



Sustainability Report

FY24



Dust Up in Warakurna (carnival of sport, art, music and fun), Murrumbidgee Connection

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# 01

## Introduction



## Message from our Managing Director

On behalf of the Board of Lycopodium Limited, I am pleased to present our FY2024 Sustainability Report.

FY2023 marked the release of our inaugural report, with this subsequent report providing us with the opportunity to build on the baseline data we established for key aspects of our operations across the fundamental pillars of environment, social and governance. Building this body of data will enable us to identify, manage and monitor opportunities for continuous improvement over time and inform future strategy.

We recognise that adopting sustainable business practices is not just about protecting the natural environment, it is far greater than that, also taking into consideration the social, economic and cultural impacts of doing business. Therefore, we remain committed to:

- Providing a safe and positive working environment for our people that enables them to develop and grow
- Cultivating a culture of inclusivity and equal opportunity
- Adding value to the communities in which we live and work, through employment, local subcontractor and supplier engagement and our philanthropic endeavours via the Lycopodium Foundation
- Returning value to our shareholders

From an environmental perspective, we are continuing to work with our clients and industry to support the world's decarbonisation journey to net zero and with this comes some incredible opportunities to participate in world-leading Research & Development projects with partners including the FBICRC and CSIRO.

During the past year, Lycopodium has undertaken a comprehensive case study on the options for reducing the carbon footprint of a standard gold mining operation. While we already optimise our plant designs on energy and consumables, both of which are proxies for carbon, this internal analysis involved introducing design changes across five discrete areas of the plant – crushing, grinding, leach, elution and tailings disposal – to ascertain what impact additional investment on equipment and layout could have on carbon footprint. This analysis demonstrated that each project presents unique opportunities for decarbonisation.

We look forward to the continued evolution of our business, working collaboratively with our people, our clients, our partners and industry to ensure the future sustainability of our Company and the industry in which we operate.

A handwritten signature in black ink that reads "Peter De Leo".

**Peter De Leo**  
Managing Director  
Lycopodium Limited

## Our Business

Lycopodium is a leader in its field, working with clients to provide integrated engineering, construction and asset management solutions. We have the expertise to provide feasibility studies and advisory services through to the delivery of complex, multidisciplinary projects.

Operating across the Resources, Rail Infrastructure and Industrial Processes sectors, we offer a diverse team of industry experts to deliver bespoke and innovative solutions across all commodity types.

With the capability to deliver projects around the world, we have offices in Australia, South Africa, Canada, Peru, Ghana and the Philippines.

### RESOURCES



- Gold and Precious Metals
- Base Metals
- Battery Metals
- Specialty Metals
- Uranium
- Diamonds and Gemstones
- Bulk Minerals
  - Iron Ore
  - Minerals Sands
  - Bauxite

### RAIL INFRASTRUCTURE



- Railways
- Non-Process Resource Infrastructure

### INDUSTRIAL PROCESSES



- Pharmaceuticals
- Biotechnology
- Chemical and Energy
- Food and Beverage Production
- Manufacturing
- Renewables
- Water and Wastewater
- Research and Development
- Sustainability and Environment
- Hydrogen
- Battery Value Chain

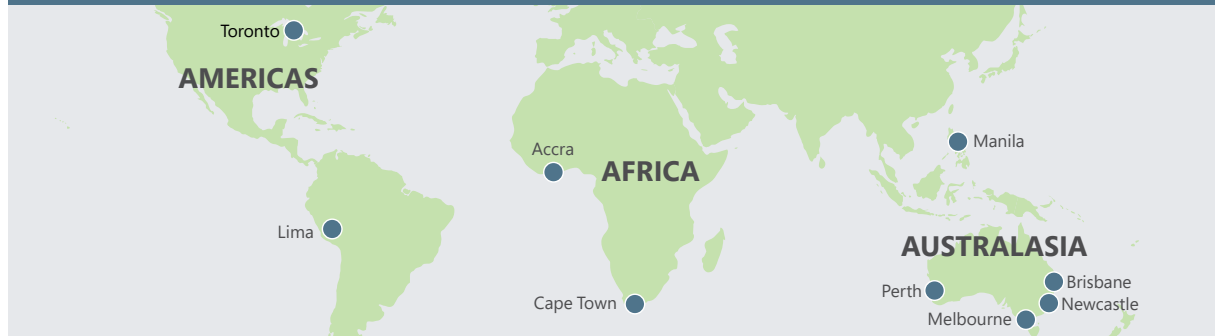
### SERVICES



- Feasibility Studies
- Process Development and Optimisation
- Engineering and Design
- Project Management and Delivery







- Project Services
- Construction Management
- Commissioning and Operations Support
- Asset Management

### LOCATIONS



Our clients are global and include both private and publicly listed companies. Among listed companies, our clients cover the full range, from small juniors, through mid-tier and ultimately to the majors. We occupy a unique position in the engineering market in that we have both the systems and processes necessary to service Tier 1 clients, but also the flexibility to provide simplified processes for junior and mid-tier clients.

Our principles are the fundamental building blocks that underpin who we are and how we work.

 <p><b>Do What We Say</b> We stick to our commitments. We do what we say.</p>	 <p><b>First Price</b> Our first price is our best price. No nonsense or time wasting.</p>	 <p><b>Growing Together</b> Our people are our business. Their professional growth is our growth. Their wellbeing is our priority.</p>	 <p><b>Access All Areas</b> Flat management structures. An open-door management policy.</p>	 <p><b>Project First</b> Focus on the client. Make the client's objective our objective.</p>
 <p><b>Think Mercedes</b> Incremental changes. Continuous improvement and evolution.</p>	 <p><b>Breaking Point</b> Remain objective. Be realistic. Provision adequately.</p>	 <p><b>Future Ready</b> Make it right for today, and into the future.</p>	 <p><b>Cannot Stretch a Mill</b> Sizing of equipment is critical. Understand ore variability and testwork accuracy.</p>	 <p><b>Reliability</b> Ensure it's right. Every aspect. Integrity in everything.</p>

OUR PRINCIPLES

## Reporting Scope and Boundaries

This Sustainability Report covers the period 1 July 2023 to 30 June 2024 (FY2024). It includes information for Lycopodium Limited and its subsidiaries. Lycopodium Limited is a company limited by shares, incorporated, and domiciled in Australia, where the company headquarters are also located.

The report focuses on topics that matter most to our stakeholders and therefore our business, as determined through our 2023 materiality assessment. This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards.

In this report, the terms 'Lycopodium', 'the Company', 'our business', 'organisation', 'we', 'us', 'our' and 'ourselves' refer to Lycopodium Limited and its controlled entities.

## Forward-Looking Statements

This report contains forward-looking statements in relation to Lycopodium Limited and its controlled entities. This includes statements regarding the Company's intent, goals, objectives, opinions, initiatives, commitments or expectations with respect to our business and operations, including market conditions.

Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and other similar expressions. Any forward-looking statements are based on the Company's current knowledge and assumptions, including with respect to its operations and operating environment, and on this basis, there is no assurance that any assumptions made will prove to be correct. Readers are therefore cautioned not to place undue reliance on forward-looking statements made within this publication.

## United Nations Sustainable Development Goals

In 2015, the United Nations Member States adopted the 2030 Agenda for Sustainable Development (Agenda). The Agenda is described as a "shared blueprint for peace and prosperity for people and the planet, now and into the future". Central to the Agenda are 17 Sustainable Development Goals (SDGs), which represent an urgent call to action by all countries in a global partnership to work together to achieve a better and more sustainable future for everyone across the planet.

The SDGs recognise that ending poverty and other deprivations relies on strategies that improve health and education, reduce inequality, and encourage economic growth – while simultaneously challenging climate change and preserving our oceans and forests for future generations.

