

DIGBY WELLS ENVIRONMENTAL

Providing environmental, social
and sustainability solutions to the
resources sector globally.

IMPACT REPORT



MAKING A DIFFERENCE



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Letter From The Chief Executive



Modern businesses must do well for all stakeholders, not just shareholders. They must of course generate profit to keep the business sustainable from a financial perspective. Business also needs to deliver benefits to other stakeholders, and we need to consider the impact of our work on individual citizens, society and the planet.

The rise of ESG has seen this belief gain wider traction globally. But at Digby Wells, this has always been our mantra, and is reflected in our company mission statement which compels us: **'To move from the world we live in, to the world we seek'**.

While formulated almost 30 years ago this is still core to our business values, and what we strive to achieve through the services we offer and the work we deliver.

A People-Centred Approach

At the heart of our work is a commitment to people. It is people who can and do change the world, and it is the actions of people that are mostly impacting the health of our planet today. We also know the most significant impact we can have is on people, both at a societal and an individual level.

At the societal level, as a global business, with its roots in the global south, we know and have seen firsthand the disconnect between the people causing impacts and those living with them. We aim to address this imbalance, and ensure there is equity and equality in both in international debates and solutions proposed.

Individually, as a growing company one of the most significant ways we deliver impact is through the jobs, training, and experiences we provide. We are an employee-owned company, and one focussed on growing people. We have invested in and provide a wide range of bursaries, internships, work experience and training for our people. This has enabled us to build a bright, energetic and ambitious workforce, which in turn generates further growth for the company but also an ever-widening sphere of impact, and an ever-lasting legacy.

Seeing people grow and achieve their dreams is something we will never tire of, and it is with pride we highlight some of our most recent successful bursars and interns in this report.

Lots Done. Lots To Do.

From communities to climate, water management to waste management, biodiversity to gender diversity, over the last 29 years we have completed more than 5000 projects aligned with our mission across 77 countries. But there remains a lot more to do if this mission is to be realised.

The global climate is changing at an alarming pace, global biodiversity is being pushed to the brink of collapse, people remain hungry, and inequality is still rife. There is no time to relax, urgent action is required, impact measured, to ensure action and not simply words.

This report is our effort to measure our action, and our progress against our mission. I hope you enjoy it and look forward to your feedback.

