



2024 Sustainability Report



ABOUT THIS REPORT

At Aurecon, our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet.

Our 2024 Sustainability Report summarises Aurecon's corporate environmental, social and governance performance highlights for the financial year 1 July 2023 to 30 June 2024.

We welcome any feedback at sustainability@aurecongroup.com



Aurecon respects and acknowledges the indigenous peoples of the lands where we live and work, across Australia, Aotearoa New Zealand, and Asia. Our commitment is to create sustainable and meaningful relationships with Aboriginal and Torres Strait Islander peoples in Australia, Māori as tangata whenua of New Zealand, and the diverse indigenous peoples across Asia.



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Message from our Chief Executive Officer

*I am delighted to present Aurecon's
2024 Sustainability Report.*

Aurecon has always had a strong focus on sustainability. We are committed to creating a better future for people and the planet in our own activities, and in the work we deliver with our clients and partners. This commitment is front and centre in our strategic plan, underpinning the evolution of our approach to sustainability. We see sustainability, and responding to the climate change challenge, as an opportunity to innovate within our own operations, together with supporting our clients and communities across Asia Pacific.

As an organisation, we continue our ongoing support of the Ten Principles of the United Nations Global Compact and our ongoing focus on respect and support for human rights, diversity, equity and inclusion, environmental action, and responsible corporate citizenship. I am also pleased that we delivered on our net zero commitment, reaching this milestone by 30 June 2024, ahead of our 2025 target. This reflects the recognition that we play a role in contributing to a more sustainable, liveable future.

William Cox

Chief Executive Officer





About Aurecon

Aurecon is an international design, engineering and advisory company bringing ideas to life to create a better future for people and the planet. With offices spanning Asia Pacific, Aurecon brings innovative and sustainable solutions to **some of the world's most complex challenges** across the markets we work within.

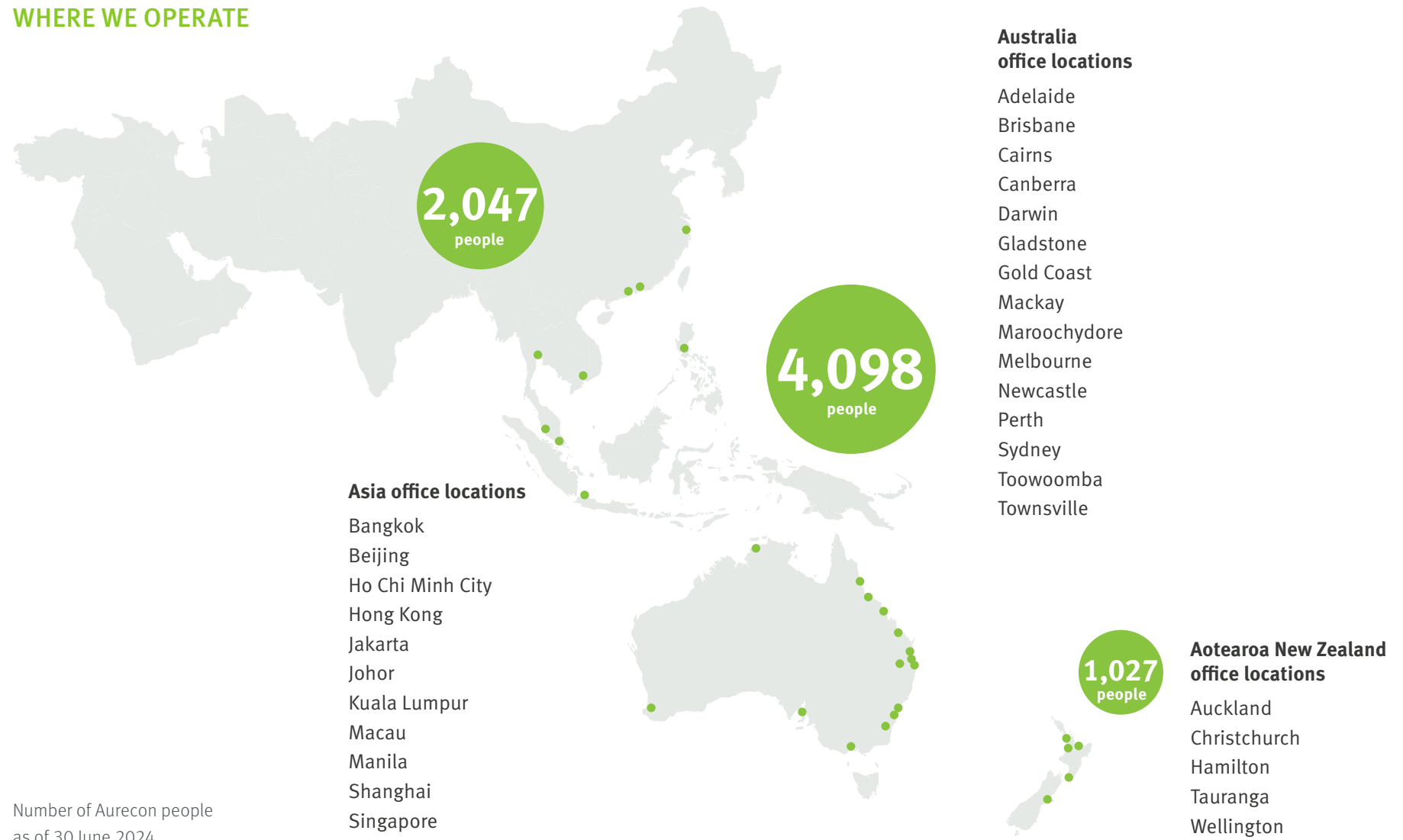
In 2024, Aurecon was recognised as one of **Australia's top sustainability leaders** by The Australian Financial Review (AFR) for a third consecutive year, in the category of Professional Services, Engineering, and Advisory, and one of **AFR BOSS Most Innovative Companies in the Professional Services category** for **Aurecon air®**.

This honour followed with recognition as one of the **Best Workplaces in the Philippines**, and 6th in the AFR **Top 100 Graduate Employers Award in Australia**. Aurecon also ranked on the global **ENR 2024 Top 200 Environmental Firms** list, reflecting a 43-place ascension over the past two years.

We recognise that Aurecon has a broader stewardship role to play across business and society. Our strength lies in how we live our purpose and harness multidisciplinary capabilities to not only provide our clients with integrated solutions, but also to collectively embed sustainability principles and targets into our strategy, operations, and culture.

 To read more about what we believe in and how we achieve it, **[click here](#)**.

WHERE WE OPERATE



UNDERSTANDING OUR IMPACT

We are working on continuously reducing our impact on the environment. Achieving our 2025 net zero commitment during 2024 is a milestone achievement, demonstrating our organisational commitment to decarbonisation while supporting our clients to undergo the same journey. This was achieved in part by purchasing and surrendering high-quality carbon offsets, with their performance and quality verified by our in-house **carbon markets experts**. While there's more work ahead to further reduce our impact, we're inspired by what's possible, to build on this momentum for a more sustainable future.

This year, we refreshed our **sustainability strategy**, informed by a materiality assessment which determined the sustainability topics most material to our business. This involved assessing the economic, social, and environmental impacts of our activities and business relationships, our enterprise risks and opportunities, and the material impacts identified by our clients and competitors.

Our most significant material impacts have informed the development of our refreshed sustainability strategy and associated sustainability policy, as well as informing the content of this report.

It is through our integrated focus on sustainability as a core element of our strategic plan that we can deliver a lasting legacy through **projects** with our clients, together with our initiatives and partnerships, for the communities and systems within which we work and live.

From an operational perspective, our most material impacts, in line with the United Nations Global Compact, were assessed to be:

Governance and business ethics



Decarbonisation of our business operations



Fostering a positive and thriving work environment for our people



Contributing to community resilience



At Aurecon, we aim to continuously improve the way we understand and share the impacts of our business. We will continue to evolve and build on our disclosures to deepen understanding and measurement around how we co-create positive environmental, economic and social outcomes.



LEADERSHIP

The **Aurecon Board** is responsible for the overall corporate governance of Aurecon and oversight of the company's strategic plan.

Reporting to the CEO is the **Group Executive Leadership Team (GELT)**. This team oversees Aurecon's strategy implementation, growth and operations and confirming our market behaviour aligns with our values.

SUSTAINABILITY GOVERNANCE

Aurecon's governance framework enables strong leadership, ethical decision-making, accountability and advocacy across the regions we work within. It promotes transparency, risk management and corporate responsibility.

Our sustainability strategy covers operational sustainability, including corporate ethics, health, safety and environmental responsibility, which comply with applicable legal standards. It provides a structured approach to embedding sustainability into business practices, projects, and decision-making processes. The framework prioritises transparency, including sharing this Sustainability Report, showing our progress. The framework is aligned with the United Nations Global Compact (UNGC) principles, the Sustainable Development Goals (SDGs), and industry and country-specific certifications.

Highlights and achievements

- Updated Aurecon's **Sustainability Policy** to outline our commitment to sustainability and our aspiration to build a long-term, sustainable business that serves our people, clients, stakeholders, partners, and the communities in the regions which we operate.

