

DIGBY WELLS
ENVIRONMENTAL

30^{YEARS}

MAKING A DIFFERENCE

Impact Report
2024

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FOREWORD

In 2024, Digby Wells Environmental strengthened its role as a trusted Environmental, Social and Sustainability advisor and solutions partner for a rapidly shifting world. While 2025 marks our 30th anniversary, this report is not about nostalgia, it's about action. It's about our measurable progress, the clients we've supported, the futures we've enabled, and the direction we're taking.

We operate in an increasingly complex geopolitical and environmental landscape. For some, that's a reason to retreat. For us, it's a reason to go further, with integrity, urgency, and innovation. Sustainability is not and should not be an afterthought. Rather it must be the starting point. It is how we future-proof businesses, protect natural and social capital, and deliver shared value across the lifecycle of a project.

This report reflects that ethos. It showcases the numbers that matter; internships turned into jobs, training hours that build capacity, emissions avoided through proactive use of renewables, and partnerships that deliver more than compliance. It also shares how we've worked with leading companies across a range of jurisdictions, from Barrick's Reko Diq project in Pakistan, SSR in across Argentina, the US, Canada, and Turkey, Endeavour in West Africa, and Caledonia in Zimbabwe to turn strategy and sustainability into performance.

Looking ahead, we're focusing not just on growth, but on depth. In 2025 and beyond, we're working to continually sharpen our tools, deepen our partnerships, and expand our role as a strategic enabler of sustainable development. Whether it's safe closure, decarbonisation, water management, social performance, or nature-related risk, we're committed to turning complexity into clarity, and impact.

Thank you to our clients for your trust, and to our people for your passion. Here's to building a resilient, inclusive, and sustainable future - together.



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Graham Trusler
CEO, Digby Wells Environmental



OUR IMPACT

These results reflect our ongoing commitment to being a purpose-driven business where sustainability, opportunity, and innovation meet.

Transformation Milestone

Early loan repayment by the Ukwabelana and Education Trusts, ensuring 100% of future distributions go to our historically disadvantaged shareholders and bursary beneficiaries

Training and Growth

6 290 hours
of training delivered across the group during 2024

Career Development

2
interns offered permanent positions; junior staff supported with driving lessons and professional development pathways

Internships and bursaries

17
interns provided with real-world work experience;
13
bursaries awarded to staff and students in key fields aligned to our services

Carbon and Energy

51 MWh
of solar power generated from our Bryanston office

7 MWh
of solar power exported to the South African National Grid

151 tCO₂-e
emissions for the year

BBBEE Achievement

Maintained Level 1 status in South Africa



30 YEARS

of making a difference

For 30 years, Digby Wells Environmental has been digging deep, not just into the earth, but into our mission of shaping a more sustainable and just future. As an employee-owned consultancy, we deliver integrated environmental, social, and sustainability solutions to the natural resources sector.





Pioneering a Sustainable Path: Mission-Driven, Values-Led Since 1995

We operate from offices across South Africa, Botswana, Tanzania, Mali, and the United Kingdom, and our reach is expanding. In 2025, we're marking our 30th anniversary with action: we've opened offices in Cote d'Ivoire and Zambia and we're actively working to grow our presence in the United States and Australia, and to deepen our impact across the Middle East.

We aim to be more than technical experts, we strive to be trusted partners to our clients, helping them shape a more sustainable and equitable future. Since 1995, we've delivered over 5,000 projects across 77 countries, working with mining companies, governments, and development finance institutions to drive meaningful impact where it matters most.

Grounded in our values and guided by purpose, we support our clients in navigating complex environmental and social challenges with solutions that align stewardship, equity, and economic progress. Because building a better future demands more than intent, it demands sustainable action.

Our Global Footprint



Our Offices



Our Projects

OUR VALUES

The Foundation of Who We Are

Our values are the framework for how we work, collaborate, and grow. They show up in our daily decisions, in how we show up for one another, and in the clients and projects we deliver. If it doesn't align with our values, we don't take it on. Simple as that.

Teamwork: Stronger Together

We know that success is never a solo act. We work as one team, bringing openness, consistency, and a willingness to share. For us, every voice matters and every idea counts. We lean on each other, step up when someone needs support, and we celebrate our wins, big and small, personal and professional like they're shared. Because they are.

Integrity and Honesty: Doing Right. Always.

We strive to do what's right, not what's easy. Integrity is baked into our deliverables, our client interactions, and every decision we make. We tell the truth, even when it's uncomfortable, because trust is non-negotiable. We own our actions, model accountability, and act with fairness and transparency every time.

Care: Compassion in Every Step

We lead with care; for our people, our clients, our communities, and the planet. We check in, not just check boxes. We treat each other with empathy and respect, and we prioritise health, safety, and emotional well-being. Supporting each other through challenges, growth, and feedback is part of our DNA.

Continuous Improvement: Pushing Boundaries

We never settle. Whether it's refining what works or creating something entirely new, we're always looking for a better way. We step out of comfort zones, take considered risks, and challenge outdated thinking. In a world that's shifting fast, we stay agile, curious, and committed to learning — because that's how we lead.