Graham Trusler
Chief Executive

How We Made a Difference in 2022

17 *internships provided*

393 *tCO₂-e produced*

8 *youth appointed through the Yes4Youth Programme*

51 *MWh electricity generated from solar power*

13 *interns offered permanent positions*

44 *MWh renewable energy consumed*

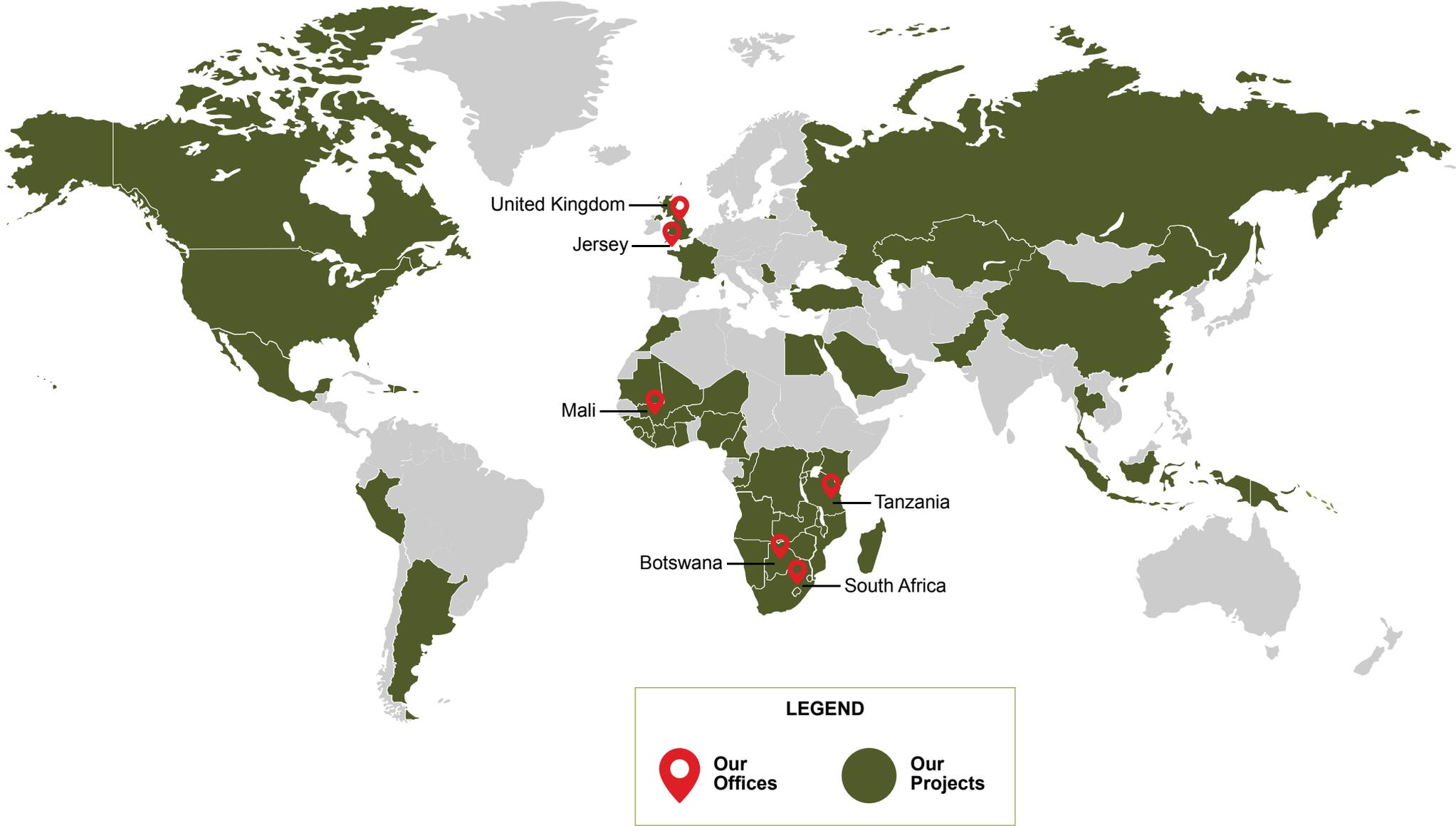
4 *bursaries awarded in 2022 (3 external and 1 internal)*

7 *MWh renewable energy exported to the South African National grid (enough to charge +600 000 mobile phones)*

80 *hours of staff training per employee (average)*

20 *tonnes of t-CO₂-e avoided through Solar use (equivalent to planting 599 trees)*

Our Global Footprint



Demonstrating Our Values



Teamwork

We can be trusted to deliver on our promises. We communicate transparently, regularly and constructively at all times. We encourage and value everyone's diverse contributions, opinions, ideas and uniqueness. We openly and enthusiastically share our skills, workloads, knowledge and experiences with each other to benefit the Company, our clients and the environment. We acknowledge and celebrate team successes. We are willing to help and ask for help no matter the problem.



Integrity and Honesty

We do the right thing even when no one is looking. We respect each other, our clients and our communities. We consistently deliver work that we are proud of and makes a difference to those we work with. We are empowered to say the right thing, not the popular thing. We consistently treat everyone fairly and equally. We encourage everyone to be honest and authentic. We lead by example and take responsibility for our actions and behaviours. We persevere and never give up regardless of the circumstances.



Care

We care for our Company's reputation, clients, and environment and so always remain independent and impartial in what we do. We show empathy and compassion for those around us whilst ensuring business continuity. We demonstrate a genuine interest in the lives and success of others. We look after and respect the health and safety of ourselves and everyone we work with. We constructively and quickly deal with conflict or difficult situations. We give and ask for honest and constructive feedback to benefit everyone. We encourage and provide support and tools to individuals to look after their overall wellbeing. We will help and guide you to achieve your goals.



Continuous Improvement

We turn great ideas into pragmatic solutions. We continually search for new ways to improve and develop our services and products to maximise results and achieve long-term success. We have the courage and are supported to create and work outside of preconceived boundaries. We are encouraged to step out of our comfort zone to find the best solution. We provide pragmatic, flexible (fit for purpose) solutions that embrace best industry practices. We foster adaptability and agility to successfully meet the challenges of a changing world.

Invested and Passionate

We encourage contagious optimism that influences positive change. We are passionate about what we do and strive to make a difference. We actively participate in and promote the development of our team, profession, industry and community. We take ownership of what we do to ensure positive and sustainable growth. We demonstrate accountability and commitment in everything we do. We always deliver high value products and services that benefit those around us. We love what we do and so strive to be at the forefront of our industry and our respective professions. We are willing to spend the extra time and energy in what we do to achieve the best possible outcome. We have fun and support those around us because we love what we do.