- The Aurecon Board updated the terms of reference of its sustainability committee to reflect the integration of sustainability impacts, risks and opportunities into our governance processes.
- A cross-functional decarbonisation working group was established and meets monthly to prepare for the requirement of mandatory climate-related financial reporting in FY2026 (Australia-specific).
- Spotlighting decarbonisation and net zero, CEO William Cox appointed as first chair of the Global Leadership Forum advisory board of the International Federation of Consulting Engineers (FIDIC).
- Continued oversight from our Target Zero Steering Committee to monitor progress against our decarbonisation commitment, and confirm alignment with the organisation's broader sustainability objectives.
- Active participant in the UNGC including submission of our performance against the Ten Principles.
- Strengthened sustainability and environment commitments with strategic investment in Asia, with **Singapore Environmental Consultancy and Solutions (SECS)** joining Aurecon.
- Signatory to Climate Leaders Coalition in Aotearoa New Zealand.
- Member of the Sustainable Business Council in Aotearoa New Zealand.
- Continued International Organization for Standardization (ISO) certification to ISO 14001 in Australia, Aotearoa New Zealand and Singapore.



Working with integrity

At Aurecon, how we work with clients, partners, and suppliers is central to the way we contribute to meaningful, lasting impact. We protect and foster a culture of integrity, both individually and collectively.

The **Aurecon Ethos**, our code of conduct, defines how we interact and work together with others. It sets clear expectations that all business dealings are conducted with integrity and honesty. All employees make a personal commitment to comply with the Aurecon Ethos. Supporting our code of conduct is a suite of policies, procedures, and training programs, which provide guidance on ethical business conduct, and further strengthen Aurecon's culture of integrity.

We aim to work with clients who share our values, creating partnerships that foster sustainable growth and meaningful social, environmental, and economic impact in the regions where we operate.

PROFESSIONAL ETHICS AND INTEGRITY

We have built our reputation on being ethical and trustworthy. By acting with integrity and honesty in all aspects of our business dealings, we protect and foster our culture of trust and transparency. We are committed to adhering to the ethical standards set out in the Aurecon Ethos.

- **Personal integrity:** Supporting our policies is our online training for anti-bribery and anti-corruption and the Aurecon Ethos, aimed at increasing awareness and strengthening Aurecon's anti-corruption culture. Additionally, we have an independent platform for submitting anonymous whistleblower reports.
- **Industry integrity:** Aurecon adheres to fair competition principles and all local and international laws. Applying standards of fairness and responsibility safeguards Aurecon, and clients and partners, from unethical actions.
- **Data integrity:** Privacy and integrity of data are important. Aurecon is committed to protecting the confidentiality, integrity, and availability of information provided to, or collected by, Aurecon, or owned and managed by our clients, and our organisation. As part of ongoing efforts to maintain the strength of our cyber security capability, in FY24 Aurecon achieved ISO 27001 certification for our offices across Australia and the Philippines. While work continues to extend the certification across every office, all Aurecon locations comply with the relevant information security management requirements.





ANTI-BRIBERY AND ANTI-CORRUPTION

Aurecon's zero-tolerance approach to any form of bribery and corruption upholds the highest standards of ethical business practices. We prohibit making political donations on behalf of Aurecon.

By working only with clients and partners who align with our anti-bribery and anti-corruption values, Aurecon supports transparent, fair, and reliable business relationships, creates a foundation of trust, and bases decisions on merit, not undue influence.

This **commitment to ethical practices** helps enhance our reputation, build lasting partnerships, and deliver sustainable value to our clients and the broader community.

RESPONSIBLE SUPPLY CHAINS

Aurecon is committed to building strong, transparent, and sustainable partnerships with suppliers, and to obtain reliable, cost-effective and efficient procurement solutions.

We create a responsible supply chain with our suppliers by:

- Supporting local suppliers, including First Nations-led businesses in Australia and Māori-led businesses in Aotearoa New Zealand.
- Prioritising suppliers who embed sustainable and ethical practices within their organisation and supply chain.
- Supporting the protection of internationally proclaimed human and labour rights.
- Not tolerating any form of child labour, modern slavery, servitude, or forced labour in our operations or supply chain.
- Being transparent in our reporting, including an annual **Modern Slavery Statement**.



Working together

Aurecon is focused on creating a supportive, safe, and inclusive environment for all, and supporting the learning and progression of our people. By advancing and harnessing their knowledge and experience, we are supporting them to collaborate with clients and partners, exploring and solving complex problems together, and for the communities we live and work within.

“People are at the heart of everything we do, and how we work together is important for creating a lasting legacy with our clients and communities.”

LIAM HAYES, CHIEF PEOPLE OFFICER, AURECON



PEOPLE EXPERIENCE

We believe every career at Aurecon should be a **rewarding adventure**, so we encourage our people to pursue meaningful work while also celebrating their lives outside the workplace. Our people are recognised not just for their professional contributions, but for the unique value they bring as individuals. And, by empowering people to explore diverse opportunities and bring their best selves to work, we are promoting growth and fulfilment.

Our ongoing focus on diverse skills to innovate and create with our clients has involved identifying transferrable technical skills and upskilling pathways, and transforming work processes. Combined, this will better align our skills with the needs of our clients and projects, together with accelerating innovation and creativity for the benefit of the **work that we do**. We continue to develop partnerships with educational institutions and universities to create additional learning pathways for our people that will provide both personal and professional growth opportunities.



LEADERSHIP GROWTH

Our integrated leadership development system offers continuous career progression opportunities for our people across three core leadership domains: *mindset*, *practices*, and *context*. The system is informed by the Inner Development Goals framework aligned with SDG 5 and 8.



1 Leadership Foundations Program

Mid-career professionals apply for a 12-month leadership mindsets and behaviours program to support their leadership journey. This program was a *Finalist in the 2024 Australian Institute of Training and Development (AITD) Excellence Awards for Best Leadership Development Program*.



2 Sponsorship Program

For the first time, we introduced this program to invited individuals to form a 9-month partnership with an established senior leader for individualised guidance and support on leadership career progression. In FY24, 34% of sponsees obtained a career promotion during the period, and the program achieved a 95.6% retention rate of sponsees.



3 Legacy Leadership Program

Empowering 25 senior leaders to reflect on their leadership career journey through this program, to inform their own future individual leadership style, and be able to offer guidance to future leaders in the business.



4 Leadership Talent Network

Providing an identified network of potential future senior leaders to collaborate with each other to grow their mindset, skills and resilience to navigate complexity, and lead with purpose, agility, innovation and impact when facing challenges.



5 Team Leader Learning Festivals

In-person leadership role-play scenario learning for more than 700 of our leaders across Australia and Aotearoa New Zealand to build their skills and confidence in leading teams.



OPPORTUNITY FOR FEEDBACK

Obtaining feedback directly from our people is important as it allows the growth and development of the business culture and opportunities that suit their needs. To capture meaningful feedback on a regular basis, we use the platform, Employee Pulse, which is provided by Workday-Peakon – one of the largest global employee survey platforms. Qualitative and quantitative feedback is used by our Group Executive Leadership Team (GELT) to inform our business priorities.



Engagement on Employee Pulse

- 82% survey participation
- +0.5 uplift in engagement since 2020

Health and wellbeing

- +0.7 uplift since 2021

Autonomy and flexibility

- In the top 25% of global professional services firms for supporting employee work autonomy

Diversity, equity and inclusion

- In the top 25% of global professional services firms for satisfaction with support of diversity and inclusion
- Diversity (Aurecon considered a diverse workplace) scoring above the professional services industry benchmark since 2021
- Inclusiveness: +0.5 uplift in the sub-category of 'belonging', and +0.8 uplift in the sub-category of 'feeling valued'



ATTRACTING PEOPLE

At Aurecon, **our culture shapes everything we do**. We see that diversity of thought, skills and experiences drive innovation and this begins with offering people **rewarding adventures**, and the opportunity to work with our clients and partners. Our new skills-based hiring model has, this year, incorporated non-traditional recruitment channels to assess skills in action for early careers recruitment, whilst providing potential candidates the opportunity to experience the Aurecon culture.

Our webinar series, 'Start your intern adventure at Aurecon', had strong engagement with 380 participants attending who were interested in our intern program. During the year, we partnered with one of our global clients to host a graduate assessment seminar that brought together business professionals and potential graduates together to solve real-world project challenges. We also collaborated with partners Australian Power Institute, Dream Big and Minerva Network to expand our recruiting network.

More than 49% of our early careers people appointments were a result of non-traditional channels.

Aurecon has emerged as the most popular engineering employer for a **third consecutive time** at the 2024 Australian Financial Review's Top 100 Graduate Employers awards. Aurecon also ranked 6th out of the Top 100 among Australian employers nationwide across all sectors.

We were also named as Prosple's #1 Overall Best Graduate Employer in Aotearoa **New Zealand** in 2024.

Other achievements and awards:

- **Winner:** Most Innovative HR Team in Australia, HRD Australia, 2024.
- **13th: Philippines Best Workplaces (medium-sized)**, special recognition ITBPM/Shared Services, 2024.
- **Winner:** Third year in a row at the Global Most Innovative Knowledge Enterprise (MIKE) Awards, Hong Kong, 2024.

“Our focus is developing a culture that leverages our collective knowledge and uses this important asset to bring ideas to life for our clients.”