The Agenda notes the importance of the involvement and support of the private sector in global development efforts and contributing towards the achievement of the SDGs. It explicitly "calls upon all businesses to apply their creativity and innovation to solving sustainable development challenges".

As such, we are committed to playing our part in realising the SDGs, where we are able to influence these as a business. There are many ways this manifests, both in how we operate our own business and how we support our clients to meet their sustainability goals. Most directly, we contribute to the objective of SDG 8 – Decent Work and Economic Growth (*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*).



# Our Material Sustainability Impacts

In 2023 we engaged with key internal and external stakeholders to determine our material sustainability impacts, undertaking a double materiality assessment. This assessment, managed by an independent consultant, was aligned with global best practice and identified both the impact of environmental, social, and governance topics on Lycopodium and the impact Lycopodium has on the environment and society.

The assessment included:

1. Interviews with selected Lycopodium key executives.
2. A survey to gather a broad range of internal and external stakeholder views.
3. An assessment by key executives of the financial impacts of a variety of environmental, social, and governance topics.

The information from this was considered in a materiality workshop, in which the final material topics were agreed. The Board considers that these material topics as identified in 2023 remain those relevant in 2024.

The material topics identified for Lycopodium are:

**Environment**

- Energy Consumption
- Greenhouse Gas (GHG) Emissions
- Water and Waste Management

**9**  
INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**13**  
CLIMATE  
ACTION

**Social**

- Our People
- Our Communities

**3**  
GOOD HEALTH  
AND WELL-BEING

**5**  
GENDER  
EQUALITY

**8**  
DECENT WORK AND  
ECONOMIC GROWTH

**Governance**

- Business Ethics and Transparency
- Legal/Regulatory Compliance
- Risk Management
- Stakeholder Engagement

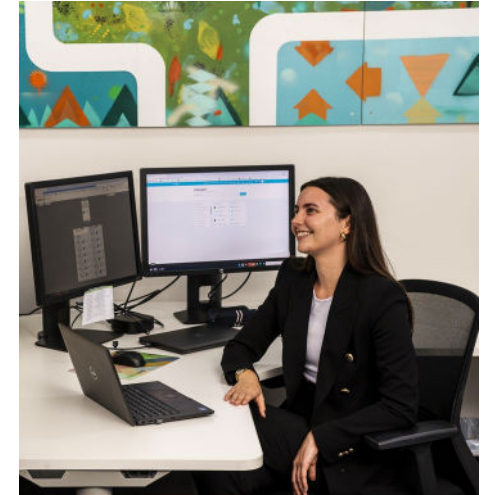
**8**  
DECENT WORK AND  
ECONOMIC GROWTH

# Our Stakeholders

We value stakeholder engagement and feedback and its importance in understanding what matters to our people, our clients, our shareholders and the broader communities in which we operate.

Engagement and communication with the stakeholders who are relevant to the operations of the Company, ensures the success of those operations. The systems and processes we have established for engaging and communicating with our stakeholders facilitate meaningful and timely engagement.

Our stakeholders are broadly categorised as internal and external and we use a myriad of channels to engage with them, as outlined in the table below.



Stakeholder	How we engage
<b>Internal</b> <ul style="list-style-type: none"> <li>Employees</li> <li>Board members</li> </ul>	<ul style="list-style-type: none"> <li>Email – universal ‘Lyco Communications’ email address</li> <li>Email – direct, between groups and individuals</li> <li>Intranet</li> <li>Meetings – face-to-face and via Teams</li> <li>Interactive, global Town Hall business updates</li> <li>Video addresses</li> <li>Internal systems and platforms – Teams, HRIS</li> <li>Surveys – Culture Amp platform</li> <li>Website</li> </ul>
<b>External</b> <ul style="list-style-type: none"> <li>Shareholders</li> <li>Clients</li> <li>Suppliers</li> <li>Subcontractors</li> <li>Partners</li> <li>Consultants</li> <li>Industry associations</li> <li>Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Email – direct, between groups and individuals</li> <li>Website – noting there is a page specifically dedicated to Shareholder Communications <a href="https://www.lycopodium.com/investor-relations/shareholder-communications/">https://www.lycopodium.com/investor-relations/shareholder-communications/</a></li> <li>Meetings – face-to-face and via Teams</li> <li>LinkedIn</li> <li>Investor meetings – including the Annual General Meeting and via Teams</li> <li>Industry events</li> <li>Corporate events</li> </ul>

# 02

## Governance

### How We Operate

#### Corporate Governance

With a commitment to protect the interests of stakeholders and create value for them, the Board governs all matters relating to the strategic direction, policies, practices, management and operations of the Company.

The Board has implemented the Corporate Governance Principles and Recommendations of the ASX Corporate Governance Council to the extent considered appropriate for the size and nature of the Company's current operations.

The Audit and Risk Committees support the Board in fulfilling its corporate governance responsibilities, with the ongoing monitoring, identification and management of material risks to the Company, both financial and non-financial.

As the environmental, social and governance landscape continues to rapidly evolve, particularly in relation to the identification and management of risks associated with climate change and other environmental and social risks, we will continue to review and strengthen our governance mechanisms as appropriate.





## Corporate Code of Conduct

Our Corporate Code of Conduct sets out the principles, practices and standards of personal conduct expected from all directors, executives and employees of the Company. We are committed to complying with all applicable laws and regulations and to delivering reliable returns and shareholder value whilst acting ethically and responsibly when dealing with third parties.

The objectives of the Code of Conduct are to ensure that:

- High standards of corporate and individual behaviour are observed by all personnel;
- Personnel are aware of their responsibilities to the Company; and
- All persons dealing with the Company, whether it be personnel, shareholders, clients, or suppliers can be guided by the stated values and practices of the Company.



To find out more about our governance framework and the policies and instruments we have in place to manage how we operate, visit <https://www.lycopodium.com/investor-relations/corporate-governance/>

## Legal and Regulatory Compliance

We comply with the laws and regulations of all the jurisdictions in which we operate globally. This includes matters relating to taxing rights in the appropriate jurisdiction, transfer pricing, and ensuring transparency in our dealings with all taxation authorities across our countries of operation.

We disclose all financial information in compliance with ASX reporting obligations. Further information can be found in our [FY2024 Annual Financial Report](#).



# 03

## Risks and Opportunities

### How We Manage Risk

Lycopodium takes a robust approach to risk management, in order to provide sustainable long-term value for our shareholders. Strong risk management practices enable the Board and management to make strategic decisions that align with the risk appetite of the business.

Our risk management framework, overseen by the Risk Committee, provides a whole-of-business approach for identifying, evaluating, monitoring, reviewing and reporting risk.

We undertake risk assessments and workshops to evaluate and prioritise risks, considering consequences and likelihood, in order to identify risks that have the potential to be the most significant. These include emerging risks which may present the business with medium to long-term risk exposure. We use qualitative and quantitative methods to define risk consequences and view consequences across a range of possible financial and non-financial impacts, including health and safety, environmental, reputational, commercial and legal, and community.



## Our Key Risks Identified


In FY2024 we identified seven strategic risks that had the potential to impact the sustainability of our business. These risks, outlined in the table below, are set out in no particular order and are not exhaustive, but are considered to be the most significant.

In FY2024, climate-related risks were not explored within the risk management process undertaken to identify the key risks outlined below. Lycopodium is currently undertaking the data collection, analysis and scenario planning required to comply with AASB S2 Climate-related Disclosures. As a Group 2 entity, we will commence reporting for AASB S2 from 1 July 2026. This work is being driven at each subsidiary level and will be consolidated at an organisational level. The work is ongoing, and not yet at a stage that allows meaningful reporting.