Levelling up Health and Safety Across the Business

Keeping our people safe and healthy is a core value at Digby Wells. We have a robust set of policies and procedures, including a Group Health and Safety Policy to help ensure we deliver on this value. Our policy includes commitments to:

- Continuous improvement of the Health and Safety System
- Ensure that hazards and risks are identified and assessed, and suitable mitigation measures put in place to avoid risks
- Ensure that our actions do not endanger the health and safety of the communities we work in

Reflecting on the growing maturity, scale and internationalisation of our business, during 2022 we ramped up our commitment level and engaged with an independent Risk Advisor to audit, review and align our Health and Safety systems and procedures against the requirements of ISO45001.

Our commitment to health and safety does not stop with our own people, but extends to those we do business with. Throughout 2022 we updated our supplier onboarding practices requiring all sub-contractors to read, understand and commit to our health and safety standards.

We are ensuring that our safety systems align to ISO45001 and measure ourselves against this standard.

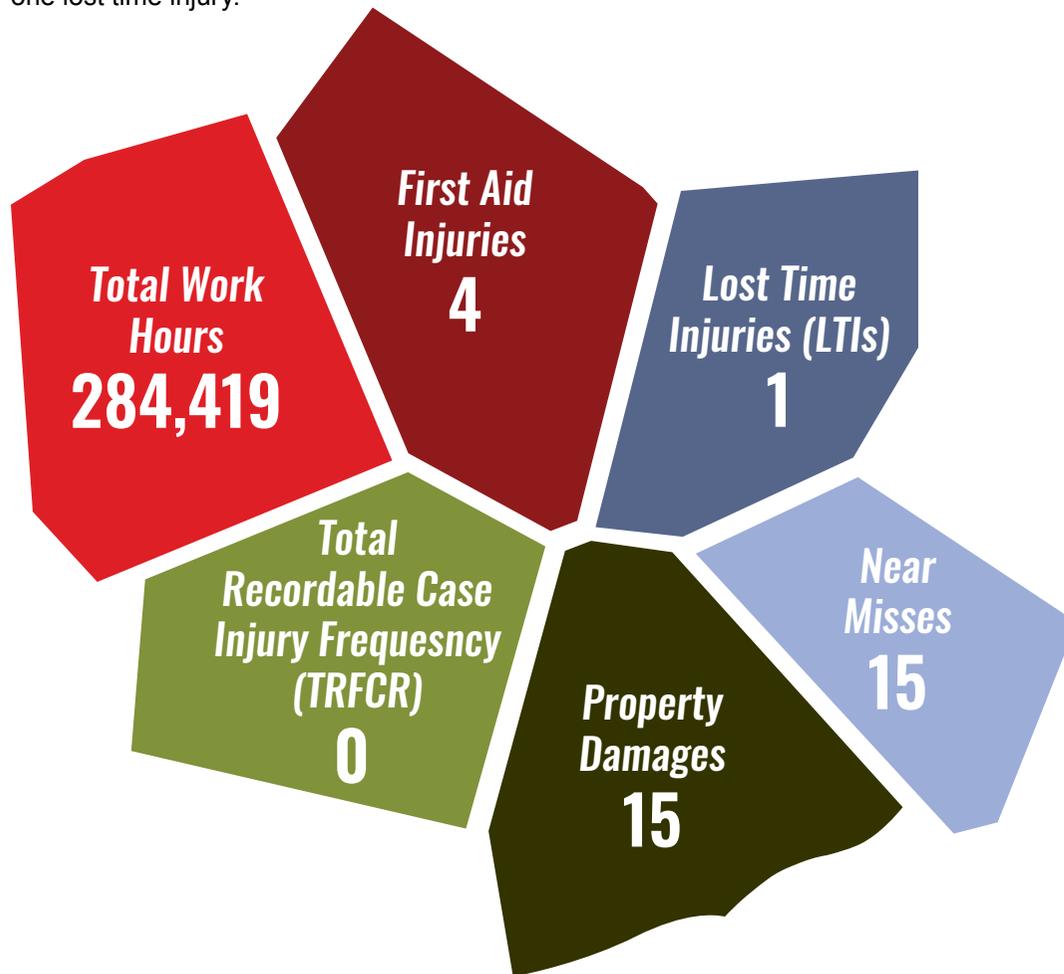
Delivering Safety

Ensuring we have the right policies and procedures in place, is only the first step in keeping our people safe. To be truly effective they must be lived on the ground. We measure the actual implementation of our policies in the field.