Invested and Passionate: We're All In

We bring energy, focus, and heart to everything we do. We're invested, in the work, in each other, and in the outcomes, we help deliver. Passion isn't just a feeling here; it's a choice we make daily. We show up with commitment, take ownership of our results, and hold ourselves to a high standard. Whether it's putting in the extra thought, effort, or time, we do what it takes to make an impact.

And we enjoy it.



GROUNDING IN GOOD GOVERNANCE

As a private, employee-owned company, strong governance is core to how we operate — and how we protect the long-term sustainability of our business for the benefit of our employees, clients, and the communities we serve.

Our Board of Directors is composed of experienced professionals who bring deep expertise across finance, mining, and labour.

- **Roger Williams**, a non-executive director since 2017, now serves as Chairman of the Board.
- **Stuart Brown**, a Chartered Accountant with more than 30 years of experience in finance and mining, chairs the Finance and Risk Committee.
- **Frans Baleni**, former General Secretary of the South African National Union of Mineworkers, chairs the Remuneration Committee and brings over four decades of industry experience.
- **Graham Trusler**
- **Richard McDonald**
- **Lucy Stevens**

We continue to uphold the highest standards of ethical conduct. Our independent fraud and ethics hotline ensures that any reported breaches are immediately escalated to the Board Chairman for review and appropriate action.



Roger Williams
Non-Executive Director
Board Chair



Stuart Brown
Chair: Finance and
Risk Committee



Frans Baleni
Remuneration Committee
Chair



Graham Trusler
CEO



Richard McDonald
CFO



Lucy Stevens
Executive: Legal Services



Strong governance isn't just about oversight, it's about building trust, managing risk, and creating long-term value. We take that responsibility seriously. The Board brings a depth of expertise that helps guide not only financial performance, but ethical decision-making and sustainable growth.

Roger Williams,
Roger Williams, Board Chair



HEALTH, SAFETY, AND WELL-BEING

Embedding a Culture of Care, Accountability, and Resilience

We see health and safety not as policies, but as part of who we are. Guided by our core value of care, our approach rests on three pillars: robust systems, skilled people, and a culture of shared responsibility. By integrating wellness, behaviour, and performance, we create an environment where our people feel safe, supported, and empowered to act.

From Policy to Practice: Health and Safety in Action

Our Group Health and Safety Policy sets the standard, but what matters most is how that standard shows up in daily decisions and field behaviour.

- Our Health and Safety Management System is aligned with ISO 45001
- Regular audits and system reviews help us stay ahead of emerging risks
- An inclusive Health & Safety Committee ensures representation across all departments and regions

Core training delivered includes:

- Annual health and safety induction
- Safety mindset and culture workshops
- Legal liability training for managers
- Fire safety and emergency first aid
- 4x4 defensive driving and field readiness assessments
- Sexual harassment prevention and response

All company drivers are required to pass formal assessments before field deployment, reinforcing our proactive approach to risk management.



**Safety is never “done”,
it demands constant vigilance,
ownership, and care.**

Lucy Stevens
Executive: Legal Services



A Culture of Accountability and Action

Safety is embedded at every level of the business:

- From the boardrooms to field briefings our meetings start with a safety moment.
- Incidents and near misses are tracked, investigated, and shared transparently.
- Lessons learned are rapidly turned into actionable improvements.

We monitor both leading and lagging indicators, using them to drive continuous improvement.

Supporting the Whole Person: Well-being in Focus

Well-being is built into how we work. We know that high performance and human sustainability go hand in hand, and that people do their best work when they feel supported. That's why we take a whole-person approach, making space for mental, emotional, and physical health in ways that are practical, personal, and easy to access.

Access to Support, When It's Needed Most

Everyone needs support sometimes. Through our partnership with the Psychology and Wellness Centre (PAWC), employees can access confidential counselling, whether they're dealing with grief, stress, trauma, or navigating personal challenges. It's private, professional, and available when it matters.

Well-being in Motion: Connection, Creativity, and Camaraderie

In celebration of Mental Health Awareness, we hosted a vibrant Sip & Paint evening, a joyful eventful filled with colour, laughter, and connection. It was a moment to slow down, breathe, and simply enjoy being together.

We also brought wellness onto the field, taking part in a friendly soccer and netball tournament with our neighbours at ASI Financial Services. It was a day of spirited competition, shared energy, and team pride, reminding us that movement builds more than fitness. It builds trust, resilience, and belonging.



INVESTING IN PEOPLE

Training, Development, and the Next Generation of Sustainability Leaders

We don't just invest in projects, we invest in people. Developing talent is central to our business strategy and sustainability mission. From bursaries and internships to leadership training and technical capability, we are building a future where purpose-driven professionals can thrive, lead, and drive lasting impact.

Learning that Lasts

We believe capability is a competitive advantage and learning is a lifelong journey. In 2024, we delivered over 6 290 hours of training. Our learning approach combines technical depth with practical application, growing both confidence and competence across the business.

Training highlights included:

- IAIA Environmental and Social Impact Assessment training
- University of Cape Town's Fundamentals of Project Management
- Technical report writing workshops
- Legal and regulatory refreshers across regions
- Defensive driving and road-readiness training for junior staff

Every employee receives a dedicated training budget and an individual development plan aligned with both personal growth and business needs. We also cover professional registration fees with SACNASP, EAPASA, IAIA, and other bodies ensuring our team remains accredited, current, and confident in every market where we operate.

