



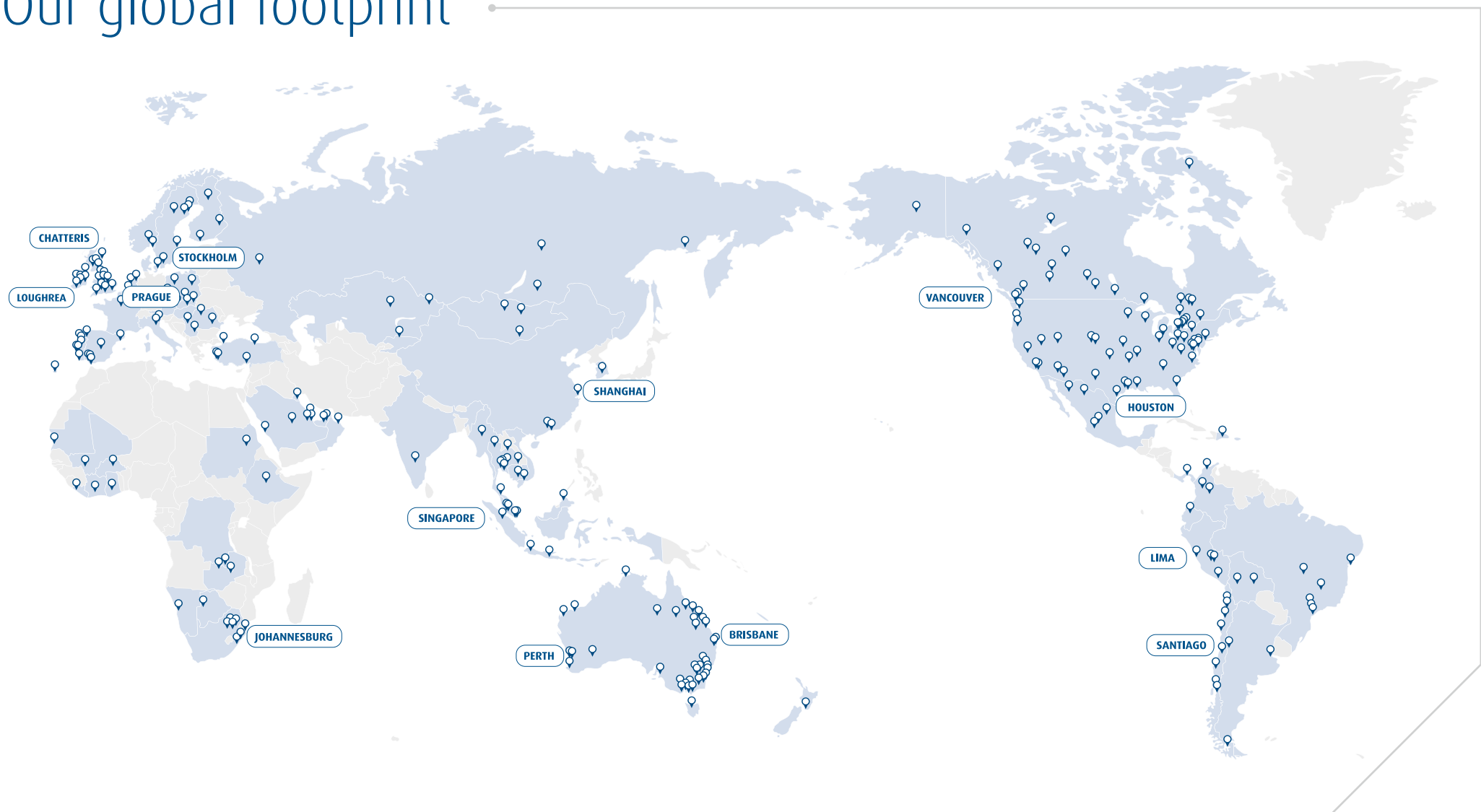
Right Solutions · Right Partner
alsglobal.com

Sustainability²⁰¹⁹

Local actions · Global impact



Our global footprint



65+
Countries

350+
Locations

40+
Years of strong
business performance

15,000+
Staff worldwide

40+ million
Processed samples per year

\$1.6+ billion
Global revenue

Contents

Our global footprint	2
CEO's report	4
Managing Director's message	4
ALS Sustainability at a glance	6
Key Achievements for 2019	6
About this report	7
Scope	7
Reporting approach	7
Other company documents	7
Forward looking statements	7
Report feedback	7
Focus areas	8
Materiality	8
UN Sustainable development goals	8
UN Global Compact	8
How we do things – the ALS way	10
Our clients	11
Innovation	12
Key directions	12
In line with our Core Values	12
ALS Innovation platform	12
ALS Strategic partnerships	13
Alignment with SDG 9 – Industry innovation and infrastructure	13
Strong Board oversight	13
ALS Group Scorecard	14

People	15
Health and Safety	18
Training and Development	20
Diversity and Equality	21
Human rights	23
Environment	24
Climate change	25
Energy management	26
Operational environmental performance	29
Waste reduction	29
Water conservation	31
Society	33
Economic contributions	34
Charitable donations	35
Employment creation	36
Local investment	36
Local charity programs	37
Governance	39
Our Board	40
Managing risk	40
Industry and Professional Associations	41
Financial performance	43
Anti-Bribery and Anti-Corruption	44
Honesty and Integrity	45
Statistics	47
Communication	52
Glossary	53



CEO's report

Managing Director's message

"To me personally, our commitment to sustainability reflects the true culture of ALS."

Our strategy, and approach to sustainability, is now increasingly at the core of who we are as a business. Overwhelmingly we have met the majority of the targets we set ourselves on our Sustainability Scorecard for 2019 in each of our 4 sustainability pillars of People, Environment, Society and Governance. To me personally, our commitment to sustainability reflects the true culture of ALS.

Over the last 12 months, we have completed several significant initiatives, as a company:

- We continued our record safety performance with a further 25% reduction in our total recordable injuries (which means there were 20 fewer people impacted this year compared to FY2018) and no fatalities or significant lost time injuries being reported for the period. This is two years in a row where we have improved safety metrics and is the lowest injury rate of the Company since we commenced measurement of these safety indicators in 1999.
- For our environmental performance, we made good progress on our journey to achieve a 5% reduction in energy intensity by 2022. See the Environmental section of this report for details of the great energy saving initiatives that have been implemented across each of our businesses. Each business stream also successfully implemented targeted waste management initiatives such as glass, plastic and paper recycling schemes, and solvent

recovery and reuse programs. We continued our campaign called 'Local Actions - Global Impact' which demonstrated even small projects with modest savings attached to them, when applied across each of our 350+ site locations, can collectively have a global impact.

- In November 2018, the executive team reviewed the ALS Vision to ensure it remains appropriate in a rapidly changing technological world. We wanted to be sure that the Vision is something that all employees feel a connection to, that it would serve our clients, and that it would provide ALS with a road map for future growth and success.
- Our global staff survey, GlobALSay, was rolled out for the second consecutive year. It provides employees with the opportunity to give us feedback and provide valuable information for improving our workplace. We are proud of the progress we have made after our first GlobALSay survey in 2018, and we remain committed to ongoing improvement. From insights and direct feedback from the 2018 survey, we completed more than 270 new projects to make ALS a better place to work. This year, employees told us that they value the ALS core values, the quality work ethic, and our culture, along with our health and safety programs. Importantly, our people feel their work contributes to the goals of their business stream and the Group.

- Several Executive Development Programs (EDPs) were completed during the year. This aims at growing our up and coming talent to be the future leaders of the Company.

During the year there was a significant focus on innovation and technology. The Board Sustainability Committee's remit was expanded to include responsibility for the oversight of innovation projects across the Group. In addition, executive management set up a new framework to ensure collaboration and sharing of innovation and technology projects across all business streams. In recent months, we have entered into additional strategic partnerships with leading academics and experts at the frontier of robotics, automation, and deep learning to investigate and develop products, methods and data flow analysis that we are confident will make a tangible difference to the way we operate our business. Through innovation, we will promote the growth and sustainable development of our society, and we will become our clients' preferred partner.

Demonstrating our focus on sustainable performance for shareholders, I am pleased to report that we further improved shareholder returns. We reached the top of our profit guidance range for year-end 2019, reporting a net profit after tax of \$181 million, an increase of 27.3% on the 2018 year-end. Our strong performance has enabled the Board to declare a 35% franked final dividend of 11.5 cents per share (anticipated to be \$55.8 million in

I am pleased to introduce our 2019 Sustainability Report, which details the actions we took during the year to continue to progress the integration of sustainability throughout our business.

total based on shares on issue as at 31 March 2019) to be paid on 1 July 2019. This represents a full year payout ratio of 60.4% of net profit after tax, consistent with our dividend policy.

For our broader stakeholder group (which includes our employees, local suppliers and governments) we provided an economic contribution of \$1.8 billion. This was comprised of over \$790 million in salaries and wages; over \$760 million with local suppliers during the year, and \$50 million in corporate income taxes spread across the countries and communities in which we operate.

Significant progress has been made in our sustainability program since we commenced formal reporting three years ago. Our progress would not be possible without our dedicated employees. I thank them for their commitment and the part they play in creating a more sustainable future for our Company. Page 14 of this report sets out the ambitious sustainability targets we have set ourselves for the future. Our focus will remain on the issues that are

most material for our business, where we have identified opportunities under our strategic plan, and in the areas where we have the expertise to make a meaningful impact. In 2020, ALS will continue to grow organically and remain acquisitive in our core business streams to support our strategy of growing our market share as a leading global testing and inspection company.

I appreciate your interest in our approach to sustainability.



Raj Naran



ALS Sustainability at a glance

Key Achievements for 2019

People



Further 25% improvement on record low injury rates



55% new female professional hires



New EDP sessions delivered

'Equal Pay Pledge' completed

Improved employee satisfaction survey results

Environment



Energy intensity reduction = 4%



18 t more glass recycled than last year



Paper and cardboard recycling improved

Extensive LED lighting program rolled out

No uncontrolled releases

Society



AUD 1.8 b Economic contribution



1,413 additional employees



University students programs continued

'ALS Cares' framework established

Support for 4 key charities

Governance



Key supplier desktop assessments completed

Privacy Program revised

New Tax Policy released

New M&A Program developed

* Per million hours worked.

About this report

Scope

This report is published for key stakeholders to understand ALS's sustainability approach, actions, performance and key material issues for the 12-month period ended 31 March 2019. The report was approved by the ALS Board of Directors on 21 May 2019.

ALS Limited (ABN 92 009 657 489) is the ultimate holding company of the ALS group of companies. In this report, unless otherwise stated, references to 'ALS', the 'Company', the 'Group', 'we', 'us' and 'our' refer to ALS Limited and its controlled entities. The information in this report covers all sites and facilities wholly owned and operated by ALS or that are operated by ALS in a joint venture. During the reporting period, ALS acquired Felsilab S.R.L., Labfor Análises Laboratoriais Ltda EPP, Truesdail Laboratories Inc., Marss International and BioScreen Testing Services. Only limited information for these entities have been included in year-end 2019 data in this report. Complete information for these entities will be included in future reports.

All dollar figures in this report are expressed in AUD currency unless otherwise stated.

Reporting approach

The ALS Sustainability Report 2019 references the Global Reporting Initiative (GRI). The GRI Guidelines provide a globally accepted framework of principles and indicators for reporting an organisation's economic, environmental and social position, practices and performance. This report includes indicators from the GRI Disclosures that are considered material to the business, i.e. issues that have the potential to impact our ability to achieve our business strategy or affect our reputation, or they are of material concern to our stakeholders. For additional information on the materiality assessment process refer to page 8.

This year, we have aligned reporting of our material aspects with the United Nations Sustainable Development Goals (SDGs). Where appropriate in this report, an SDG icon accompanies material aspects where ALS's activities align with the specific SDG.

Other company documents

In addition to this report, we provide details about different aspects of sustainability in various publications, including the Annual Report and our Corporate Governance Statement, which outlines our approach to governance and risk management. Both of these documents are available at alsglobal.com/myals/investors. Copies of our core company policies can be found at alsglobal.com/myals/investors/corporate-governance.

Forward looking statements

Where this report contains forward looking statements, including statements of current intention, statements of opinion and predictions as to possible future events and future financial prospects, these statements are not statements of fact and there can be no certainty of outcome in relation to the matters to which the statements relate. Forward looking statements involve known and unknown risks, uncertainties, assumptions and other important factors that could cause the actual outcomes to be materially different from the events or results expressed or implied by such statements, and the outcomes are not all within ALS's control. Readers are cautioned not to put undue reliance on forward looking statements. Statements about past performance are not necessarily indicative of future performance.

