

Cultivating a **Better Tomorrow**





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Message from **The President**

Like all businesses, we experienced 2020 as a year unlike any other. A series of unprecedented challenges stemming from the COVID-19 pandemic kept us guessing for most of the year how it would resolve – economically, socially, and in relation to our health.



Len M. Murray, P.Eng., P.E.
President and CEO

At KCB, we found ourselves venturing into new realms of technology, safety, and teamwork, constantly pushing our understanding of sustainability and our role in a quickly changing world. As 2021 dawned, we found we had weathered the uncertainty of the last year with our core values intact, and a better understanding of our responsibility in cultivating a better tomorrow.

Adapting to a Changing World

We listened early in the year as many experts predicted a downturn in our industry. We watched as our clients were forced to close mines and construction sites, cut production, or minimize operating hours because of disease outbreaks and to comply with local health guidelines. As it turned out, we experienced an upturn in both

industry and commodities. But not everyone was having that same experience. Recognizing the impact of COVID-19 on employment, with businesses closing and people unable to afford everyday necessities, we came together to raise donations for the United Way, an organization providing access to basic needs and support for local communities.

Our teams stepped up to the challenge of re-thinking our processes and interactions to ensure opportunities for mentorship and ongoing development continued in a virtual environment. Our IT department had been preparing for such an event and was able to ensure everyone had a computer and immediate access to our server from their home. It was only the start of working remotely for us and marked the first remote audit by BSI of our Integrated Management System,

and our first remote business audit by KPMG later in the year.

Navigating Health and Safety

Being Engineers of Record and responsible for the safe operation of many engineered structures around the world, our services were designated essential in most jurisdictions. Our teams did an excellent job navigating the new safety protocols mandated by KCB, our clients, regulators, and others, including added PPE, testing, physical distancing, and stepped-up risk management.

On the home front, 2020 brought new health challenges to many of our employee stakeholders. We renewed our commitment to mental health by offering flexible working hours and accommodations wherever possible. Our COVID-19 Response Team, our Joint Health and Safety



Committee, and our Women-in-Klohn group were some of the internal organizations that prioritized communicating about mental health and our available resources to support employees. In the first month of 2021, recognizing the impact year-long restrictions were having, we made enhancements to our Canadian benefits program to cover treatments from a broader range of mental health practitioners.

Committing to Accountability

The events around the world in the past year have shown us the need to grow in our understanding of diversity and inclusion, both individually and in our workplaces. This includes recognizing, honouring and encouraging inclusion in our offices. We've kept this theme at the forefront and continue to hold ourselves accountable with open lines of communication and an ongoing, critical eye

on our workplace policies and practices, recruitment methods and job ads for unconscious biases. We continue to promote an inclusive workplace with regular training for our team members on ethics, anti-bullying and harassment, and respect in the workplace.

As further proof of our commitment to accountability, I was proud to announce KCB's subscription to IntegrityCounts, a multi-language, third-party service, and a place for stakeholders, internal or external, to anonymously report any issues of concern with KCB's business.

Delivering on a Sustainable Future

As we continue to experience the growing effects of climate change on the environment and people, KCB is strengthening our commitment to sustainability

and reducing our impact on the planet. Internally, after much consultation, we instituted a new company charter focused on the themes of sustainability. Externally, we committed to offsetting our major emission sources of office energy and business travel, and achieved climate neutral status through our partner, ClimateCare, in 2021. Going forward, we are exploring the concept of Net Zero and how it can be applied to all aspects of our business.

In our projects, we are continually working to incorporate sustainable practices. As a consultant to hydropower producers globally, we are contributing to the generation of hydroelectric energy to help countries meet their clean energy targets. In Canada, we're working with growing metropolitan cities to upgrade transportation infrastructure to improve safety and reduce congestion.

Around the world, KCB continues to lend our expertise to the practices of dam safety and tailings management. In 2020, the International Council on Mining and Metals released its Global Industry Standard on Tailings Management (GISTM). KCB contributed to the development of the Standard and works every day to help our mining clients understand and implement the Standard. We were also chosen to contribute, through our geotechnical lab, to pioneering tailings research at the University of Western Australia. Our employees continue to volunteer with the Canadian Dam Association, the International Commission on Large Dams, and the new Tailings Centre in Colorado, improving the safety and sustainability of mine waste.

I wish all readers of this report good health and welcome your feedback on our 2020-2021 Sustainability Report at lmurray@klohn.com.

Cultivating a **Better Tomorrow**

As the theme “**Cultivating a Better Tomorrow**” suggests, 2020 was a year of growth and discovery for KCB. While the COVID-19 pandemic idled much in the world, we saw an opportunity to renew what is important to us and push forward to a new and better future.

We updated our company charter to better reflect the company we have grown into. We added the concepts of collaboration and passion to our values and added a statement of purpose – our Why – to the Mission and Vision. In our Purpose is our promise to seek innovative solutions that are appropriate in the long-term – technically, environmentally, and socially – as we contribute to an improved future.



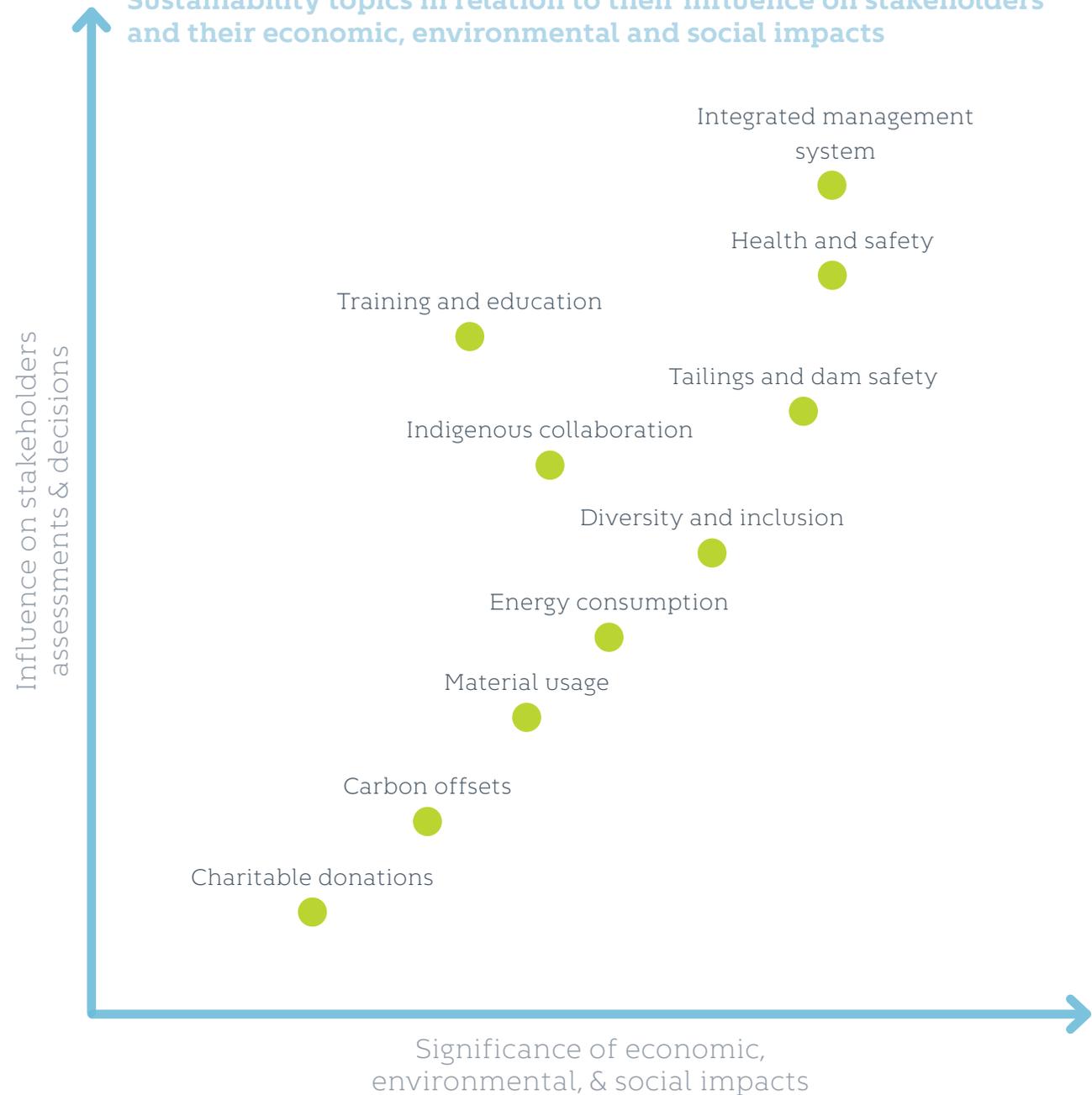
About The Report

This report is prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and references the UN Sustainable Development Goals. It describes KCB's performance in select sustainability topics in the areas of economics, the environment, and community.

The topics in this report, ranging from energy consumption to tailings and dam safety, are important to KCB because they reflect the following:

- Our social and environmental awareness as a company.
- Our employees' commitment to themselves and others, including KCB and the communities where we work.
- The wellbeing of our stakeholders, including employees and clients.
- Our economic performance.