Risk and Context	Overview
Harm to our people	A safe and healthy work environment is fundamental to our values. The nature of our work and the geographies in which we operate mean our people are at higher risk of experiencing incidents.
Project delivery	Unsuccessful fixed price contracts can have a material and onerous impact on the business if they are not managed correctly. Cost and schedule overruns and litigation with clients and subcontractors can all impact company cash flow and reputation as well as put stress on the greater workforce.
Technical failure of project	A project or study fails to meet its intended purpose due to technical deficiencies or major delivery failure giving rise to major claims on Lycopodium and its insurers. A variety of factors can contribute to technical failures within the complex environments that Lycopodium operates.
Sovereign, human rights and security risks	Lycopodium operates across multiple geographical locations. Some of these jurisdictions are subject to sovereign, human rights and security risks.
Material litigation	Given the breadth of clients and geographical diversity with whom and across which Lycopodium operates, the complexity of contracts with both clients and subcontractors can lead to misalignment of understanding of contractual commitments / requirements between the various parties and where these issues can't be resolved, it can result in litigation.
Attract, retain and develop talent	Attracting, retaining and developing employees continues to be a high priority for the business.
Cyber security	The growing volume and complexity of cybercrime is increasing. Lycopodium could experience business interruptions to critical IT services or other breaches of its information systems that could lead to the loss of intellectual property.



Goulamina Lithium Project, Mali



**For further information on our approach to risk management and the mitigation controls we have implemented in relation to each key risk identified, refer to our [FY2024 Annual Financial Report](#).**

In relation to the management of opportunities, these are identified, considered and assessed at both a business/subsidiary level and by the Board and are integrated into the subsidiary and/or over-arching business strategy, as appropriate.

# 04

## Strategy

### Our Strategy

We take a long-term view on strategy, based on a five-year Strategic Plan, which is reviewed annually by the Board and adjusted accordingly based on market conditions and business needs.

The key pillars of Lycopodium's forward strategy are:

#### PEOPLE & CULTURE

Continue to focus on ensuring we have the right people, with the required skills and experience that reinforce our strong culture

#### WORKING SMARTER – TOOLS, SYSTEMS AND DATA

Leverage the new ERP, other systems and processes for visibility, insights, efficiency, consistency, optimisation and standardisation

#### DELIVER CLIENT/ PROJECT EXCELLENCE

Enhance technical capability and accountability, foster innovation, monitor technologies, and prioritise high-quality work over high-risk work

#### SUSTAINABLY GROW CORE MARKETS

Focus on maintaining market position, developing client relationships, sustaining current growth for core clients and services whilst also monitoring new technologies and markets

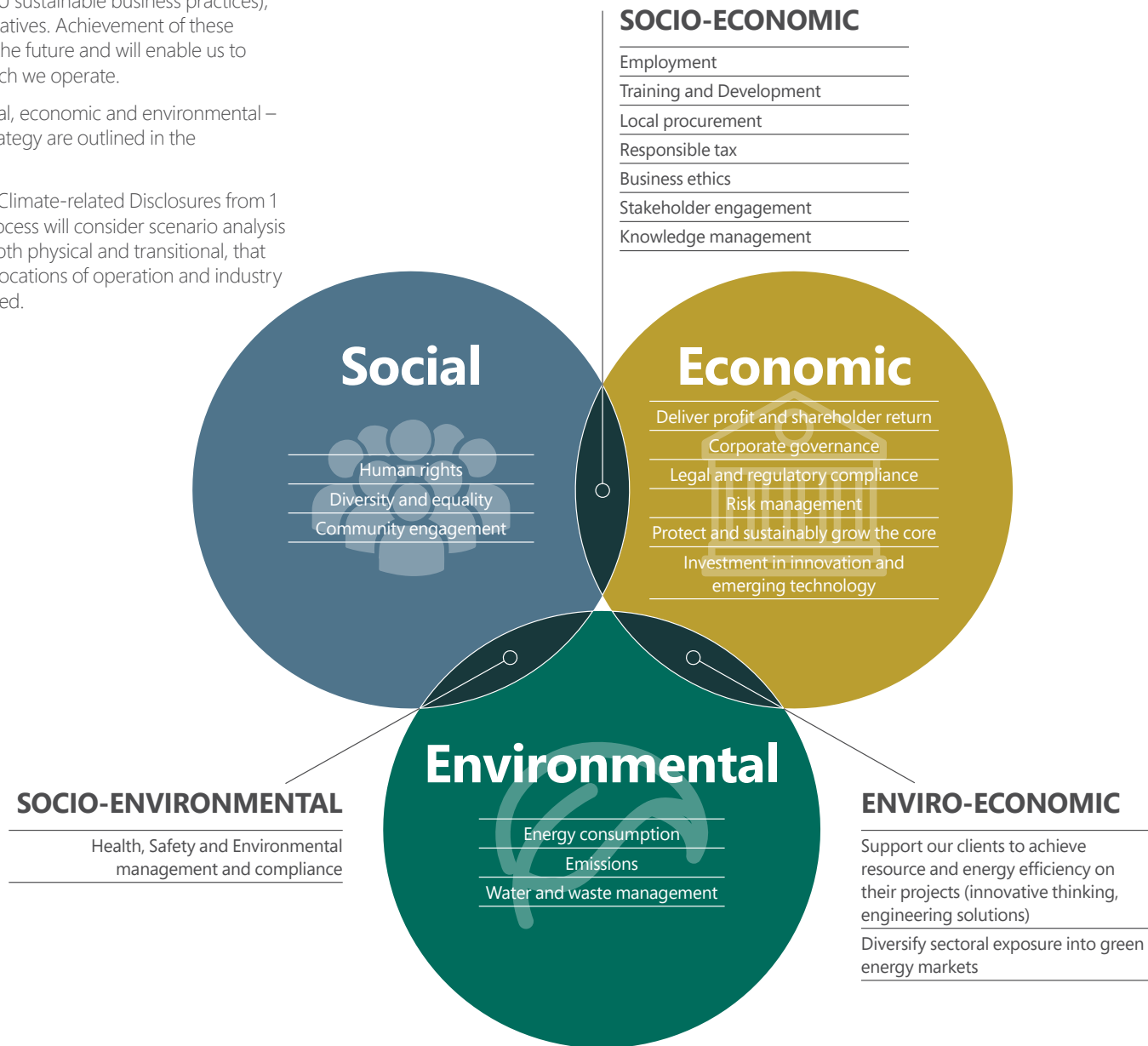


Lima Office, Peru

Our sustainable development strategy encompasses the systems and processes we have in place to ensure success in our everyday business activities (BAU sustainable business practices), to support the achievement of these overarching strategic initiatives. Achievement of these initiatives will continue to deliver success for the business into the future and will enable us to remain competitive and relevant across the key markets in which we operate.

Based on the three key pillars of corporate sustainability – social, economic and environmental – the fundamental elements of our sustainable development strategy are outlined in the diagram opposite.

As a Group 2 entity, we will commence reporting for AASB S2 Climate-related Disclosures from 1 July 2026. Therefore, going forward, our strategic planning process will consider scenario analysis and transition planning specifically in relation to climate risk, both physical and transitional, that may materially impact the Company based on our significant locations of operation and industry risk factors. Climate-related opportunities will also be considered.