Report feedback

To help us improve our report, we welcome your feedback alsglobal.com/myals/sustainability/feedback-form

Focus areas

Materiality

Each year we conduct a materiality assessment to focus our efforts and maximise our impact in the areas that matter most, and to continuously improve the information we report on to our shareholders. Our approach includes the following steps:

- Reviewing global megatrends.
- Reviewing our overall corporate strategy.
- Reviewing our Group compliance and risk strategy.
- Analysing and prioritising our material business risks and opportunities.
- Reviewing the GRI Sustainability Reporting Standards.
- Obtaining feedback from stakeholders such as shareholders, clients, employees, and community members.
- Obtaining feedback from Group executive management on the issues impacting specific business streams (including issues that impact the wider industry sector).
- Obtaining input from the ALS Sustainability Committee and the Board.

Information gathered from these sources was collated, reviewed and assessed to determine where priority areas lie for both ALS and key stakeholders.

By identifying and responding to material sustainability issues, we are able to successfully deliver on ALS's Strategic plan to maximise value for our shareholders.

UN Sustainable development goals



In 2015, the United Nations member nations voted to adopt a 2030 agenda for sustainable development; a plan of action to transform our world by 2030 for the benefit of people, the planet and prosperity.

The United Nations has outlined 17 Sustainable Development Goals (SDGs), that seek to resolve the most pressing issues facing society including extreme poverty, hunger, and climate change, with the goal to heal and secure our planet. As a global company, many of

these challenges are clearly evident to us around the world. We contribute towards the achievement of the SDGs through our direct business activities (the services we offer our clients and how we deliver them), the use by host governments of the taxes we pay, the direct employment opportunities we create, and the voluntary social investment we make. We believe that our Company and the broader scientific community has a role to play as part of this collective journey to transform the world by 2030.

UN Global Compact

In setting our sustainability strategy, ALS abides by the United Nations Global Compact (UNGC). We embrace a set of values in the areas of human rights, labour standards, the environment and anti-corruption.

This chart maps our material issues identified in our recent materiality assessment, arranged under our four key sustainability pillars of People, Environment, Society and Governance, along with the SDGs that are most relevant to our activities as an organisation.

		Refer to page:	1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
People 	Health & safety Safety is a priority	18		✓					✓	✓					
	Diversity & equality Respecting differences	21				✓					✓				
	Training & development Investing in talent development	20			✓				✓						
	Innovation and Technology Embracing innovation and technology	12								✓					
	Human rights Worker's rights upheld	23													✓
Environment 	Operational Environmental Performance Mitigation of environmental emissions	29					✓			✓					
	Energy management The pursuit of energy efficiency	26						✓				✓			
	Waste reduction Reduce, reuse, recycle	29					✓								
	Water conservation Managing a scarce resource	31											✓		
	Climate Change Managing and reducing our CO ₂ emissions	25								✓		✓		✓	
Society 	Economic Contributions Supporting local stakeholders	34							✓						
	Local investment Enriching our communities	36	✓												
	Employment creation Creating jobs in the local community	36			✓										
Governance 	Financial performance Maximise return for shareholders	43							✓						
	Anti-bribery & corruption Zero tolerance for bribery and corruption	44													✓
	Honesty & integrity An ALS core value	45													✓
	Regulatory compliance Systems to maintain legal compliance	46													✓

How we do things – the ALS way

ALS is a global leader in the provision of analytical laboratory and technical services. Today, the Company processes more than 40 million samples per annum and is one of the largest technical services groups in the world with more than 15,000 staff. Our global corporate office is in Stafford in Queensland, Australia. We operate from over 350 locations in over 65 countries throughout Asia, North America, Australia, South America, Europe and Africa and have

demonstrated strong business performance for over 40 years.

We have built our reputation around technical innovation, quality, a deep understanding of the industry, and by being a true technical services partner to many companies across a broad spectrum of end markets covering most geographies.

In November 2018, the executive team reviewed the ALS Vision to ensure it

remains appropriate in a rapidly changing technological world. We wanted to be sure that our Vision was something that all employees could feel a connection to, that it would serve our clients, and that it would provide ALS with a road map for future growth and success. We reviewed our Purpose, our Vision, our Core Values and the OneALS strategic focus.

The outcome was that we agreed that our Core Values continue to be the foundation and galvanising force for ALS's excellent culture, and added an 8th value, 'People Development', recognising the importance of growing our employees. We also agreed that the three pillars for our strategic future should continue to be OneALS, Technology & Innovation and the ALS Experience.



Our clients

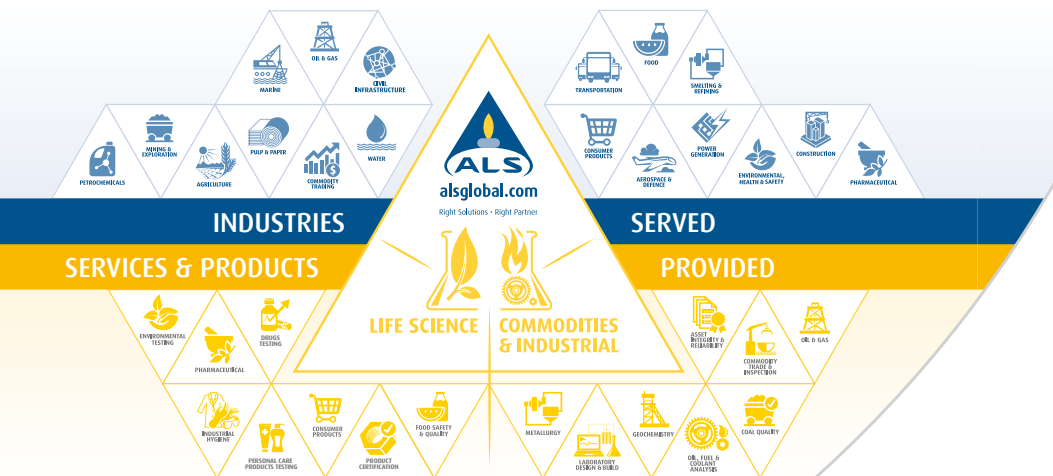
All of our clients have expectations of exceptional service and reliability at a fair price, with innovations and technologies that save time and money. By meeting and exceeding these expectations, we will create an unforgettable client experience — the ALS Experience, and build a sustainable future for our Company.

We are a global company, yet remain agile through the local application of expertise, procedures and practices. The consistent daily application of our Core Values guides

the provision of efficient, competitive, and environmentally and socially sustainable services at each of our operations.

We have structured our business streams to meet the business needs of our clients, drive our focus on operational efficiencies and sustainability, and continually improve the customer experience.

Our corporate systems, programs and policies support our diverse operations to manage our risks and obligations.



HSE procedures and practices to embed corporate programs at a local level taking into account regional legislation requirements.



The foundation of ALS's success – simple, essential and incorporated into our daily operations including 'Safety is a Priority'.



ALS Core Values

ALS's Corporate policies to guide our decisions for a positive and safe working environment.



Corporate policies
Code of Conduct
Compliance Policy
Environmental Policy
Health & Safety Policy
Risk Management Policy

Corporate tools and programs to help ALS businesses manage their compliance and risk obligations.



Corporate programs
Life saving rules
Compliance portal
HSE Foundation Standard
Risk Management Framework
Group HSE, Compliance and Risk strategic plan

Local management procedures and practices
Local actions • Global impact



Innovation

We believe that embracing innovation and technology is essential to ensuring our long-term success. Our strategic focus is therefore on innovative productivity, technical development, and cost base.

Key directions

We are striving to be the next generation TIC company through investing in technology and innovation in the areas of:

- Robotics;
- Client software platforms;
- Drones and Augmented Reality (for remote inspection services);
- Data analytics;
- Artificial intelligence and deep learning;
- Deeper supply chain engagement.

In the core parts of our testing business, innovation includes anything which would be classed as:

- Method enhancement (e.g. increased analytes, reduced detection limits, improved analysis time etc.);
- Process enhancement (e.g. automation, miniaturisation, improved health and safety etc.);
- New methods/ new technology.

In line with our Core Values

Innovation at ALS means committing to continuous improvement. Through an ability to be self-critical we can find better, more efficient ways of doing things. This approach is in line with our core values including 'Hard Work and Continuous Improvement', 'Doing it Better', 'Belief in our Ability', and 'Exceeding Clients Expectations'.

ALS Innovation platform

We consider the way we approach innovation as being fundamentally important. We are creating an open learning and collaborative culture across all of our businesses where employees are encouraged to innovate and be critical, and to focus on optimising the benefits from lessons learnt. This approach also means that we have developed a structured approach to investing in research and development that will promote innovation and help improve the business.

The sharing of both our successes and stories of what didn't work across our businesses is critical in enabling our ability to rapidly adopt successful innovations. To facilitate this, we have developed an innovation platform that provides an extensive, scalable and collaborative framework on which to share innovation project information and to facilitate access to the Group's intellectual property.

Collaborative teams have been built within each business stream to concentrate on one or more projects appropriate to the expertise of the team members involved. Each team is led by an Innovation Team Coordinator designated by business stream management.

Each innovation project has a scientific and rigorous approach to document its purpose, key activities, results, and conclusions. This will ensure all knowledge is captured uniformly to leverage learnings and to avoid re-invention.

ALS Strategic partnerships

We seek to support and leverage opportunities for external industry collaboration that may benefit the Group and that support research and development projects that have the potential to improve the safety, efficiency or sustainability of the industry. These partnerships often result in shared knowledge, intellectual property or products.

We look for partnerships with organisations offering a unique skill set and technological expertise. This was demonstrated during the year when we acquired a stake in Brisbane based technology company RedEye (www.redeye.co). RedEye provides cloud and mobile solutions for asset and work management and will collaborate with ALS in the development of data management solutions within the asset integrity and reliability services sector.

Alignment with SDG 9 – Industry innovation and infrastructure

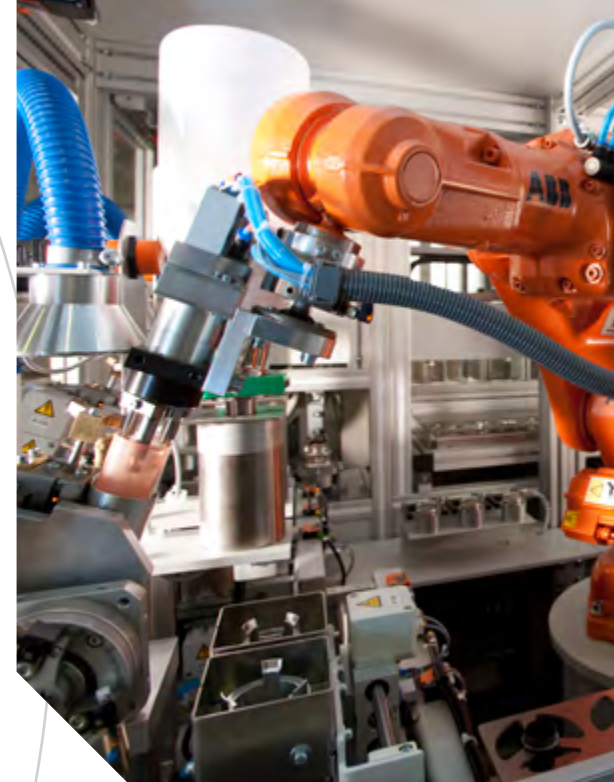
By promoting innovation across company operations, ALS businesses contribute to development efforts in the regions in which we operate. All operations are encouraged to adopt our solutions to our sustainability challenges, allowing smaller or developing regions to benefit from implementing ALS standards.

Strong Board oversight

In recognition of the critical role that innovation and technology will play in the future development of the company, the Sustainability Committee provides the Board with oversight of ALS's innovation programs.

Under the charter of the Board Sustainability Committee, the responsibility of the Committee includes:

- Reviewing the Company's innovation and technology strategies and plans, as developed by management.
- Overseeing the Company's innovation framework to ensure regular flow of innovation concepts and ideas are shared across all business streams.
- Maintaining a watching brief on innovation and technology and industry specific developments and opportunities or trends that could significantly affect the company.
- Ensuring there is a process for the identification and management of risks associated with significant projects that involve new processes or innovations utilising new technology, including the protection of intellectual property.
- Reviewing investments in technology and software, that involve acquisitions, partnerships, joint ventures, new business divisions, and other related business development activities designed to provide ongoing business growth.
- Monitoring the Company's performance and execution of innovation and technology strategies formulated by management to ensure the company remains competitive.



ALS Group Scorecard

We are committed to leveraging outcome-based metrics to continually improve our sustainability performance. Regardless of how large our organisation has grown, we pride ourselves on maintaining a culture which thrives on open and transparent reporting and disclosure. Our 'real' metrics provide meaningful information that we then use to improve our systems and future performance.

Following is our scorecard for 2019 along with the ambitious targets we have set ourselves for year-end 2020.