Sustainability topics in relation to their influence on stakeholders and their economic, environmental and social impacts





Materiality

KCB takes a number of approaches in identifying the impact of these sustainability topics – quantitative due diligence, such as comparisons over time; surveys of employees and clients; qualitative feedback from clients and employees; the expectations of industry regulators and those who set guidelines; the goals of society at large; and the overall direction of our practice, are some of the ways we gauge the impact of our activities.

Who is affected?

Our sustainability topics largely impact KCB global offices and our clients' project sites. Our charitable donations and volunteer work

impact employee stakeholders, the receiving organizations and our local communities, as does our collaboration on Indigenous projects.

In some cases, such as with tailings and dam safety, our activities impact host communities, and society at large. When we learned employees of a subconsultant needed treatment for COVID-19 symptoms but did not have the appropriate health coverage, our team raised funds to cover the workers' health expenses.

United Nations Sustainable Development Goals

Adopted by the United Nations in 2015, the 17 Sustainable Development Goals (SDGs) are a plan for addressing the world's social, economic, and environmental challenges by 2030 with the intent of creating a sustainable future for all people. At KCB, we are aligned with the UN SDGs and continually look for ways to contribute to the Goals in our operations and project work.





About **KCB**



KCB is an award-winning engineering, geoscience and environmental consulting firm with offices in Canada, USA, Australia, Peru, Brazil, and the UK. Since 1950, we have helped to sustainably develop resources, reclaim landscapes, build communities and stimulate economies by participating in some of the largest and most challenging projects in the world. We have a strong reputation for quality work and technical experience. Our commitment to excellence is the driving force behind everything we do.




Office Locations

CANADA

Vancouver (Head Office) Nanaimo
 Calgary Saskatoon
 Edmonton Sudbury
 Fredericton Toronto
 Montreal

AUSTRALIA

Brisbane
 Perth

PERU

Lima

Brazil

Belo Horizonte

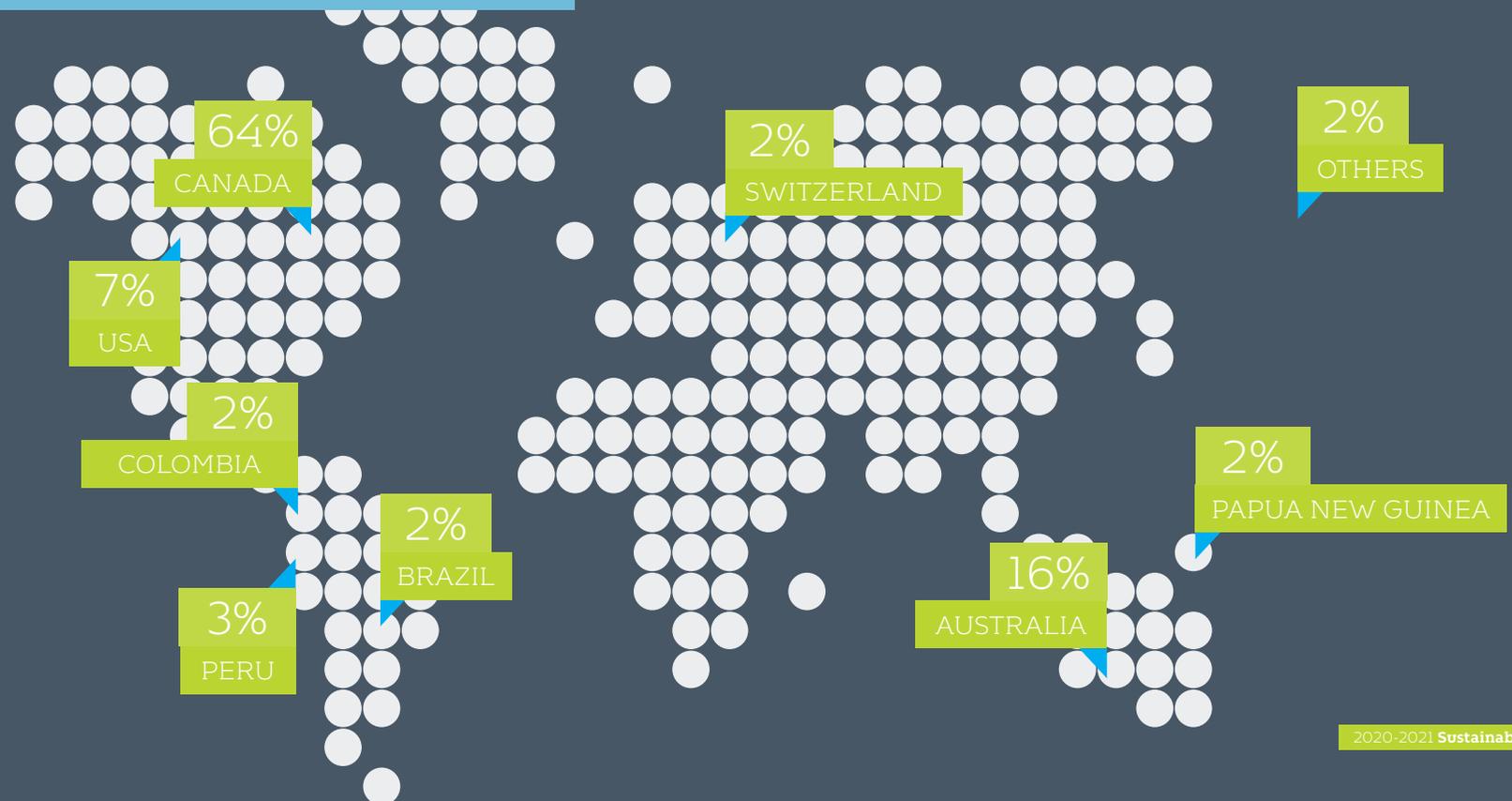
United Kingdom

York

USA

Phoenix

Fee Revenue by Country





Our Services

KCB integrates the application of engineering and geoscience with environment, community and safety-by-design principles. This approach drives our reputation as a leading-edge provider of professional services.



ENGINEERING



Civil | Electrical | Geotechnical | Mechanical | Structural | Water Resources



GEOSCIENCE



Hydrogeology | Geochemistry | Slope Stability and Geohazards | Seismic Hazard Assessment



ENVIRONMENTAL



Environmental Assessment & Permitting | Environmental Management & Compliance | Reclamation, Closure & Decommissioning | Site Assessment & Remediation | Social Studies & Community Engagement



Markets Served

Broad sectors: hydropower, mining, transportation, energy, government

Subsectors: railways, ports, roads, bridges, mine development, mine waste, water management, infrastructure, oil and gas, offshore energy



Governance

At KCB, our systems of governance drive us forward in making positive impacts – like our charitable donations and our investment in safety – and make us aware of areas of continual improvement, such as engagement and diversity. We believe a productive, healthy workforce, satisfied clients, and awareness and protection of the environment are key to the company’s economic and social success. Our systems of governance, our approach to health and safety and our commitment to the environment backstop our efforts and provide the framework for us to achieve our goals in these areas.

Integrated Management System



KCB's business is governed using an integrated management system (IMS) consisting of quality, health and safety, and environment procedures. This system steers our business conduct and embodies our approach to the following:

- Health and safety
- Training
- The environment
- Project success
- Client satisfaction
- Quality design across all sectors

OUR **IMS** IS REGISTERED TO THE FOLLOWING STANDARDS OF THE INTERNATIONAL STANDARDS ORGANIZATION:

ISO 9001

Quality

- Client focus
- System for managing project risk
- System for loss prevention

ISO 14001

Environment

- Environment focus
- System for understanding our interaction with the environment
- System for reducing environmental impact

ISO 45001

Occupational Health & Safety

- People focus
- System for managing workplace hazards
- System for preventing harm



Governing Our Business

KCB's Operating Committee (OC) is responsible for the implementation, review, and continual improvement of our IMS. The OC reviews the system's effectiveness at each quarterly meeting and allocates resources for initiatives and improvements.

The Global Quality, Health & Safety, and Environment Team, including the Director of Business Processes, manages and maintains the IMS on a daily basis. Joint Health & Safety Committees, Health & Safety Representatives, and Sustainability and Environment Committees contribute at the office-level.

Our IMS is audited externally once per year and internally on a quarterly basis. Besides ensuring we continue to meet the ISO standards, the audits result in "Suggestions for Improvements" and corrective actions with deadlines. These actions keep us on track and mindful of the IMS at all times, helping us reach our social, economic, and environmental goals.

Our commitments address (a) the legal requirements in each jurisdiction we work, (b) our clients' requirements and expectations, and (c) our duty to other stakeholders such as our employees and the communities we work in.

Our approach is further communicated and executed through a series of company-wide policies. These policies are in effect in every region KCB operates an office and most project sites, except where they may be superseded by more stringent client policies.



GOVERNANCE POLICIES	Last Updated	Application	Description
QHSE Policy	January 2019	Canada, Australia, Peru, Brazil	Promoting a safe and healthy workplace for employees, subcontractors and visitors.
Code of Business Conduct and Ethics	June 2021	Canada, Australia, Peru, Brazil, UK, US	KCB's code for conducting its business in line with KCB's Charter (Mission, Vision, Purpose, and Values).
Respectful Workplace	June 2020	Canada, Australia, Peru, Brazil, UK, US	Commitment to a safe and respectful work environment for all employees and customers, including a zero-tolerance for harassment, bullying or discrimination.
Learning and Development Policy	September 2019	Canada, Australia, Peru, Brazil, UK, US	Supporting employee career development and training to meet organizational and client needs.
Privacy of Employee Information Policy	February 2015	Canada, Australia, Peru, Brazil, UK, US	Protecting employees' private information.
Sustainable Purchasing Guidelines	September 2015	Canada, Australia	Guidelines for company purchasing with sustainability in mind.
Employee Guidelines	January 2021	Canada, Australia, Peru, Brazil, UK, US	Commitment to employment equity and diversity.