At the foundation of our approach to health and safety is a commitment to frequent training and awareness raising through weekly communication bulletins. All staff are provided with a range of safety training including; Safety Mindset and Culture training, Liability and responsibility training for managers, fire safety, first aid, and specific training such as 4x4, defensive driving, and sexual harassment. We also rolled out the requirement for pre and post-employment medicals for all staff and contractors.

Our Performance

To measure our safety performance, we rely on a range of leading and lagging indicators. By focusing on leading indicators, it is our hope we can identify potential safety incidents or risks before they happen, and take reasonable steps to prevent or mitigate them. During 2022, we recorded four first aid injuries, and one lost time injury.



Health and Safety Performance in 2022

Leveraging Technology

To streamline our safety reporting and awareness, during 2022, we developed an online application for field assessment health and safety reviews and incident reporting. The new tool helps ensure that all risks are identified, and reasonable steps taken to mitigate them in advance of fieldwork being undertaken.

The tool also helps us to improve incident reporting and will increase the effectiveness of data capturing and storage as well as reviewing incidents so that we can continuously improve our systems and procedures. It's functionality also allows us to do online vehicle checklists before travelling to site to confirm that vehicles are safe and have all the required tools needed in the case of emergencies.

We work in many hazardous jurisdictions in many countries. These hazards relate to dangerous people, harsh physical environments and insects and animals.

We do assessments of areas and the job requirements before we start to ensure that our people are adequately protected as they perform their duties.

Healthy Bodies, Healthy Minds

We believe a happy, healthy and active work force is a productive one. That is why our approach to health and safety goes beyond workplace safety. We also encourage our people to maintain an active lifestyle, eat well, and to seek mental health support as needed. Our wellness programmes include:

The Pacemakers

A walking and running club that goes for a five km run every Tuesday/Thursday afternoon for employees in the Johannesburg office, and also records and competes member's running times, distances and challenges in a WhatsApp group.

Action Cricket

We also have an Action Cricket Squad who compete in a local action cricket league. Team selection is based as much on who has the most spirit as cricketing ability.



Figure 4: Digby Wells Environmental Action Cricket

Healthier Me

We have also been working with nutritionist Abby Sinclair, who – in her “Healthier Me” Programme provides the team with quarterly webinars regarding diet, healthy portions, easy and tasty recipes. She also provided one-on-one consultations for many of our team members.

We don't just focus on physical wellbeing, but also prioritise the mental and emotional wellbeing of our people. We offer all of our staff access to confidential counselling and support facilities as needed, no questions asked.

I'm a registered dietitian that focuses on weight management and helping people feel more comfortable in their own skin. I pride myself on a personalised, evidence-based approach.

I know when most people think of dietitians, they think of super strict plans filled with salads. Well that's not the case here!

I am here to show you that all foods can fit (yes, even your red wine), which will help you to see long term results.

I look forward to helping you on your wellness journey.

Abby Sinclair
Nutritionist

Figure 5: Digby Wells Environmental Nutrition Expert

Nurturing Emerging Talent

As a consulting and advisory business, our strength and ongoing success is underpinned by the quality of our people, simply put they are our biggest asset. Reflecting on the importance and value of people in our organisation, we take time to identify, invest in, upskill and develop talent. These initiatives include:

Internships

Each year we offer a range of internships to students and recent graduates. The internships aim to provide entry into work, and skills in environmental, social and sustainability consulting.

Our internships are provided as fixed term opportunities and are linked to fields of study, and often lead to permanent positions. During 2022, we provided 17 internships. Of the 2022 cohort 13 have gone on to become permanent employees. Including Ayanda Khininda and Ntswaki Lerobane.



Bursaries

Alongside internships, we also have a Bursary programme, which provides financial assistance and support to individuals looking to further their studies. These bursaries are open to both internal and external candidates. In 2022, we awarded four bursaries, including:



Varaidzo Sabeta, GIS Environmental Specialist. Alongside her work responsibilities Varaidzo is now working towards an MSc in Geoinformatics at the University of Pretoria.