People



No fatalities
LTIFR < 0.95 ⁽¹⁾
TRIFR < 2.57 ⁽¹⁾
PPI Scorecard of 90% or greater
100% of compulsory training sessions completed
Total female employee new hires in professional roles 50% or more
Complete 'Modern Slavery' key supplier assessments

Environment



No unresolved complaints of negative air, noise, or land impact from surrounding neighbours.
Nil environmental prosecutions
No reportable spill or reportable uncontrolled releases
Complete yearly business stream waste reduction initiatives
Develop a global fleet register that outlines consumption of fuel per country
5% reduction on energy intensity over 3 years: <ul style="list-style-type: none"> • Industrial kW.h/hours worked • Commodities kW.h/hours worked or samples • Life Sciences kW.h/hours worked

Society



Establishment of 'ALS Cares' (Workplace Giving Program)
Publish taxes paid statement outlining income tax paid across all ALS entities

Governance



Roll out of new cybersecurity training.
Form Executive Risk Management Committee

2019 Target

Results

2020 Target

✓ 0 fatalities
✓ LTIFR=0.73 ⁽¹⁾
✓ TRIFR=1.78 ⁽¹⁾
✓ 99.26%
✓ 100% achieved
✓ 55%
✓ Completed
✓ No unresolved complaints.
✗ 1 fine ⁽²⁾
✓ No reported spills or reportable uncontrolled releases
✓ Completed. See associated stories on pages 29-30.
✓ Fleet register developed
■ In process <ul style="list-style-type: none"> ▼ -3% Intensity ▼ -7% Intensity ▼ -2% Intensity

No fatalities
LTIFR < 0.69 ⁽¹⁾
TRIFR < 1.73 ⁽¹⁾
PPI Scorecard of 90% or greater
100% of compulsory training sessions completed
• ≥ 50% total new female professional hires;
• female participation of 50% in iLEAD Program & 40% in 'Executive Development Program'.
Human rights assessments on key suppliers completed in all regions
No unresolved complaints of negative air, noise, or land impact from surrounding neighbours
Nil environmental prosecutions
No reportable spill or reportable uncontrolled releases
Complete yearly business stream waste reduction initiatives
All regions to populate global fleet register outlining consumption of fuel per country
> 5% reduction on energy intensity over 3 years with base year FY2018

Implementation of workplace giving component of 'ALS Cares' framework.
Economic contribution > AUD 1.8 b

Roll out of new Whistleblower training

Embed the new 'Corporate Governance Principles and Recommendations'.

(1) Per million hours worked.

(2) ALS Malaysia was fined AUD 1,800 for failure to have an external consultant test a fume capture hood that was situated inside the laboratory.



People

Our people are our most important resource. Every day they bring the ALS Experience of exceptional service to life through the application of their technical expertise and their commitment to customer service.

The expertise and commitment of our people is the foundation of our reputation – a reputation that has seen us become a global benchmark for quality and integrity.

We are committed to a safe and high-performance culture. We achieve this by establishing ALS employee branding to attract exceptional talent, by promoting a learning environment that encourages employee commitment and aligned with ALS Core Values. We believe that all of our employees in all of our facilities, from single-person locations to large, multi-function sites, have the right to a safe workplace and the opportunity to develop and grow. We strive to ensure fairness and equity in the workplace and to promote diversity by recognising that our diverse workforce is one of our greatest strengths.

Our employee engagement survey, GlobALSay, is one tool that we use to inform us as to what keeps our employees happy and productive, and what factors impact upon their commitment, motivation and intention to stay. The insights gained from this survey are used to ensure our people strategy is effective and aligned to our business priorities that foster an optimally productive workplace.

Life Sciences, Thailand organised a celebration event called 'Loyalty Award' In 2018. The event celebrated, recognised and gave mementoes to employees working with ALS for 10 years or longer. More than 99% of employees joined this activity to congratulate their long-serving colleagues.

A significant contributor to the retention of our people is putting into practice the belief that our people are our most important asset. This starts with the onboarding program where each new employee gains a comprehensive understanding of the beginning to end process of the work they will be

undertaking and have the opportunity to immediately engage with and develop relationships with their colleagues. At ALS Thailand, the business provides training specifically designed to further develop employee teamwork and communication skills for the professional and personal development of employees.

The demonstrated commitment of ALS Thailand to the professional and personal development of their employees is a contributing factor towards many of the 70 employees receiving the service award for having been with ALS Thailand since the beginning of its operations.



ALS Thailand employee onboarding participants



ALS Thailand loyalty award celebration



GlobALSay

This year we completed our second global employee survey. It is imperative that we understand what it is that our employees value the most about their employment. The survey provides valuable feedback which assists us to:

- diagnose issues and overall organisational culture;

- monitor up-take or acceptance of HR management tools;
- address turnover through targeted retention strategies.

We use the results of this survey to improve our attraction, retention and engagement strategies.

In 2019 we closed 276 of the 532 workgroup specific actions raised in response to our previous survey.

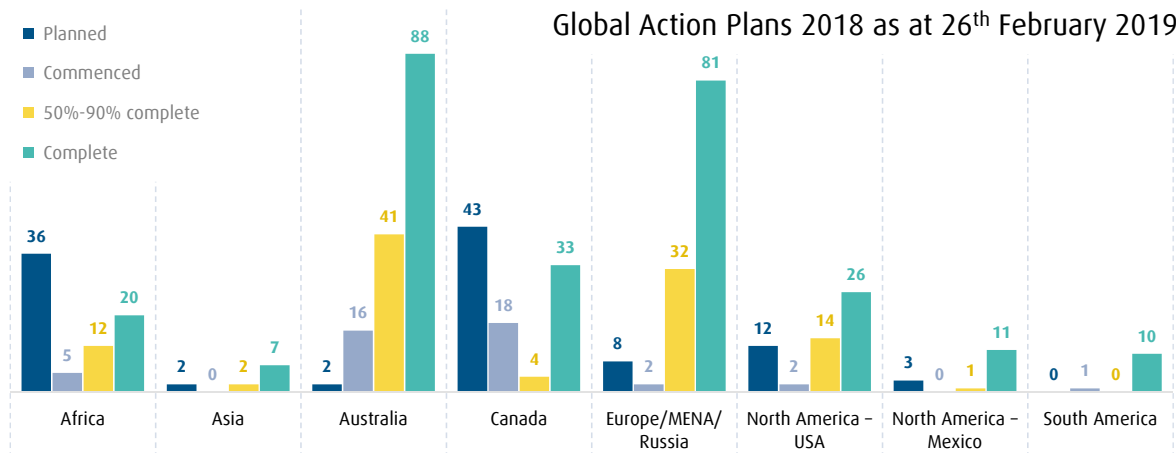
The results from this year's survey indicate that we have improved. We increased our favourability score from 66% to 68%. Our employees have also rated us higher in 'Recognition' and 'Pay & Benefits'.

2019

GlobALSay



Employees scored ALS positively with an average engagement score of 3.7 out of 5.



GlobALSay actions

Geochemistry, South America team decided that from the results of the 2018 GlobALSay survey they would focus their improvement efforts on:

Recognition

- ALS Ambassador Award implemented as recognition for employees with outstanding performance in quality, safety, productivity, discipline and fellowship.
- 26 employees have publicly received this award.
- Success meetings held to share success and achievements.

Salary and benefits

- 52% of employees received salary adjustments corresponding to position changes, general increases, trade union agreements, adjustments in salary tables.

Training and development

- 100% of employees received training in 2018.
- 65 employees accessed new positions.

Communication

- 30 supervisors and managers undertook 'How to give and receive feedback course'.
- Electronic noticeboards installed to facilitate easier updating of information.
- More frequent team discussions scheduled and completed.

Health and Safety

The safety of our employees is of the utmost importance to us. Regardless of where our employees work, or of the activities they undertake, every employee expects to return home in the same condition in which they arrived.

Ensuring our employees have a safe and healthy workplace is essential to our long-term success. This is demonstrated across our businesses and locations, where we see a high correlation between a strong safety culture, great customer service and profitability.

Our ALS HSE Foundation Standard is the principal document which sets the minimum health, safety and environmental

expectations for all of our businesses. To provide independent validation of our systems and processes, this year we gained ISO 45001 and ISO 14001 certification for our corporate health, safety and environmental management system.

Our 350+ locations service a range of markets across diverse cultural, regulatory and business environments. Our HSE management system is designed to provide the framework for our HSE managers, who are embedded in each business stream, to develop and implement dynamic systems to effectively manage their specific health, safety and environmental risks.

We are committed to the continual improvement of our safety culture and systems across the Company. Evidence of this commitment is demonstrated by the HSE function maintaining a strong discipline of collaborating globally every 3 years to develop the function's 3-year strategic plan. This year

the HSE function developed their plan for the next three years to include the following priorities:

1. Decreased number and severity of health and safety incidents.
2. Decreased impact on the environment and enhanced management of our facilities through the implementation of waste minimisation and greenhouse gas programs.
3. Increased company-wide culture of compliance and effective risk management to enhance the prevention of events that negatively impact on the Company or the community.
4. Strong support to all businesses and their employees through dedicated business stream specific resources who work as a team to ensure effective regional collaboration.



ALS employee at Metallurgy facility, Perth, Australia



ALS employees at Geochemistry facility, Vancouver, Canada

Geochemistry tackles manual handling issues. Musculoskeletal events are one of the most frequent contributors to lost or restricted work time injuries. This risk to our sample preparation personnel is well known, and muscle sprains due to lifting and handling samples continue to be a top area of focus for this group. Although there is a rigorous system of controls in place, a detailed review of this area identified that there were additional opportunities to improve our manual handling processes.

While the project was locally managed, we engaged people from many regions and had them review their sample handling processes. One area identified with room for improvement was 'layout'

where samples are unpacked and sorted. The main change focused on the ability of the user to raise or lower sample containers to an appropriate working height and then to tilt the sample bins making sample retrieval easier. We identified both stationary and mobile hydraulic lift/tilt equipment and shared the specifications, so all sites could purchase and build as needed. In addition, to complement these changes, layout tables on wheels were designed so samples could be more easily transferred from the lift/tilt position of the bin onto the table for sorting and then transported to the next work station. The tables included well-placed handles and bottom bumpers to protect hands and fingers and were designed to be light for easy movement.

"This combination of controls offers better manual handling options for the layout staff and has been very successful".

Jang Singh, Sample preparation manager, Geochemistry, Vancouver, Canada



Lift/tilt equipment in action at Geochemistry sample preparation facility in Perth, Australia.



Safety leadership

In the last year, we achieved record low injury frequency rates. This was met by employees at all positions across our businesses intentionally reviewing their activities and the surrounding environment, and implementing improvements. We are conscious that injury rates are a lagging indicator, and therefore focus our efforts on ensuring our culture supports the safety of our employees.

We recognise that leaders who consistently model vigilant monitoring of operations and a sense of vulnerability will promote a culture of risk awareness and personal responsibility. Our global leadership model is reinforced through our tiered learning programs which apply to all business streams, support functions, regions and languages. This constant message promotes one language and a common understanding that safety culture is an integral part of good leadership.

This year we released an additional safety leadership program, providing our managers with additional tools and strategies that are aligned to our corporate safety leadership strategies. 99.8% of our 303 leaders completed this training during the year. In 2020 this program will be further rolled out to the next layer of leaders.

We continue to utilise our Positive Performance Indicator (PPI) scorecard as a tool to monitor our operational manager's safety leadership as a component of their overall

performance. This year we have continued our focus on:

- Safety is a priority,
- Life Saving Rules,
- Visible leadership,
- Reporting and investigation of hazards.

We believe the consistent application of these focus areas across our business was a key enabler in reducing our injury rates.