Leadership in Focus

Strong leadership drives sustainable performance. In 2024, we launched the Management Toolkit Training Programme, a development track focused on communication, decision-making, and people leadership. Designed to equip emerging managers for complex, fast-paced environments, the programme is building the next generation of Digby Wells leaders from the inside out.



We're proud of the depth, diversity, and drive of the talent we're growing, because in the end, our people are the difference we make.

Sophy Kabini
Senior HR Business Partner



Internships

Internships continue to serve as a vital entry point for emerging talent. In 2024, we supported 17 interns, including two external bursars through the MQA SETA. These placements provide real-world exposure, mentorship, and a pathway into full-time roles — several of which have already been realised this year.

Since 2021, we've also expanded our reach through partnerships:

- **MQA**
- **Youth Employment Service (YES)**

We are now working to replicate these internship pathways across our offices in Mali, Tanzania, Côte d'Ivoire, and beyond, because our business is global, and opportunity should be too.

Bursaries: Supporting Talent, Creating Opportunity

Our bursary programme is designed to support promising students in environmental and social sciences, covering tuition and book costs — with added opportunities for holiday work and job shadowing to bring theory to life.

Since 2016, we've awarded 32 bursaries across South Africa and Mali, with 2024 marking our expansion into Tanzania. This year, three bursars completed their studies and joined the Digby Wells team — a full-circle success story that underscores the power of early investment.

The Digby Wells Education Trust: Equity in Action

The Digby Wells Education Trust holds a 10% share in Digby Wells & Associates (South Africa) Pty Ltd, a structure that links ownership to access, education, and long-term transformation.

In a major milestone, the Trust fully repaid its shareholder loan ahead of schedule. This means that 100% of future distributions will now go directly toward funding the education of historically disadvantaged South Africans pursuing careers in environmental and social sustainability.

It's transformation in practice, turning shared value into real opportunity and helping build the next generation of environmental leaders.



For us, this milestone is deeply personal. It means the value we create now flows directly to the people it was always meant for our staff and our students. Paying off the loans early shows what's possible when empowerment isn't just a policy, but a shared commitment.

Mashudu Rafundisani
Country Manager South Africa



FROM SUNLIGHT TO SUSTAINABILITY

Renewable Energy and Our Carbon Footprint

Our sustainability journey starts at home. Since 2020, Digby Wells has been reducing its operational carbon footprint through solar energy, smarter energy use, and transparent emissions tracking. These actions reflect our belief that environmental stewardship should be embedded in how we work not just in the advice we give.

Solar Power in Action: Bryanston Office

Our Bryanston head office was the first in its office park to install a solar photovoltaic (PV) system. Since then, we've consistently generated over half of the building's energy needs from sunshine. In 2024, the system produced 51 MWh of clean electricity, covering 52% of the office's total energy use and avoiding over 51 tonnes of CO₂-e. That's the climate equivalent of 41 hectares of forest in annual carbon sequestration.

But we don't just reduce, we contribute. In 2024, we fed 10MWh back into South Africa's national grid, enough to charge 223,000 smartphones and avoid burning 1.3 tonnes of coal or 6.4 barrels of oil, further driving decarbonisation beyond our own operations while easing pressure on the country's strained grid.

Carbon Accounting: 2021–2024

We've been tracking our greenhouse gas (GHG) emissions since 2021, covering:

- **Scope 1:** Direct emissions (fuel, generators, fleet)
- **Scope 2:** Indirect emissions from purchased electricity
- **Selected Scope 3:** Business travel and upstream supply chain

Measuring What Matters

2024 marked our fourth consecutive year of GHG reporting. While electricity and fuel use remain our largest emissions sources, we continue to reduce our footprint through operational efficiency, renewable energy, and data-driven management.

Because what gets measured, gets managed and what gets managed, improves.

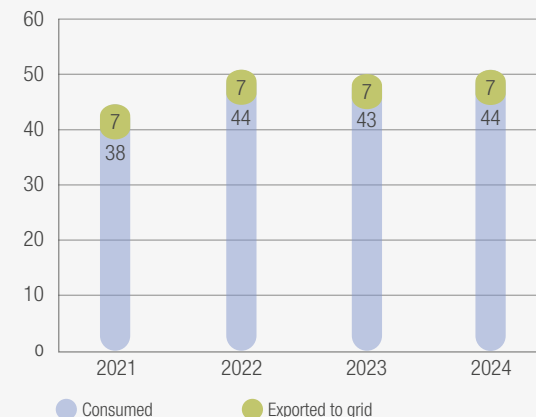


Our solar investment has reduced emissions, lowered energy costs, and strengthened our resilience. It's a clear case of purpose driving performance. Our solar project proves that walking the talk on sustainability delivers real results both environmentally, and financially.

Richard McDonald
Chief Financial Officer



Solar Energy Consumed and Exported (MWh)





HELPING OUR CLIENTS MAKE A DIFFERENCE

In 2024, we continued to support clients across a range of exciting and high-impact projects, a selection of which are featured in the following case studies. Our clients don't come to us for box-ticking exercises. They come for practical, strategic solutions to real-world challenges. We are trusted to navigate complexity, anticipate emerging risks and needs, and unlock opportunity across diverse — and often demanding — operating environments. Whether through predictive modelling, resettlement planning, biodiversity integration, or climate strategy, our work helps clients move beyond compliance to build operations that are not only responsible, but resilient, adaptive, and future-ready.