Workplace Training

Beyond internships and bursaries, we also prioritise and provide regular training for our people. Training provided ranges from on-the-job skills shadowing, and mentoring, internal colloquiums and training, to external training programmes. In addition, each employee has a dedicated training budget and individual development plan, which is developed and reviewed annually in discussion with their line-manager. In total during 2022, more than 10 000 hours of training was undertaken by our people.

Donations

As a socially minded company, together with the investments we make in our workforce and reducing our own environmental impact, we also make donations to local charities that have values that align with our mission and vision.

We donated money to fund a wheelchair through Kids Haven.

Contributions were also made to MES, a non-profit organisation, to help with their job rehabilitation programme for the homeless and unemployed community and to their pre-school programme to provide, education, nutrition and early development programmes.

Employee Ownership

We are a proudly employee-owned business. Our employees provide the engine for our success and growth, and they should receive additional rewards.

Our employee ownership model operates through a range of shares and staff trusts.

Our Education Trust also paid for a number of our people to pursue further studies.



Making A Difference for our staff

In South Africa for example the Ukwabelana Trust (our Employee Share Ownership trust), holds 38.5% of the shares in Digby Wells & Associates (South Africa) Pty Ltd, for the benefit of qualifying employees.

One example of how the Ukwabelana Trusts benefits our staff is Paulina Mashita, who is one of our office assistants.



Paulina Mashita
Office Assistant

“One of the cupboards in my kitchen was in bad condition, I was embarrassed by it, and used to cover it with cloth if people came to visit.

So, I put a new cupboard on layby and have been paying it off. When I received the dividend from the trust, I was able to go to the shop and pay it off in full!”

Environmental Initiatives

As an environmental and social consultancy, it is important that we don't just provide solutions for our clients, but that we also walk the talk. Across all our offices we have implemented a range of initiatives to reduce our environmental footprint.

From Sunlight To Savings



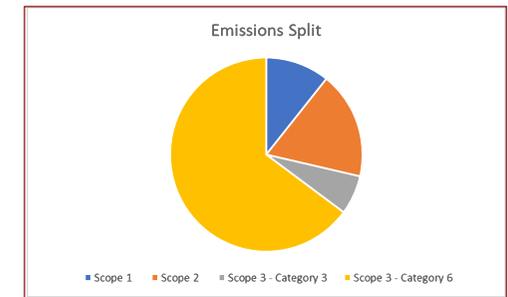
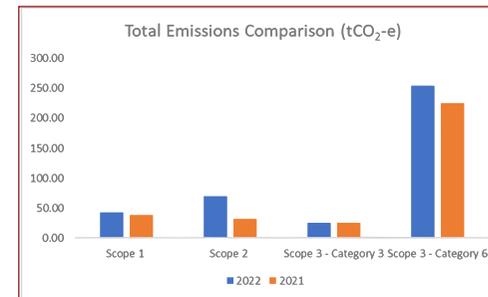
We were the first company in our Bryanston office park to install solar panels. During 2022 our 96 solar panels generated 51Mwh of electricity. We consumed 44Mwh and exported 7Mwh of renewable energy into the South African National grid.

Our renewable energy generation avoids approximately 20 tonnes of CO₂-e or is the equivalent of almost 600 trees planted.

Our Carbon Footprint

2022 was the second year we calculated our greenhouse gas emissions footprint, which included direct Scope 1, indirect Scope 2 and limited Scope 3 emissions. In total our 2022 emission were 392.6 tCO₂-e, an increase of 73.7 tonnes of CO₂-e compared to 2021. The bulk of the increase flows from our scope 2 emissions i.e. those from purchased electricity, and can be attributed to the removal of covid-19 restrictions and the full reopening of all our offices. This is also further attributable to our growing head count, as well as improved data collection which allowed us to increase the scope and boundary of our Scope 1 emissions.

Further analysis shows that a significant proportion of our emissions are linked to the flights and business-related travel we undertake on behalf of our clients.



Emissions Analysis

Quenching Our Thirst

During 2022, we upgraded the drinking water options available at the Bryanston office, replacing refillable water containers that must be replaced and transported regularly.

We installed three BIBO Bars in the kitchens. The BIBO machines are plumbed in and purify, and filter tap water for consumption from chilled to boiling.

Some of Our Recent Projects

Coming Together at Kibali



Mines have a great responsibility towards their neighbours. Often, and especially in Africa, mining communities are reliant on their land for sustenance and income. When Barrick identified an expansion opportunity at their Kibali Gold Mine in the DRC, they asked us to assist with the development of an Integrated Land Management Plan (ILMP) to benefit both Kibali and the community.