Business Conduct and Ethics

KCB conducts our business ethically, with integrity and honesty, and we reinforce this expectation in our Code of Business Conduct and Ethics for employees, subconsultants, subcontractors and suppliers.

Klohn Crippen Berger
CHARTER

MISSION Delivering sustainable solutions for the natural and built environment, everywhere.

VISION To attract and develop talented staff who work closely with our clients and stakeholders.

PURPOSE Creating robust, resilient and location-appropriate solutions that stand the test of time.

VALUES Technical Excellence • Quality and Innovation • Sustainability • People First • Passion • Professionalism • Collaboration • Respect

Down to Earth.
Up to the Challenge.

Code of Conduct

The Code of Conduct is based on the Values in the KCB Charter. Violations of the Code of Conduct or the Charter are reported to our Ethics Officer, or to our third-party provider, IntegrityCounts, which ensures reports are anonymous and protected, whether they come from employees, community members, subconsultants, or clients.

Anti-Bribery and Corruption

KCB takes pride in its ethical business practices and conducts itself according to applicable laws and standards in our regions of business. Training on bribery and corruption is provided to all employees during their onboarding process and all employees are required to complete an annual refresher.

Health & Safety

KB's occupational health and safety (OHS) management system is part of the company's integrated management system registered to ISO standards. Our OHS management system is also COR-certified in British Columbia, Alberta and Saskatchewan and meets Energy Safety Canada's requirements.

Our OHS management system is designed to instill a safe and healthy mindset in our employees, for managing workplace hazards, and for preventing injury or illness. It is governed by the principle that everyone in the workplace is accountable and responsible for health and safety, and we recognize that our employees, subcontractors and visitors have the right to work in a safe and healthy environment. We consult and collaborate with our employees, and train and coach our supervisors, to promote a strong, safe and healthy culture by identifying workplace hazards and planning for hazard



mitigation. Wherever we work, our goal is to always work safely and prevent harm.

Our system is implemented to ensure we comply with applicable legislative, regulatory and client requirements for occupational health and safety. Our employees are expected to actively

participate in understanding, following and continually improving the system, and we reinforce this responsibility through leading by example, training, audits, and setting company objectives. We are committed to continually improving the effectiveness of our system in collaboration with our employees, clients and other stakeholders.



Worker participation, consultation, and communication on occupational health and safety

During the COVID-19 pandemic, it has never been more important to communicate and engage our employees on maintaining our collective wellness and safety.

In 2020, we engaged the services of a global medical services firm who advise employers on health and safety matters. They reviewed our COVID-19 office safety plans and made suggestions for improvement, which we immediately implemented. We invited them as guest panelists for two “medical” town halls and asked our employees to submit questions about the COVID-19 pandemic and vaccination rollouts. These live events were well attended, and were recorded so that employees could also watch on demand.

In September 2020, we launched an employee wellness survey to assess how our employees were coping during the pandemic. When asked about people’s ability to bounce back from a setback (as a measure of their resiliency) we were encouraged to see 92% of respondents felt they could bounce back from a setback,

and 89% felt positive about their work.

In February 2021, we asked employees to share their COVID-19 lessons learned in a survey that also asked their opinion on what a post-pandemic working arrangement at KCB would look like. 75% of employees responded with an overwhelming interest in working with more flexibility in the future. We formed a committee to develop a company-wide flexible work guideline to launch in August 2021.

We found the best way to engage our employees in safety is to listen to their stories and their feedback on our OHS management system. We encourage our employees to submit Safety Reports, including safe observations to praise people working safely; we encourage employees to share their stories in 15-minute presentations as part of our KlohnSafe sessions; and we periodically ask our employees for their formal perception of our health and safety culture. Concerns raised regarding employee health and safety are responded to with respect and professionalism.

Employee engagement in safety also starts with our new employees. We want to demonstrate to our new employees our collective responsibility for health and safety. New employees complete mandatory and role-specific training in discussion with their manager, and their progress is monitored at the end of their 3-month probationary period.

Employees are required each year to complete QHSE Refresher training which includes recent updates to applicable OHS regulations and improvements to our OHS management system. This training keeps their awareness of occupational health and safety current and fresh.

We also participate in safety-related campaigns in Peru, Australia and Canada each year, including Safety and Health week (or NAOSH week) and mental health campaigns such as the “R U Ok?” campaign in Australia and Bell’s “Let’s Talk” campaign in Canada. Safety and Health week events in 2020 were held remotely for the first time, and included guest presentations on mental health and handling stress in the workplace.



Worker training on occupational health and safety

Employees are trained for working effectively and safely based on their role and expected activities. All new employees complete an orientation program consisting of mandatory and role-specific training in discussion with their manager. Mandatory training includes Health and Safety 101, Ergonomic Awareness, Hazard Assessments and Managing Hazardous Products (formerly WHMIS training).



Workers covered by an occupational health and safety management system

564
(all employees)

Role-specific training may include supervisor training, such as our KlohnSafe for Supervisors program, or training on the safe use of portable nuclear densometers in our Radiation Safety Program. Depending on their scope of work, potential hazards and regional requirements, employees may take specialized training, such as confined space entry, working at heights, ladder safety or defensive driving training.

Employee training is followed up with ongoing coaching and supervision by managers, including during their career discussions at KCB, and by observations of work activities during inspections and audits in our offices, geotechnical laboratories, and project worksites.

Process for promoting worker health

We promote worker health by keeping health and safety “top of mind” by sharing safety shares at the start of meetings. Safety shares are short stories about recent health and safety items, and by popular demand from our employees (and some of our clients) we maintain a safety share library for company presentations or client meetings.

Each month, our President includes a safety or health-related notice in his monthly message to employees; and each quarter, the senior management team reports on the status of our safety culture, based primarily on employees’ safety reporting and incident statistics. Quarterly summaries are issued to employees and compiled into an annual IMS performance report.

Information about recent updates to our OHS system is communicated through monthly Global QHSE meetings, where representatives from each location report on local issues, and

Safety reports

715

When an employee takes on a new role in the company, such as a first aid attendant, emergency floor warden, or supervisor or manager (including project manager), they take additional training related to their new role, such as:

- First aid training
- Floor warden training
- KlohnSafe for Supervisors training
- KlohnPM and KlohnPM Advanced training for project managers

Workplace injuries

2

When an employee is assigned to a project with a field component, following completion of a hazard assessment and understanding the client’s requirements, they may require site-specific orientation and other training, and drug and alcohol screening, before they can go to work on site.

Lost time incidents

2



Near misses

38

Vehicle collisions

11

Medical & First Aid Injuries

12

Environmental incidents

0

Fatalities

0

the group discusses suggested improvements and implementation strategies.

One of our best strategies for communicating about health and safety is encouraging our employees to share their stories in 15-minute presentations as part of our KlohnSafe sessions. This is where we learn about current events in the field experienced first-hand by our employees. We also invite our clients and subcontractors to give KlohnSafe presentations on health and safety from their perspective.

During the current COVID-19 pandemic, our communication about health and safety is a significant component of our business continuity plan. We created a COVID-19 Response Team who met daily at the beginning to manage our transition to telecommuting and tracking employees impacted by travel restrictions. A year later, the team continues to meet once per week to track COVID-19 cases and vaccination progress in each of our locations, and to coordinate and plan communication for employees.

Process for prevention and mitigation of occupational health and safety

KCB's process for prevention and mitigation of occupational health and safety hazards is to teach employees how to identify and

mitigate workplace hazards and to speak up when something does not look or feel right.

Hazard assessment at KCB occurs at multiple levels, including at the company, manager/supervisor, project and employee levels.

At the company level, we assess the potential health and safety hazards related to our work, along with their operational controls, and related regulatory and other requirements. This Compliance Register is the foundation of the company's risk assessment for OHS, and maps the hazards related to our work to legislation and KCB's controls, with the goal of reducing the risk to as low as reasonably achievable. The Compliance Register is reviewed and updated on an on-going basis with input from our Global QHSE group, whose members collate feedback from employees in their location.

We recently refreshed our Compliance Register by reviewing each hazard, through the lens of the COVID-19 pandemic, and re-assessed the company's risk assessment for OHS. The update of our Compliance Register was completed in March 2021. So far, we have successfully prevented spreading COVID-19 in any of our workplaces, whether in the office, our geotechnical laboratories or in the field.



At the project level, project managers lead the hazard assessment of project field assignments by developing a health, safety and environment plan with the project team.

At the employee level, we coach our people to become safety leaders who can identify and act to address hazards they observe in the workplace. We involve our employees in preparing safe work practices, which are general guidelines on how to safely perform common work tasks, and job hazard analyses, which include a series of detailed steps for safely completing a critical task. Example critical tasks include inspecting bridge decks, observing drilling, and grinding soil samples.

Our OHS management system continues to evolve with changes to work environments, geographic locations, regulatory framework and/or market sectors. This year, as our business in the railway sector grows, and we have employees working in railyards or near railways, we developed a new safe work practice on working safely around railway infrastructure.