SKA (SQUARE KILOMETER ARRAY) PROJECT

Pioneering Heritage Protection: With Precision

For the Square Kilometre Array (SKA) Project in South Africa's Northern Cape, Digby Wells Environmental has introduced a cutting-edge approach to heritage protection, one that combines scientific rigour with strategic foresight.

Building on our 2018 Heritage Impact Assessment, we developed a predictive heritage model that is now guiding construction-phase heritage management in 2024. This model enables proactive site protection across the SKA's vast 211,000-hectare project footprint, balancing conservation with development timelines and compliance with South Africa's heritage legislation.

Using Data to Anticipate and Protect

The SKA project landscape is expansive and diverse, ranging from fossil beds to rocky outcrops and arid plains, many of which contain traces of early human history. Traditional survey methods across such scale would be time- and resource-intensive. Our predictive model offers an efficient and evidence-based alternative.

- **Theoretical Framework:** We applied Middle Range Theory and Later Stone Age landscape use patterns to predict likely site locations.
- **GIS-Driven Analysis:** Layered data on elevation, slope, geology, and hydrology to identify areas of high archaeological potential.
- **Field-Proven Results:** In 2018, this approach led to the discovery of 30 archaeological sites, ranging from lithic scatters to engraved rock art, demonstrating both accuracy and efficiency.

Now in 2024, the model is actively used to inform construction planning, prioritise survey areas, and minimise impact on significant heritage sites.

Demonstrated Value Across Stakeholders

This approach delivers benefits across environmental, cultural, and operational priorities:

- **Efficiency:** Reduces time and cost associated with heritage surveys across large, remote landscapes.
- **Compliance:** Supports adherence to the South African Heritage Resources Act and aligns with best practice in predictive archaeology.
- **Credibility:** Has been endorsed by project partners including Power Group and approved by the South African Heritage Resources Agency (SAHRA).

By enabling early identification and protection of sensitive areas, the model helps safeguard irreplaceable cultural resources while ensuring the SKA can stay on schedule.

Scaling Innovation for Broader Impact

This methodology is not limited to the SKA. Its success demonstrates how predictive heritage modelling can be applied across sectors, from mining to renewable energy, and in diverse environments. The model is fully adaptable, providing a structured and scalable tool for heritage risk management on large-scale infrastructure projects.

As development pressures increase, Digby Wells' data-led approach positions clients to deliver responsibly, respecting the past while building for the future.



The spatial scale of the SKA required us to think differently. By combining archaeological theory with spatial data, we created a tool that doesn't just flag risks, it guides decisions. This approach is about being one step ahead, protecting heritage without slowing progress, and proving that innovation and integrity can go hand in hand.

Danny Viljoen
Field Archaeologist



VENETIA DIAMOND MINE

Preserving Venetia's Dark Skies: A Balance of Mining and Nature

Located near the Mapungubwe World Heritage Site in Limpopo, South Africa, the Venetia Diamond Mine which is operated by De Beers Consolidated Mines. Venetia is transitioning from open pit to underground operations. This shift brought a new environmental challenge: managing light pollution to protect the area's dark skies, which are vital to local ecotourism, biodiversity, and cultural heritage.

To support this effort, De Beers engaged Digby Wells Environmental to develop a practical, science-led strategy to reduce light spill and demonstrate that modern mining can coexist with sensitive environments.

Understanding the Challenge

Venetia sits within the buffer zone of Mapungubwe, a region renowned for its archaeological significance and ecological value. While lighting is essential for mine safety, excessive artificial glow risked disrupting nocturnal species, disturbing local communities, and undermining the appeal of nearby lodges that rely on starry skies to attract visitors.

Seasonal dust from mining operations also contributed to light scatter, increasing the visual footprint. Regulatory requirements under the mine's 2012 Environmental Management Programme (EMP) added pressure to monitor and manage these impacts in a measurable way.

Delivering a Light Management Strategy

Digby Wells developed a comprehensive light pollution assessment and mitigation plan that combined technical analysis with local insight:

- **Day and Night Monitoring:** Using calibrated photographic equipment, we assessed lighting conditions in both dry and clear periods to track glare and light spread.
- **Stakeholder Engagement:** Workshops with local communities and ecotourism operators helped shape responsive, culturally informed solutions.

- **Modelling and Mapping:** We created 3D light dispersion models, taking topography and vegetation into account, to guide optimal lighting placements and shielding.

The result was a clear, site-specific toolkit that enabled De Beers to reduce light impacts while maintaining operational integrity.

Demonstrating Measurable Results

The project delivered tangible improvements:

- **Reduced Light Spill:** Adjusted lighting configurations significantly reduced visible glow from key vantage points, preserving views of the night sky.
- **Ecotourism Support:** Improved night-time visibility strengthened the offering of nearby lodges and reinforced Venetia's role in supporting local tourism.
- **Regulatory Compliance:** The approach met EMP requirements, demonstrating De Beers' commitment to environmental responsibility.
- **Dust Reduction:** As open-pit operations ceased, particulate levels fell by 18%, further reducing light scatter and visual haze.

Visual evidence from our monitoring surveys provided De Beers with transparent communications tools to engage stakeholders and share progress.