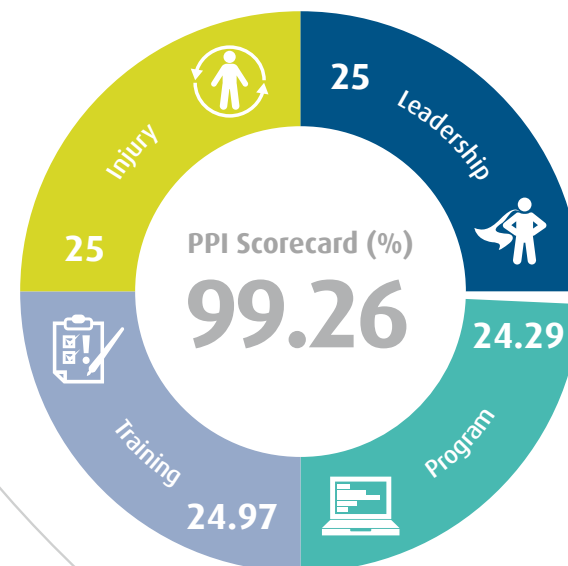
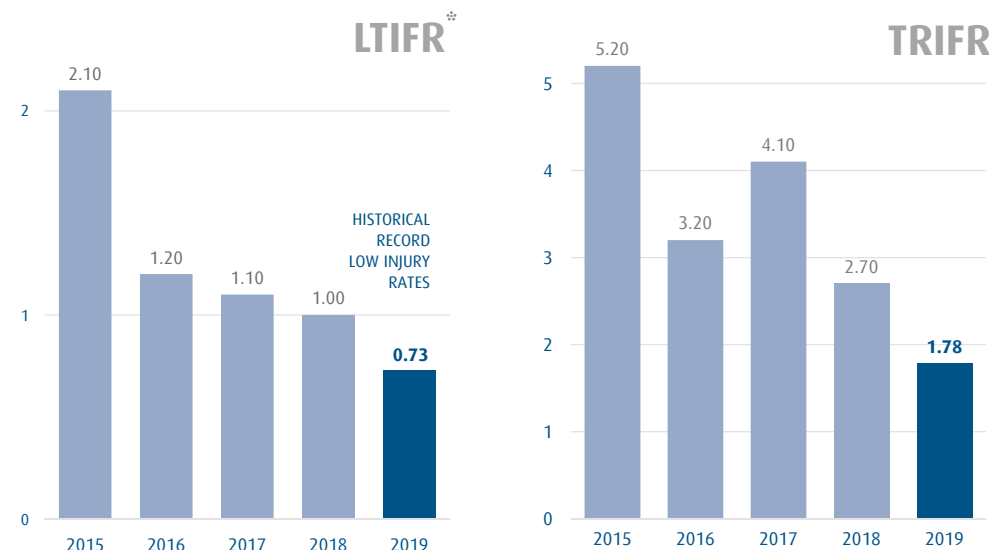
A slide from ALSomos Seguros! (In ALS we are SAFE) campaign promoting PPE use, Santiago, Peru



Coal Quality facility, Richlands, Australia

Safety metrics 2019

as at 31 March



* Per million hours worked.

Training and Development

We have a long history of promoting from within, with many of our senior managers having commenced work with ALS at entry-level positions.



Houston EDP Group



EDP group in Thailand, Bangkok May 2018.

ALStar is our learning management system (LMS) which hosts learning courses across all disciplines including soft skills, technical courses and leadership development. It is available globally and in 29 languages. In addition to our ongoing technical and safety training for employees, our development programs provide employees with opportunities to learn and develop leadership and management skills. On-the-job learning is the primary method for skill acquisition and improved business performance for adults in the workplace.

Our iLEAD program is designed to provide all our supervisors and emerging managers with the skills to professionally and confidently operate in the ALS environment. Each 12-month iLEAD intake is overseen by a management sponsor who takes a special interest in the participant's progress. The participant also receives support, feedback and encouragement throughout the program from their local manager and local program coordinator.

Our 'Executive Development Program' (EDP) provides a structured foundation beyond iLEAD. It fosters the development of appropriate behaviours and competencies for a successful career. Competency development is achieved through initial assessment to ascertain knowledge gaps and two annual workshops supplemented by coaching and e-learning.

At **Coal Quality, Australia** we have a highly skilled workforce who drive our reputation for providing exceptional customer service. In the competitive market in which we operate, it is important for us to be the preferred place to work.

We value clear, consistent and timely communications with our employees beginning at the recruitment phase and continuing throughout their career. From their first day, our employees have a highly structured induction and training program that provides them with the skills to undertake their roles safely and competently. In addition to our corporate and safety learning modules, we have over 9,000 active laboratory skill competences, with an average of over 20 per person. Our programs also support employees to pursue careers as technical experts or leaders.

We value the benefits that diversity in the workplace provides as demonstrated by our pay equity and employment statistics. All of these items support our safety culture which has resulted in excess of 1,500 days without a lost time injury.

Our high number of long serving employees (49% >5 years) indicate that our people strategies are effective.



Coal Quality Operations Manager, Andrew White
Education: Bachelor Applied Science (Industrial Chemistry)

Key Previous Roles in ALS:

- Training Supervisor (Vancouver)
- Project Manager
- Science Graduate
- Analytical Intern

"Hello, my name is Andrew and I'm currently an Operations Manager for the Richlands site; the largest coal borecore testing facility in the world. The last 9 years as operations manager has been both challenging and rewarding; I am involved in the daily operation in our laboratory, ensuring our results are accurate, on-time and compliant with national standards. The graduate program provided me with the skills and experience required to step into the roles I've acquired that have ultimately progressed me to where I am today.

The Graduate program provided me with technical training on the job as well as external training that developed my interpersonal and managerial skills including Certificate IV Training & Assessment, Certificate IV Frontline Management and other professional development courses.

The Graduate program also equipped me with the skills I required to be seconded to our Canadian laboratory in Vancouver, one of the highlights of my career. I assisted in the establishment of the laboratory not long after it was acquired and had the opportunity to experience another culture.

Overall, I've thoroughly enjoyed my time at ALS and would recommend the graduate program as an opportunity to develop your career within the business. Graduates can expect great exposure to the business and industry and acquire the tools required to be successful in whatever aspect of the business they choose to follow."





Diversity and Equality

At ALS we value diversity and equal opportunity, and with broader diversity among our employees and leaders comes greater insight, expertise and subsequent growth. We believe that all individuals should be treated with dignity and respect. We do not tolerate inappropriate or disrespectful behaviour, unfair treatment or retaliation of any kind in our workplaces.



255

Additional leaders completed unconscious bias training 2018/19

We subscribe to equal employment opportunity principles and are intolerant of discrimination and harassment. We work to establish and maintain workplaces that are free from discrimination or harassment based on gender, gender identity, physical appearance, pregnancy, age, race, colour, ethnicity, national or social origin, religious or political conviction, sexual preference, marital status, disability, or other status protected by applicable law.

To ensure that we understand how we are performing, we include questions relating to our performance on creating a diversity friendly workplace in our annual staff survey, – GlobALSay. The results from the survey have found that our culture is very positive scoring at 3.9/5.0 both years.

Workforce gender statistics

ALS performance over the 2018-2019FY

Our recruitment goal is to reach a female participation rate of more than 50% overall in the appointment of females into professional roles. This year our target was achieved.

Last year the results from GlobALSay indicated that 84% of our employees agree that ALS has a workplace that is inclusive and supportive of diversity, with a further 10% of employees having a neutral opinion.

In 2019 following further work in this area, including the initiatives on page 17, GlobALSay indicated that our score improved with 85% of employees now agreeing. We will continue to develop and roll out projects over the coming year with an increased focus on this area, notably a new Diversity and Inclusion module in each of our EDP and iLEAD programs.

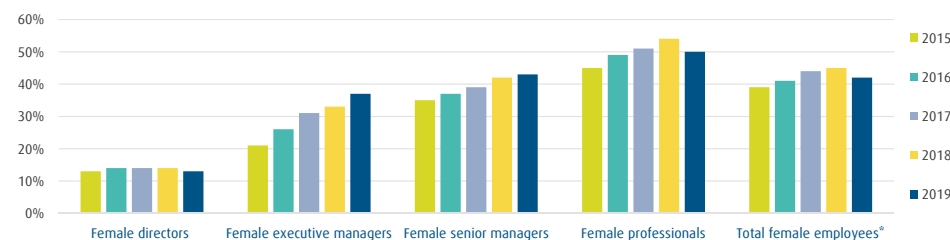
Recruitment and selection practices are applied consistently and reflect the ALS Core Values, business requirements and local legislation. We are committed to

ensuring all applicants for selection or promotion are not discriminated against on any of the grounds of discrimination contained in equal opportunity laws. This applies to job advertisements, interviews, and the selection process. Our policies and procedures ensure that recruitment is fair and merit-based.



ALS Training class

Female participation by category



New hires – professional category	2019	2018	2017	2016	2015
Total Male %	45%	40%	47%	56%	47%
Total Female %	55%	60%	53%	44%	53%

Developing women for leadership

To support our talented female employees, we have designed the Women in Leadership course as a professional development tool for any female employee to evaluate their personal brand, create a development plan and then identify and overcome barriers to success.

The content and learning resources within this course are relevant to all ALS employees, but have been designed to facilitate the advancement of women into leadership roles at ALS. We also recognise the value of cultural representation in our lines of leadership. This course assists employees from every cultural or social background to develop the key competencies required to step into leadership, and to support our stance on inclusion. We also strongly encouraged our male leaders to complete the course so that they might provide support to our aspiring females' workforce. The course was rolled out in late 2018, and further versions are planned in our various languages.

Fair Pay Pledge

Gender pay equity is an ongoing focus for us. We remain committed to ensuring that women and men receive equal pay for equal work. Annually as part of the remuneration review processes, regional general managers are asked to complete a pay equity review for their region. This process is aimed at corroborating that information with the review that is conducted annually by the human resources team. To support this process, a guide was developed titled 'Completing a Gender Pay Equity Review', which was distributed to managers and human resources team members. In 2018, the regional general managers were also asked to sign a 'Gender Pay Equity Pledge' to confirm that they had completed the analysis and have implemented an action plan to address any identified inequities over the next three years.





Human rights

Respecting human rights

We recognise the importance of human rights. We are committed to conducting our business in a way that respects the human rights of all individuals, including our employees, those working within our supply chain and those in the communities where we have operations and workplaces.

We look to identify and understand any adverse impacts that our actions or activities have on respecting the protection of internationally proclaimed human rights so that we are not complicit in human rights abuses. Where adverse impacts are identified, we take appropriate steps to mitigate or eliminate them. We seek to engage with business partners that respect the protection of human rights and that demonstrate sound ethical performance.

Our Human Rights Policy, first approved by our Board in March 2018, sets out the fundamental elements of our approach to human rights. These include:

- Subscribing to equal employment opportunity principles and being intolerant of discrimination and harassment.
- Ensuring compliance with labour standards, wages and benefits.

- Respecting an individual's rights in relation to freedom of association and collective bargaining.
- Providing a healthy, safe and secure workplace.
- A zero-tolerance approach for any form of modern slavery, forced labour or human trafficking as a consequence of us conducting our business.
- Condemning exploitative child labour and the hiring of children before they have completed their compulsory education.
- Fostering a culture where individuals are encouraged to raise concerns about poor or unacceptable practices, including those related to human rights violations safely, without fear of any form of retaliation.

Our Code of Conduct affirms our zero-tolerance position for behaviours and actions that do not respect human rights, and requires that all those bound by our Code of Conduct consider the human rights implications of their own, and our, actions and activities, and to abide by and respect the human rights of every individual at all times.

During the past year, we enhanced our due diligence processes to more thoroughly facilitate the consideration of the risk of human rights violations occurring in our business and supply chain. We undertook desktop reviews that included investigation into the human rights policies and practices of our material top 50 suppliers. In addition, we started the process of gathering information directly from our suppliers through the distribution of a targeted questionnaire as to their policies and specific practices related to the protection of human rights. During 2019, we will continue the process of contacting more of our suppliers to have them provide us with information as to their position on the protection of human rights and to understand what steps they take to ensure human rights violations are not occurring in their supply chains.

Modern Slavery Statement

We published our second Modern Slavery Statement in line with the United Kingdom Modern Slavery Act. In 2019 our Modern Slavery Statement will be reviewed and updated to consider the requirements of the Australian Modern Slavery Act.



Human Rights Policy



Appendix A

Modern Slavery Statement

ALS is one of the world's largest service providers of testing, inspection, certification and verification services with operations throughout Australia and the United Kingdom, and across Asia, the Pacific, North and South America, Africa and Europe. We currently have more than 13,000 employees operating from 300 sites in 50 countries.

We believe that our success depends foremost on our reputation and to maintain that reputation requires us to conduct all our business dealings in an ethical manner and with continued commitment to compliance with the law.

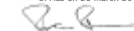
We have zero tolerance for any form of modern slavery taking place because of us doing business and take the following steps to ensure that modern slavery is not occurring in our business and supply chains:

- We subscribe to respecting human rights consistent with the Universal Declaration of Human Rights and work to ensure we are not knowingly complicit in human rights abuses committed by others doing work for us or on our behalf. We express this in our Human Rights Policy and promote the adoption and adherence to the Policy throughout our business.
- We require every individual who works for us to abide by and respect the terms of our Code of Conduct. Our Code sets out our Core Values that underscore every decision we make and action we take. Acting with honesty and integrity is one of those Core Values. Acting with honesty and integrity includes respecting human rights and ensuring fair labour practices in all our operations. When we select our people, we look to bring in new employees that respect our values and who fit with our culture.
- We seek to work with suppliers that provide a safe workplace, respect human rights, not employ child labour, pay a "living wage", ensure slavery or human trafficking is not taking place within their organisation, and who have a corporate social responsibility program which demonstrates sound ethical performance.
- We foster a culture where our people are encouraged to raise concerns about poor or unacceptable practices or misconduct and can do so safely without fear of reprisal. We welcome people speaking up and we expect our people to report their concerns. We offer our full support to any person who raises a concern in good faith. Our [ALS Integrity & Compliance Helpline](#) enables any individual to confidentially report a concern, and to report anonymously should they wish to do so.