# 05

## Metrics and Targets



*Victorian level crossing inspections*

### Our Environmental Impact

#### A NOTE REGARDING OPERATIONAL CONTROL

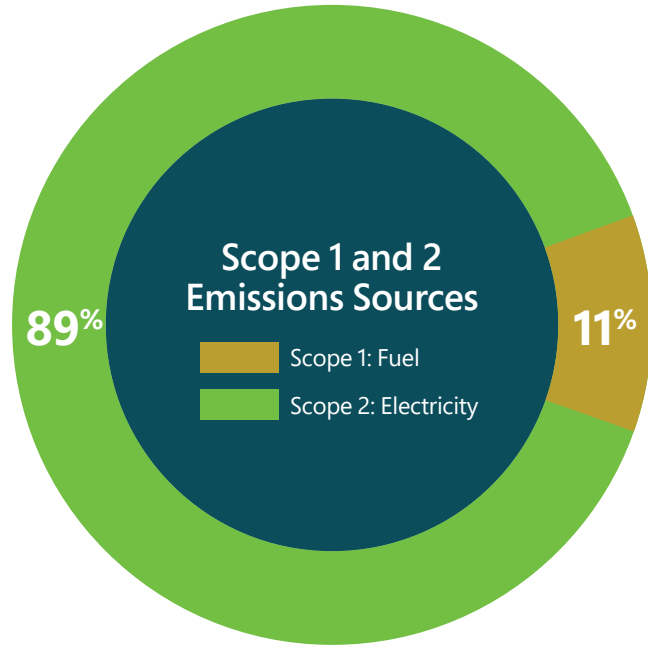
For corporate reporting of consolidated greenhouse gas emissions, Lycopodium uses the 'operational control' approach. A company has operational control over an operation if it, or one of its subsidiaries, has the full authority to introduce and implement its operating policies at the operation. Under the operational control approach, a company accounts for 100% of emissions from operations over which it or one of its subsidiaries has operational control.

Lycopodium moves between sites over which it has operational control, such as its global offices, and sites over which its clients have operational control. All construction sites where Lycopodium provides services are under the operational control of its clients.

Lycopodium's organisational boundary for reporting purposes incorporates all of our offices, plus travel of staff to and from sites over which our clients have operational control.

## Energy and Emissions

Our Scope 1 (direct) emissions derive from the combustion of petrol and diesel, predominantly for company vehicles used for rail inspections throughout Australia.

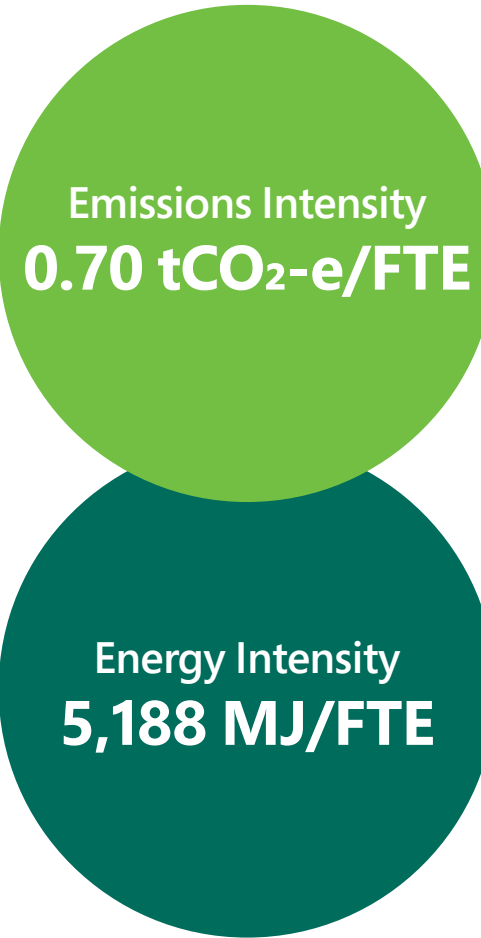


In FY2024, our Scope 1 and Scope 2 emissions were 873 tonnes CO<sub>2</sub>-e.

On this basis, relative to full-time equivalent (FTE) employees, our emissions intensity is 0.70 tCO<sub>2</sub>-e/FTE and our energy intensity is 5,188 MJ/FTE.

Scope 2 (indirect) emissions are derived from purchased electricity to maintain our office operations. The energy efficiency of the buildings from which we operate is typically outside our control, but in determining suitable office premises for lease, Lycopodium endeavours to secure accommodation in modern, energy efficient buildings.

Our electricity use contributes to the bulk of our combined Scope 1 and Scope 2 emissions.



We have commenced gathering data for the calculation of our Scope 3 emissions, which are predominately derived from business air travel, travel by employees to and from our project sites by vehicle, and additionally from employee travel to and from work.

We are working with our suppliers and service providers to obtain the carbon footprint of their services, which ultimately add to our Scope 3 emissions. This is a work in progress and we therefore intend to report a Scope 3 estimate in our FY2025 report.

## Water Management

We use water for various purposes throughout our daily office operations. Water plays a critical role in maintaining hygiene and sanitation standards, as it is used for handwashing, cleaning dishes, and maintaining restroom facilities. Additionally, water is consumed for coffee machines, water coolers, and other beverage dispensers that provide refreshments for employees. Moreover, water is necessary for the cooling and maintenance of office equipment such as air conditioning systems and computer servers. Overall, water is an essential resource that enables a functional and comfortable office environment.

Due to the nature of the water usage at our offices, we do not consider the amount to be material enough to measure and report.

## Waste and Hazardous Materials

Lycopodium generates waste through various office-based activities and processes. This includes paper waste, noting however that the majority of Company deliverables are fully electronic and paper recycling bins are available in our offices. Additionally, office supplies like ink cartridges, toners, and batteries contribute to hazardous waste. Electronic waste can be produced from outdated or malfunctioning devices such as computers, printers, and other electronic equipment. In this regard, the Company has a modern and efficient inventory of IT equipment and has in place an asset replacement strategy based on monitoring the equipment's lifecycle and maximising the opportunity to promote its longevity and reuse opportunities. All hazardous and electronic waste is disposed of responsibly via accredited channels. Food waste, plastic bottles, cans, and packaging materials from employee break rooms further contribute to the overall waste footprint, noting in some office locations, recycling receptacles are available for inorganic recyclable materials.

Due to the nature and low impact of the waste generated, we do not consider the amount to be material enough to measure and report.





# Our Social Impact

## Our People

### Health, Safety and Wellbeing

Our commitment to providing a safe working environment for our people, and delivering projects safely for our clients, is intrinsic to our culture and a fundamental metric of our success.

Our Occupational Health and Safety Management System is externally audited and certified to ISO 45001:2018. It comprises a set of policies, procedures and plans that systematically manages health and safety across our operations to minimise the risk of injury and illness.

### SAFETY PERFORMANCE

The Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR) are the key metrics we use to measure our safety performance. In FY2024 our TRIFR was 0.88 and our LTIFR was 0.06. This is based on 16.95 million hours worked across our projects and studies, and includes workers who are not employees, but whose workplace is supervised by Lycopodium. This compares to an Australian construction industry average LTIFR of 11.2 (*Safe Work Australia Heavy and Civil Engineering Construction Industry Comparison Frequency Rate 2021/2022*).



Kathleen Valley Lithium Project, Western Australia

## MANAGEMENT AND LEADERSHIP

Each study or project implements a risk management process that, throughout the life of the study or project, initiates reviews and gateway assessments to assist with the identification of potential risks and hazards. This includes undertaking risk assessment sessions with our contractors. Risks and/or hazards identified during any of the five risk assessment phases (as applied for major site-based projects) are addressed and control measures prepared. The risk/hazard and control measures are documented within a Consolidated Risk Register for either closeout, or action at a future stage of the project. Tasks identified as having a high or extreme risk rating undergo a more detailed risk assessment with appropriate control measures identified and implemented to manage the risk to within acceptable conditions.

All incident reports include root and contributory causes and from these causes we implement corrective actions based on the hierarchy of controls.