Environment

Environmental Impacts

KCB has taken steps to reduce our carbon footprint across our offices. These include investments in carbon offsetting programs, participation in local recycling programs, reduced paper consumption, energy conservation and landfill waste reduction.

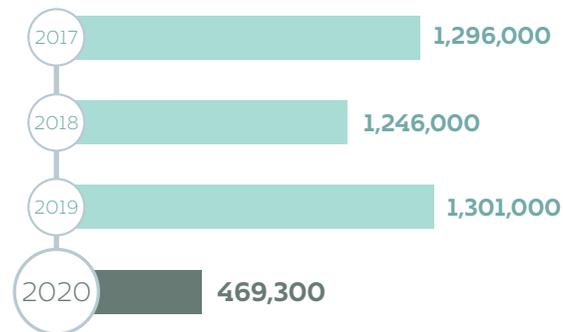


KCB's integrated management system (IMS), consisting of quality, health and safety, and environment procedures steers our business conduct, the way we undertake our projects, and how we interact with our clients, the community, and the environment.

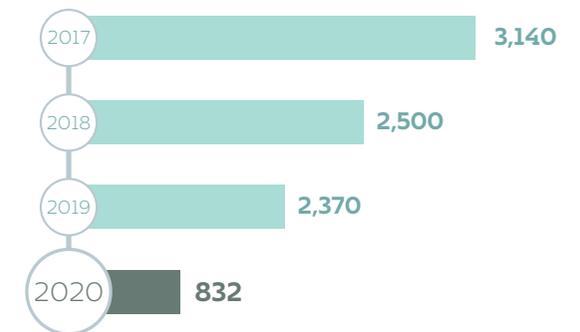
In addition, our Health Safety and Environment (HSE) system is registered to ISO 14001, a standard that is focused on determining the environmental impact of our company's operations and provides a framework for reducing their impacts.

MATERIALS USED BY WEIGHT / VOLUME

PAPER SHEETS PURCHASED

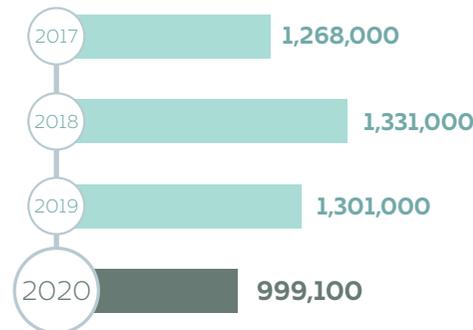


SHEETS / PERSON

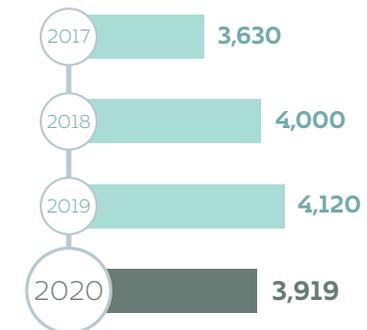


ENERGY CONSUMPTION

ELECTRICITY (KWH)



NATURAL GAS (GJ)





SUSTAINABILITY COMMITTEE

As a company committed to sustainable practices, we are always proud to see our employees take the lead on initiatives that positively impact the environment.

In 2016, our employees formed a global Sustainability Committee with regional chapters being run by volunteer employees at our offices in Vancouver, Calgary, Edmonton, Sudbury, and Brisbane. Throughout the year, the committees coordinate local activities, exchange ideas globally and share best practices.

Employees have led the way in sustainable initiatives for their respective offices. These have included switching to biodegradable dish soap, purchasing multi-use utensils, and reducing dishwasher cycles to save on energy. Both our Calgary and Edmonton offices participate in TerraCycle's Zero Waste program for recycling non-electronic office supplies such as binders, fasteners, staples and labels.

Since 2013, employees from our Calgary office have participated in the City of Calgary's Annual Pathway & River Cleanup along the Bow River.



Carbon Offsets

Every year, our investment in carbon offsets helps support ClimateCare’s portfolio of projects. These projects include BURN Jikokoa stoves in Kenya, Africa. The development of Jikokoa stoves provides Kenyan households with a safe, affordable and energy-efficient alternative to traditional cooking methods. The BURN factories in Nairobi have created over 100 jobs in manufacturing, marketing, logistics, and project management, with women making up 60% of their employees.

In January 2021, KCB achieved climate neutral status through our partner, ClimateCare, for offsetting 1,016 tonnes of CO₂ in carbon emissions from office energy and business travel from the year.

This is our second year partnering with the UK-based climate and sustainable development expert. The on-going partnership reflects KCB’s continued commitment to sustainability in our business practices.



“I believe when the world can look back on the current decade, climate change will be seen as the major challenge of our time and we will be judged on how we reacted as individuals and companies. I am proud that in addition to our world-class capabilities in hydropower and sustainable development, we are doing our part to mitigate our carbon footprint,” says Len Murray, KCB President & CEO.

We are now looking at how to join organizations around the world to deliver on a Net Zero commitment and further reduce our impact on the environment.



Social

Image taken prior to COVID-19



Our Response to COVID-19



Like many other businesses, the COVID-19 pandemic challenged us in ways we had not imagined in our over 70 years as a company. We responded with a series of measures designed to protect our employees, families, and communities. In locations where our offices were open, we implemented strict protocols around mask use, distancing, and the safe use of common areas. We retained medical professionals via global health security services company, International SOS, and held information sessions for our employees worldwide. Updates regarding COVID-19 are shared by our President during company-wide townhall meetings that are held on a monthly basis.

Operationally, we responded to the pandemic with new Safe Work Practices and safety plans to protect our employees and partners. While international travel was curtailed, KCB continued with site visits, construction projects, and safety inspections, while abiding by our own safety protocols, those of our clients, and meeting jurisdictional regulations.



With many of our employees working partially from home and many events going virtual because of COVID-19, our committees have become creative with their events. In Vancouver, our Social Committee hosted Bingo Fridays before the Christmas break and on Chinese New Year for all employees. Our Vancouver and Calgary offices host weekly Doughnut Wednesdays, where employees are treated to doughnuts and muffins. Our business units have joined in on the fun by hosting regular events, including virtual scavenger hunts, pajama parties, ugly sweater contests and workspace decorating contests.

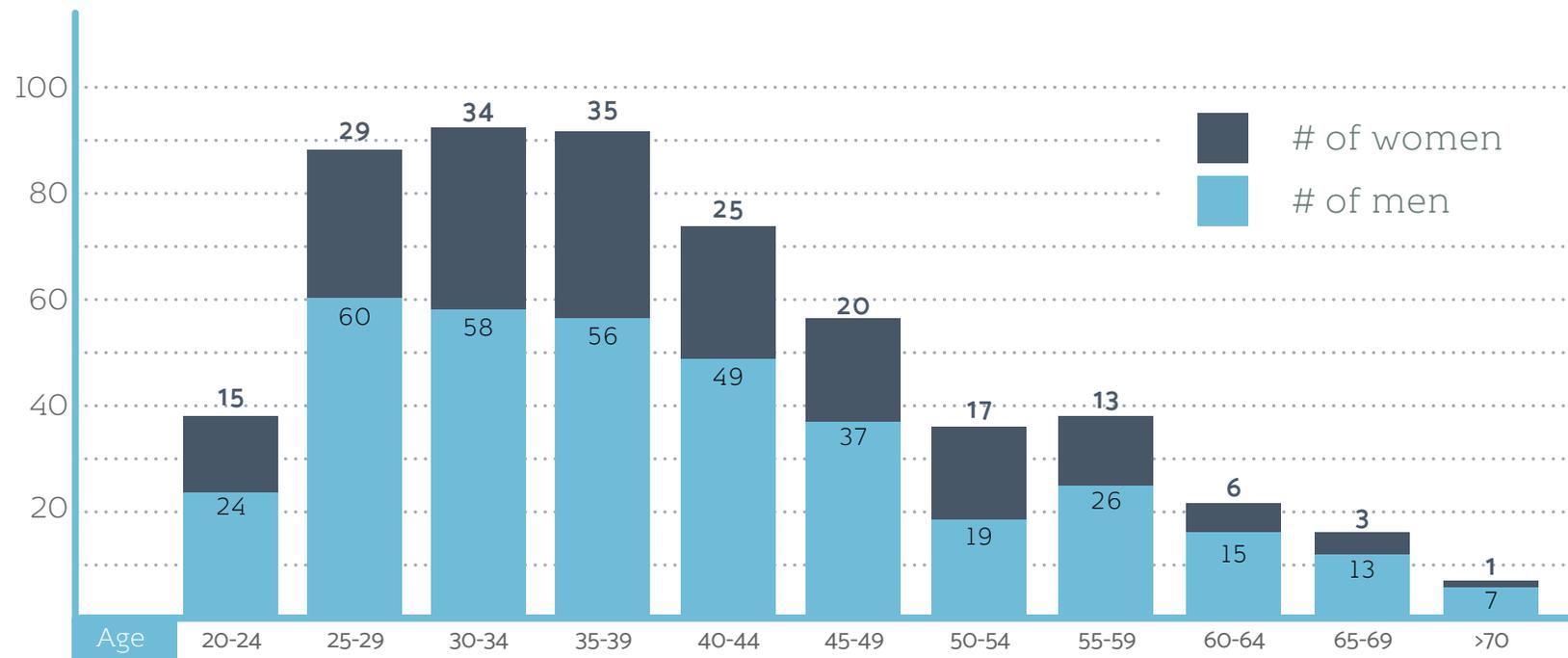
Diversity, **Equity**, Inclusion

KCB is committed to being an inclusive and welcoming community to all our employees. Our commitment to diversity extends to our recruitment and retention of diverse groups, creation of a respectful workplace, company policies and programs, and community partnerships.