DR. ANDREW MAHER, CHIEF CLIENT & GROWTH OFFICER, AURECON

Strengthening connectivity and sustainability in offices

In recent years there has been a global shift in expectations around ways of working. When recently refurbishing our Auckland, Melbourne and Perth offices, Aurecon took the opportunity to respond to these expectations and more deeply embed our **Aurecon Ethos** into office designs that better connect people, place and performance.

The office design guidelines were adapted to respond better to the diversity of our people, clients and partners. Good design for our people supports a hybrid and flexible environment.



Perth, Australia

Implementation of sustainable design and initiatives saved a total of 96.7 tonnes of carbon dioxide equivalent (tCO₂-e). This included breathing new life into the internal stairwell by repurposing the building's original steel balustrade. In addition, Aurecon donated 90% of surplus furniture to charities which is equivalent to 27,237 kilograms of waste avoidance; supplied 18 boxes of surplus stationary to local schools; and raised AUD\$3,500 for donations to charities by selling surplus desktop equipment to our people.



Auckland, Aotearoa New Zealand

The cultural narrative woven through the **Tāmaki Makaurau** **Auckland office** connects people to place, builds on the relationship with Ngāti Whātua Ōrākei as mana whenua (Māori tribal custodians of the land). Te Tihi fosters principles of Manaakitanga (support and care for others), Mahi Ngātahi (working together), and Tū Māia (courage and bravery). The impact of the design is tangible with direct feedback from staff, clients and visitors of feeling a sense of wellbeing, connection, and cultural safety. The design has won awards for design strategy and architecture which demonstrates its relevance for the needs of our people, and visitors.



Melbourne, Australia

Designed with a focus on social connection, wellness, and collaboration, there are work stations for a maximum of 35% of our people (FTE). An inclusive design approach to ergonomics, sensory factors, and human factors therefore enables people to utilise and adapt to space change purposefully. This facilitates opportunities for flexibility to work in teams, whilst also reducing overall office space by 44%. The result is a highly utilised, sustainable design, and vibrant workplace.



Diversity, equity and inclusion

“Investing in diversity, equity and inclusion builds a strong workforce and culture, deep client relationships, and project outcomes that are innovative, are intrinsically designed for diverse user experiences, together with positive social and environmental impact.”

WILLIAM COX, CHIEF EXECUTIVE OFFICER, AURECON

To achieve impact across diversity, equity, and inclusion (DEI), we have four areas of focus:

- Fostering mutual accountability
- Living inclusive behaviours
- Building diverse teams
- Leadership

We believe that teams composed of **diverse perspectives, experiences, and backgrounds drive innovation and make more informed decisions.** We work collectively to progress gender equality. Across Australia and Aotearoa New Zealand, we also prioritise cultural diversity with Australian First Nations, and Aotearoa New Zealand Māori.

‘Inclusive Employer’

Aurecon was named a 2024 ‘Inclusive Employer’ by the Diversity Council Australia following our workforce’s annual response to their Inclusive Employer Index survey.

This means that we have exceeded the National Index Benchmark in at least five out of the six of the following areas: awareness, engagement, inclusive organisational climate, inclusive leadership, inclusive team, and exclusion. The Index demonstrates the proportion of our workforce that identify as working in inclusive teams (Figure 1).

The term ‘inclusive’ is determined by the Diversity Council of Australia’s methodology and employee responses to the survey.

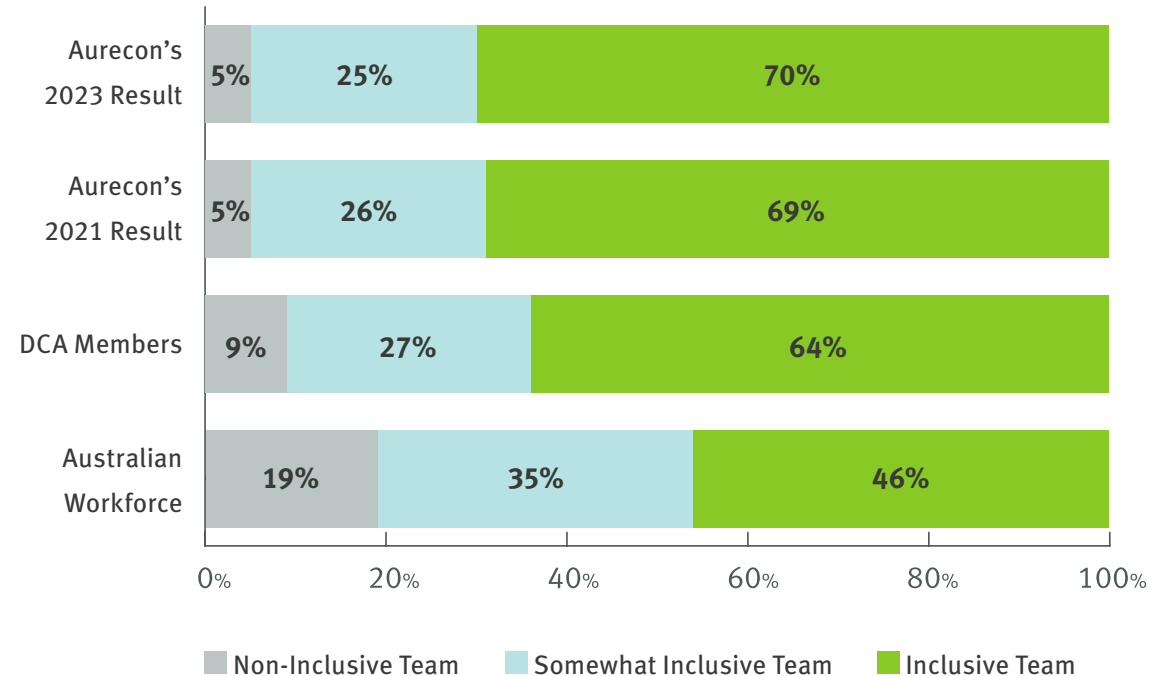


Figure 1: Proportion of people that identify as working in inclusive teams compared with the total Australian workforce, and Diversity Council of Australia members.

Source: Diversity Council of Australia Inclusive Employer Index Benchmark report.



Responses analysed by Diversity Council Australia from Aurecon's Australia workforce response to the Inclusive Employee Index survey (Figure 2 and 3).

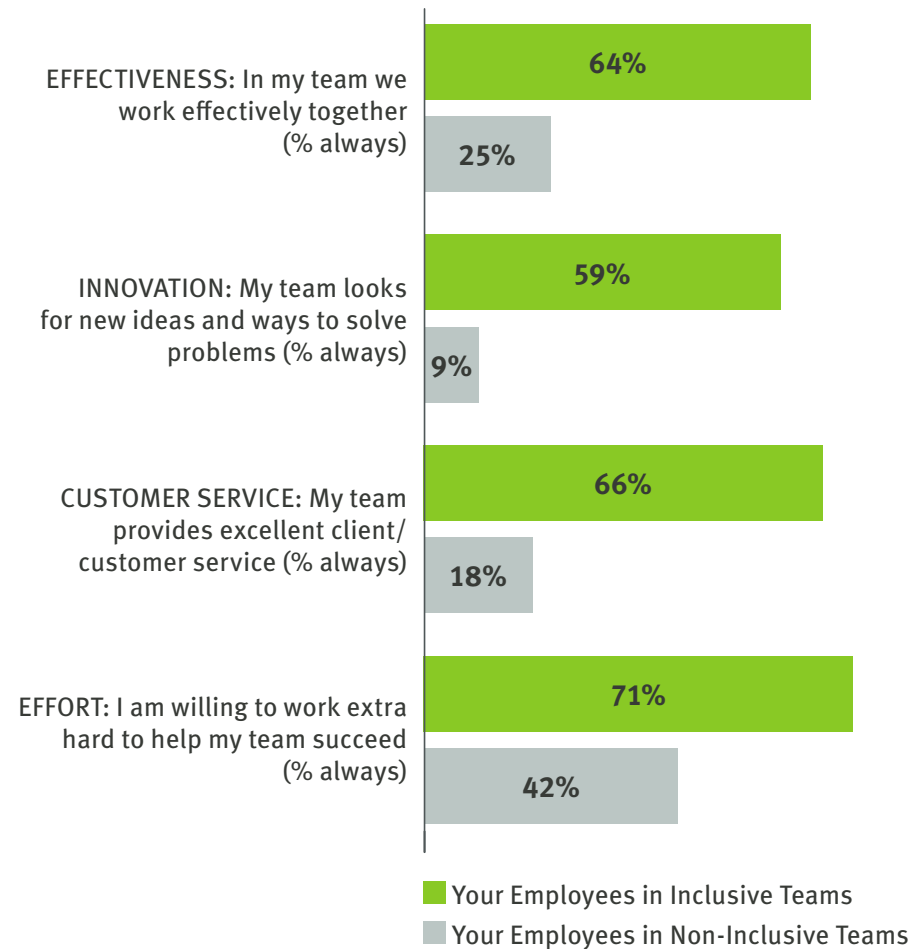


Figure 2: Indication of impact of inclusive teams on performance (2023 result)

Source: Diversity Council of Australia Inclusive Employer Index Benchmark report.