Our safety management approach is one of continuous improvement and we believe all incidents are preventable if risk is understood and proactively managed. Focus is therefore on lead indicators (forward looking, predictive measures) rather than lag indicators (output measurements/backward facing statistics).

The key preventative measures we implement include:

- Pre-Start Instruction Meetings
- Toolbox Meetings
- Weekly Contractor Progress Meetings
- Weekly HSE Meetings
- Safety Observations
- Workplace Risk Assessment and Control Reviews
- Job Hazard Analysis
- Inspections
- Audits

### OUR PEOPLE



Angela on site at the Sabodala-Massawa project in Senegal

### Angela Silich Project Engineer, Perth

Angela commenced her engineering career as a vacation student with Lycopodium in November 2018, participating in our three month Summer Vacation Program during her break from university. Completing her degree in Structural & Civil Engineering at the end of 2019, she then joined us full-time, entering our two year Graduate Development Program in January 2020.

Over the past six years, Angela's development journey has spanned numerous roles and provided her with the opportunity to contribute to projects being delivered around the world.

"When I joined Lycopodium as a Vacation Project Engineer, it was so exciting to be exposed to real world projects being delivered in places like Senegal and Côte d'Ivoire. Over the years, I have worked on projects being developed in countries including Ghana, Namibia, Panama and Pakistan also."

Angela's experience extends beyond office-based roles, with the opportunity to get her boots on the ground as a Project/Field Engineer on the Sabodala-Massawa project, the largest producing gold mine in Senegal.

"Developing as a Project Engineer is a new adventure for every project. Going to site and experiencing what I have learnt and seeing it in construction was a highlight. It made me appreciate what I do in the office and how important communication is. I was nervous going to site for the first time, but to say I was pleasantly surprised would be an understatement. The cultural difference was exciting and educational. The environment was energetic and fast-paced. The work team was a second family; they were supportive and motivated, and we all worked together to get the job done."

Going forward, Angela hopes to facilitate the growth of the next group of young project engineers in the same way she was supported.

"I was fortunate to have great mentors through my initial years at Lycopodium, which provided me with the stepping stones to be the Project Engineer I am today."

We undertake ongoing training with our teams to facilitate compliance with the policies, procedures and plans documented within our Occupational Health and Safety Management System.

To support the continuous improvement of our safety performance and culture, our leaders are provided with regular updates and participate in management reviews to identify areas for action and improvement. This includes monthly safety reporting provided to the Board and operational leadership teams.

## HOLISTIC HEALTH AND WELLBEING

All of our people and their families have access to counselling and 24/7 crisis support through our accredited Employee Assistance Program (EAP) provider, Acacia. During FY2024, a total of 19 people utilised this service, of which 95% stated the source of the issue as personal, rather than work-related.

Our reward, recognition and wellbeing platform, The Pod Life, provides staff with access to a range of health and fitness information and tools, including healthy recipes and eating plans and exercise regimes. Additionally, our staff regularly participate in and fundraise for an array of physical and mental health initiatives, including in FY2024 RUOK? Day, Take Your Dog to Work Day, The Bloody Long Walk, MSAW Ocean Ride and Purple Bra Day.



## Attracting and Retaining a High Performing Global Workforce

As an employer of more than 1,300 people in FY2024, we are committed to providing our people with an engaging work environment that enables them to develop and grow and gives them a sense of pride and personal fulfilment in the job they do.

We understand that investment in our people is critical to attracting and maintaining a high-performing workforce, and therefore throughout FY2024, we continued to roll out initiatives focused on providing the support and tools required to enable our people to perform at their best.

Our culture, is underpinned by our core values which reflect the guiding principles we apply each day in how we treat each other (with respect), how we act (with integrity), and our approach to the work we do (with diligence).

Respect	✓
Integrity	✓
Diligence	✓

Chemical Grade Processing Plant #3 (CGP3) Project, Western Australia



## EMPLOYEE ENGAGEMENT

Our dedicated Engagement and Performance Management platform facilitates an approach of continual performance feedback in managing performance and career pathways, enabling us to listen to our people, reflect on their feedback, and use this information to develop initiatives and strategies for continuous improvement.

We achieved a participation rate of 82% in the global employee engagement survey undertaken in late 2023, and pleasingly, amongst the list of questions where Lycopodium scored above 80% were the following:

- I am proud to work for Lycopodium.
- My manager displays empathy for my wellbeing.
- I would recommend Lycopodium as a great place to work.
- Lycopodium is in a position to succeed over the next three years.

We have used the feedback we received from this survey to inform our future improvement strategies based on three key areas of focus:

- 1 My manager (or someone in management) has shown a genuine interest in my career aspirations**
- 2 Lycopodium is a great company for me to make a contribution to my development**
- 3 Workloads are divided fairly among people where I work**

Our Engagement and Performance Management platform also provides continual feedback functionality, aimed at promoting more frequent interactions between managers and their teams and facilitating the opportunity for personnel to articulate the goals they are working towards and map their career pathways. This ongoing feedback process means that the annual performance discussion, undertaken by all employees, can be more focused on future career progression and coaching needs, rather than past performance feedback which has already been captured and discussed during the year.

Staff recognition is an important element of our engagement strategy, supporting our people to feel connected and recognised for the work they do. Our reward, recognition and wellbeing platform, The Pod Life, provides the ability to share staff achievements and awards, with both team members and leaders able to send and receive recognition.

## LEADERSHIP

In FY2024, our Emerging Leaders Program saw around 30 of our future leaders from our offices around the globe participate in a series of workshops and group coaching sessions to support the development of their leadership skills. This nine-month leadership program, facilitated by an external partner, is focused on the development of the middle management levels within the business.

We also offer executive coaching to our senior managers, to support their leadership development and provide them with the skills required to effectively manage their teams.

Our succession planning strategy considers our talent globally, identifying and mapping critical positions with high potential talent that exists within the business and supports the retention and development of these future leaders.

### OUR PEOPLE

## David Currie

### General Manager, Manila

A Mechanical Engineer, David has worked with Lycopodium for the past decade, across numerous roles and locations.

Starting in our Brisbane office, David relocated to Manila in 2018 as an engineering technical consultant to guide and support Lycopodium's engineering capability being established in the Philippines. Over the ensuing six years, David has grown within this role, being promoted to Group Manager Manila and further onwards to General Manager Manila, with change coming both professionally and personally during this time.

"Professionally, I've very much enjoyed seeing how the team has developed, with considerable growth in capability and capacity in Manila to support our projects, that have also grown in complexity and volume. We have expanded from 60 people to more than 200 people over the past three years, which has required significant focus and effort on training and development, leveraging the



David (left) presenting a tenure award to a team member in our Manila office

experience of our longer term people to support and mentor those coming into the business."

When David and his wife relocated to Manila in 2018, they had been married for just one month.

"I joke at times that this is one long honeymoon as my wife and I moved here shortly after getting married and now we have two young children. It's been a real joy to be able to provide an expat life to my family that I experienced as a kid as well. Being able to raise a family in-between worlds of Australia (my home) and South Korea (where my wife is originally from), that both sets of grandparents can easily visit, is wonderful and I'm happy that my kids are able to form bonds to both cultures as well as the Philippines culture."

During his tenure, David has witnessed first-hand the growth of the longer term members of the Manila team, seeing them develop their own careers into senior and lead roles, as well as supporting the new people around them.

"It's been great to see juniors of past develop into seniors and leads, who then share their experience base with their new team members who will grow professionally in time. Our people have come so far in a short time and it's impressive to see their growth. The Philippines culture is very friendly and there is an eagerness within the team to develop and be the best they can be, and I really enjoy being surrounded by this positive energy."