GENDER STATISTICS

35% of employees are women

16 of 88 Principals and Associates are women



Associates Appointed in 2020



Eugene Cheung, P.Eng., PE

Eugene has 18 years of experience in electrical engineering with a specialization in heavy electrical equipment for power generation facilities and substations. Since joining KCB in 2010, Eugene has been engaged in the upgrade works at various dam and spillway sites throughout British Columbia, including Site C, John Hart, Waneta Expansion, and Revelstoke Generating Stations, and various independent power producer plants.



Stephen Clark, P.Eng.

Stephen is a water resources engineer with 9 years of experience in hydraulics, hydrology, and water quality. He has extensive experience in the civil engineering and water resources fields, including river engineering, mine water management, and civil design and construction for several mining projects throughout North America. He joined KCB's Mining Environmental Group in 2017.



Maxwell Cronk, P.Eng.

Max joined KCB as a co-op student in 2010 and has gained extensive experience as a civil engineer working on mining and geotechnical projects. His experience includes geotechnical site investigations, dam safety reviews and inspections and project coordination for projects in Canada, the United States, and Mongolia.



Jennifer Durocher, P.Geo.

Based in our Sudbury office since 2012, Jennifer is a geochemist experienced in geology, mineralogy, geochemistry, and aqueous environments across several mining-related environments. She has managed and participated in numerous field and waste rock geochemical characterization programs and has worked on surface water sampling and site-wide water quality, waste rock and soil assessments.



Daniel Klassen, P.Eng.

Daniel is a geotechnical engineer with 15 years of experience in tailings impoundments, waste dumps, and water retaining dams. His work has included design and analysis for projects from feasibility to construction phase, and field work including site investigations, on-site laboratory soil testing, and construction monitoring. He joined KCB in 2005.



Christopher Kowalchuk, P.Geo.

Chris is an engineering geologist with experience in site characterization studies for heavy civil and mining projects, including tailings embankments, waste rock dumps, oil sands embankments and roads, hydroelectric dams and reservoirs, and marine facilities. Chris joined KCB in 2006 and is currently lead geologist on several tailings projects.



Mukesh Madurai, P.Eng.

Mukesh joined KCB in 2016. He is a senior geotechnical engineer with over 14 years of engineering and consulting experience with geotechnical, infrastructure, oil sands and mine waste projects in Canada. He has extensive project and client management experience working on tailings facilities and mine sites throughout Canada. He has published various conference and journal papers in the research area of geotechnical risk analysis.



Robert Myers, RPEQ

Robert is a senior civil engineer with over 20 years of experience investigating, planning, and designing civil infrastructure including tailings storage facilities, surface water drainage, mine infrastructure pad earthworks and non-process mine infrastructure rural and urban roads. Robert has worked on projects throughout Australia, United Kingdom, United Arab Emirates, Papua New Guinea and Indonesia. Robert first joined KCB in 2013.



Adam Poplawski, P.Eng.

Adam joined our Sudbury office in 2018 and has 12 years of experience providing geotechnical and consulting services in the region. His experience includes developing and executing geotechnical and environmental investigations from planning to reporting. Over the years he has completed a wide range of projects to meet the needs of the mining and forestry industries, and private and public corporations.



Mark Rynhoud

Mark has over 25 years of experience in earth-science and environmental disciplines, and joined KCB in 2011. His current experience includes engineering geological direction on major mining engineering projects in the Asia-Pacific region, specifically field investigation, planning and construction support for tailings dams and waste rock dumps.



Maggie Smith, P.Eng.

Maggie has 11 years of consulting experience in the design and construction of dams, and joined KCB in 2017. Her experience includes dam design and construction, geotechnical site investigations, site characterization and construction monitoring for projects throughout Alaska, British Columbia, the Northwest Territories, the Yukon, Ontario, and the Dominican Republic.



Graeme Watt, MIEAust

Graeme is a geotechnical engineer and project manager with over 20 years of experience in the design, construction and management of earth science related civil engineering projects in Australia and overseas. Graeme specializes in engineering management with specific experience in the integration between the design and construction project phases involving design reviews for constructibility. He joined the KCB office in Perth in 2018.



Employees count

564

Full time employees

500

Part time employees

64

of new hires

100

of employees departed

75

Ensuring Equality of Treatment and Opportunity

At KCB, decisions on hiring are based on the merits and qualifications of the individual. Internal employee promotions, job assignment, and development opportunities are based on the qualifications, ability, performance of the individual as well as the needs of the company.

To help us ensure our hiring practices are fair, we began using an online tool in 2020 to remove gender bias from our job descriptions. The tool evaluates our job descriptions for a list of words considered masculine and feminine-coded and calculates the overall gender coding of the posting. We have found this tool helpful for ensuring fair hiring practices and attracting a diverse workforce to our company.

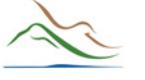
Employee Benefits

Our approach at KCB towards employee benefits is to provide our employees and their families with a level of financial security. In addition to this, we cater our programs to ensure consistency across the organization and provide the flexibility to meet the competitive needs of the markets we operate in. An area of focus has been our various employee wellness programs where we have worked to increase awareness of our programs and provide services that are relevant and useful.

Over the past year, our focus has been prioritizing communication with our employees, as many continue to work virtually, through a variety of means: monthly townhalls, pulse surveys, manager touch points, and monthly newsletters. Our recognition program and all our training sessions were transitioned to virtually-led programs.



SUPPORTING INDUSTRY ASSOCIATIONS

 <p>Jim Casey Tailings Dam Regulatory Committee Member</p>	 <p>Bob Chambers Industry Advisory Council Member</p>	 <p>Canadian Dam Association</p> <p>Michael Cyr Vice President</p> <p>Bill Chin Professional Development Committee Member</p> <p>Harvey Mcleod International Committee Member, Mining Dams Committee Member</p> <p>Andy Small Mining Dams Committee Member</p> <p>Ali Rasekh Finance Committee Member</p> <p>Jeremy Bruce BC Regional Director</p>	 <p>Claire Kent Australian National Chapter Executive Secretary</p> <p>Rhona Cartwright Queensland Branch Committee Member</p>	 <p>Brett Stephens Tailings Working Group Convener</p>		
 <p>Kim MacKenzie Board Member</p>	 <p>Mary-Jane Piggott Vancouver Branch, Technical Committee Co-Chair</p>		 <p>Dustin Bailey Environment and Science Committee Member</p> <p>Jason Duxbury Environment and Science Committee Member, Biodiversity Task Force Member</p> <p>Andrew Witte Tailings Working Group Member</p> <p>Bob Chambers Tailings Working Group Member</p>	 <p>Daniel Bertrand Co-Chair of the Local Organizing Committee</p>		
 <p>Ali Rasekh Concrete Dams Committee Member, Earthquake Committee Member</p>	 <p>Bob Chambers Resource Subcommittee Member</p> <p>Mike Chin Director</p> <p>Bruno Bagnères BC Hydro Liaison Subcommittee Chair</p>	 <p>Daniel Bertrand Treasurer</p>	 <p>Kate Patterson North American Vice President and Board Member</p>	 <p>Carlos Diaz Environmental Committee Member</p> <p>Jen Durocher Environmental Committee Member</p>		
 <p>Pam Fines Dam Integrity Advisory Committee Member</p>	 <p>Harvey Mcleod Tailings Subcommittee Chair</p> <p>Andy Small Canada Representative</p>	 <p>Courtney Mulhall Vice President</p>	 <p>Brian Rogers Private Sector Committee Member</p>		 <p>Maggie Mackay President</p>	 <p>Kim MacKenzie Director</p>

AWARDS & RECOGNITION

Best Managed Company



For the 13th consecutive year, KCB is one of Canada's Best

Managed Companies, recognizing our continued financial success, effective strategic planning and commitment to improvement.

PSMJ'S Circle of Excellence

Each year we compare our performance to about



300 industry peers in North America by participating in PSMJ's Financial Performance Survey. Based on 13 metrics, KCB continues to be in the top 20% of companies and is the only company to achieve this result every year since 2009.

Safest Employer



Canadian Occupational Safety awarded KCB a Gold award at the 2020 Canada's Safest Employers

Awards in the Mining and Natural Resources category. This is the 2nd year in a row that KCB has been recognized as one of Canada's Safest Employers.

ABA Employer of Choice



For the 7th year in a row, KCB's Australasia group was recognized as an Employer of Choice at the Australian Business Awards. This award is given to organizations that maximize the full potential of their workforce through effective employee recruitment, engagement and retention.



Engineering Institute of Canada Fellow - Andy Small

Andy Small, Senior Geotechnical Engineer, was awarded the 2021 Engineering Institute of Canada (EIC) Fellowship for "excellence in engineering and services to the profession and to society".



CIM-Bedford Young Mining Leaders Award - Kate Patterson

Kate Patterson, P.Eng., M.Eng., PE, Tailings and Water Resources Engineer, has won the 2020 CIM-Bedford Young Mining Leaders Award. The award highlights the exceptional achievement and potential of young Canadian mining leaders.



