, and community engagement for all stakeholders. Our sustainability policy provides the basis for delivering solutions and a framework for setting and reviewing our sustainability objectives.

Our environmental, sustainability, and governance taskforce brings together diversity of thought from various parts of Hatch into one collaborative group that coordinates the sustainability agenda and reporting with the business.



HATCH