## LEARNING AND DEVELOPMENT

From the moment a new team member joins Lycopodium they are supported in their learning and development journey. Our online onboarding portal that resides within our Human Resources Information System (HRIS), supports the onboarding process prior to commencement, including a welcome video, access to our policies for review and the ability to upload employment documentation. On day one, staff are provided with a face-to-face new starter induction, including an office tour, introduced to their team members and are paired with a buddy to help them settle in and answer any questions they may have. All new starters undertake localised training modules over their first few weeks, delivered via our global Learning Management System (LMS), LearnUpon.

In support of our commitment to fostering a culture of learning and empowering our people to drive their own development, the learning and development process at Lycopodium is ongoing. Our strategy is to embrace a learning culture that revolves around the central LMS, combined with a variety

of additional channels using engaging learning techniques and offering quality content for a broad cross-section of our community. This includes supporting the professional development of our people, through their participation in relevant external training courses, subsidised by the Company. Lycopodium also supports the cost of annual professional membership to relevant industry associations.

Our philosophy of mentoring entry to mid-level talent, as well as rotating them through various parts of the business, ensures our people become well-rounded and strengthens their holistic knowledge and understanding of the business. It also supports embedding our culture and values, with people new to the business sitting alongside and learning from our strong cohort of team members that have been with us for many years.

Our global Vacation Program and Graduate Program enable us to identify and secure high calibre talent early, prior to graduation, and then develop this young talent through the first few years of their career.

OUR PEOPLE



Diana in our Lima office

**Diana Delgado**  
Office Administrator, Lima

Diana is the Office Administrator of Lycopodium's newest office, in Lima, Peru, which opened in December 2023. It's been a busy year for Diana, commencing with just 14 people on day one, it is expected the office will accommodate around 50 people by the end of its first year.

With more than a decade of experience in office management and administration, Diana has relished the opportunity to support the establishment of Lycopodium's first office in Latin America.

"We have established excellent relationships with our suppliers and collaborators. In the office, we've created an exceptional team dynamic, with a strong sense of synergy and mutual support, based on the philosophy that no question is too small or irrelevant – we are all here to learn from each other."

Diana loves being part of a global team and is especially motivated by the opportunity to learn from colleagues around the world. "Lycopodium's work culture, its emphasis on high-quality standards, and the collaborative approach to projects constantly inspire me to be better. The diversity of experiences and backgrounds helps everyone grow, and this global exchange of knowledge is one of the aspects I appreciate the most."

A native Spanish speaker, Diana has a solid understanding of English, working continuously to improve her fluency and efficiency in English, and in this regard, she was a fantastic resource when the Company established a Spanish language option for its website and intranet. Recently obtaining her bachelor's degree in business administration, Diana is currently pursuing two postgraduate certifications – one in Human Resources and another in Facility Management.

"These certifications align with the Company's plans for medium-term growth, and I want to ensure I am prepared to meet new challenges as Lycopodium expands. I am focused on continuous learning to grow professionally and contribute to the Company's success. I am extremely grateful for the opportunity to be part of Lycopodium. From day one, I've felt like a part of the family, and I want to continue learning from this incredible organisation and sharing my knowledge with others. I firmly believe that when you put in the work and dedication, you can achieve great things, and Lycopodium is the kind of company that recognises and values these efforts. It's incredibly rewarding to be in an environment where you feel heard and your contributions matter."



Vacation students visiting CGP3, Western Australia

**DIVERSITY AND INCLUSION**

Our team members across the globe reflect the diverse communities in which we operate, in our offices and on remote project sites.

We strive to provide an inclusive workplace for our people, where they feel valued and respected. We are committed to equal opportunity employment for all people regardless of any personal attributes such as cultural background, ethnicity, gender, age, sexual preference, marital status, family responsibilities, level of education, political or religious beliefs, or any other area of potential difference.

Our workforce consists of people with diverse cultures, values and backgrounds and we recognise that our Company benefits from the innovation, ingenuity, capabilities, and opportunities that this brings.

Our Equal Employment Opportunity Policy supports diversity across the business and reinforces the importance of equality in the workplace. The fundamental elements of this policy are:

- Appointing, training, developing and promoting on the basis of merit and ability alone.
- Promoting the awareness of diversity principles and the Company's values.
- Actions, policies, processes and systems which encourage workplace diversity.
- Providing employees with the opportunity to maximise their potential and enhance their professional development and contribution to the organisation.

## Our Communities

We are committed to contributing to the communities in which we live and work, creating meaningful change and a positive legacy. Our community engagement strategy extends across our operations, whether it's working with clients to build relationships with the communities in which projects are delivered, supporting life-changing charities and education programmes, or partnering with staff on initiatives that are close to their own hearts.

Embracing our responsibilities ensures we are welcomed into the community at the commencement of a project. Leaving a positive legacy ensures that any future project that might occur in the same location will be welcomed with the same positivity. This approach delivers symbiotic benefits – it creates opportunities for local communities, and for our business.

The Company supports the delivery of its clients' community engagement and Social License to Operate initiatives, enabling consistency in approach and alignment with clients' objectives. This support may come in a variety of forms, including:

- Donation of funds or in-kind services.
- Local contractor engagement – identifying capability and maximising local supplier and contractor content.
- Local employment and training – providing employment and training which supports local economic growth, provides opportunity for long-term employment, and upskills and builds capacity within local communities which can be transferred to future employment opportunities.

In FY2024, 87% of our total procurement budget was spent on local suppliers. Lycopodium defines 'local supplier' as suppliers that operate and are based within the town/city/region/country in which the office engaging with them is located. Our general philosophy is to engage as locally as possible in the first instance (town/city), branching further afield (region/country) as required.

In addition to supporting the activities of our clients, we have our own community engagement program, based on an Annual Giving Plan implemented via the Lycopodium Foundation. The Lycopodium Foundation was established to provide a formal vehicle for the administration of Lycopodium's philanthropic, community engagement and sponsorship activities. The Foundation is governed by a Trust Deed.

The diagram opposite summarises the Company's Corporate Social Responsibility (CSR) framework.



## FY2024 Community Partnership Highlights



### MURLPIRRMARRA CONNECTION

Murlpirrmarra Connection is a not-for-profit organisation that works with young Aboriginal people from remote and regional communities to facilitate educational opportunities and employment pathways, along with providing community-based health and wellbeing programs. It supports Aboriginal students throughout their years in secondary school, preparing them for their transition beyond school, into tertiary studies, training and employment. Lycopodium is a proud foundation partner of Murlpirrmarra.



### CLONTARF FOUNDATION

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so equips them to participate more meaningfully in society. Today, the Foundation supports more than 11,500 students in academies across Australia. Lycopodium has been a partner of Clontarf for many years and has further extended this partnership by establishing a Design Scholarship and School-based Traineeship program for Clontarf students.



### BASICS INTERNATIONAL

We have worked with BASICS International, a non-government organisation (NGO) committed to protecting the basic human rights of children to education, shelter, food and safety, for many years. In 2010, we assisted BASICS to build a school in Ghana, affectionately referred to as 'Nana's House' that has enriched the lives of children living in poor communities of Accra for over a decade now. Having endured Ghana's harsh coastal environment over the years, Nana's House was in need of some significant repairs and maintenance, and in 2022 we provided the funds to undertake these works, giving Nana's House a new lease on life. We are now working with the BASICS team to progress its initiative to establish a camp for children in the countryside outside of Accra, with on site construction work commencing in FY2025.