Training and Education

KCB is committed to developing our next generation of talented professionals by providing them with the training, tools, and resources to enable their professional development. We believe that employees and the company share in the commitment and responsibility for career and professional development.

We have developed programs to help our employees broaden their knowledge and skill set and advance their career. In addition to methods like classroom training and virtual training, KCB encourages learning through special project assignments, on-the-job training, self-directed learning, in-house presentations and other experiences. Training is a foundation of KCB's IMS system and Company Charter.

In addition, KCB supports external learning activities for employees looking to develop skills in their current roles. These can be undertaken through professional associations, accredited post-secondary organizations and technical conferences.

\$516,000

invested in training

# of employee training hours	16,026
Annual amount invested in training per employee	\$1,063
Average annual training hours per employee	28



Research and Development

KCB partners with universities around the world to support research and innovation in engineering and geoscience that helps solve industry challenges.

Institution

Research Project

Imperial College UK	Geotechnics M.Sc. industrial bursary scheme
Carleton University	Laboratory testing of tailings types to support Canadian tailings dam breach (CanBreach)
UK Space Agency / HR Wallingford	Minimizing the risk of tailings dam failures through remote sensing data
The University of Alberta	New monitoring approaches for geohazard risk management in Canada
The University of British Columbia/ The University of Waterloo	Canadian tailings dam breach research (CanBreach)
The University of British Columbia, Okanagan	Seismic rocking performance of bridge piers
The University of Queensland	Geotechnical Engineering Centre 4-year sponsorship
The University of Toronto	Assessment of residual strength of tailings using the cone penetration test and simplified numerical modelling
The University of Western Australia / The Australian Centre for Geomechanics (ACG)	ACG Mini Calibration Chamber

KCB also supports scholarship programs at universities, including: The University of British Columbia, University of Northern British Columbia, University of Alberta, University of Calgary, and Imperial College London.



Image taken prior to COVID-19

Indigenous Collaboration

Understanding the impact of our business operations on the Indigenous lands in which we operate, we are committed to strengthening our connection to Indigenous communities through support, collaboration and partnership.

KCB has established a scholarship fund of \$2,000 per year at the University of Northern British Columbia (UNBC). This scholarship encourages Indigenous students to enroll in engineering, environmental or mining services studies at UNBC.

We collaborated with Engineers and Geoscientists of British Columbia to develop a one-day training session for its members and the public, titled “The Value of Indigenous Engagement on Engineering and Geoscience Projects”.

The session shares best practices for collaboration with Indigenous communities when working on engineering and geoscience projects on Indigenous land. The session takes a practical approach by assessing a hypothetical project from both a technical and First Nations perspective, and shares experiences from a panel of experts.



Community Investments

At KCB, we believe being a sustainable company means giving back to the communities in which we operate through charitable initiatives, scholarships, and investment in research.



 To help bridge the gap in vaccine equity around the world, KCB donated to UNICEF Canada to support vaccine-sharing initiative, COVAX. The initiative helps provide COVID-19 vaccines to low and middle-income countries around the world.



In June 2021, our Brisbane team hosted a KCB Fun Day & Fundraiser to raise donations for MND Australia. MND Australia works to advocate, educate and raise awareness for motor neurone diseases (MND) which currently affect over 2,100 people in Australia.



In 2020, employees in Canada donated \$47,935 to the United Way, and as it has done since 1992, KCB matched every dollar. Including all fundraising activities, KCB gave

\$103,414

to the United Way in 2020.



United Way

For nearly 30 years, KCB has supported United Way and their work to provide local communities with basic needs and resources. In 2020, we recognized the disproportionate impact COVID-19 had in our communities and showed our support through the following initiatives:

- COVID-19 Community Relief Fund - To support local communities most affected by the pandemic, our employees raised \$4,500 for United Way's COVID-19 Community Relief Fund.
- ClimbUp Challenge - Due to the pandemic, United Way hosted a virtual version of their popular "Tech Grind" where participants were challenged to raise donations by walking 2830 steps per day (the number of steps on Vancouver's Grouse Grind hiking trail). Fifteen employees participated in the event and raised \$1,500 towards the cause.



The Sustainability Committee in Brisbane, Australia encouraged all office employees to make small changes by considering using the stairs instead of the lift on Earth Day.



The Women in Klohn Vancouver group organized an event dedicated to providing comfort to women, children and youth through the making, sharing and donating of soup. KCB employees volunteered and helped prepare over 150 servings of soup in Vancouver's Downtown Eastside.



Image taken prior to COVID-19



KCB'S **STEP UP** *for mental wellness* CHALLENGE

KCB hosted our first step challenge in 2020. Donations raised were split evenly between United Way, and mental health charities R U OK in Australia and Mind in the UK.

10 DAYS

216 CHALLENGERS

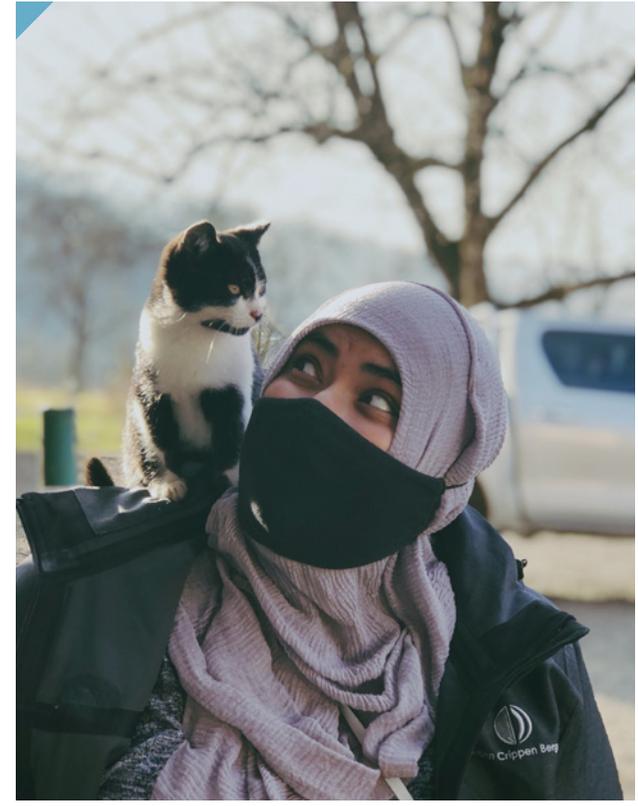
3,885 KM'S CYCLED

16,305,425 STEPS TAKEN





In Calgary, as part of our participation in the Calgary Corporate Challenge, our employees raise donations for KidSport Calgary. The organization provides financial assistance to kids wanting to enroll in recreational sports.



For several years, employees from the Edmonton office have taken part in a dinner service for those experiencing homelessness in the city. The event is hosted by not-for-profit organization, The Mustard Seed. Employees volunteer their evening to make and serve dinner and arrange a monetary donation for the organization.



Image taken prior to COVID-19



Projects



Sustainability at KCB means we aim to balance social, environmental and economic considerations to meet the needs of our clients, the community, our employees and other key stakeholders, now, and into the future. We are committed to sustainability in our operations and professional services.





Project Governance

Tailings and dam safety

The risks posed by tailings facilities to communities and the environment has evolved as an ever-present theme in mining, one of our key industry sectors. While we are committed, ethically and professionally, to safety in all our designs, communities, and society at large, are increasingly aware of the importance of sound tailings management. The way we approach tailings and dam safety has evolved in response to the changing expectations of our clients, employees, and our communities.

Global Industry Standard on Tailings Management

KCB contributed to the development and subsequent release of the Global Industry Standard on Tailings Management (GISTM) by the Global Tailings Review. Our tailings practice evolved concurrently and as proponents of the GISTM we work with clients to ensure projects meet the standards. Our tailings managers approach problems with the mindset of risk-reduction, first and foremost, ultimately making our communities and the environment safer.

Engineer of Record

KCB reexamined the role of Engineer of Record (EoR) and its commitments, ensuring the role translates across all the jurisdictions in which we work, for the health and safety of our communities, the environment, and the sustainability of the company. Managing EoR activities is described in a new project management procedure and therefore integral to our ISO registration. Our work in the area is being shared by industry and professional organizations across the globe.