A Model for Coexistence

This work shows how targeted interventions can align mining operations with environmental and cultural values. By protecting Mapungubwe's night skies, De Beers reaffirmed its commitment to sustainable mining, supporting both biodiversity and the communities that depend on the region's natural beauty.



Designing a solution for Venetia meant understanding the landscape as much as the operation. We had to model how light behaves across seasons, terrain, and dust conditions, then build a strategy that worked technically, respected the setting, and made sense for the people who live and work there.

Alistair Main
Manager GIS and Remote Sensing



REKO DIQ PROJECT

Striking Gold in the Desert: Partnering with Barrick to Shape Reko Diq's Lasting Impact

Unearthing Potential

In Pakistan's Balochistan province, the Reko Diq project had remained dormant since 2011 due to a licensing dispute. That changed in 2022, when Barrick Gold Corporation reached an agreement with national and provincial stakeholders to move the project forward. The Mineral Agreement was signed on December 15, 2022, with mining leases granted soon after — unlocking the potential of one of the world's largest undeveloped copper-gold porphyry deposits.

The region, however, faces persistent development challenges: high unemployment (24% for men, 42% for women) and average rural incomes around PKR 30,000 (US\$108) per month. Barrick engaged Digby Wells Environmental, in partnership with Hagler Bailly, to undertake an Environmental and Social Impact Assessment (ESIA) for the project. We also assisted in finding a water source for the project.

The scope of the ESIA, which ran from May 2022 to September 2024, was comprehensive:

- A projected 38-year mine life
- Peak processing of 90 million metric tonnes of ore annually
- Production of approximately 800,000 tonnes of copper-gold concentrate

Planning for a Complex Landscape

The project design includes two open pits, a processing plant, a Tailings Storage Facility (TSF), and a 1,350-kilometre transport corridor to Port Qasim. During construction, energy will be diesel-based, transitioning by 2028 to a 150MW solar-HFO hybrid system, expected to reduce emissions by 20% per year. A grid connection to Pakistan's largely hydropowered national system is planned by year 15.

With copper demand forecast to double by 2035, Reko Diq could play a role in closing the supply gap. The ESIA required responsiveness to shifting project needs and local realities. Barrick's collaborative approach, paired with grounded input from partners and communities ensured that planning remained practical and informed by context.

Community engagement was central. Four rounds of consultation between 2022 and 2024 reached 28 settlements, including Humai and Nok Kundi. Community priorities; employment, infrastructure, and water, shaped early initiatives. In response, the Reko Diq Mining Company (Private) Limited established three Community Development Committees and invested US\$5 million into health, education, and water access in the first 18 months.

Environmental planning followed international good practice. Biodiversity assessments were designed to avoid World Heritage Sites, safeguard critical species and migratory routes, and align with the Global Industry Standard on Tailings Management. Risks such as flash flooding, heat exposure, and water scarcity were addressed through engineered stormwater systems, occupational health protocols, and a water recycling strategy for tailings.

A Long Term Vision

The project is expected to begin Phase 1 processing (45 million tonnes annually) by 2028, with Phase 2 doubling capacity by 2030. Barrick's approach has included early planning for mine closure, envisioning a five-year decommissioning period and a three-year post-closure monitoring phase, aiming for a land use transition that restores ecological function.

The project structure provides for 5% royalties to the Balochistan government and 1% to Pakistan (following a 15-year exemption), alongside tax revenue and export earnings.

Complementary infrastructure, roads, airstrips, clinics, has been integrated into the development approach, reflecting Barrick's broader contribution model.

Throughout, Digby Wells ensured the ESIA aligned with IFC Performance Standards and the Equator Principles. Mitigation measures include groundwater monitoring, air quality management, and a social closure plan that considers employment transitions and long-term community benefit.

Reko Diq is not just a mining project, it is a strategic opportunity to deliver shared value. Through detailed assessment, integrated planning, and ongoing collaboration, Digby Wells is helping shape a legacy that supports both responsible development and lasting regional impact.



Reko Diq brought scale, complexity, and a high level of scrutiny, but also real potential for long-term impact. Our role was to manage that complexity with care: coordinating teams, aligning with global standards, and ensuring every step of the ESIA process reflected the realities on the ground. It was about building something credible, responsive, and built to last.

Vicki Shaw
Principal Consultant Environmental
Legal Services



SYLVANIA PLATINUM

Telling a Tale of Tailings and Triumph: Lifting a Lean Miner to New Heights

A Lean Miner With A Big Story

Sylvania Platinum, an innovative platinum group metals (PGM) producer operating in South Africa's Bushveld Complex, has built a strong reputation by extracting value from chrome tailings. While their operational success was evident, increasing scrutiny from investors, regulators, and communities signalled the need for a stronger, more strategic sustainability narrative.

To meet this moment, Sylvania engaged Digby Wells Environmental to support the development of a refreshed, credible sustainability report, one that reflected both their operational achievements and their growing commitment to environmental and social performance.

Shaping the Journey

We didn't just skim the surface - we plunged into Sylvania's world. Starting with a fresh look at their roots, we trekked to Mooi-nooi and Lesedi, soaking in the clatter of operations and the wisdom of those who run them. Gems emerged - like water-saving tricks forged in the field - and we huddled with the team to dream big, stitching together a report that felt as real as their dust-covered boots, bold and brimming with pride.