We will continue to address the issue of modern slavery by:

- Ensuring our due diligence processes appropriately consider the risk of modern slavery in our business and supply chains;
- Issuing targeted communications highlighting modern slavery and that encourage our people to report any suspicion they may have as to modern slavery in our business or our supply chain.

This statement is made for the financial year ending 31 March 2018. It was approved by the Board of ALS on 28 March 2018.



Raj Naran
Director
28 March 2018

HR-CL-GRP-POL-000 - Version 0 - Revision Date 28/03/2018
Right Solutions - Right Partner

www.alsglobal.com



Environment

We are committed to sustainable activities and recognise the need to plan, manage and review those aspects of the business that may have an impact on the environment in which we operate.

We conduct our operations in a manner that respects the environment and is in full compliance with all environmental laws and regulations. We require all of our businesses to comply with our HSE Foundation Standard, which is the platform for continual improvement of our HSE goals.



Climate change

ALS's position on climate change

Climate change has widespread economic and social consequences. As a global company, we are concerned with both the potential impact on the communities we operate in, as well as the impact on our operations and the effect on our clients' businesses. We accept the Intergovernmental Panel on Climate Change's assessment of climate change science and have identified climate change as a material issue relevant to our businesses (see materiality assessment, pages 8 and 9).

We consider climate change to be a Board-level strategic issue. The Board Sustainability Committee oversees the Group's approach to climate change risks and opportunities. Climate change is addressed as part of our HSE, Compliance and Risk strategic plan, progress on which is reported to the Board Sustainability Committee on a six-monthly basis.

Management has primary responsibility for assessing and managing climate-related risks and opportunities as part of our Group risk management process. Our operations management team is responsible for energy efficiency and greenhouse gas emissions at each of our site locations.

G20 Financial stability Board TCFD

We have reviewed the recommendations of the G20 Financial Stability Board's industry-led task force: the Task Force on Climate-related Financial Disclosures (TCFD) which assesses climate-related risks and opportunities. The TCFD has developed a set of voluntary recommendations for companies to disclose information on how they oversee and manage climate-related risks and opportunities. We support these recommendations and are committed to providing stakeholders with information in relation to how we are managing climate change risks. We recognise we are on a journey to enhance our management and disclosure against the TCFD recommendations and will work to improve our disclosure each year until we align with the recommendations.

Our GHG emissions footprint

We emit greenhouse gases both directly and indirectly, and we gather a range of scope 1, 2 and 3 GHG emission data from all our businesses. We continue to extend the scope of our emissions data captured and improve our data collection process. Based on the data so far the main sources of our emissions are electricity (85% of total emissions), direct transport fuels (10% of total emissions), and indirect transport fuels (5% of total

emissions). This year we have emitted over 79,000 t CO₂e as a result of our electricity consumption. All of our available GHG data has been reported on page 28. Over the next 2 years we will collect further data to improve the quality of data reported for our GHG emissions.

Risk assessment

Climate change will bring both risks and opportunities to our business. Over the next 12 months we will undertake a detailed risk assessment across each business stream to better understand the potential impacts. Non-specific risks may include:

- More frequent extreme weather events that impact our business and/or supply chain (potential infrastructure damage or impact to sample flows).
- Adverse impact on workforce well-being during heat and weather events.
- Poor management of energy consumption and greenhouse gas emissions could lead to increased costs and regulatory fines.
- Testing markets for thermal coal are unlikely to see growth in the mid-to-longer term.

Some of these risks will be offset by future opportunities that will benefit ALS's operations as a result of climate change. These include the demand for our services potentially increasing in the areas of:

- testing water contamination after a flood;
- measuring air quality after fires;

- geochemical testing of new resources such as lithium for use in battery technology.

It is also expected that climate change will bring added pressure on the environment, which will lead to further regulation and enforcement of existing environment protection regulations. This will in-turn lead to further work in the life sciences testing market.

Future direction

Targeting energy consumption is one of the best ways we can contribute to tackling climate change. As a preliminary step, we have committed to reducing our energy intensity ratio to 5% below 2018 levels by 2021. We are well down this path, with a 4% reduction reported this year. We are investing in a range of initiatives that are optimising our energy use across our businesses. These initiatives are well-developed with many already yielding significant benefits as outlined on pages 26-28, such as LED lights, solar panels, and improved heating and cooling systems for our buildings.

Looking ahead, we will continue to target improving our energy efficiency by reviewing and optimising our key energy-consuming items of plant, switching to renewable energy sources where available, deploying lower-emission fleet cars, and implementing a new building standard - the 'ALS Green Building Fit-Out' guidelines - for use with all new facilities and existing facilities undergoing refurbishment.

Energy management

Electricity

Our facilities are located across a range of climatic regions, with large variation in power generation and power distribution technologies, systems and standards. Each of our business streams is pursuing energy initiatives tailored to their local environmental conditions and electricity cost structures to reduce their energy intensity in support of our Group energy intensity target. We have commenced the assessment of the electricity infrastructure, focusing on our major hub facilities, to identify opportunities to improve the effective use of electricity through the installation of power factor correction equipment or power conditioning.

We have continued to embed our program which encourages employees to switch off or lower the electricity consumption of equipment where possible. This includes our 'Shut the sash' campaign for fume cupboards and air-conditioning audits.



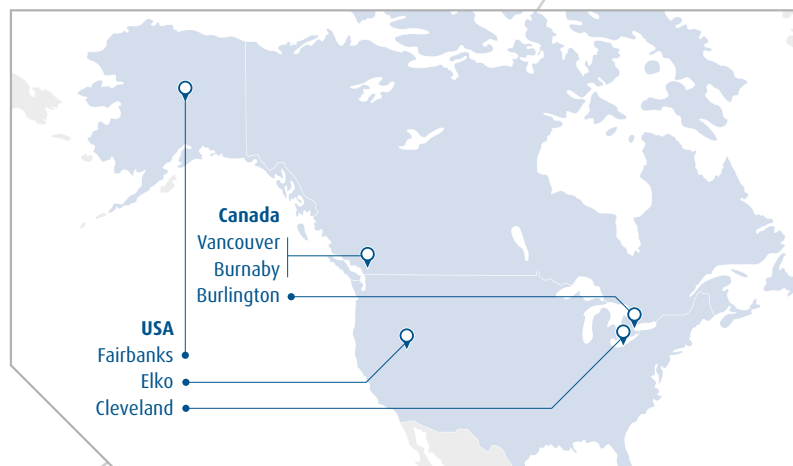
HSE Manager Allan Wilson checking out the new PFC unit, Environmental, Stafford, Australia.

LED

Across our network of facilities, the differing energy and distribution rates and charging systems result in significant differences in payback periods for hardware improvements. Changing older technology lighting to LED lighting is a cost-effective improvement in most regions. This year we have completed significant LED light replacement initiatives at a further 17 sites. These initiatives are calculated to reduce our electricity consumption by 600,000 kW.h.



ALS sites installing new LED lighting systems during 2018-2019



Life Science, Rotherham reduced their emissions by an estimated 8.4 t CO₂e per year by installing improved food waste equipment.



Alvara Martins and Katherine Thomas, Geochemistry, Vancouver, Canada



Building efficiency – sustainable design principles

When we develop new sites or refit existing facilities, we look for opportunities to reduce our energy consumption. Heating, ventilation and cooling (HVAC) infrastructure consumes a large proportion of electricity in most buildings, including a typical ALS facility. The specialised laboratory fume handling equipment necessary to responsibly operate a laboratory also consume a large proportion of our electricity. The competing requirements for a comfortable working environment, air extraction rates, and air make up influence the consumption of HVAC systems. The sizing, configuration, and interaction of fume cupboards with HVAC are assessed during the project scoping and design phases of our laboratory projects to ensure safety, comfort and analytical quality.

Life Sciences, Perth recently built new premises which opened in April 2018. In the design brief, the eight fume cupboards in the lab were segregated in a dedicated area with separately conditioned air, leaving the remainder of the laboratory with separate air conditioning not affected by the fume cupboard extraction.



Life Sciences laboratory, Perth, Australia

Life Sciences, India

Our new laboratory in Bangalore has installed state-of-the-art fume cupboards with features that manage the fan motor speed and adjust the sash in accordance with usage without compromising staff safety. These new fume cupboards are calculated to be 40% more energy efficient than standard fume cupboards available on the market.

Geochemistry, Stafford

The renovation of the Minerals laboratory in Stafford provided the opportunity to remove fixed drive fume cupboards and replace them with more energy efficient variable drive fume cupboards. Old-style fixed fume cupboards in regular use could consume the same energy as a regular domestic home. Replacing them with fume cupboards with variable drives can reduce energy consumption significantly.



New fume cupboards at Geochemistry laboratory, Stafford, Australia

Geochemistry Townsville reviewed the air balance in the instrument room, redesigned the air handling system, and installed a new air-conditioning and makeup air system to improve the energy efficiency and air quality.

Environmental, Stafford installed our first solar power system. Since commissioning the solar unit, it has produced 9% of the sites power needs, reducing CO₂ emissions by 157 t per year

Food and Pharmaceutical, UK installed a power conditioning unit at our site in Chatteris, Cambridgeshire as part of our efforts to reduce energy consumption. The UK National Grid provides electricity across the country at an average of 242 volts. European harmonisation means our electrical equipment works efficiently at 220 volts. The power conditioning unit reduces the voltage coming into the site, bringing it closer to the ideal 220 volts – an on-line dashboard provides access to real-time performance information. The site benefits from reduced consumption from both a financial and a sustainability perspective.

To date, the available comparative data states that an 11% reduction in kW.h consumption is being achieved which equates to a monthly emissions reduction of 4.6 t CO₂. Colleagues in the UK Environmental business have installed a similar unit at the Coventry site and have achieved results that are equally encouraging.



Solar panels installed at the Environmental laboratory in Stafford, Australia



Jonathan Millen, Facilities Manager, Food & Pharmaceutical, UK



Scope 2 emissions

Electricity – Market based CO₂ factors

Business Stream	2018/19 (t CO ₂ e)	2018/19 (kW.h)	2017/18 (kW.h)
Asset Care	1,493	2,049,076	1,700,101
Coal	5,144	5,914,476	7,866,474
Commodity Inspection	4,576	7,469,410	5,917,749
Geochemistry	20,634	36,458,688	38,265,503
Life Sciences Americas	10,953	28,786,629	27,093,126
Life Sciences APAC	12,666	16,749,520	15,858,302
Life Sciences EMEA	7,658	18,953,337	18,861,531
Metallurgy	3,357	4,411,108	4,388,092
Tribology	1,034	1,794,857	2,239,527
Oil and Gas Laboratories	112	279,763	273,803
TOTAL	67,626	122,866,862	122,464,208

NOTES:

- CO₂e has been calculated using location based method.
- Electricity data is not included for ALS operations on client sites, or sites where ALS is not the majority shareholder.

Fleet

We are committed to reducing our motor vehicle fleet emissions. Most of our fleet is light commercial vehicles used for the transport of samples. When selecting vehicles, we consider the operational requirements, safety, fuel efficiency, fuel emissions and costs. This year we extended the calculation of fleet fuel consumption to include our Life Sciences Thailand and European businesses sample fleets. We now track more than 70% of our total fleet. To provide a more complete view of our global

fleet fuel consumption, we have developed a system that will enable the reporting of annual fuel consumption across all our businesses, with reporting to commence in the next financial year.

We ensure our vehicles are serviced to schedule to ensure the safety of our drivers and the public, and to maintain their fuel efficiency and emissions performance. Our driver inspection check-lists and mobile apps record additional checks to assist in the safe and efficient use of vehicles.

Food and Pharmaceutical, UK rationalised some of the routes and changed a large proportion of the fleet to improve overall operational efficiency. An electric vehicle option has been considered but maintaining exceptional service as well as accurate and timely results for our clients makes models currently available on the market unfit for our needs. Our vehicles are fitted with fridge conversions to maintain the integrity of samples, however the conversion impacts available space and adds unladen weight to the vehicle which, in turn, impacts fuel consumption and range of the vehicle. Our new vehicle of choice gives us the load space and payload we require to effectively service our current need. The new vehicle has also improved driver visibility, and a better driver and pedestrian safety rating.

We have also improved the load restraint equipment in the vehicles and have GPS systems and speed restrictors fitted as standard.



Mark Moorhouse with the new van, Food & Pharmaceutical, UK.