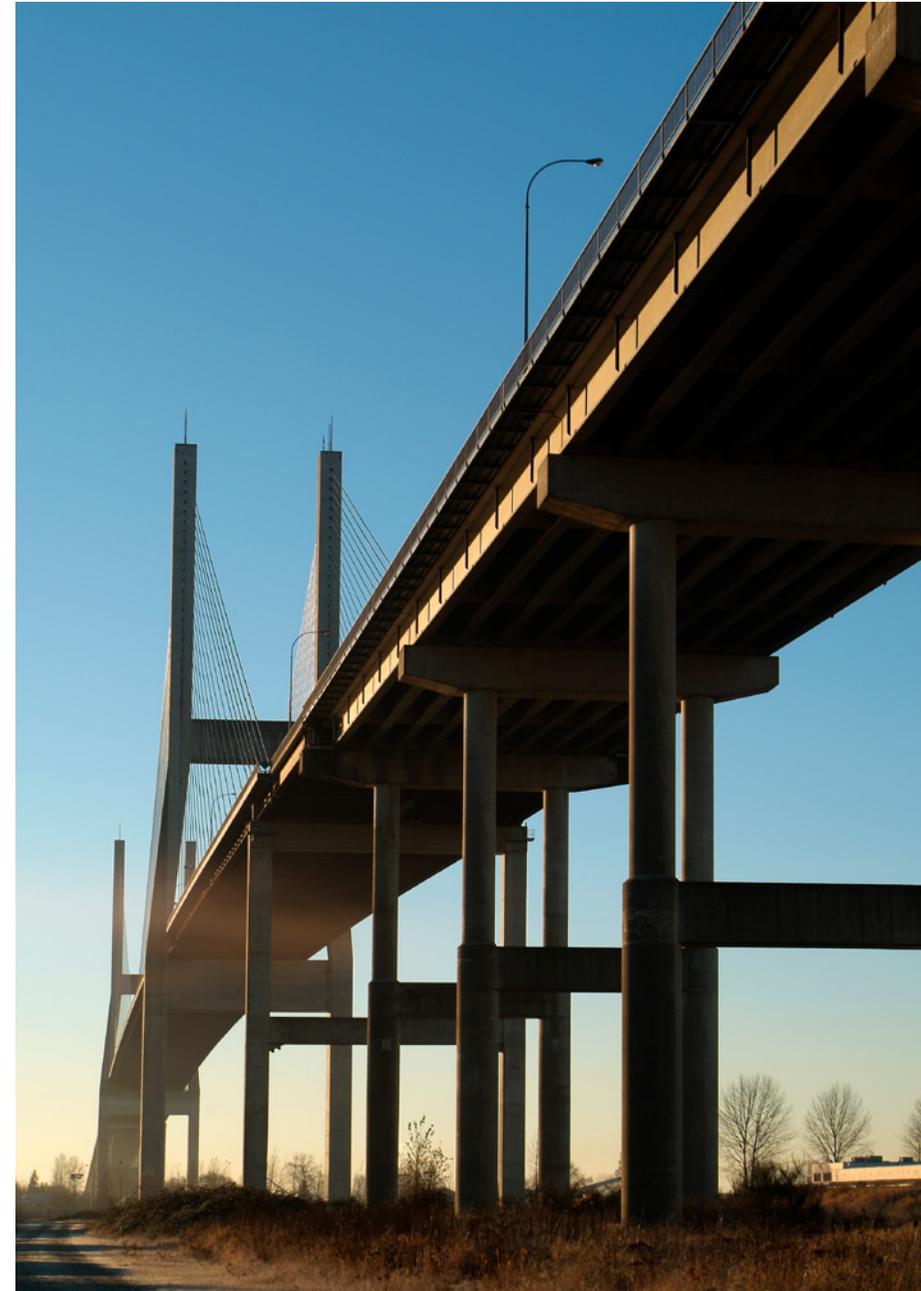
Our Work

Transportation Solutions for BC's Growing Cities

British Columbia's Metro Vancouver area is expected to see greater population growth in the coming years, especially south of the Fraser River. The region's expanding economic development and commuter traffic have resulted in an increase in road congestion. To meet the growing traffic demand and improve public safety, upgrades were proposed for several roads along the Fraser River.

The upgrades included the creation of a seventh lane to increase capacity of the Alex Fraser Bridge, and the Highway 91 / Hwy 17 interchange, currently under construction. KCB provided geotechnical and structural design services on this suite of traffic relief and connectivity improvement projects that totalled approximately \$300 million.

The new infrastructure upgrades have reduced road congestion, increased efficiency, and improved safety for vehicles, cyclists, and pedestrians.





Meeting The World's Clean Energy Needs

As a consultant to hydropower producers around the world, KCB plays a major role in the generation of clean energy. In BC, our work contributes to the generation of about 16,000 GWh per year of hydroelectricity.



Site C Clean Energy



Peace River, BC, Canada

The Site C Clean Energy Project is a multi-year project that will see a new hydroelectric generating station built on the Peace River in northeast British Columbia, Canada. The project includes a 60-m high, 1,050 m-long earthfill (or earthen) dam, and a concrete buttress and foundation. Once in operation, the generating units will produce about 5,100 GWh of electricity per year.

Two concrete-lined tunnels, almost 11-m in diameter, are diverting the river during construction of the dam.

KCB is involved in the design, construction, regulatory, environmental, and procurement support portions of the project and provides multi-disciplinary engineering teams for the main civil works,

the generating station and spillways, and the mechanical and electrical balance of plant contracts.

Site C has several sustainable water management aspects, including a comprehensive water management protocol during construction, ensuring water that contains sediment, or that has contacted



Compared to the province's largest hydroelectric facility, Site C will generate 35% of the same energy with a reservoir footprint that is just 5% of the size of the larger reservoir.

rock and therefore may be acidic, is contained and treated before it is released. In addition, rock excavated during construction – that could over time generate acid – is placed in permanent lined storage embankments upstream of the dam. During construction, acid generation is mitigated through management plans and ongoing water treatment, as well as shielding the acid-generating rock with neutral overburden and riverbank soils. Ultimately, the storage embankments upstream of the dam will be permanently submerged in the reservoir and, since they are immersed, will not be subject to the chemical reactions that generate acid.

Site C also presents solutions in biodiversity, such as eagle nesting platforms – incorporated during construction and in later permanent restoration plans – and temporary and permanent fish passage facilities that help fish navigate upstream of the dam. Fish habitat enhancement programs are planned for the reservoir shoreline, and in channels downstream of the dam.

The spillway, which releases excess water from the reservoir, is designed to minimize dissolved gases such as oxygen, nitrogen, and carbon dioxide, that are generated by the falling water. This protects fish and other aquatic life immediately downstream of the dam.

In another sustainable feature, construction materials such as gravel and glacial till are locally sourced and crushed or manufactured on site.



Hidden Valley Mine Emergency Siren Towers



Papua New Guinea

The Hidden Valley Mine tailings storage facility (TSF) is located in a mountainous, high rainfall and seismically active region of Papua New Guinea. The TSF was designed by KCB in 2007 and includes two rock and earthfill embankments designed with downstream methods. Because of the regional conditions, the TSF was designed to prevent a variety of failure modes, including piping, slumping, and overtopping, under extreme flood and earthquake conditions. However, modelling of a potential dam failure concluded that three villages, Hikinagowe, Heyu and Nauti, located downstream to the TSF, were at risk of flooding.

To provide mine site personnel and the local villages with advanced warning of a potential flood and ensure safe evacuation, KCB provided technical input to an emergency siren system developed for the TSF. Three siren towers were designed to improve emergency response during a dam failure. The sirens are activated by the mine's crisis committee and follow existing emergency response plans and failure protocols. Evacuation levels were also marked at each of the villages to guide villagers to safe flood elevations.

Installation of the siren towers was planned for the mine near both the TSF and Hikinagowe village, and at the Heyu and Nauti villages. The first siren tower, located at the mine site has been installed, with towers 2 and 3 currently being constructed.

Community and stakeholder engagement was crucial to the successful implementation of the siren tower system. Meetings were held with community members and stakeholders to help them understand how a tailings dam failure would be managed by the mine, and how it would impact their communities.

An emergency trial of the first siren installed at the mine site was successful with sirens reaching the nearest village of Hikinagowe.

Environmental Impact Assessment (EIA) Modification

The Animon mine is an underground zinc, lead, copper and silver mine located in Pasco, a region in Central Peru. KCB was retained to develop an environmental impact assessment modification (MEIA) after mineral reserves were discovered below the mine's existing workings. Extraction from these reserves would require further groundwater removal and water treatment efforts, and permits for the increase in mine contact water being generated. An MEIA was needed to expand the mine's waste management systems.



Animon Mine, Peru

The first step to developing the MEIA was elaborating on data collected on the conditions of the site, focusing on social and environmental aspects. KCB conducted baseline studies over two seasons and performed an analysis of the behaviour of numerous environmental variables, including water, soils, air, terrestrial flora and fauna, and animal species, at an historical level. Using models

developed from the data collected, KCB assessed the impacts to the environmental variables and created plans to reduce any potential negative impacts.

The completed MEIA by KCB included an economic assessment of the environmental impacts of the project and updated strategies for managing and protecting local biodiversity.



Aquatic Biology

Landslide Remediation



Terrace, BC, Canada

In November 2020, a landslide destroyed approximately 130 metres of railway track on the central coast of British Columbia, Canada. KCB was engaged to provide an emergency assessment and provide a means by which a replacement track could safely be built over the slide area.

The KCB team began with a test program including load testing, geotechnical monitoring, and an assessment of pile types, pile arrangements, and a possible geosynthetic reinforcement. The program showed that building a bridge spanning the slide area would require placing steel structural beams deep enough to reach glacial till. Steel beams are usually manufactured overseas, shipped to Vancouver, and then trucked to their destination.

Instead of a bridge, the KCB team designed an embankment for the new track that is reinforced by a geosynthetic grid and supported by timber piles. The piles support the weight of the embankment, provide additional shear resistance in the site's soft, marine clay soils, and are constructed from local British Columbia timber.

For embankment fill, KCB's design incorporated 'ballast reject' from a local quarry. The crushed stone did not meet specifications for use as track ballast (the small rocks that make up a railway bed) but were ideal for use in the embankment due to their size, angularity, and clay content.