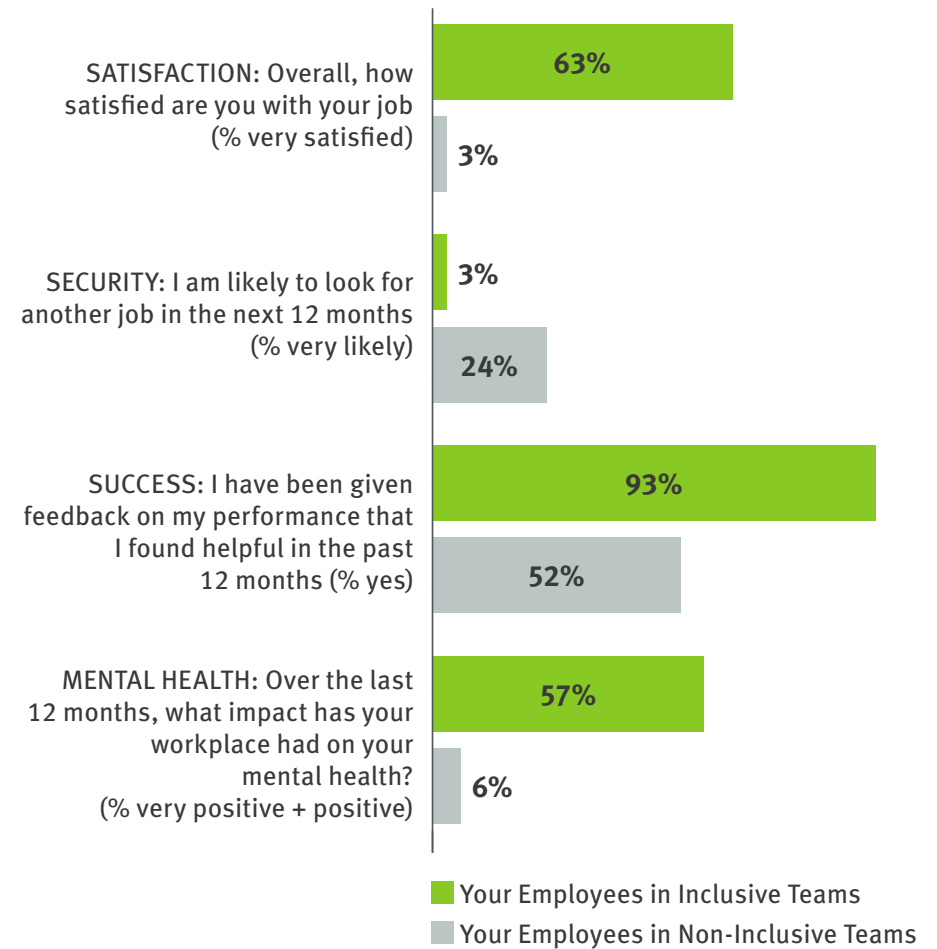


Figure 3: Indication of impact of inclusive teams on people (2023 result)

GENDER DIVERSITY

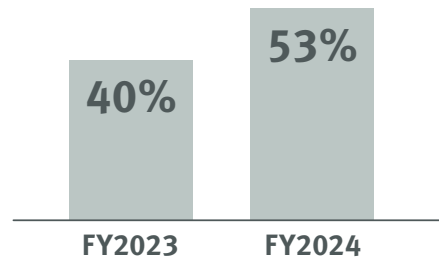
At Aurecon, we aim to continually improve the gender balance and gender equality of our leaders and workforce, and seek opportunity for all our people. Our global workforce by gender and region as of 30 June 2024 (Figure 4).

Figure 4: Global workforce by gender and region.

		Female		Male		Non-binary / gender fluid		Undisclosed / other		Total people
FY24	Australia	1,564	38.2%	2,494	60.9%	4	0.1%	36	0.9%	4,098
	Aotearoa New Zealand	410	39.9%	614	59.8%	2	0.2%	1	0.1%	1,027
	Asia	709	34.6%	1,314	64.2%	3	0.1%	21	1.0%	2,047
	Group Total	2,683	37.4%	4,422	61.7%	9	0.1%	58	0.8%	7,172
FY23	Australia	1,560	37.6%	2,551	61.5%	3	0.1%	37	0.9%	4,151
	Aotearoa New Zealand	397	37.8%	651	61.9%	2	0.2%	1	0.1%	1,051
	Asia	589	34.7%	1,084	63.9%	1	0.1%	22	1.3%	1,696
	Group Total	2,546	36.9%	4,286	62.1%	6	0.1%	60	0.9%	6,898
FY22	Australia	1,440	36.6%	2,405	61.2%	2	0.1%	84	2.1%	3,931
	Aotearoa New Zealand	320	34.7%	600	65.1%	1	0.1%	1	0.1%	922
	Asia	444	31.6%	932	66.3%			30	2.1%	1,406
	Group Total	2,204	35.2%	3,937	62.9%	3	0.05%	115	1.8%	6,259

Across Australia and Aotearoa New Zealand, our **Paid Parental Leave Policy** is gender-agnostic and inclusive of all parents, whether through birth, adoption, surrogacy, kinship or whanau care. In FY24, we extended paid parental leave from 14 weeks to 22 weeks and provided superannuation (Australia), and KiwiSaver (Aotearoa New Zealand) support for unpaid leave.

Increase in parental leave by men (as a total of leave taken)



In Australia we are required to report gender pay data annually to the Workplace Gender Equality Agency (WGEA) where it is included in WGEA's annual **Gender Equality Scorecard** (1 April–31 March).



Our median employer gender pay gap in Australia, due to differences in gender representation throughout the organisation, has reduced from 2023 to 2024 by 2.2% to 24.1% (see Figure 5). We continue to pursue greater representation of women at senior levels of the organisation, through a large range of actions, including recruitment, career development and succession planning. Our median gap is slightly higher than the industry average and our average gap is slightly lower.

Joint Defence-Aurecon Ascend Program, Australia

Since early 2020, the Australian Department of Defence and Aurecon have partnered to run the joint women's leadership development program, **Ascend**. The program aims to drive greater gender equity and inclusion in the Defence industry and build an influential and collaborative community of women, capable of empowering themselves and other women across both organisations.

The program also encourages senior leaders to play a significant part in driving positive change, highlighting the powerful influence leaders can have in removing cultural and structural barriers for underrepresented groups.

It has been recognised as an award-winning women's leadership development both nationally and internationally.

Figure 5: Gender pay gap over time for Aurecon in Australia, and comparison with industry peers.

	Aurecon			Workplace Gender Equality Agency categories – averaged		
				Management and consulting firms	Architectural, engineering and technical services	Engineering design and consulting services
All employees	2021–22	2022–23	2023–24	2023–24	2023–24	2023–24
Average (mean) total remuneration	18.2%	17.9%	17.9%	17.9%	19.1%	19.2%
Median total remuneration	25.0%	26.3%	24.1%	24.1%	19.7%	20.3%
Average (mean) base salary	18.2%	17.7%	17.7%	16.5%	17.9%	18.1%
Median base salary	25.3%	26.3%	24.1%	21.8%	18.9%	18.7%

Data source: WGEA's annual Gender Equality Scorecard (1 April 2023 to 31 March 2024).

Other gender diversity highlights and achievements

- **Workplace Gender Equality Agency (WGEA)** Employer of Choice for Gender Equality since 2015.
- **2024 GenderTick accreditation:** In 2023, we were the first engineering firm in Aotearoa New Zealand to receive the GenderTick accreditation (advanced).
- **Finalist:** AITD Excellence Awards - Best **Diversity** & Inclusion Program, 'From Bystander to Upstander', that provides a framework for respectful culture.
- **Finalist:** Diversity Works (NZ) Respectful Culture Award, for 'From Bystander to Upstander'.

PROVIDING GREATER ACCESSIBILITY

Aurecon is committed to identifying processes and practices that allow us to provide a more **accessible** and inclusive experience for those who identify with a disability.

Highlights and achievements

- Joined Australian Disability Network (ADN) as a silver member and submitted our first Access and Inclusion Index, gaining the top score in the Innovation category for our efforts of applying inclusive design in our business operations, together with establishing a partnership with Monash University for research into neurodiversity at work.
- As part of the partnership with Monash University, Aurecon launched its own Neurodiversity Network and through these initiatives, has contributed to research on leadership practices for neurodivergent and neurotypical employees.
- Recommendations from the Access and Inclusion Index were identified for future implementation, for example, a workplace adjustment guideline, and an access and inclusion plan.
- Appointed a Workplace Experience Coordinator (volunteer role) responsible for overseeing access and inclusion across Asia Pacific.





CULTURAL DIVERSITY

Aurecon's own Inclusive Employer Index survey, conducted in Australia and Aotearoa New Zealand, revealed that our people in those countries:

- Originated from 71 countries
- Speak 62 languages
- Practice 20 different religions

Aurecon is focused on improving the ways in which we nurture a **culturally diverse** workplace across Asia Pacific, reflected in initiatives such as the Inclusive Employer Index survey conducted with the Diversity Council Australia, and our commitment to participate in the **RISE Project** that aims to build pathways to leadership for women from culturally and racially marginalised backgrounds. Across Asia Pacific, we celebrate a range of cultural festivals that represent the cultural practices, and needs, of our people. We also offer facilities and services such as prayer rooms, cultural awareness and leadership training, in addition to our people having the option to switch country or region designated public holidays in Australia and Aotearoa New Zealand with alternative days that reflect their cultural practices.