The objective of an ILMP is to identify sustainable approaches to land management. The plan needs to deal with increasing pressures caused by in-migration of people as a result of economic opportunities and the need to expand the mine footprint.

Designing a sustainable ILMP for Kibali involved a new collaborative effort between our Social, Soils and GIS teams. Each team contributed to planning for

and creating integrated environmental and socio-economic impact in the communities around the mine.

As part of this project, we undertook a number of field visits which identified four crucial land management aspects which we used to inform and develop the ILMP around, these were;

- Increasing awareness of good agricultural practices to improve food security
- Developing capacity for commercial-scale agricultural initiatives
- Developing a strategy for artisanal and small-scale mining (ASM)
- Strategic relocation of communities and agricultural land



Scoring Industry

Our strategy and disclosure team have worked with gold mining giant, Barrick, and its legacy company Randgold Resources for almost a decade to ensure the company's Sustainability Report and ESG disclosures both showcase the company's sustainability strategy and story in a unique, and compelling manner, and meet stakeholder expectations, including compliance with relevant and emerging reporting guidelines.

These efforts included in 2019 the development of a bespoke and public facing ESG Scorecard for Barrick. The scorecard, which was an industry first, sets out to measure Barrick against those ESG metrics it believes are most important for the gold mining industry. It considers overall sustainability governance, and focuses on Barrick's four strategic sustainability pillars

- Creating Economic Benefits
- Protecting Health and Safety
- Respecting Human Rights
- Minimizing Environmental Impacts

The scorecard was designed to be dynamic, with respective indicators reviewed once achieved to deliver continuous improvement. The scorecard was well received internally and externally and accounts for 20% of the annual Incentive awards for Barrick Senior management.

Running Scenarios

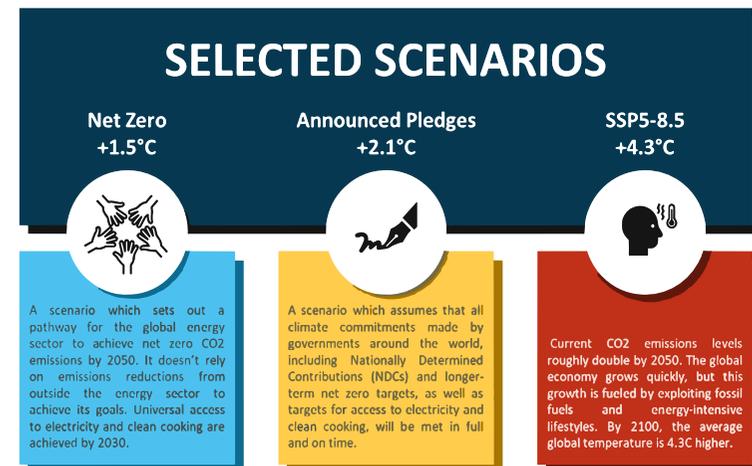
The Task Force on Climate-Related Financial Disclosures (TCFD) has been steadily gaining momentum as a critical tool for helping companies evaluate their exposure to climate-related risks and opportunities and consequently building a more climate-resilient strategy. As of April 2022, TCFD-aligned reporting is a mandatory disclosure for UK listed companies. The US Securities and Exchange commission (SEC) and Australian Securities Exchange (ASX) are also proposing

new rules informed by the requirements of TCFD. Part of the approach to TCFD alignment requires companies to undertake Climate Change Scenario Analysis. In 2022, we conducted a Climate Change Scenario Analysis for Capital Limited, a mining services company providing drilling, mining, maintenance and geochemical laboratory solutions to the minerals industry. The climate change scenario analysis considered Capital's three most important operational regions – Egypt, West Africa, and East Africa.

In alignment with the recommendations of the TCFD, the following three scenarios were considered for each region:

Capital operates in a range of geographies, and the physical risks associated with climate change vary greatly in each location. In Egypt and in West Africa, extreme temperature increases are the most significant risk and could impact operational efficiency, workforce health and safety. In contrast, East Africa is expected to experience less temperature rise but more volatile changes in rainfall.

The scenario analyses showed that taking action towards a Net Zero pathway is crucial for Capital to mitigate its risks. Many mining companies have also recently announced net zero targets, which is now a market expectation for larger companies. As a contractor Capital will need to align with these commitments and policies to remain competitive.