Vehicle Fleet	Number of Vehicles**	Litres of fuel purchased	Kilometres Travelled	l/100km
All business streams, Australia	555	1,402,510	14,842,600	9.4
Life Sciences, Europe	274	1,221,930	18,799,201	6.5
Life Sciences, Thailand	58	231,308	2,536,000	9.1

* Available figures this year all business streams Australia, Life Sciences Europe and Life Sciences Thailand
 ** This data represents >70% of our total fleet.

Air travel

The following table includes CO₂ emissions resulting from the business air travel of Australia-based employees. It is anticipated that Australia makes up approximately 15% of the total air miles travelled across the Group. During the reporting period, we improved our system of collecting air travel information which will enable

us to report the CO₂ emissions resulting from international business air travel of all employees in the next reporting period.

Source	t CO ₂
Air travel (Australian based employees)	3,799



Operational environmental performance

We require our business streams to determine the environmental risks related to waste generation and emissions from their operations. All facilities implement programs that ensure our emissions and waste streams are minimised and are within the legislated requirements.

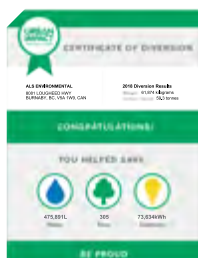
Local managers are required to ensure they verify (in our facilities which utilise hazard control systems such as dust extractors, fume cupboards or liquid trade waste systems) that controls are in place and working effectively. Our managers are also required to sign-off on their operation's compliance regularly. This includes monthly compliance exception reporting for any environmental events and an annual sign-off by managers to ensure environmental risks are closely monitored. During FY2019, there were no material incidents of environmental harm reported, and no prosecutions of any entity in the Group in relation to a breach of an environmental regulation.



Louise Ramos checking hazard control equipment, Environmental, Stafford, Australia

Waste reduction

We are committed to sustainable activities and recognise the need to ensure our waste products are reused, recycled or disposed of in an environmentally responsible manner. In line with our continuous improvement program, this year each of our business streams progressed a waste initiative relevant to their specific environmental impacts. All of these waste initiatives met their target.



Tribology provides comprehensive oil, fuel, engine coolant and metalworking fluids testing services. ALS oil analysis programs help customers to monitor and establish wear trends, detect the presence of contaminants, and get the maximum life out of their lubricant by monitoring the lubricant's serviceability. Accurate and reliable test data relies on samples obtained under the best conditions, in clean, dry and inert sample containers.

This year Tribology Australia identified an opportunity to improve the standard sample bottle supplied to customers. The change to the bottle has realised both financial and environmental benefits.

The new bottle weighs 25.2 grams compared to 35.1 grams for the old bottle, a reduction in plastic of 28%.

The new bottle is also chemically resistant to all oils, Coolants and Fuels with a temp resistance of over 110°C. This change in material enables the new bottle to replace three different type of bottles, with associated efficiency improvements.

Across Tribology Australia this change will reduce plastic waste by an estimated 9,000 kg per year.



The Environmental team in Europe routinely review their waste products in line with the requirements of their ISO 14001 certification. This year the team looked for alternatives to the 1 kg plastic tubs used to transport one of their soil sample products. They identified cardboard boxes that would not compromise sample integrity and were able to withstand the rigours of field sampling, transport and storage. Using the current number of samples received, this project is calculated to remove 2.9 t of plastic from our waste products.



Reducing emissions from our waste products

Through our sample miniaturisation projects and ongoing method development, we continue to look for opportunities to reduce the mass of glass and plastic required to transport, store and analyse our samples. In addition to these programs, this year our Life Sciences businesses installed an additional eight crushers across Australia, America, Canada and the United Kingdom to reduce the volume of glass and plastic waste transported off site. By reducing the volume, we require fewer vehicle movements to transport the waste, resulting in reduced vehicle emissions. Most of these crusher installations also provided additional benefits by reducing the risk of musculoskeletal injuries to our employees.



Glass crusher at Life Sciences, Middletown, USA

E-waste

This year our Information Technology (Stafford) and Asset Care (Perth) teams in Australia collectively disposed of 432 e-waste items including hard drives, computers, monitors and printers, through a specialist provider, ensuring no components went to landfill.



This year several laboratories implemented waste improvement initiatives:

- **Tribology and Asset Care, Wetherill Park** enhanced their waste disposal process and now recycles in excess of 2.6 t of paper and cardboard per year.
- **Life Sciences, Thailand** implemented a project to further the use of electronic files over paper.
- **Life Sciences, Kelso** continued their push to go paperless and have reduced their paper consumption by 6.5 t per year.
- **Life Sciences, Scoresby** sourced a processor for their soft plastics and implemented a project which will divert 150 m³ of waste per year from landfill.

Helping our clients to re-use assets

Customers of the Industrial business rely on us to assist them in making informed decisions about how to manage their assets.

For one client, we were asked to evaluate the condition of chlorine cylinders that were inherited from previous management and discontinued for use. Little was known about the original intended design of the vessels, the only clue being a design code (BS EN 1964-2000) stamped into the neck of the cylinders.

Through detailed materials testing, including chemical analysis, thickness assessment, dimensional verification, tensile testing, and impact testing; and by examining relevant AS/BS and ASME standards, and conducting risk assessments in conjunction with the client and additional materials tests, we established that they were fit for purpose.

A win for the client and ALS, saving the scrapping of approximately 1,000 vessels.





Water conservation

We recognise that water scarcity is impacting many of the regions that we operate in. The United Nations World Water Development Report 2018 estimates that 3.6 billion people live in areas that are potentially water scarce at least one month per year.

Our HSE Foundation Standard requires our sites to monitor and control their impacts. We strive to minimise the use of natural resources across our operations, including water.

After completing water stress audit, our Antofagasta laboratory was the only facility that we identified as being located in a high water stress area in the review of all of our sites. This year we reviewed the laboratory's processes and identified and implemented water efficiency improvements.

Antofagasta laboratory

The central and northern regions of Chile are economically and socially important due to the presence of agriculture and mining operations. The arid northern regions of Chile are however some of the driest areas in the world, and the operation of these industries puts great strain on local shared water resources.

According to the OECD's latest environmental evaluation, Chile is already seeing the effects of climate change, which is worsening the structural water deficit. The National Climate Change Plan for 2017 to 2022 forecasts that rainfall will decrease by 5-15% by 2030, and droughts will become more frequent.

We are moving to new premises in Antofagasta. The new build recognised

the water stress of the local area and incorporated measures to control water consumption to improve water efficiency.

Water saving measures taken are:

- Dual-flush toilets (reducing from 6-10 l to 3 l). In Chile, the estimated water used in flushing toilets per habitant is 10,800 l/year.
- Low flow taps (with timers) to reduce the standard water flow from 20 l/min to 12 l/min. These water saving devices and our water use awareness program will contribute to reducing consumption.

The laboratory project team also took into consideration other sustainability objectives. Specific design items that were tailored to the local conditions at Antofagasta included providing a large ceiling space, and ceiling and wall insulation to increase air conditioning efficiency. Photovoltaic panels will generate the power to feed LED lighting of all internal aisles and bathrooms in the laboratory and to heat water for sanitary purposes.



Solar panels on the roof of the Life Sciences facility in Antofagasta



Life Sciences, Antofagasta



Diverting water from waste.

Our Life Sciences laboratory in Bangkok has turned the hot and humid conditions experienced in Thailand to their advantage through the re-use of condensate water. Following the commissioning of the Bangkok laboratory, it was observed the air conditioning system was discharging to waste a significant amount of condensate water due to the high humidity. Laboratories use a lot of water in cleaning and other processes, so the laboratory set about installing a system of collecting the condensate water and re-using it throughout the laboratory. Each day 1,000 l of condensate water is collected and reused conserving water and saving money.



*Suriya Sornkaew, Senior Manager
standing next to water recycling tank.
Life Sciences, Thailand*

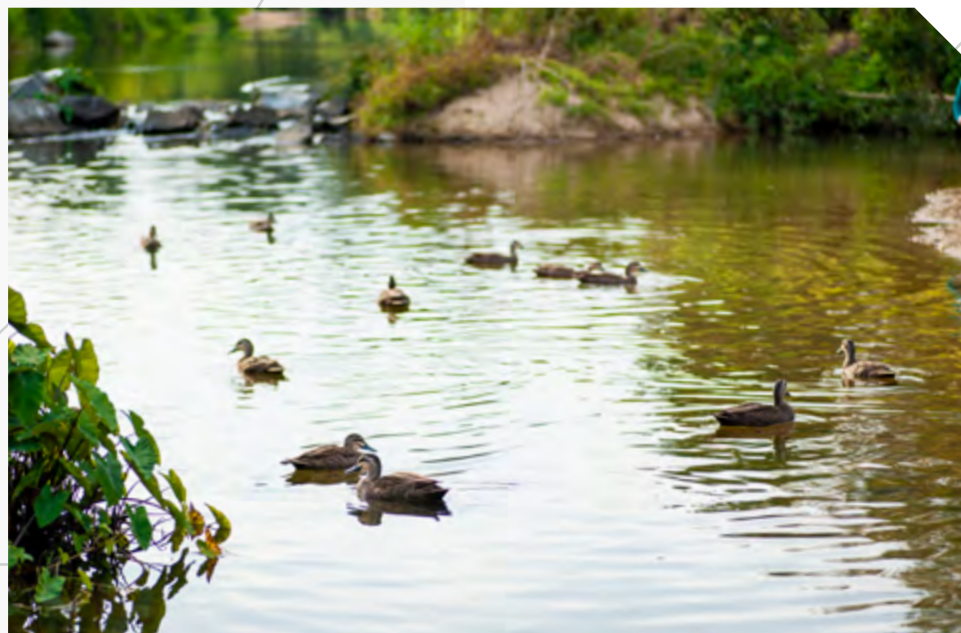


ALS Life Sciences Coventry

implemented improvements to reduce water use in their analytical methods, reducing water consumption by a calculated 694 Kl/year – approximately 10% of site consumption.



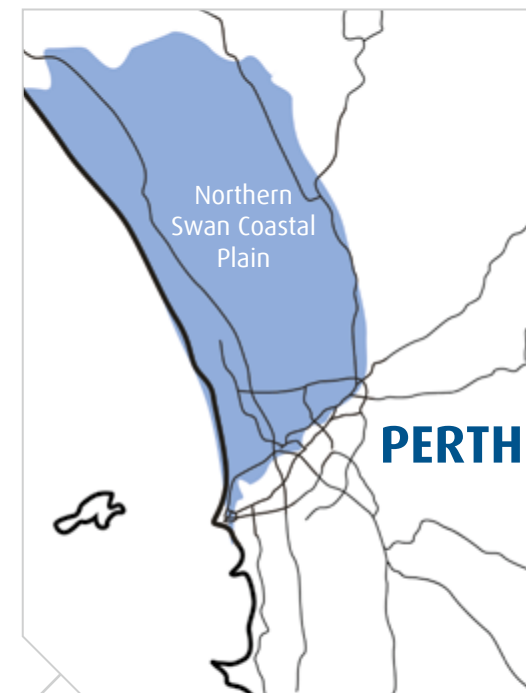
*Katarina Krepsovak,
Life Sciences, Coventry, UK*



Biodiversity

This year we reviewed the location of our owned and leased sites to determine whether any of them were in or adjacent to protected areas and areas of high diversity outside protected areas. We assessed our sites using the World Database of Key Biodiversity Areas which utilises the Global Standard for the Identification of Key Biodiversity Areas (IUCN 2016) as the criteria for identification of Key Biodiverse Areas.

We did not identify a facility which is in, or adjacent to, a protected area. We did, however, identify 13 locations that are in regions of high biodiversity. Three of the 13 sites were excluded from our list of sites adjacent to protected areas using the NSW Biodiversity Values Map.



Northern Swan Coastal Plain, Perth, Australia

The remaining 10 locations are in developed suburbs and comply with local planning regulations. We do not believe any of the 10 facilities pose a high risk to the local biodiversity. However we will be undertaking risk assessments on these locations in the next year to confirm our belief.

The sites identified are:

- Kamloops, Canada;
- Yellow Knife, Canada;
- Lake Charles, USA;
- Sao Paulo, Brazil;
- Durban, South Africa;
- Wellington, New Zealand;
- Perth, Australia (4 sites).



Society

We are committed to maintaining the sound and sustainable growth strategies which have made us a successful global company. This includes preserving the rewarding partnerships that we already share with the communities where we are active, while identifying and developing new opportunities to strengthen the social and economic prosperity of those communities.