FIRST NATIONS, AUSTRALIA

Aurecon's vision is for a reconciled Australia where **Aboriginal and Torres Strait Islander peoples are respected**, their success celebrated, culture fully valued, and where social and economic opportunities are equal. Our First Nations commitment is delivered through our

2022 to 2025 Innovate Reconciliation Action Plan (RAP), and, in 2025, are working on our fifth RAP (Stretch). This will further advance employment and career pathways, strengthen business engagement and partnerships, deepen relationships with First Nations Elders and communities, and embed reconciliation activities into our organisation.

Highlights and achievements

- Increased First Nations employees from 29 in FY23 to 36 in FY24, comprising 0.9% of our Australian workforce.
- Increased procurement spend with First Nations businesses by 25% from AUD\$1.5 million in FY23 to AUD\$2 million in FY24. Working with 38 businesses in total.
- Partnered with Engineering Aid Australia and its Indigenous Australian Engineering School program for the 5th consecutive year, providing students with opportunities to learn about engineering and engage with industry professionals through site visits, career fairs, and networking events.
- Created a new guide to preparing a meaningful Acknowledgment of Country, with more than 500 views by Aurecon people.
- Hosted events, workshops and celebrations to initiate Aurecon's inaugural **Indigenous strategy**; shared information, events and a public statement in support of the Voice to Parliament referendum; held eight events for National Reconciliation Week and NAIDOC Week (across Australia).

MĀORI, AOTEAROA NEW ZEALAND

In Aotearoa New Zealand, through the initiatives delivered under He Rautaki Māori, Aurecon's Māori Strategy, our vision is to demonstrate an authentic commitment to te ao Māori (Māori worldview) and Te Tiriti o Waitangi. He Rautaki Māori is our organisation's commitment to uplift te ao Māori knowledge and capability, addressing cultural bias in policies and systems, and supporting partnerships, relationships and outcomes with Māori communities. Through our approach, we aim to address under-representation of Māori in the industry, drive cultural revitalisation, and build stronger, more respectful relationships, with Māori communities and clients.

Highlights and achievements

- Increased Māori employees from 16 in FY23 to 30 in FY24, now comprising 3.0% of our Aotearoa New Zealand workforce.
- Established a Māori cadetship program to address the under-representation of Māori in engineering and related fields, created in partnership with iwi, hapū, kura (schools), and Te Puni Kōkiri.
- Created the Pou Tikanga Māori role to guide internal and external Māori engagements, providing expertise on te reo Māori and tikanga Māori.
- Delivered Wall Walk workshops to educate staff on Aotearoa New Zealand's history from a Māori perspective, focusing on bicultural events and their impact on present-day inequities. These workshops combine theatre, storytelling, and discussions to encourage reflection on participants' roles in addressing inequities.



LGBTQIA+

At Aurecon, we are working to build **LGBTQIA+ inclusion** across our organisation, including pride networks, accreditation, and through leadership. Our intention is to foster a stronger sense of community and inclusion, create a safe and supportive workplace, and promote greater awareness and understanding of LGBTQIA+ issues.



Highlights and achievements

- Aurecon's Pride network, established over a decade ago, continued to expand in 2024 with the inaugural Pride Network in the Philippines, celebrated with events such as the Pride March in Quezon City and a powerful video sharing anonymous stories from Pride members.
- Upheld our **RainbowTick accreditation** in Aotearoa New Zealand and Bronze Employer status with Pride in Diversity (AWEI) in Australia.
- Continued to focus on LGBTQIA+ inclusion through participation in networks such as InterEngineer, Interfirm, and Pride in Water, with Pride community champions spearheading these initiatives.
- Enhanced internal LGBTQIA+ awareness by featuring storytelling sessions and guest speakers from Transgender Victoria and the Northern Territory AIDS and Hepatitis Council to build understanding of transgender and non-binary inclusion.



PREVENTING HARASSMENT, BULLYING & DISCRIMINATION

Aurecon's Respect@Aurecon Policy was launched in November 2023, which aims to eliminate sex discrimination, sexual harassment, and hostile workplace environments. By proactively addressing these harmful behaviours, Aurecon is aiming to create safer and more supportive workplace environments.

Organisational culture plays a significant role in managing and eliminating harmful behaviours in the workplace, and Aurecon is working on continuously encouraging our people to report such incidents by providing regular communication to our people and encouraging them through support for coming forward. To establish a collective commitment to recognise and respond to harmful behaviours, particularly relating to sexism and sexual harassment, Aurecon implemented mandatory training for our people as part of our 'From Bystander to Upstander' program, which included a conversation guide for Team Leaders.

FY24 review findings

In FY24, 26 complaints were received. Most complainants were female, and most respondents were male. Most complaints were made about individuals who were more senior than the complainant. No complaints were deemed vexatious.

Complaints were most commonly about incivility or offensive comments (13/26). Verbal or written abuse was the second most common (7/26).

Four sexual harassment complaints were made and, following investigation, three individuals were terminated and one final warning was issued.

No Aurecon office location presented as an outlier in terms of the number of complaints. Three complaints were made which had a connection with our clients and Aurecon proactively engaged with our clients to investigate and address these complaints, acknowledging these client organisations share the same commitments as Aurecon towards preventing and addressing harmful behaviours.



VETERAN SUPPORT

Aurecon is a long-time supporter of veteran communities, with currently 97 veteran employees working on projects across Asia Pacific. This figure represents an increase of 28% in FY24, from the previous year. We value the outstanding contributions veterans make including leadership, problem solving, and risk management, and partner with organisations to support veterans.

“From the very beginning, I was made to feel welcomed, and it was evident that Aurecon values the unique qualities that veterans bring to the table.”

MATHEW GORE, SENIOR CONSULTANT, PROGRAM PERFORMANCE, AURECON

Highlights and achievements (Australia specific)

- Our new Veteran Engagement Program helps veterans and families transition smoothly into civilian employment, with a dedicated career portal for veterans to submit their CV and have a conversation with a recruiter for guidance and resources. Supported onboarding includes a veteran buddy and a Veterans' Network for ongoing connection and support.
- Became an **Employer of Choice** with the Australian Department of Veterans' Affairs, recognised for our commitment in veteran recruitment, support, and retention.
- Our joint Australian Defence-Aurecon **Ascend Program** received many industry awards, including the Best Diversity and Inclusion Program at the Australian Defence & National Security Workforce Awards in 2024.
- Held veteran-focused events including hosting Soldier On Sips, fortnightly coffee catch-ups for veterans and families, and led the Soldier On *March On Challenge*, raising AUD\$31,221 for mental health support.



Health, safety, and wellbeing

Core to the **Aurecon Ethos** is safeguarding our people and fostering a culture of caring that promotes the wellbeing of our people, subcontractors, and partners.

Through a range of health, safety, and wellbeing initiatives, we demonstrate our commitment to maintaining a safe work environment, together with a culture of learning and progress.

Focus areas

- Driving engagement with health, safety, and wellbeing by supporting and celebrating our people to visibly and actively participate in health, safety, and wellbeing activities.
- Providing a range of services which our people can access to support their health and wellbeing such as Thrive, our People and Family Care Program, and the appointment of Wellbeing Ambassadors.
- In Australia, we implemented psychosocial risk assessments and tailored support plans, which assist with recovery from physical or psychological injuries which have occurred outside of work. These plans support recovery and aim to avoid aggravation of the injury or illness to empower our people to thrive at work.

- Gathering digital and data-driven insights using safety tools that are available for projects, such as our incident and audit management platform, guardUs (Figure 6). It is a digital tool which enables our teams to proactively record hazards, incidents, and engagement activities focused on verifying and improving our controls for health, safety, and wellbeing risks. This data enables us to understand where improvements can be made.
- Maintain partnerships to support our people having access to a safer and more inclusive work environment. For instance, Sonder, the host of Thrive, our 24/7 health and wellbeing phone support, was utilised by 19% of our people.
- Contributing to projects that meet the highest standards of safety, quality, and legal requirements, reduce risk, strengthen trust and credibility, and meet environmental and social responsibility goals.

In FY24, Aurecon recorded:



3 High potential incidents

8 Recordable injuries

10,804

guardUs interactions were undertaken to verify and evaluate our health, safety, and wellbeing controls



28% of guardUs interactions focused on our most critical risks, exceeding the 21% target

Figure 6: Aurecon health and safety statistics.

Highlights and achievements

- **Maintained:** ISO45001:2018 certification for occupational health and safety management systems.
- **Certified:** ISO45001 Singapore and Hong Kong, the first Aurecon locations in Asia.
- **Achieved:** BizSAFE Star accreditation, highest level, Singapore.
- **Winner:** Safety, Consultant category; and High Commendation Health, Consultant category, Institute of Safety and Health Practitioners Outstanding Safety & Health Awards, Hong Kong.
- **Winner:** Excellence Award for Health & Safety Performance, all Industries, Occupational Health & Safety Council, Hong Kong.
- **Upskilled:** we trained and certified 320 Wellbeing Ambassadors as mental health first aiders, creating a visible support network across all our offices.

Key safety metrics

Since increasing our focus on the effectiveness of our recordable controls, our total recordable injury frequency rate (TRIFR) and our high potential incident frequency rate (HPIFR) have both halved:

TRIFR: FY23 = 0.26 compared with FY24 = 0.13.