## FY2024 Community Partnership Highlights (continued)



### UBUNTU FOOTBALL ACADEMY

In South Africa, we have established a new partnership in Cape Town with the Ubuntu Football Academy. The Academy was established in response to a crisis of fatherlessness in South African society and works with around 100 boys each year, and in 2024 is piloting its first girls' program. Combining sport with education, Ubuntu provides world-class coaching for Academy players, together with a learning environment that is positive, stimulating, encouraging, and safe, for students from Year 7 to Year 12. The ultimate goal is to introduce graduates back into their individual communities to foster long-term change. Similar to our partnership with Clontarf, we hope to encourage and support students to contemplate a career in engineering.



### JEANS FOR GENES

This year we again surpassed our fundraising record, raising a phenomenal total of \$60,000 for the Children's Medical Research Institute. This brings our grand total, since we began our support of Jeans for Genes more than 25 years ago, to just short of \$500,000. Funds are raised each year by our people through an annual quiz night and other fundraising activities, which are further supplemented by a direct donation from the Company.



### ST VINCENT DE PAUL SOCIETY

In addition to the Company providing financial support to Vinnies' Christmas and Winter Appeals each year, our staff also give generously to Vinnies. This includes donating back-to-school backpacks to help a child start the school year in a positive way, providing Christmas gifts for young people experiencing homelessness who access Vinnies' Passages Youth Engagement Hub in Perth, and the donation of food, clothing and bedding items for the Vinnies' Winter Appeal.



# Performance Data

## Environmental

### Scope 1 and Scope 2 GHG Emissions

Carbon Emissions	Region	tCO <sub>2</sub> -e	MJ
Scope 1	Australasia	87	1,246,135
	Africa	9	75,675
	Americas	2	33,516
<b>Total Scope 1</b>		<b>98</b>	<b>1,355,326</b>
Scope 2	Australasia	569	3,312,352
	Africa	190	944,685
	Americas	16	859,885
<b>Total Scope 2</b>		<b>775</b>	<b>5,116,922</b>
<b>Total Scope 1 and 2</b>		<b>873</b>	<b>6,472,248</b>

Notes:

As an ASX listed company, Lycopodium has elected to use the Australian National Greenhouse Accounts Factors: 2023 for our Australian, South African and Canadian Scope 1 emissions. Differences in emissions factors between the countries were immaterial.

The following sources were used for grid factors in determining Lycopodium's Scope 2 emissions:

- Australia – Australian National Greenhouse Accounts
- South Africa – Eskom Holdings SOC Ltd
- Canada – Environment and Climate Change Canada
- Philippines – Climate Transparency

Reduction in total Scope 1 emissions in FY2024 (98) compared to FY2023 (189) reflects the reclassification of vehicle fuel consumption:

- Leased vehicles are defined as 'owned or controlled' by Lycopodium, thereby fuel usage is considered a Scope 1 emission
- Private vehicles, where fuel costs are reimbursed for use on company business, are not 'owned or controlled' by Lycopodium, thereby fuel usage is considered a Scope 3 emission

## Social

### Health and Safety

	FY2024	Target – FY2025
<b>Hours</b>	16.95 million	
Lost Time Injury Frequency Rate <sup>1</sup> (LTIFR)	0.06	0.0
Total Recordable Injury Frequency Rate (TRIFR)	0.88	<2.5
Environmental Incident Frequency Rate <sup>2</sup> (EIFR)	0.00	<1.5
Fatalities	0	0

Notes:

Frequency rates are calculated per million hours worked.

<sup>1</sup> Safe Work Australia Heavy and Civil Engineering Construction Industry Comparison Frequency Rate 2021/2022, LTIFR = 11.2.

<sup>2</sup> Environmental incidents moderate and above.

## Our People

People data as at 30 June 2024.

### PERSONNEL BY EMPLOYMENT TYPE AND GENDER

Gender	Number	Permanent Full-time	Part-time/Fixed Term	Casual	Contractors
Male	982	510	102	94	276
Female	323	223	49	12	39
Undisclosed	0	0	0	0	0
<b>Total</b>	<b>1,305</b>	<b>733</b>	<b>151</b>	<b>106</b>	<b>315</b>

### PERSONNEL BY AGE GROUP

Age Group	Number	Percentage
Under 30 years old	222	17%
30 to 50 years old	664	51%
Over 50 years old	419	32%
<b>Total</b>	<b>1,305</b>	<b>100%</b>

## DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Gender	Number Board	Percentage	Number Employees	Percentage
Male	6	86%	982	75%
Female	1	14%	323	25%
Undisclosed	0	0%	0	0%
<b>Total</b>	<b>7</b>	<b>100%</b>	<b>1,305</b>	<b>100%</b>

## RATIO OF BASIC SALARY AND REMUNERATION OF MEN TO WOMEN

Location <sup>1</sup>	Ratio
Australia	1.5
Canada	1.6
South Africa	2.5
Philippines	1.0

Notes:

<sup>1</sup> In interpreting this data, note our Philippines office largely consists of people performing the same job functions, whereas our other locations consist of a variety of job functions, from administration roles through to senior technical and management roles.

Lafigué Project, Côte d'Ivoire



# GRI Content Index

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards.

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>MATERIAL TOPICS</b>				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	FY2024 Sustainability Report: <a href="#">Our Material Sustainability Impacts - page 7</a>		
	3-2 List of material topics	FY2024 Sustainability Report: <a href="#">Our Material Sustainability Impacts - page 7</a>		
<b>PROCUREMENT PRACTICES</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our Communities - page 22</a>		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	FY2024 Sustainability Report: <a href="#">Our Communities - page 22</a>		
<b>ENERGY</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Energy and Emissions - page 15</a>		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	FY2024 Sustainability Report: <a href="#">Performance Data/Environmental/Scope 1 and Scope 2 GHG Emissions - page 25</a>		
	302-2 Energy consumption outside of the organisation	Not applicable	Not applicable	Energy consumption outside of the organisation relates to Scope 3 emissions. We are in the process of assessing our Scope 3 emissions and intend to report a Scope 3 estimate in our FY2025 report.
	302-3 Energy intensity	FY2024 Sustainability Report: <a href="#">Energy and Emissions - page 15</a>		
	302-4 Reduction of energy consumption	Not applicable	Not applicable	Our energy consumption predominately comprises purchased electricity to maintain our office operations. Given the energy efficiency of the buildings from which we operate is typically outside of our control, our ability to impact this is limited, however in determining suitable office premises for lease we endeavour to secure accommodation in modern, energy efficient buildings.
	302-5 Reductions in energy requirements of products and services	Not applicable	Not applicable	Noting the limitations outlined above, the energy requirements of our products and services, predominately relates to purchased electricity to maintain our office operations.

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>WATER AND EFFLUENTS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Water Management - page 16</a>		
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Not applicable	Not applicable	We operate from commercially leased premises where water is supplied by government agencies.
	303-2 Management of water discharge-related impacts	Not applicable	Not applicable	We operate from commercially leased premises where water is supplied by government agencies.
	303-3 Water withdrawal	Not applicable	Not applicable	We operate from commercially leased premises where water is supplied by government agencies.
	303-4 Water discharge	Not applicable	Not applicable	We operate from commercially leased premises where water is supplied by government agencies.
	303-5 Water consumption	Not applicable	Not applicable	A preliminary high-level analysis suggests water and effluent emissions are not material in the organisation's overall Scope 3 data. This will be considered further when calculating our Scope 3 estimate for the FY2025 report.