The fill was delivered by train and offloaded close to the construction site, minimizing fuel emissions from haul trucks. Further reducing truck traffic, KCB devised a plan that used rainwater collected at the site rather than relying on water trucks when water was required to condition the fill.

Shift rotations by the contractor and KCB were minimized to reduce driving to and from the site. To further minimize vehicle trips, many of the contractors took nearby accommodation during construction, and a local firm was hired to do surveying and environmental monitoring at the site.

Cow Creek Erosion



Cow Creek flows eastward from Cow Lake in the Rocky Mountain foothills of Alberta. The course of the creek can shift during major storm events and cause creek bank erosion to nearby sites. Located along the creek course is Highway 22. Creek bank erosion had damaged several sites along Highway 22 and the deteriorating site conditions and potential loss of portions of the highway was a growing concern. KCB was retained to provide engineering and environmental services for the repair of the sites. Construction was scheduled for March to avoid further damage and threat to the highway from additional spring snow melt.

Alberta, Canada

The Cow Creek Erosion project received the 2020 award for Environmental Innovation by the Alberta Minister's Awards for Transportation Innovation.

The design team, consisting of KCB and the client, developed an innovative design that incorporated steel sheet piles to provide support to the highway and accommodate future erosion. The use of sheet piles for this specific purpose had not previously been done in Alberta. At each erosion site, interconnected sheet piles were driven into the ground to form walls to support the highway and act as erosion protection. Over time, adjustments could be made to

the sheet pile wall design to meet evolving erosion conditions. To install the sheet piles, the teams used vibratory methods that reduced noise at the site and minimized disruption to the creek.

Prior to commencing work, KCB completed an environmental evaluation, which identified the major potential impacts of the project. This included encroachment on the creek's channel and impact to local bird nesting sites and fish habitats. Knowing this, several considerations were made by the team to minimize any impacts to the surrounding environment and local biodiversity. The use of sheet piles and less

disruptive installation methods reduced the risk of sediments falling into the creek and disturbing the fish habitat and bank swallows nesting in the creek banks. The design also maintained the structure of the existing creek embankment and left the existing habitat undisturbed, which allowed for future bird nesting activities. By constructing in winter, the embankment material was left unaffected, bird nesting and fish spawning periods were avoided, and there was no encroachment of construction work into the Cow Creek channel.

Isaac River Drop Structure



The Isaac River Diversion is located next to Broadmeadow Mine in Queensland, Australia. The diversion was commissioned in 1987 to allow for mining to be undertaken beneath the original course of the Isaac River. The diversion was constructed with two drop structures to reduce the stream length and maintain the natural grade of the river in the majority of the diversion. One of the drop structures, the Upstream Drop Structure (the Drop Structure), had been repeatedly damaged and repaired by multiple flood events since its original construction, and a solution was needed to prevent further damage to the structure.

Isaac River, Queensland, Australia

The Isaac River Upstream Drop Structure project received the McLanahan Environment Award at the 2020 Queensland Mining Awards.

KCB was commissioned to develop a construction design for a replacement Drop Structure which could be maintained for the remainder of the mine life (projected to be at least 30 years) with minimal risk of failure or need for significant repair.

The project was split into two different stages: a preliminary engineering phase and a detailed design phase. During the preliminary engineering phase, an analysis of various design approaches determined that a Drop Structure with a stepped cascade configuration would be the easiest to construct and would increase the amount of energy dissipated within the structure. Energy generated during large flow events in the river was destabilizing the river banks within the diversion.

One of the main concerns that the design addressed was future erosion of the riverbank over time. A stepped cascade design would reduce future riverbed deepening and riverbank erosion in the upstream and downstream sections of the river. Small, locally-available rocks and rocks re-purposed from the demolition stage were used for the design which reduced the need for materials to be transported for construction.

The new Drop Structure also reduces the amount of sediment transported within the Isaac River, which plays a small part in protecting biodiversity within the Great Barrier Reef. The Isaac River is located within a basin that flows into the Great Barrier Reef Marine Park. By reducing the amount of sediment carried by the river, the Drop Structure reduces the potential for excess sediment to travel into the Great Barrier Reef and impact plant and animal habitats.



GRI Content Index

GRI Disclosure Indicator		Location/Comment
Organizational Profile		
102-1	Name of the organization	About KCB - Pg.9
102-2	Activities, brands, products, and services	About KCB - Pg.9
102-3	Location of headquarters	About KCB - Pg.9
102-4	Location of operations	About KCB - Pg.9
102-5	Ownership and legal form	Klohn Crippen Berger is a private company owned 50% by employee shareholders with a non-controlling investment by WSP.
102-6	Markets served	About KCB - Pg.9
102-7	Scale of the organization	About KCB - Pg.9
102-8	Information on employees and other workers	About KCB - Pg.9 Diversity, Equity, Inclusion - Pg.31
102-10	Significant changes to the organization and its supply chain	Klohn Crippen Berger has no significant changes to the organization to report.
102-11	Precautionary principle or approach	Governance - Pg.13
102-12	External initiatives	Klohn Crippen Berger has no external initiatives to report.
102-13	Membership of associations	Diversity, Equity, Inclusion - Pg.31
Strategy		
102-14	Statement from senior decision-maker	Message from the President - Pg. 3
102-15	Key impacts, risks, and opportunities	Message from the President - Pg. 3
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	Governance - Pg.13

GRI Disclosure Indicator		Location/Comment
102-17	Mechanisms for advice and concerns about ethics	Governance - Pg.13
Governance		
102-18	Governance structure	Governance - Pg.13
102-19	Delegating authority	Governance - Pg.13
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance - Pg.13
102-21	Consulting stakeholders on economic, environmental and social topics	About the Report - Pg.6
102-22	Composition of the highest governance body and its committees	Governance - Pg.13
102-23	Chair of the highest governance body	Governance - Pg.13
102-25	Conflicts of interest	Governance - Pg.13
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance - Pg.13
102-32	Highest governance body's role in sustainability reporting	Governance - Pg.13
102-33	Communicating critical concerns	Governance - Pg.13
Stakeholder Engagement		
102-40	List of stakeholder groups	About the Report - Pg.6
102-42	Identifying and selecting stakeholders	About the Report - Pg.6
102-43	Approach to stakeholder engagement	About the Report - Pg.6
104-44	Key topics and concerns raise	About the Report - Pg.6

**GRI Disclosure Indicator****Location/Comment****Reporting Practice**

102-45	Entities included in the consolidated financial statements	As a private company, Klohn Crippen Berger has no publicly available consolidated financial statements.
102-46	Defining report content and topic Boundaries	About the Report - Pg.6
102-47	List of material topics	About the Report - Pg.6
102-50	Reporting period	July 2020-July 2021
102-51	Date of most recent report	2020
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	info@klohn.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core Option.
102-55	GRI Content Index	GRI Content Index - Pg.59
103-1	Explanation of the material topic and its Boundary	About the Report - Pg.6
103-2	The management approach and its components	About the Report - Pg.6 Governance - Pg.13
103-3	Evaluation of the management approach	About the Report - Pg.6 Governance - Pg.13

GRI Disclosure Indicator**Location/Comment****Economic**

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201-1	Direct economic value generated and distributed	About KCB - Pg.9
201-2	Financial implications and other risks and opportunities due to climate change	Message from the President - Pg. 3w
Anti-corruption		
103	Management approach	Governance - Pg.13
205-1	Operations assessed for risks related to corruption	Governance - Pg.13
205-2	Communication and training about anti-corruption policies and procedures	Governance - Pg.13

Environmental**Materials**

103	Management approach	Environmental Impacts - Pg.25
301-1	Materials used by weight or volume	Environmental Impacts - Pg.25

Energy

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302-1	Energy consumption within the organization	Environmental Impacts - Pg.25



GRI Disclosure	Indicator	Location/Comment
Emissions		
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Social		
Employment		
103	Management approach	Diversity, Equity, Inclusion - Pg.31
401-1	New employee hires and employee turnover	Diversity, Equity, Inclusion - Pg.31
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits are available to both full-time and part-time employees.
Occupational Health and Safety		
103	Management approach	Health & Safety - Pg.18
403-1	Occupational health and safety management system	Health & Safety - Pg.18
403-2	Hazard identificaton, risk assessment, and incident investigation	Health & Safety - Pg.18
403-3	Occupational health services	Health & Safety - Pg.18
403-4	Worker participation, consultation, and communication on health and safety	Health & Safety - Pg.18
403-5	Worker training on occupational health and safety	Health & Safety - Pg.18
403-6	Promotion of worker health	Health & Safety - Pg.18

GRI Disclosure	Indicator	Location/Comment
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety - Pg.18
403-8	Workers covered by occupational health and safety management system	Health & Safety - Pg.18
403-9	Work-related injuries	Health & Safety - Pg.18
403-10	Work-related ill health	Health & Safety - Pg.18
Training and Education		
103	Management approach	Training and Education - Pg.38
404-1	Average hours of training per year per employee	Training and Education - Pg.38
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Education - Pg.38
Diversity and Equal Opportunity		
103	Management Approach	Diversity, Equity, Inclusion - Pg.31
405-1	Diversity of governance bodies and employees	Diversity, Equity, Inclusion - Pg.31
Local Communities		
103	Management Approach	Community Investments - Pg.41
412-1	Operations with local community engagement, impact assessments, and development programs	Community Investments - Pg.41



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