HPIFR: FY23 = 0.11 compared with FY24 = 0.05.

Our other safety metrics also recorded low numbers including:

Lost time injuries (LTI) = 5

Restricted work incidents (RWI) = 2

Medically treated incidents (MTI) = 1

Our full details are viewable in (Figure 7).

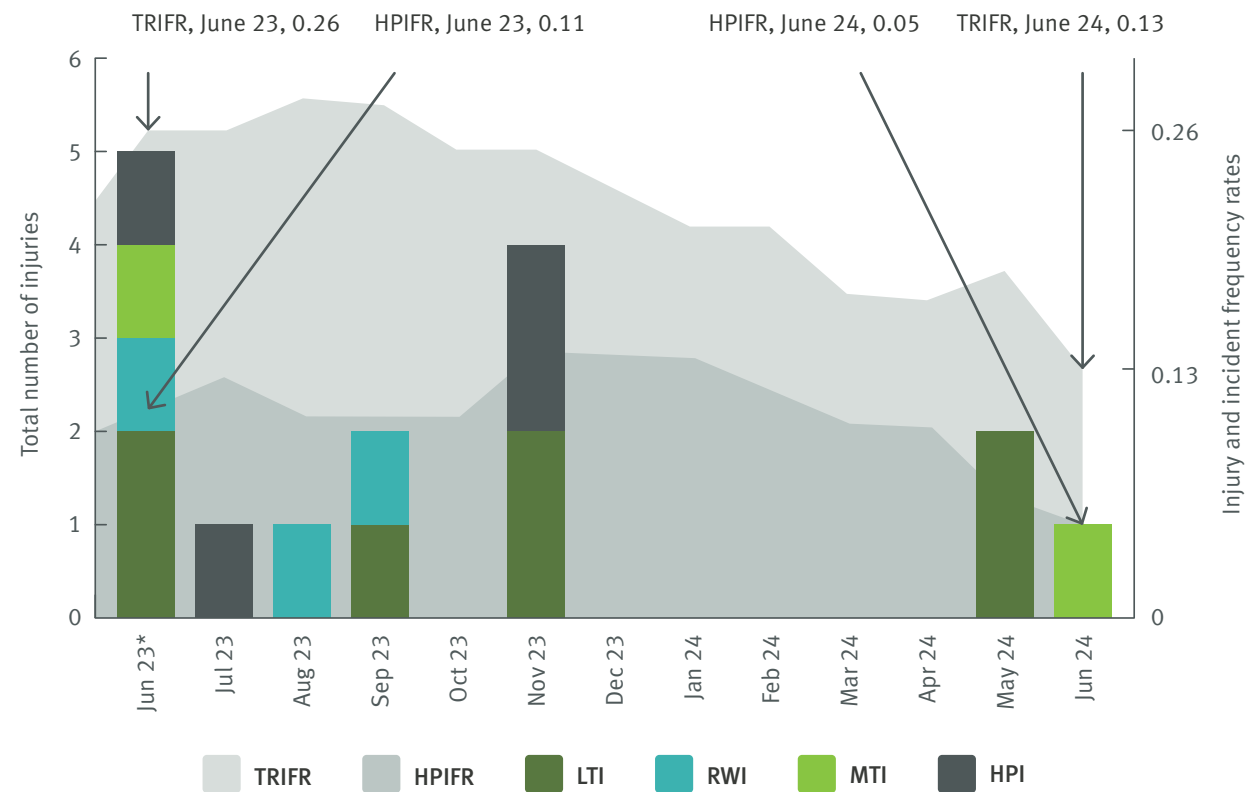


Figure 7: Aurecon injury and high potential incidents FY24.

* June 23 data refers to the rolling average for the year spanning July 2022 to June 2023



Working to act on climate change

At Aurecon, we are committed to a more sustainable, liveable future, through the **work** that we do and the **way we operate**.

With a changing climate one of the biggest challenges facing the world today, we continue to strengthen our commitment to the Sustainable Development Goals (SDGs), and through our participation in the United Nations Global Compact (UNGC). We are:

- Supporting a precautionary approach to environmental challenges.
- Undertaking initiatives to promote and adopt greater environmental responsibility such as reducing the direct impact of our operations.
- Encouraging the development and diffusion of environmentally friendly technologies.

We are also actively working to decarbonise our operations and our own supply chains in alignment with the expectations of our people, clients, and partners.

Our climate change commitment

In 2021, we made a commitment to become net zero in our operations by 2025, using our FY19 carbon footprint as the baseline emission boundary. This covered:

- Owned or controlled sources (ISO 14064-1:2018, Category 1).
- Purchased energy (ISO 14064-1:2018, Category 2).
- Other indirect emissions from Aurecon activities we do not own or control, such as business travel, waste, and water (ISO 14064-1:2018, Categories 3–5).



Our commitment included a comprehensive plan to decarbonise our operations through risk-based decisions and investment in emissions reduction measures, while also using offsets as needed. The carbon credits were assessed for their performance, quality and co-benefits, by our **in-house carbon markets experts**.

Our comprehensive plan covered:

- Looking beyond compliance to engage everyone at Aurecon in the journey to a net zero emissions future.
- Developing the pathway and priorities to achieve net zero emissions by 2025. Focus areas included: flights, electricity, fleet and commuting, water, consumables, waste reduction, supply chain efficiencies, and carbon credits as a supporting element of broad decarbonisation.
- Measuring and monitoring our carbon footprint from our operations through internationally recognised standards, including the Greenhouse Gas Protocol — Corporate Accounting and Reporting Standard, and the ISO 14064-1:2018 Greenhouse Gas Standard series.
- Independent third-party verification of our carbon footprint annually in accordance with the ISO 14064-1:2018 Standard.
- Purchase and surrender of carbon credits for residual emissions.

ACHIEVING NET ZERO

Our emissions reduction activities, combined with the purchase of Australian Carbon Credit Units (ACCUs) to exceed our residual carbon exposure, resulted in the achievement of our 2025 net zero emissions target against our FY19 baseline as of 30 June 2024 (Figure 8). The 10,140 ACCUs that we purchased in June 2024 meet the requirements of the Carbon Offsets Integrity Framework developed by our carbon markets experts.

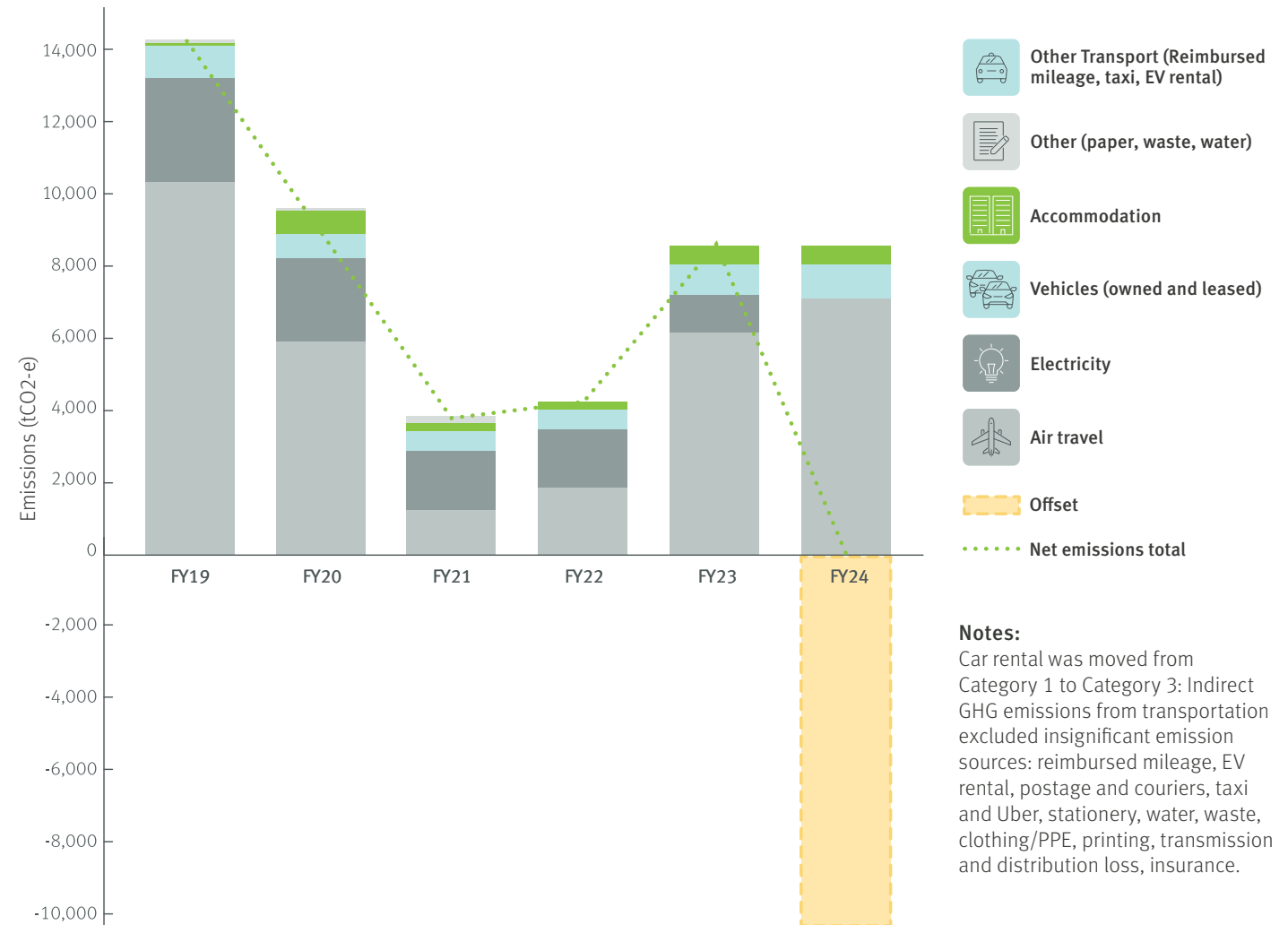


Figure 8: Aurecon Group's absolute tCO₂-e emissions against the FY19 baseline – annual trends.