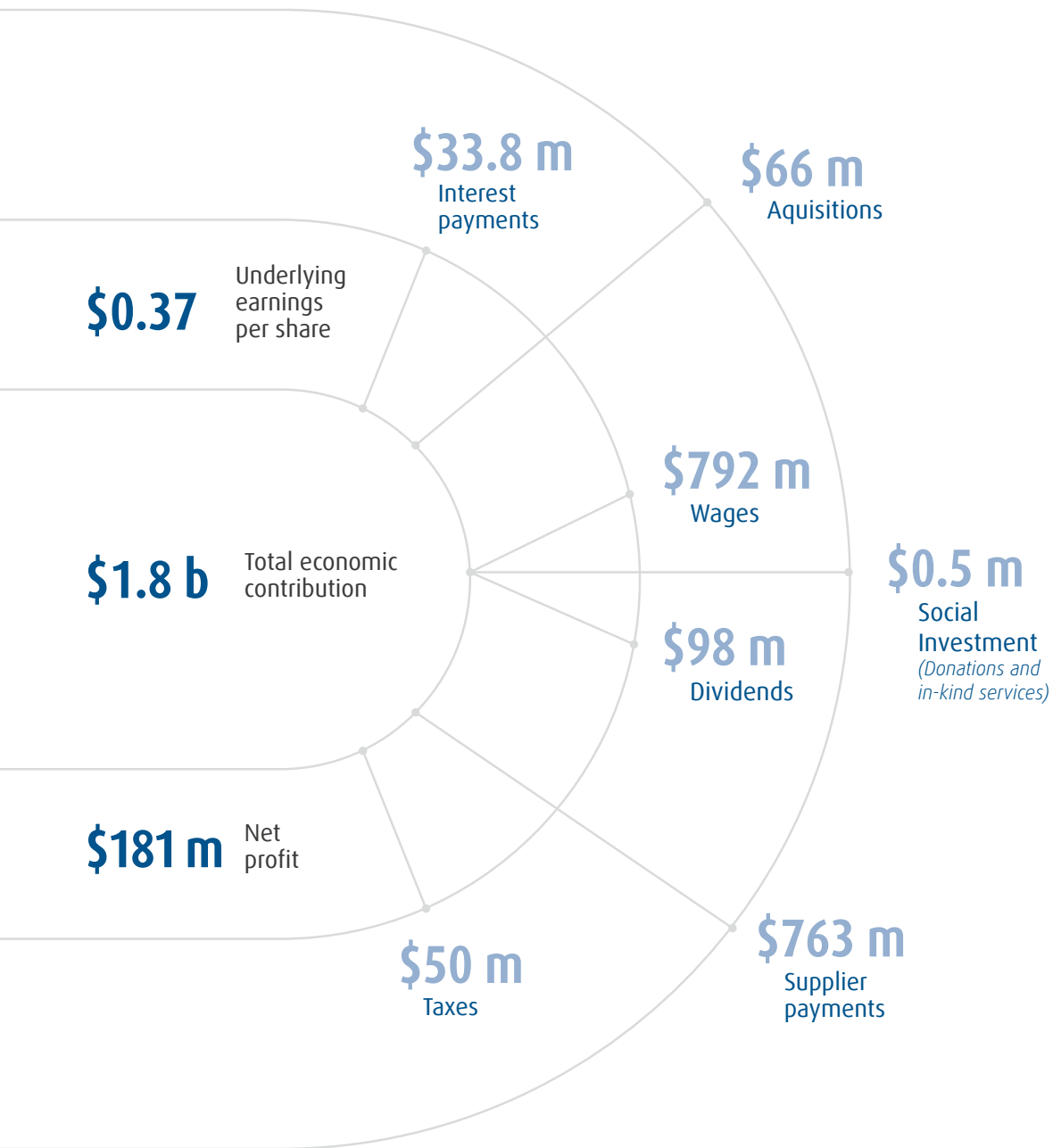
We create shared value by paying our taxes, supporting local businesses, and employing local people in our surrounding communities. We make in-kind and cash donations to local organisations whose values align with ours. In addition, we sponsor or partner with local institutions or organisations to support science and education initiatives that create awareness in and inspire individuals to the opportunities that exist within science. We are proud of the many and varied contributions that we make to our local communities and the broader society.

During the past year, we contributed to the social and economic prosperity of many of the local communities where we are active through charitable donations, the sponsorship of educational programmes, and the provision of individual scholarships or awards. Furthermore, our employees continued to regularly participate in a wide variety of activities to support causes where the outcome had a direct impact on members of their local community. A selection of these activities is summarised on pages 37-38.

We also support our local communities and the broader society by seeking to engage with business partners, service providers and suppliers whose business practices are aligned with ours and who seek to minimise adverse health, safety and other human rights impacts as a consequence of them conducting their business.



ALS donates to local government agencies for Children's day activities, Thailand

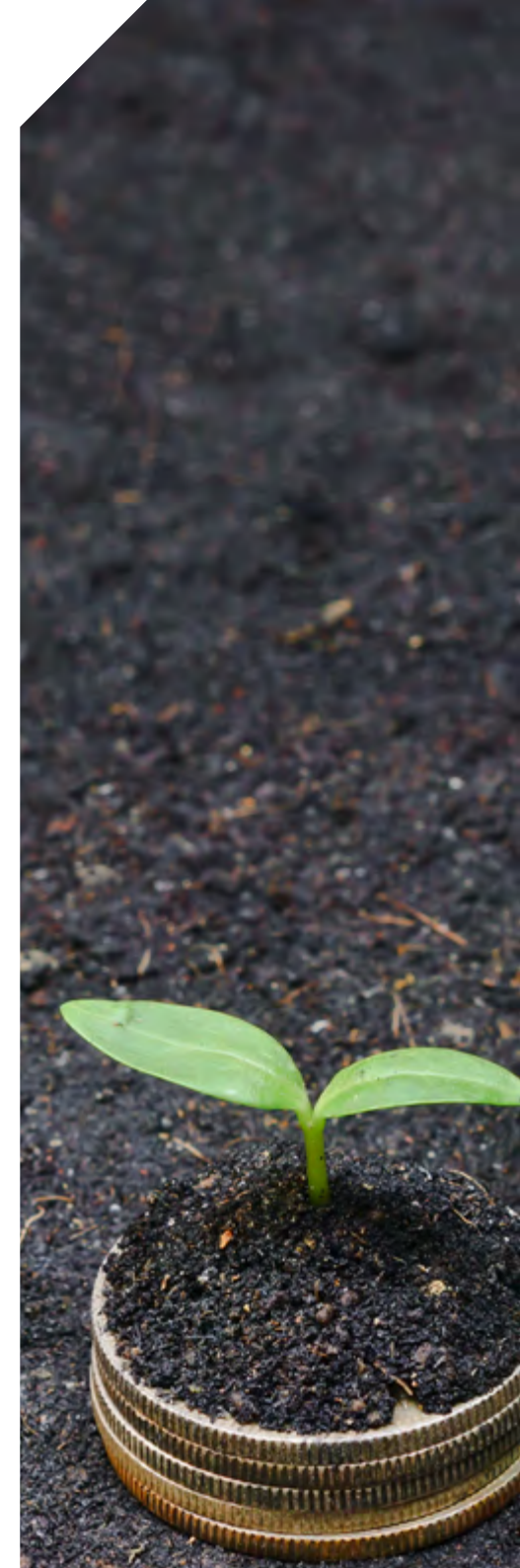


Economic contributions

Taxes: Paying taxes due pursuant to all applicable laws in the jurisdictions where we operate is one of the many ways we create shared value and contribute to the economic prosperity of the communities where we are active. We are a substantial taxpayer in Australia and have paid over \$230m in corporate income taxes over the past 5 years. During the past year, we paid \$50.3 m in corporate income taxes.

Suppliers: We aim to use local suppliers whenever we can to support the communities where we conduct our business.

Wages: For FY2019, we contributed over \$792 m in salaries and wages. As at 31 March 2019, we employed 15,511 individuals across the globe.



Charitable donations

We seek to foster a culture of giving and last year established the framework of our 'ALS Cares' program. This year we will start the journey of implementing the 'ALS Cares' framework, starting with empowering employees to make change and feel connected to causes they care about.

We will provide our employees with a platform that gives them the opportunity to regularly donate to a range of charitable organisations directly from their wages or to make a one-off contribution in response to an appeal aligned with those organisations. Employee contributions will be matched dollar-for-dollar by the Company enabling those charities that our employees feel an affinity with to receive increased contributions.

During the past year, we also updated our Donations and Sponsorships Policy to more clearly define the causes that our corporate donations and corporate sponsorships are to be applied to, and to make it clear that our aim was to ensure that our contributions are made where they result in a measurable impact and make a difference. Our donations are directed towards reputable organisations

whose values align with the ALS Core Values and who:

- support disadvantaged children;
- provide community services that support health and wellbeing;
- support individuals with disabilities;
- are focused on breaking the cycle of poverty;
- deliver emergency aid;
- are focused on longer-term rebuilding efforts where resources have been overwhelmed by a natural disaster;
- conserve and sustain natural environments.

A new Donations and Sponsorship Management Committee was formed during the year. Amongst other matters, the Committee ensures the requisite level of due diligence is undertaken on organisations prior to donations being made.

At a corporate level we have supported four key charities during 2018-2019:

- St Vincents de Paul,
- Life Line,
- Young Care,
- The Center Houston.

Employment creation

A key contribution to socio-economic development is employment. As at 31 March 2019, we employed over 15,000 individuals as direct employees, with 1,413 additional individuals being employed across the globe during the past year. In FY2019, we paid over a total of \$790m in wages.

We invest substantially in the development of local workforces, with members of the local communities in which we are active benefiting from the job opportunities our business creates. With operations in over 65 countries, being conducted across an excess of 350 locations, many of our workplaces and operations are located in regional or remote communities where there are often relatively higher levels of unemployment. We are proud to be a local employer in these communities and continually look for ways to enhance local employment and contracting opportunities.



Staff of the newly created Commodities trade & Inspection facility in South Korea.

Local investment

Science and education

As a global leader in analytical testing services, we recognise the positive contribution that science education and research have on society. We continue to create and foster strategic partnerships with educational institutions and organisations around the world to further the positive contribution that science has on the broader community by undertaking joint research initiatives and development projects.



We engage in sponsorships directed towards initiatives that support science education and initiatives that create awareness in, and inspire individuals to opportunities that exist within science. We support internships and work experience placements throughout our operations, in addition to supporting individual scholarships and educational awards. We regularly open the doors of our facilities to enable primary and secondary school students to obtain first hand insight into how laboratories operate. Our managers continue to volunteer their time to attend schools in the local communities in which we are active to discuss with students the importance of science and the many career opportunities that exist in the field of chemistry.

Life Sciences Lima, Peru in partnership with Centro Tecnológico Minreo (CETEMIN) has developed a program aimed at providing practical training and developing the professional skills of CETEMIN's students and graduates. ALS Life Sciences'



CETEMIN graduates, Lima, Peru

laboratories in Lima and Arequipa are utilised to support the program. A number of CETEMIN's graduates have already benefited from this partnership, through employment with ALS Life Sciences in Lima.

Life Sciences and Geochemistry, Canada supported 50+ students from various universities across Canada in the fields of science, business, finance and human resources with professional development and non-academic learning opportunities through the provision of internships. This support will continue in the coming year, having been offered for over 14 years now.

Environmental Bangkok, Thailand continued its long-standing relationships with local universities to workshop environmental sampling techniques with students. Additionally, in collaboration with a local university, the business developed a safety officer training course focussed on safety strategies associated with air sampling techniques.



University students visiting Environmental facility in Bangkok, Thailand



Local charity programs

Our Group donations program is enriched by the benevolent actions of our employees. There are many examples across the globe of our employees raising funds to support causes close to their hearts, or to offer their time and expertise, for the betterment of society. Some of these examples include:

Geochemistry, USA partners with the Make A Wish Foundation to grant the wishes of children with life-threatening medical conditions. Employee donations are facilitated through voluntary payroll contributions. Since partnering with the Make a Wish Foundation in 2012, over USD 27,000 has been donated to the Foundation.

Environmental Edmonton, Canada donated soil sample analyses to assist in ensuring a safe move of the Gateway Leduc #1 drill platform from Gateway Park to its original location in Leduc, which is now to be a historical site. Leduc was the location of the first ever major oil discovery in Alberta, just outside Edmonton in 1947.

Geochemistry and Environmental Vancouver, Canada have been actively supporting United Way, a long standing organisation whose mission is 'To improve lives and build community by engaging individuals and mobilising collective action', for over 20 years. Employees have donated over CAD 100,000 during that time through their workplace fundraising efforts.

Geochemistry Loughrea, Ireland continued its annual support of the Galway Hospice by

holding a 'Coffee Morning'. Employees come together in September each year to give a donation in support of the hospice, which provides vital support for those with cancer and their families. Employee donations are matched dollar-for-dollar by the Company, boosting employee generosity and building workplace morale. Through their actions, employees have raised EUR 1,130 for this worthy cause.