Delivering Sustaining Progress

The result was Sustaining Progress, Sylvania's enhanced sustainability report. It showcased the company's ability to generate economic value while restoring landscapes and contributing to local development.

Key highlights included:

- Innovative tailings rehabilitation projects
- Practical water conservation measures developed at site level
- Strengthened stakeholder engagement initiatives

The report positioned Sylvania as a purpose-driven, adaptable mining company — well placed to respond to rising expectations in ESG performance and reporting.

Engaging Strategic Communication

Beyond compliance, the report delivered broader value:

- **Clear Narrative:** A cohesive, authentic story that connected with both technical and general audiences.
- **Material Impact:** Focused reporting on tailings and water management positioned Sylvania to respond confidently to ESG-related inquiries.
- **Stakeholder Connection:** A communication tool that supports dialogue with communities, partners, and investors.
- **Foundation for Growth:** A platform for continuous improvement in ESG strategy and future disclosures.

Digby Wells' role extended beyond writing. We helped articulate Sylvania's identity as a miner that operates efficiently, responsibly, and with a long-term view, supporting their journey from lean producer to recognised ESG performer.



We set out to craft a report that reflected who Sylvania truly is, innovative, efficient, and quietly impactful. By anchoring the narrative in operational truth and strategic relevance, we helped shape a sustainability story that resonates with investors and communities alike, and sets the stage for what comes next.

Sarah Cooper

Executive: Sustainability Services and Business Development



ENDEAVOUR MINING

Going Beyond Compliance: Endeavour Mining's Biodiversity Journey

Endeavour Mining plc (Endeavour) is taking proactive steps to embed biodiversity protection into its operations across West Africa. In collaboration with Digby Wells Environmental, the company continued with Phase 2 and Phase 3 of its Corporate Biodiversity Strategy. Initial implementation efforts are focused on the Sabodala-Massawa mine in Senegal and the Ity mine in Côte d'Ivoire, which have critical habitats.

This strategy underscores Endeavour's commitment to responsible mining that goes beyond compliance, supporting voluntary conservation initiatives, and strengthening long-term environmental, social, and financial resilience.

Identifying Risk and Unlocking Opportunity

Sabodala-Massawa and Ity are situated near ecologically important areas, ranging from Key Biodiversity Areas and UNESCO Biosphere Reserves, to nationally gazetted Classified Forests. In some cases, these landscapes have the potential to support rare or threatened species, provide vital ecosystem services to surrounding host communities, and are closely tied to local livelihoods.

Endeavour's Biodiversity Policy sets out a clear goal: to achieve No Net Loss of critical habitats, in line with definitions and thresholds stipulated within the IFC Performance Standards. The strategy also supports broader risk management aspects, recognising that biodiversity loss can translate into reputational, financial, and regulatory exposure. As an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD), Endeavour is helping to set a new benchmark for transparency in the mining sector. Unlike traditional disclosure frameworks that primarily on current environmental impacts, the TNFD takes a more holistic approach - encouraging organizations to assess their dependencies and impacts on nature, understand the full range of pressures on natural systems, and consider how changes in ecosystem services may affect long-term business resilience.

Delivering Context specific, Scalable Action

Digby Wells worked closely with Endeavour to design a locally informed, science-based approach to biodiversity integration at site level.

Activities included:

- **Baseline and Gap Analysis:** Reviewed Environmental and Social Impact Assessments (ESIAs) and supporting monitoring datasets, as well as Biodiversity Action Plans to identify key risks and opportunities.
- **Community Resource Surveys:** Engaged with communities within a 5 km radius of each site to understand how they depend on forests, rivers, and natural systems prior to mining activities, and predictive needs assessment in a post-closure scenario.
- **Land Use Planning:** Assessed soils and land capacity to guide restoration, agriculture, and infrastructure planning, while safeguarding sensitive habitats that may be providing refuge to rare, cryptic species of conservation concern.
- **Climate-Resilient Interventions:** Co-designed practical measures, such as invasive species removal, habitat restoration, and firebreaks to build ecological resilience within the proposed rehabilitation measures.

This integrated process ensured that biodiversity considerations are embedded into both operational decision-making and long-term site planning, as well as inform potential residual impacts present within the operational phase of these operations.



Endeavour's commitment to the TNFD pushed this work beyond compliance. We weren't just mapping biodiversity risks — we were helping build a system to understand, manage, and report nature-related impacts in a way that's decision-useful. It's setting a precedent for how mining can engage meaningfully with nature and disclosure.

Bryon Bester
Divisional Manager: Ecology Services



ENDEAVOUR MINING CONTINUED

Demonstrating Results with Broader Reach

We undertook the studies to support a key pillar of the original strategy proposed in 2022, establishing a foundation to guide decisions that promote a proactive and responsible approach to environmental stewardship, particularly in managing nature-related issues

- **Protecting Key Habitats:** Sensitive ecosystems were mapped using satellites and field surveys, helping Endeavour focus conservation efforts on where it counts – including the identification of potential conservation areas in support of the application of the mitigation hierarchy.
- **Community Gains:** Surveys showed how nature's benefits - clean water, fertile land, and stable climates - support locals' food sources, access to water, and sustain livelihoods, while easing mining's impact.
- **Spreading Success:** The lessons from Sabodala-Massawa and Ity are informing practices at Endeavour's Houndé and Mana sites in Burkina Faso, and supporting the integration of nature considerations more broadly across Endeavour's operations.