Aurecon measures our emissions in alignment with ISO 14064–1:2018.

Since setting our original 2025 net zero targets, which included six emissions sources, we have improved the quality and availability of our data and been able to expand the boundary of our emissions profile (Figure 9).

It now includes 17 emissions sources that align with ISO14064–1:2018 Categories 1 to 5 across our 31 operating **offices** in Australia, Aotearoa New Zealand, and Asia.

Our ongoing carbon reduction commitments will continue to capture this expanded emissions boundary.

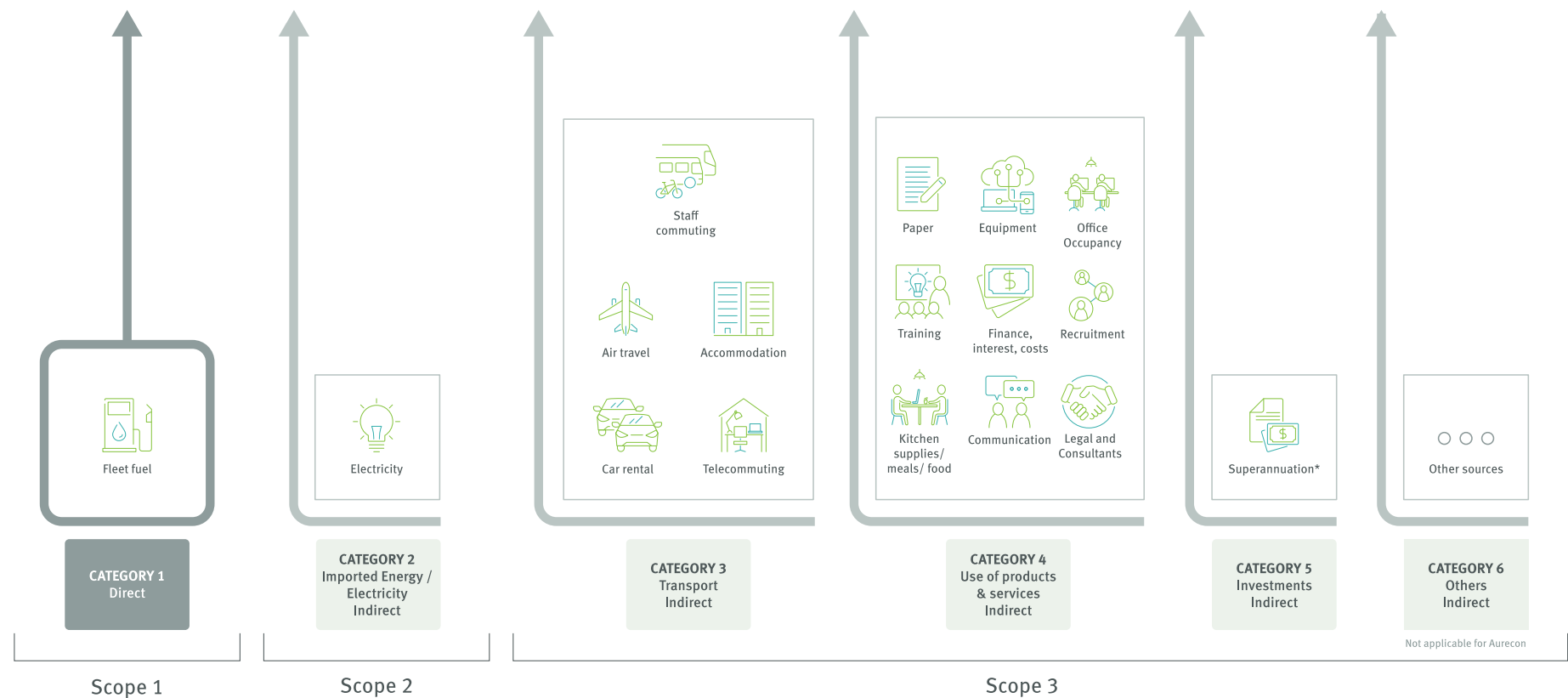


Figure 9: Aurecon Group's expanded emissions boundary in FY24.

MATURING THE SCOPE OF OUR EMISSIONS PROFILE

The ongoing evolution of our emissions boundary (Figure 10), coupled with business expansion, resulted in an overall emissions increase of 7% from FY23 to FY24 (18,618.31 to 20,119.10 tCO₂-e). However, this was a decrease of 1.5% in emissions per FTE.

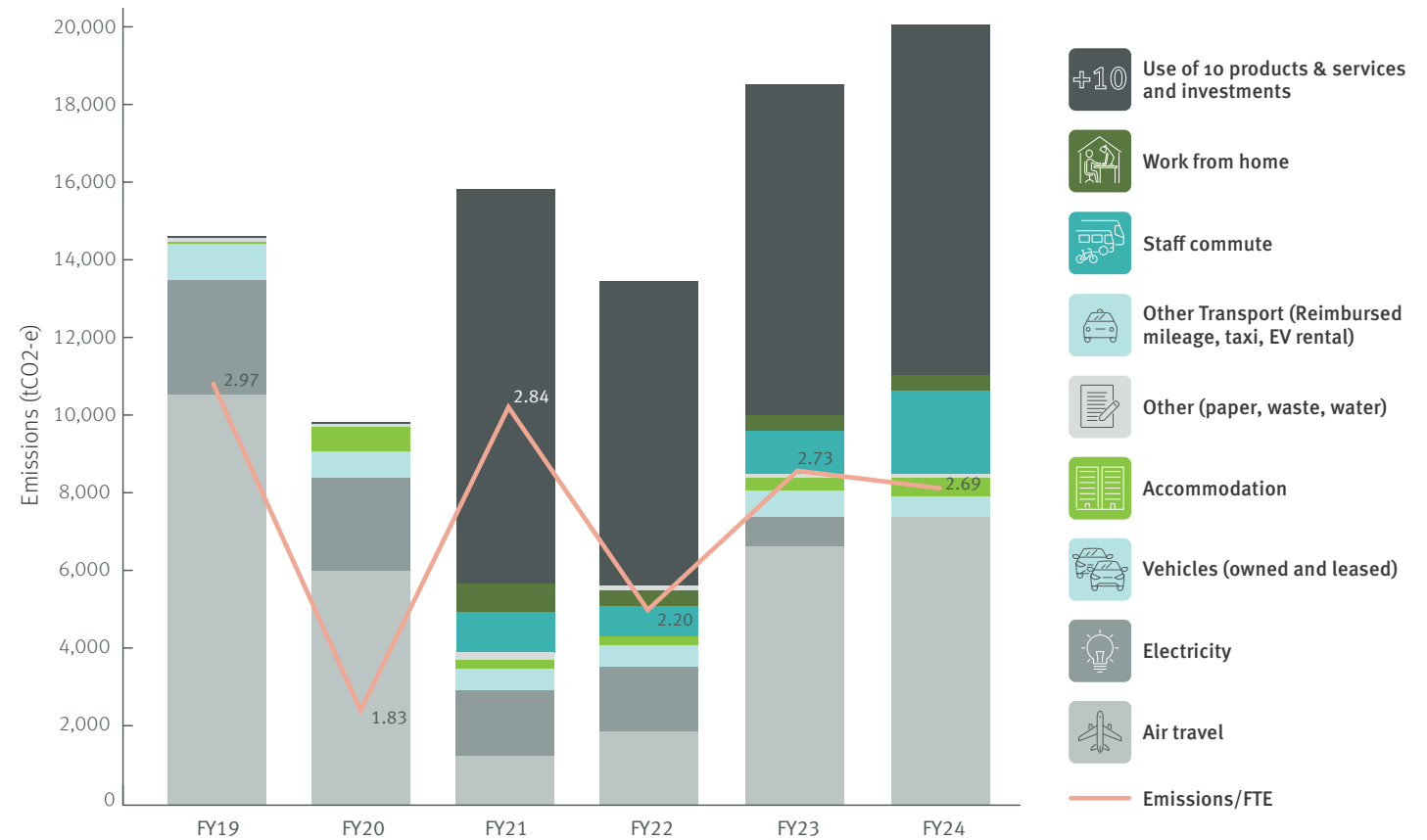


Figure 10: Aurecon Group's absolute tCO₂-e emissions against the expanded boundary – annual trends.

OUR FY24 EMISSIONS RESULTS

Our most significant sources of emissions by percentage share for Aurecon are; air travel (36%); equipment (18%); employee commute (11%); superannuation (7%); and kitchen supplies/meals/food (5%).