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>EMISSIONS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Energy and Emissions - page 15</a>		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	FY2024 Sustainability Report: <a href="#">Performance Data/Environmental/Scope 1 and Scope 2 GHG Emissions - page 25</a>		
	305-2 Energy indirect (Scope 2) GHG emissions	FY2024 Sustainability Report: <a href="#">Performance Data/Environmental/Scope 1 and Scope 2 GHG Emissions - page 25</a>		
	305-3 Other indirect (Scope 3) GHG emissions	Not applicable	Not applicable	We have commenced gathering data for the calculation of our Scope 3 emissions and intend to report a Scope 3 estimate in our FY2025 report.
	305-4 GHG emissions intensity	FY2024 Sustainability Report: <a href="#">Energy and Emissions - page 15</a>		
	305-5 Reduction of GHG emissions	Reduction of our GHG emissions is an ongoing consideration in the planning currently being undertaken by the business to manage the financial impact of climate change. Steps we have taken during FY2024 include: improving how we dispose of waste in our offices, recycling and diverting material from landfill; leveraging the technology we have available to communicate and meet virtually, thereby reducing air travel; and the engagement of a carbon neutral data management centre in Australia (where the majority of our data resides).		
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable	Not applicable	Due to the nature of Lycopodium as an office-based organisation, the emissions of ozone depleting substances is limited to the leakage of hydro-fluorocarbons as part of commercial air conditioning. The amount would be immaterial and as such is not calculated.
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Not applicable	Not applicable	Lycopodium's main source of nitrogen oxides, sulphur oxides and other air emissions is derived from the combustion of petrol and diesel in vehicles. Carbon dioxide equivalent emission factors, which include an allowance for seven GHGs, including NOX, are used to estimate Scope 1 and Scope 3 emissions.

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>WASTE</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Waste and Hazardous Materials - page 16</a>		
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Not applicable	Not applicable	Due to the nature and low impact of the waste generated, we do not consider the amount to be material enough to measure and report.
	306-2 Management of significant waste-related impacts	Not applicable	Not applicable	Due to the nature and low impact of the waste generated, we do not consider the amount to be material enough to measure and report.
	306-3 Waste generated	Not applicable	Not applicable	Due to the nature and low impact of the waste generated, and the business' endeavour to be paperless, we do not consider the amount to be material. This will be considered further when calculating our Scope 3 estimate for the FY2025 report.
	306-4 Waste diverted from disposal	Not applicable	Not applicable	Due to the nature and low impact of the waste generated, we do not consider the amount to be material enough to measure and report.
	306-5 Waste directed to disposal	Not applicable	Not applicable	Due to the nature and low impact of the waste generated, we do not consider the amount to be material enough to measure and report.
<b>EMPLOYMENT</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce - page 19 to 21</a>		
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	During the reporting period, Lycopodium hired 586 new employees and had 350 people leave the business.		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	In Australia, Lycopodium provides paid parental leave to all its full-time and part-time employees, however this benefit is not available to casual employees. Other benefits provided to full-time and part-time employees include long-service leave and access to salary sacrifice options, including novated leasing of vehicles and banking assistance, including mortgage advice and other specialist services. Additionally, Lycopodium's reward, recognition and wellbeing platform, The Pod Life, provides staff with access to an array of benefits and discounts, plus health and fitness information and tools.		
	401-3 Parental leave	Six employees took parental leave during the reporting period.		

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>LABOUR/MANAGEMENT RELATIONS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce - page 19 to 21</a>		
<b>GRI 402: Labour/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Lycopodium provides employees and their representatives with a minimum of 4 weeks of notice regarding the implementation of significant operational changes that could substantially affect them.		
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-2 Hazard identification, risk assessment, and incident investigation	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-3 Occupational health services	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-4 Worker participation, consultation, and communication on occupational health and safety	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-5 Worker training on occupational health and safety	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-6 Promotion of worker health	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-8 Workers covered by an occupational health and safety management system	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a>		
	403-9 Work-related injuries	FY2024 Sustainability Report: <a href="#">Our People/Health, Safety and Wellbeing - page 17 to 18</a> FY2024 Sustainability Report: <a href="#">Performance Data/Social/Health and Safety - page 25</a>		
	403-10 Work-related ill health	As an engineering organisation, Lycopodium’s operations consist primarily of office-based services which provide professional engineering consulting services. On this basis, the incidence of any work-related ill-health is most likely to stem from mental health issues. The Company offers all personnel access to counselling and 24/7 crisis support through an accredited Employee Assistance Program (EAP) provider.		

GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>TRAINING AND EDUCATION</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce/Learning and Development - page 20</a>		
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee		Information unavailable/incomplete	Limited data available - a new Enterprise Resource Planning (ERP) tool, of which the Human Resource Information System (HRIS) is a component, has been implemented progressively over FY2023 and FY2024. A full 12 months of data will be available for reporting in FY2025.
	404-2 Programs for upgrading employee skills and transition assistance programs	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce/Leadership/Learning and Development - page 20</a>		
	404-3 Percentage of employees receiving regular performance and career development reviews	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce/Employee Engagement - page 19 to 20</a>		
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce/Diversity and Inclusion - page 21</a>		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	FY2024 Sustainability Report: <a href="#">Performance Data/Social/Our People/Diversity of governance bodies and employees - page 26</a>		
	405-2 Ratio of basic salary and remuneration of women to men	FY2024 Sustainability Report: <a href="#">Performance Data/Social/Our People/Ratio of basic salary and remuneration of men to women - page 26</a>		
<b>NON-DISCRIMINATION</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our People/Attracting and Retaining a High Performing Global Workforce/Diversity and Inclusion - page 21</a>		
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	During the reporting period Lycopodium recorded no incidents of discrimination. Lycopodium fosters a working environment that is free from discrimination. The Company is committed to equal opportunity employment for all people regardless of any personal attributes such as cultural background, ethnicity, gender, age, sexual preference, marital status, family responsibilities, level of education, political or religious beliefs, or any other area of potential difference.		
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Lycopodium operates in a manner where employees are free to exercise their freedom of association rights.		
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Lycopodium operates in a manner where employees are free to exercise their freedom of association rights.		



GRI STANDARD	GRI DISCLOSURE REQUIREMENT	LOCATION / DETAILS	OMISSION	
			REASON	EXPLANATION
<b>CHILD LABOUR</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Modern Slavery Policy (available at <a href="https://www.lycopodium.com">Lycopodium.com</a> )		
<b>GRI 408: Child Labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	Lycopodium ensures that the personnel it engages either directly or indirectly (on sites) are of legal working age in all jurisdictions. Lycopodium's Modern Slavery Policy (available at <a href="https://www.lycopodium.com">Lycopodium.com</a> ) facilitates compliance with local, national, international, and other applicable regulations, in addition to addressing modern slavery risks within the Company's supply chain and global business operations.		
<b>FORCED OR COMPULSORY LABOUR</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Modern Slavery Policy (available at <a href="https://www.lycopodium.com">Lycopodium.com</a> )		
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Lycopodium ensures that its entities, and suppliers/contractors that it engages with (where practicable), do not engage in forced or compulsory labour of any kind. Lycopodium's Modern Slavery Policy (available at <a href="https://www.lycopodium.com">Lycopodium.com</a> ) facilitates compliance with local, national, international and other applicable regulations, in addition to addressing modern slavery risks within the Company's supply chain and global business operations.		
<b>RIGHTS OF INDIGENOUS PEOPLES</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: Our People/Attracting and Retaining a High Performing Global Workforce/ <a href="#">Diversity and Inclusion - page 21</a>		
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	Lycopodium has not identified any incidents involving the rights of indigenous peoples.		
<b>LOCAL COMMUNITIES</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	FY2024 Sustainability Report: <a href="#">Our Communities - page 22</a>		
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	FY2024 Sustainability Report: <a href="#">Our Communities - page 22 to 24</a>		
	413-2 Operations with significant actual and potential negative impacts on local communities	No operations under the control of Lycopodium have significant actual or potential negative impacts on local communities.		

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