Clear visuals from our surveys helped Endeavour to clearly communicate progress, helping to build trust with communities and stakeholders.

A Blueprint for Responsible Mining

Endeavour aims to integrate biodiversity management throughout the mine life cycle - from exploration to closure - setting a leading example in West African mining.

Endeavour's collaboration with Digby Wells demonstrates that nature-positive strategies can align with operational excellence, generating long-term value for ecosystems, local communities and mining companies.



ENDEAVOUR MINING

Clearing the Way for Safe Mine Closure: Partnering with Endeavour Mining to Master Cyanide Decontamination

Endeavour Mining plc identified a need to strengthen its approach to cyanide decontamination and closure across five of its West African operations; Sabodala, Houndé, Ity, Mana, and Lafigué. An external audit had flagged gaps in alignment with the International Cyanide Management Institute (ICMI) guidelines, underscoring the importance of a clear, credible process to protect people, biodiversity, and water systems.

To close the gap and demonstrate leadership in responsible mine closure, Endeavour engaged Digby Wells Environmental to develop site-specific Cyanide Decommissioning Plans (CDPs) for each operation.

Developing Site-Specific Solutions

Working with a technical partner, Digby Wells initiated the engagement with an on-site assessment at Sabodala. This enabled direct observation of cyanide-contaminated areas, including processing facilities, pipelines, and tailings infrastructure. Building on these insights and complementary desktop analysis, we developed tailored CDPs for all five sites.

Each plan outlined:

- Decontamination procedures
- Risk mitigation protocols
- Emergency response strategies
- Recommendations for third-party implementation

The result was a practical, risk-informed roadmap for responsible decommissioning aligned with global standards.

Supporting Safe Closure and Strategic Planning

The CDPs provided Endeavour with:

- Clear steps to meet ICMI requirements
- Site-specific strategies to address contamination risks
- A stronger foundation for long-term closure and asset retirement planning

“Working with Digby Wells during the Cyanide Decontamination study has greatly enhanced our closure planning process,” said Elizabeth Frimpong, Mine Closure Manager at Endeavour. “Their expertise and personalised service ensured that we met our project objectives with confidence and efficiency.”

Expanding Industry Value

This work also unlocked broader potential. As Cornelia Bodenstein, Mine Closure Consultant at Digby Wells, noted:

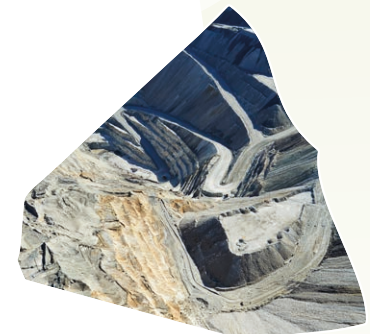
“It doesn’t stop with cyanide. The same principles can be applied to other contaminants, and we can provide detailed costings and strategies based on site-specific surveys.”

By applying a rigorous, replicable approach to mine closure planning, Digby Wells is helping clients address complex environmental risks and plan for closure with confidence. The partnership with Endeavour demonstrates how tailored technical support can turn regulatory gaps into proactive, strategic outcomes, laying the groundwork for safer, more sustainable mine decommissioning across the sector.



Endeavour needed more than a generic decontamination framework — they needed site-specific, actionable plans. By grounding each strategy in field observations and operational realities, we helped turn a compliance challenge into a structured, forward-looking closure solution.

Cornelia Theron
Senior Mine Closure Consultant



SSR MINING

Charting SSR's Carbon Course: Partnering with SSR Mining to Cut Emissions without Cutting Corners

Our journey with SSR Mining, and its predecessor, Alacer Gold, began in 2016, when Digby Wells Environmental was brought on board to support the Çöpler mine in Türkiye. At the time, Alacer was seeking financing for an expansion, and lenders required a credible sustainability report. We delivered, earning the trust that would anchor a lasting partnership.

Since then, we've supported both Alacer and SSR with a wide range of ESG advisory services, from policy development and reporting to post-merger ESG integration and governance advisory. In 2024, that relationship took a more focused turn. SSR approached us to co-develop a Carbon Roadmap: a site-led, practical plan to reduce greenhouse gas emissions without compromising production or profitability. In short finding operationally sound, commercially aligned ways to decarbonise, from the ground up.

Crafting the Plan

SSR didn't want a carbon strategy handed down from head office. They were clear from the start: this needed to be site-led, drawing on the experience and practical knowledge of their operational teams.

We supported this by developing a custom tool to collect and track emissions-reduction ideas across sites, providing a structured way to prioritise and refine opportunities. Through a series of workshops, we worked with site teams to identify a wide range of initiatives, from straightforward improvements to more ambitious long-term options.

Throughout the process, we stayed close, hashing out what could work and how big the payoff might be. It was about handing SSR's site level teams a way to own their climate fight, not just check boxes.

Rising to the Challenge

Despite challenging headwinds in 2024 SSR continued to move its climate strategy forward. Site teams engaged actively in the roadmap process, identifying a diverse set of opportunities to reduce greenhouse gas emissions.