Highlights and achievements

As part of a commitment to decarbonise our business, Aurecon purchased renewable energy for our operations in FY24. Our approach was developed by **renewable energy experts** in our business and involved adopting the highest integrity option available in each location.

- **Australia:** we purchased Australian renewable energy certificates (RECs) to the equivalent volume of electricity consumed in our Australian office tenancies through an accredited Greenpower Provider that surrendered them on our behalf to the Australian Government Clean Energy Regulator.
- **Asia:** we purchased international renewable energy certificates (I-RECs) to the equivalent volume of electricity consumed in our Asia office tenancies through an accredited third-party registrant. Our partners purchased RE100 compliant unbundled certificates and retired them on our behalf. All renewable energy generated under these certificates originated in the same country as the office and were generated using solar technology, except the Philippines where only hydro or geothermal is available.

- **Aotearoa New Zealand:** we purchased all of the electricity consumed in our office tenancies from an in-country based Climate Positive certified electricity provider that purchases 100% renewable energy from wind, hydro and solar. Climate Positive certification follows strict Greenhouse Gas Protocols, is internationally recognised, and prepared in accordance with the requirements of ISO14067:2018 for product and ISO14064-1:2018 for the organisation.

These purchases enable Aurecon to report zero emissions for our Category 2 (Scope 2 under the Greenhouse Gas Protocol), as every megawatt-hour of electricity that we consumed in our office tenancies has been matched with renewable energy or a renewable energy certificate.

We are also progressively transitioning our owned vehicle fleet (which we maintain in Australia and Aotearoa New Zealand) to electric vehicles (EVs) and this switching process in FY24 contributed to a 6% reduction in vehicle (owned and leased) emissions.





30 of our people from our Hong Kong office participated in the LiveWire Run, raising money for children with rare diseases.

Working with the community

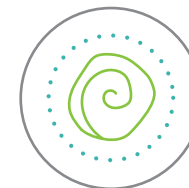
HANDPRINTS

In line with our commitment to co-create a **better future for people and the planet**, Aurecon continues our corporate social responsibility program, **Handprints**, to support community-focused projects in FY24. The framework for determining project funding and aligning volunteer requests through Handprints is aligned with our five key areas that reflect broad global programs such as the Sustainable Development Goals (SDGs).

Five key areas



Providing clean water and sanitation



Supporting Indigenous programs



Improving health and wellbeing



Developing climate resilience



Delivering sustainable cities and communities



Handprints provides opportunities for our people to make a meaningful impact through one or more of these focus areas:

Working on pro bono projects

Where we provide our services complimentary or at a significantly reduced fee, to organisations or community groups that might otherwise be unable to access to Aurecon's services.

Supporting charities, community organisations, or programs

Where we sponsor organisations, programs or projects, specifically those which support diversity, equity and inclusion, and Science, Technology, Engineering, Arts and Mathematics (STEAM) education.

Providing our people with the opportunity to volunteer

Our people are encouraged to take one Handprints Day each year to volunteer with a charity or community organisation.

Collaborating with our clients

We encourage our people to action opportunities to collaborate with clients and partners to support community organisations, charities and programs.

Highlights and achievements

The total number of Aurecon people utilising their Handprints Day increased by 42% (Figure 11), demonstrating the value placed on providing accessible ways for individuals and groups to contribute meaningfully by volunteering.

Figure 11: Handprints activity data.

Handprints activity	FY23	FY24	Increase
Total number of Handprints Day volunteering hours	1,178	1,675	42%
Total number of people volunteering	170	441	159%
Total number of pro bono hours	128	1,210	845%

During FY24, Aurecon people contributed to their communities across Asia Pacific. Here are some of their stories.



Volunteer reforestation and fish release day Bangkok, Thailand

There were 30 people from our Bangkok office who participated in a volunteering day to support aerial forestation (seed bomb) and fish release at the Khun Dan Prakan Chon Dam in Nakhon Nayok Province.

By supporting vegetation regrowth, and promoting reforestation efforts, we helped enhance the capacity of forests to absorb and store carbon dioxide while restoring and protecting natural ecosystems.

The project supports mitigation of climate change impacts by increasing resilience of natural systems to its changing effects, together with supporting biodiversity and aquatic ecosystems.



Volunteer tree planting day Ōtautahi, Aotearoa New Zealand

From our Christchurch office, our people used their Handprints Day to plant trees at Living Springs Camp & Conference Centre near Governors Bay, south of the city. The retreat is converting the 400-hectare property into an ecosanctuary and through the process of native planting, biodiversity in the area is improving. Our people braved the rain, wind, and cold, to plant 800 native trees on what is now called Aurecon Hill, completely transforming the paddock into a landscape that encourages the return of native wildlife and aims to reduce sediment flow into the bay downstream.

“This initiative was rewarding for all involved and continues to inspire our community to get out there and do the work – Mahi Ngātahi (working together).”

SOFIE THIELEMANS, CIVIL ENGINEER LAND AND WATER, AURECON



Aurecon's partnership with Engineers Without Borders, Australia

Immersive tour to understand climate resilience in the Pacific

Three Aurecon engineers visited Vanuatu with Engineers Without Borders Australia (EWB's) Impactful Futures Immersive, spending time with communities to **understand how climate change is impacting** their way of life. This was a transformative professional study tour providing the engineers with insights they can apply to their roles at Aurecon. Hear directly from the participants in this **video**.



Supporting Indigenous-led Youth Outreach program, Australia

Aurecon sponsored the pilot for EWB's Indigenous-led Youth Outreach, a place-based program designed to inspire Indigenous young people to pursue engineering as a profession. It was designed by Indigenous engineers, for Indigenous youth, and is delivered in collaboration with Indigenous communities.

In FY24, two teams of Indigenous Science, Technology, Engineering and Mathematics (STEM) professionals took the program on the road to Coen in Far North Queensland, and Derby in Western Australia. Students who participated in the program had the opportunity to explore engineering concepts relevant to their community, with workshop content, in addition to collaborating on how to leverage collective knowledge to improve their community while remaining on Country.

Clean water treatment plant, Cambodia

Aurecon's partnership with EWB and the Cambodian Rural Development Team delivered viable drinking water sources for remote communities.

Together, engineers designed a 3,000 metre system of high-density polyethylene underground pipes to withstand the weight of migrating buffalo in the area, and in the process supply clean water to 60 households, as well as a community farm and local school. We were also able to impart knowledge to locals who, over time, have made amendments to a water filtration system originally prototyped by Aurecon, further filtering drinking water supply using a sand filter.



House of Science, Aotearoa New Zealand

In FY24 Aurecon supported students across Aotearoa New Zealand in learning about measurement in science by providing funding for 10 'Measurement Matters' science resource kits with House of Science. The outcomes of this initiative were:

- Kits were booked for 88% of the 20 two-week cycles in the 12 months starting 1 July 2023.
- Each kit was used by an average of 73 students and three teachers, equating to a total of 12,775 student sessions and 525 teachers.
- Increasing the availability of the 'Measurement Matters' kits to 10 House of Science branches and their associated schools.
- More than 60 Aurecon staff and over 20 of their children participated in the House of Science Roadshow held in each regional office during October 2023.

Overall, House of Science reported a social return on investment of NZ\$10.20 for every NZ\$1 invested in the program.

LiveWire Run, Hong Kong, Asia

LifeWire Foundation aims to revolutionise support for children with rare diseases through innovative crowdfunding. Aurecon sponsored the annual LifeWire Run and 30 of our people from the Hong Kong office participated. Through actions such as these, we contribute positively to society through our corporate initiatives, together with providing our people with opportunities to connect with each other and their broader communities.

“Our ‘Go Aurecon’ team secured the 3rd place in the 8km corporate category. The day was full of fun and we all engaged outside of our usual work environment.”

RAY CHAN, DIRECTOR OF OPERATIONS, TRANSPORT, LAND & WATER, AURECON



Raise Foundation, Australia

Raise Foundation is Australia's leading provider of youth mentoring programs, offering early intervention mentoring as a preventative solution.

Research by the Foundation, in 2024, revealed that First Nations mentees are more likely to face significant challenges, with 11% of mentees identifying as disabled, and 40% having caring duties for a family member (compared with 5% and 29% respectively for 2023 mentees).

Aurecon funded 15 First Nations mentees to participate in the program in FY24, and 18 of our people to be trained as volunteer mentors with the Foundation.

The Foundation's important work helps to close gaps and nurture a brighter future rooted in mutual understanding and respect for mentees.



48%

of First Nations mentees
feel more confident due
to the program



63%

of First Nations mentees
feel their communication
skills have improved



74%

of First Nations mentees
that are facing issues,
tell us that the Raise
mentoring program has
helped them cope



95%

of First Nations mentees
felt safe talking to their
mentors

Source: Raise Foundation reporting of mentee feedback in the 2023 program.



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“Thank you to everyone who has contributed to delivering Aurecon’s purpose to co-create a better future for people and the planet. By reflecting on our activities in this report, we have started to identify what we have achieved, and what more we want to do. We will continue to progress our approach, including our disclosures, as we evolve our sustainability strategy.”

EMILY SUNMAN, CHIEF LEGAL & RISK OFFICER, AURECON