Monkeying Around

We are no stranger to exhilarating work, and were elated with the opportunity from B2Gold to conduct a reconnaissance survey for Western Chimpanzees (*Pan troglodytes* spp. verus) in southwest Mali. In West Africa Chimpanzees are under existential threat from illegal miners who pollute rivers and fell the trees which provide critical corridors for the Chimps to roam and forage for food.

B2Gold's Fekola Gold Mine is expanding its operations and wanted to ensure that their operational footprint avoids areas essential for chimps. Fundamentally, understanding the scope of ASM's impact on chimpanzees in the survey would also be critical for the Fekola expansion.

As part of the project, we investigated a 100km² area, we also spent four days interviewing local villagers to understand locations, patterns and regularity of Chimp sightings. The field team was supported by our GIS team who set up tables to include real time data gathering from the surveys and the field work.

For 12 days, the ecological survey team travelled on motorbikes through villages and rivers to get to areas where they could start looking for the chimpanzees

Eventually, the team saw old and fresh nests visible in the tall tree canopies. They also placed camera traps around the study area which provided shots of a community of chimpanzees.

B2 Gold has been proactively mitigating their potential impact on chimpanzee communities within the surrounding areas for several years, as they we historically identified as a priority biodiversity feature and the potential reputational risks were taken seriously.

The confirmation of additional groups of chimpanzees within the region suggests that there maybe some integration during wetter seasons, and that the mitigation

hierarchy will continue to be implemented to manage these potential risks and impacts to their core habitat.

Day-to-day management, scouting and monitoring movement occurs regularly with a dedicated team of biodiversity conservation officers trained within the nearby villages, and equipped with field equipment and fuel for transport.

One of the many points of pride about this Project is the degree of teamwork it took to pull it off. We organised and carried out this extensive survey across three languages (English, French and Bambara) with a local Chimpanzee expert Dr Saibou Sanogo and B2Gold's Biodiversity lead, and several biodiversity champions who were community members from the local Menankoto village. Our own teamwork is evident in the extensive coordination between two country teams and three divisions all serving one purpose, to protect the chimpanzee.



Developing a Strategic Approach to Biodiversity

Humanity is part of nature, not separate from it. Biodiversity in nature is critically important and enables ecosystems to be resilient, productive and allows for improved adaptive capacity to changing climatic conditions. Globally biodiversity is under threat and declining faster than at any time in human history. Biodiversity declines are linked to reduced productivity, resilience and adaptability of nature.

To effectively respond to growing biodiversity risks and opportunities, companies



need to tackle the issue with a strategic approach. We were appointed by Endeavour Mining to develop their Biodiversity Policy and Strategy as part of their commitment to responsible mining and sustainable value for employees, stakeholders, and nearby communities.

For effective execution, we proposed a two-phased approach. During phase one we conducted a biodiversity screening assessment for each of Endeavour's sites, at desktop level, followed by field-based performance audits. Identified

biodiversity-related risks, included negative reputational impact, increased financial liabilities and limited access to funding. If managed correctly, however, these risks could be transformed into biodiversity-related opportunities, such as positive reputational impacts, reduced financial liabilities and increased access to funding.



In phase two we have developed the respective Biodiversity Policy and Strategy that responds to the level of exposure to biodiversity-related business risks identified. The development of the respective Biodiversity Policy and Strategy will help to reduce risks, maximize opportunities, and promote sustainable practices for stakeholders and the environment.



De-Risking Closure Liabilities

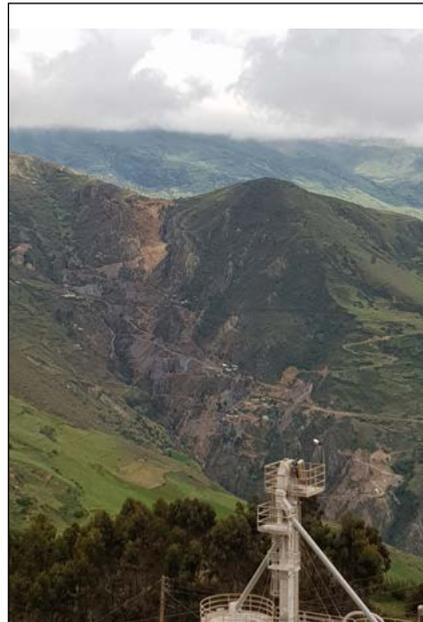
Since 2019, we have been working to review Barrick's legacy sites, and sites nearing closure, to identify and reduce (to the extent practicable) closure liabilities, risks and costs. In 2022 this work included accompanying the Barrick Closure team on a visit to number of legacy sites in the United States, again with the objective of identifying opportunities to reduce closure liabilities.