The workshops generated both practical short-term actions and longer-term ideas, with some sites identifying higher-than-expected reduction potential. This reinforced the value of a site-led approach, one that focuses on operational realities and cost efficiency, rather than top-down targets detached from day-to-day context.

Through workshops, site visits and follow-up discussions, we helped translate these ideas into a structured plan.

Delivering the Goods

The result was a Carbon Roadmap that reflects SSR's operating culture: practical, site-driven, and implementation-ready. It outlines a clear set of short-term actions aligned to near-term goals, while also identifying longer-term opportunities for deeper reductions.

The roadmap integrates input from across the business, balancing operational feasibility with strategic ambition. It's not just a report, it's a working tool designed to support decision-making, meet evolving regulatory expectations, and demonstrate SSR's commitment to responsible, low-carbon mining.

Steering Toward Tomorrow

The Carbon Roadmap is not a standalone exercise, it is a starting point, that equips SSR to continue tackling emissions in a way that reflects the realities of mining operations, while aligning with evolving regulatory and stakeholder expectations.

Our ongoing work with SSR builds on this foundation, helping to refine and prioritise initiatives, strengthen internal processes, and ensure the roadmap supports both operational continuity and long-term resilience.

As the mining sector navigates the transition to a low-carbon future, SSR is well-positioned to respond, practically, strategically, and without compromising production.



SSR didn't want a theoretical carbon strategy — they wanted something real, grounded in how their sites operate day to day. Our role was to help translate site-level insight into a practical, achievable roadmap that cuts emissions without cutting corners. It's a tool they can work with, not just a document to file away.

Matthias Rommelspacher
Climate Change Team Lead



CALEDONIA MINING

Advancing ESG Goals: Caledonia's Equator Principles Journey

As Caledonia Mining South Africa Proprietary Limited prepares for the significant expansion of its Bilboes Gold Project in Zimbabwe, the company sought to enhance its Environmental, Social, and Governance (ESG) systems to meet international expectations.

To support this, Caledonia partnered with Digby Wells to align its operations, (both the established Blanket Mine and the planned Bilboes site), with the Equator Principles (EPs), a global benchmark for responsible project finance. Grounded in the International Finance Corporation's (IFC) Performance Standards, the engagement aimed to support funding readiness while reinforcing Caledonia's commitment to responsible mining across its portfolio.

A Strategic Opportunity

The Bilboes expansion represents a pivotal step in Caledonia's growth strategy. To access capital from Equator Principles Financial Institutions (EPFIs), the company needed to demonstrate alignment with globally recognised ESG frameworks. This was also an opportunity to review and strengthen practices at the Blanket Mine, ensuring consistency, accountability, and long-term value across both operations.

Tailored, Site-Specific Approach

In November 2024, Digby Wells conducted a detailed Equator Principles Gap Analysis across both sites. This included site visits, document reviews, and discussions with Caledonia's management team. The analysis was grounded in a context-specific approach, recognising that Bilboes, as a project in development, required a different lens than the operational Blanket Mine.

For Blanket, we assessed current practices and identified opportunities to refine existing systems to better align with the EPs. For Bilboes, we developed a forward-looking plan to guide ESG integration during construction and operation.

"We didn't follow a one-size-fits-all approach," noted Simon Fleischer, Environmental and Legal Consultant. "We created realistic roadmaps tailored to the context and maturity of each site." project objectives with confidence and efficiency."

Applying the Equator Principles Framework

Our methodology was built around a structured process grounded in the IFC Performance Standards:

- 1. Risk Categorisation** – Each site was categorised (A, B, or C) based on the scale and type of environmental and social risks, in line with EP criteria.
- 2. Standards Mapping** – Current practices were assessed against the EPs and relevant IFC standards, covering areas such as pollution prevention, labour conditions, and community health.
- 3. Stakeholder Engagement** – We conducted interviews and on-site engagement to capture operational insights and community perspectives.
- 4. Gap Identification and Recommendations** – We provided Caledonia with clear, prioritised actions to align with the EPs, including management system improvements and future monitoring needs.



Our approach was grounded in understanding the unique context of each site. Through detailed site visits, document reviews, and engagement with Caledonia's team, we were able to assess alignment with the Equator Principles in a practical, meaningful way. The result was not just a compliance snapshot, but a tailored roadmap that adds real value.

Simon Fleischer
Environmental Legal Consultant



CALEDONIA MINING CONTINUED

Laying the Groundwork for Responsible Growth

The result is a clear, practical roadmap that supports Caledonia's funding strategy while strengthening ESG performance at both sites. At Blanket, improvements were identified that support both operational efficiency and enhanced community engagement. For Bilboes, the roadmap establishes a strong foundation for future development aligned with international expectations.

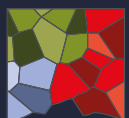
Positioned for Long-Term Impact

With this work, Caledonia is well positioned to advance its ESG commitments in line with investor and stakeholder expectations. The strengthened approach supports access to responsible finance, improved community outcomes, and enhanced environmental stewardship.

Digby Wells remains a strategic partner in helping Caledonia ensure that growth and governance go hand in hand, supporting mining practices that are not only productive, but also responsible and resilient.



Image Credit: Caledonia Mining



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or to learn about our tailored service offerings, please contact us at:

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