Our role in the project was to serve as an independent advisor during site visits and to review processes to ultimately provide independent approval and assurance of proposed changes and updates.

At Pierina mine, in Peru, a major cost and liability was the water management commitments that Barrick made around treatment and water supply to communities during closure. Barrick committed to constructing a water pipeline to transfer water to the local community because of the impact of the mine on local water supply. Digby Wells was brought in to review options to reduce these costs, liabilities, and risks.

During initial site visits and workshops in 2019, Digby Wells assisted the Barrick team to significantly reduce the closure liabilities at Pierina. During 2022 we further reviewed costs and, in alignment with our value of Continuous Improvement, identified further opportunities to reduce the cost of closure.

A significant opportunity for reduction of closure costs at Pierina included optimized water treatment plans. It was identified that only one water treatment plant instead of two would be sufficient, which reduced construction costs



significantly. Additionally redesigning the diversion channels around the waste rock dumps could reduce excavation and construction costs by approximately 25%. Furthermore, using mechanized methods for revegetation and a reduction in security staff during closure were identified as potential ways to further reduce costs.

The collaboration between Digby Wells and Barrick Gold Corporation was successful in identifying and implementing opportunities to reduce closure liabilities and costs, while ensuring that the necessary water management commitments were still met.

Greening the Mines: Digby Wells' Tailings Transformation with Local Contractor Training

African Rainbow Minerals (ARM) partnered with us to rehabilitate its ARM1 Tailings Storage Facility (TSF). This is a gold-bearing TSF situated in Welkom, South Africa at ARM's Harmony Gold mine.

Our team of Mine Closure and Rehabilitation experts was brought in to advise on alien invasive species removal, but also test the concept of dry land cropping. Dry cropping is an exciting approach to vegetating which doesn't require irrigation; perfect for water-scarce South Africa. Through ARM, we partnered with community members to provide training and jobs to assist with this project in the short and long term.



We implemented a range of innovative techniques to transform a 70-hectare barren land into a thriving green space. This involved deep ripping, which is when the tailing's material is thoroughly mixed with organics, lime, and fertilizers to increase the soil pH from 3 to 5.5-6, significantly improving the growing conditions for grass and trees to be planted.

Additionally, our team added contours to the landscape to control water flow,

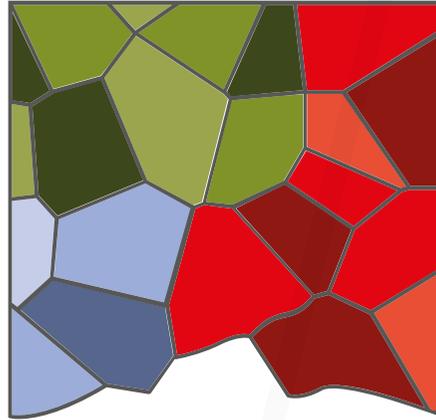
which is crucial to ensuring plants receive the optimal amount of moisture. Using a combination of grassing techniques and plant species, we were able to create a diverse and resilient ecosystem. Furthermore, we planted approximately 600 trees as wind breaks to promote a healthy ecosystem.

To test the viability of plants establishing without water, planting was conducted in South Africa's winter from July to November 2022. We offered training to a local business, Land Breeze, to manage the planting and maintenance activities. In alignment of our values of continuous improvement, being passionate and invested, this project helped to upskill 10 of the Land Breeze employees.

This project showcases our commitment to sustainable land use practices, which can help to promote environmental stewardship and ensure the long-term viability of



natural resources. Rehabilitating the TSF delivered numerous benefits, apart from the social contributions of promoting local economic development and sustainability. We were able to help our client successfully transform a barren land into a thriving green space that is conducive to a range of plant and animal life. Furthermore, this project helped our client meet legal rehabilitation obligations. We improved their land capability and biodiversity, and enhanced the potential for improved carbon storage on land that was previously unsuitable for healthy vegetation growth.



DIGBY WELLS

ENVIRONMENTAL

MAKING A DIFFERENCE LOCALLY WITH GLOBAL IMPACT

www.digbywells.com
info@digbywells.com