Geochemistry Nevada, USA supported the community of Elko through its sponsorship of bike racks to be placed throughout the city for the convenience of cyclists under the 'Downtown Elko Bike Rack Program'. The Program, under the direction of Elko Velo (a not for profit group), aimed at addressing the lack of infrastructure for cyclists through the provision of bike-shaped racks to send a

positive message about biking and provide cyclists with convenient, secure locations in which to park their bikes.

Environmental Santo Domingo, Dominican Republic monitoring analysts provided their expertise to train twelve analysts from the Dominican Republic's Environmental Quality Department of the Environmental and Natural Resources Vice-Ministry, in water sampling methods for water quality testing. In addition, employees participated in a 'Sustainable Use of Environmental Resources' workshop, a collaborative private and government sustainable development initiative. Employees spoke about how to use and appreciate water as a scarce resource to raise environmental awareness in the Jarabacoa community in Tireo district.



Annual Spring Up to Clean Up Event at Geochemistry Thunder Bay, Canada



ALS sponsored bike racks in Elko, USA



ALS employees across Australia supporting "Fiver for a Farmer" assisting struggling farmers.

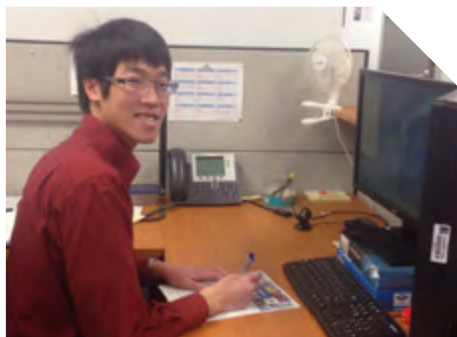


Geochemistry Perth, Australia provides annual laboratory tours for local TAFE students completing their Certificate IV in Laboratory Techniques or Diploma of Laboratory Technology. Students are also offered a multidivisional and multifaceted view of laboratory operations with the Geochemistry business and Environmental business teaming up to maximise the value of these tours to the students.

Environmental and Geochemistry Stafford, Australia supports the need of school, TAFE and university students to put theory into practice by participating in work experience and work integrated learning programs.

Environmental Saskatoon, Canada partnered with Saskatchewan Polytechnic to provide:

- 3 students with the opportunity to practically apply the concepts developed in the classroom through co-operative education for a period of 6 months.
- 2 second year chemical technologists with a week work placement to enable the students to enhance their skills and knowledge in performing appropriate workplace duties in exchange for training and supervision.



*Intern student Gabriel Quon,
Environmental Saskatoon,
Canada*



*Pesticide open day
at Life Sciences
laboratory in
Chatteris, UK.*

Geochemistry Izmir, Turkey continues to support high school and university students with completion of compulsory internships, required to be undertaken by these students prior to graduating. Internships take place over the summer period for a duration of either 6 or 8 weeks. The internships cover both the theory and practice of science. Students undertaking these internships are subsequently considered by the business when employment opportunities arise.

Life Sciences Victoria, Australia are proud to provide valuable real-world insights and practical training to school and university students through participation in structured work experience programs for varying periods, ranging from 1 week to 3 months.





Governance

We believe that operating in accordance with sound standards of corporate governance that promote fairness, transparency, accountability and responsibility is essential to ensure our growth and long-term sustainability.

Our governance framework guides and supports our business operations and activities, provides clear guidance on how authority is exercised, and is fundamental to our ability to deliver on our strategy. Our framework enables us to manage potential threats to our sustainability; to identify opportunities to boost our sustainability; and to protect and enhance the interests of our shareholders and other stakeholders.

Fundamental to our governance framework is our Code of Conduct. Our Code of Conduct sets out our core values and provides guidance on the standards of behaviour and business ethics we expect from those who work for, or with, us. It is the centrepiece of our commitment to conduct business with high ethical standards and is supported by a policy framework, appropriate training programs and operational procedures and processes.

We comply with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations 3rd edition and regularly review our governance framework to reflect best practice, shareholder and other stakeholder expectations, and regulatory requirements. Policies fundamental to our governance framework are reviewed at least bi-annually by our Board, with the majority of these policies subject to annual review.

Accountability and responsibility for our sustainability is embedded across the Company. PPI (Positive Performance Indicators) scorecards linked to sustainability metrics (with achievement of targets linked to remuneration) support this accountability and responsibility.

Our Board

Our commitment to sound standards of corporate governance begins with strong leadership by our Board. Our governance framework includes a skilled, experienced and diverse Board of eight directors who, excepting the Managing Director, are independent of management influence. The Board operates under a formal charter and reviews its performance annually.

Our Board has established sub-committees to assist it in discharging its responsibilities. These sub-committees include:

- a Sustainability Committee comprised of four independent non-executive directors. The committee operates under a formal charter approved by the Board and assists the Board in the effective discharge of its responsibilities in relation to sustainability matters.
- an Audit and Risk Committee comprised of three independent non-executive directors. Operating under a formal charter approved by the Board, the committee approves the Company's risk management policy and framework designed to

facilitate and support a sound system of risk management and internal compliance and control.

- a People Committee that assists the Board with the oversight and development of our people management strategy, including determining appropriate remuneration strategies, talent development, and succession practices to ensure ongoing business sustainability.

During the past year, the depth and breadth of our Board was deepened with the appointment of Siddhartha Kadia, Ph.D. as an independent non-executive director, in January 2019. Dr. Kadia's diverse international experience, creative insight, technical skills and expertise in the Life Sciences sector were acknowledged as complementary to the Board. Dr. Kadia also serves as a member of the Sustainability Committee.

Managing risk

Risk is inherent in our business. Effective risk management is a constant focus for us. It is essential that we, and our Board, are fully aware of the risks that we face and that we take the requisite steps to identify, monitor and manage these risks. Similarly, it is essential that we do the same in relation to possible opportunities that have the ability to create value and enhance our sustainability.

We have an established risk management framework to support us in our commitment to effective risk management. This framework and our strategy for the management of risks substantially follows the guidelines ISO 31000:2018 - Risk Management - Guidelines and provides guidance on how to consistently and comprehensively apply risk management in order to minimise threats and optimise opportunities.

We conduct a materiality assessment at least once every year to validate and identify emerging enterprise-wide material business risks that are the most critical to our business and our sustainability. Not only does this process assist us to both monitor ongoing threats and opportunities and identify emerging ones, it also informs us as to the adequacy of our risk management strategies. Each year, our material business risks are reported to the Board and the Audit and Risk Committee, with the effectiveness of our risk management framework being evaluated by internal and external audit activities that are overseen by the Board and the Committee.

Enterprise-wide material business risks reviewed and validated during the past year included, amongst others, those relating to fluctuations in commodity prices, company culture, cybersecurity, emerging technologies, and compliance with new laws and regulations.

During the year, we matured our governance framework and enhanced our sustainability by:

- Establishing an Executive Risk Management Committee comprised of our CEO and Managing Director, Business Stream General Managers and Chief Risk Officer. The committee's remit includes reviewing and confirming the enterprise-wide material business risks and identifying emerging risks having a potential material impact on the Company.
- Reviewing and updating our tax risk governance framework to further assist us in identifying, assessing and managing our tax risk and to enhance our existing framework for the more effective governance of such risk.
- Reviewing our privacy framework to ensure the adequate protection of personal data, taking into consideration the European Union's General Data Protection Regulation.
- Enhancing our Compliance Program through the development of Business Resilience Workshops.

Industry and Professional Associations

We keep abreast of emerging issues and trends, best practices and the development of policy through memberships of industry and other professional associations. The table below provides an example of the organisations of which we are a member.

Association	Region
Environmental Industries Commission	United Kingdom
Standing Committee of Analysis Water Analysis Organics Group	United Kingdom
Confederación Nacional Empresarios de la Minería y Metalúrgica	Spain
Resource Industry Suppliers Association	Canada
American Council of Independent Laboratories	USA
Codex Australia	Australia
Australian Land and Groundwater Association	Australia
Singapore Institute of Food Science and Technology	Singapore
American Society for Testing and Materials (ASTM)	North America
Malaysia Institute of Chemistry	Malaysia



Management Structure

Directors of ALS Limited					
Bruce Phillips – B Sc (Hons) (Geology), Chairman and Independent Non-Executive Director, Member of the People Committee.	Raj Naran – BSc (Chemistry), BA (Mathematics). Managing Director and Chief Executive Officer.	Mel Bridges – B App Sc, PhD, FAICD, Independent Non-Executive Director, Member of the Audit and Risk and Sustainability Committees.	Charlie Sartain – B Eng (Hons) (Mining), FAusIMM, FTSE, Independent Non-Executive Director Chairman of the Sustainability Committee. Member of the Audit and Risk Committee.		
Grant Murdoch – M Com (Hons), Independent Non-Executive Director, Chairman of the Audit and Risk Committee.	Siddhartha Kadia – PhD, BE (El&Telecom), Independent Non-Executive Director, Member of Sustainability Committee.	John Mulcahy – PhD, BE (Civil Eng) (Hons), FIE AUST Independent Non-Executive Director, Member of the People Committee.	Tonianne Dwyer – B Juris (Hons), LLB (Hons), GAICD Independent Non-Executive Director, Chair of the People Committee and Member of Sustainability Committees.		
Board Committees					
Audit and Risk Committee		Nomination Committee	People Committee	Sustainability Committee	
Management team					
Raj Naran CEO & MD	Luis Damaceno Chief Financial Officer	Susan Putters Chief Human Resources Officer	David Handal Chief Information Officer	Michael Burcham Chief Risk Officer	Michael Pearson Company Secretary & Group General Counsel
Bruce McDonald Executive Vice President, Geochemistry	Kristen Walsh Group General Manager, Industrial		Jason Hubbard General Manager, Coal	Hamid Sherif General Manager, Metallurgy	Chris Walker General Manager, Inspection
Tim Kilmister General Manager, Life Sciences APAC	Andreas Jonsson General Manager, Life Sciences EMEA	Paul Loewy General Manager, Life Sciences North America	Jim Klippel General Manager, Life Sciences USA	Geoff Anderson General Manager, Life Sciences Canada	Malcolm Deane General Manager, Life Sciences Latin America

Governance Framework

Board Charter	Audit & Risk Charter		People Charter		Sustainability Charter
Policies & Standards	Audit & Risk committee charter	Diversity policy	Sustainability committee charter	Cash management policy	Risk appetite & Tolerance policy
	Board charter summary	People committee charter	Health & Safety policy	Tax risk management policy	Anti-Bribery & Anti-Corruption policy
	Code of conduct	Risk management policy	Environmental policy	Human rights policy	Privacy policy
	Continuous disclosure policy	Securities trading policy	Donations policy	Financial risk management policy	Whistleblower policy
Performance Standards	HSE Foundation Standard		Risk Management Framework		
Process Standards	Local management procedures and practices				

Financial performance

We are committed to creating sustained economic performance for our partners and shareholders through the execution of our strategic plan and effective fiscal management while meeting our corporate social responsibilities.

In 2020, ALS's objectives are to continue to grow organically and remain acquisitive in our core business segments to support our strategy of growing our market share as a leading global testing company.

We performed in line with forecast financial guidance. Our operations generated revenue of \$1.6 b and our underlying net profit after tax (NPAT) was \$181 m. Our underlying earnings per share was 37 cents and the dividend paid per share was 22.5 cents. A full copy of our audited financial statement can be found on our Company website alsglobal.com.

The Managing Director and The Chief Financial Officer state in writing to the Board each reporting period that the Company's financial reports present a true and fair view, in all material respects, of

the Company's financial condition and operational results and are in accordance with relevant accounting standards. These statements are based on a formal sign-off framework established throughout the Company and reviewed by the Audit and Risk Committee as part of the six-monthly financial reporting process.

We aim to keep shareholders informed of the Company's performance and all major developments in an ongoing manner. Information is communicated to shareholders through the Company's annual report; full year and half-year investor presentations; and other correspondence regarding matters impacting on shareholders as required. All material documents that are released publicly are made available on our website alsglobal.com

Anti-Bribery and Anti-Corruption

'Zero tolerance for bribery and corruption'

Addressing Bribery and Corruption Risks

We recognise that bribery and corruption present significant risks to the sustainability of any business and that we are not immune to those risks. We have a strict zero tolerance approach to bribery and corruption in all forms, whether direct or indirect through third parties, and are committed to compliance with all relevant Australian and international anti-bribery and anti-corruption laws. We strictly prohibit the making of facilitation payments, irrespective of their legality. Our 'Code of Conduct' and our 'Anti-bribery and Anti-Corruption' Policy make this clear.

Our comprehensive set of Guidelines for the Prevention of Bribery and Corruption provide our employees with guidance on preventing, detecting and managing bribery and corruption risks. These Guidelines inform our employees as to the minimum standards that need to be adhered to so as to ensure that we are diligent in our efforts of addressing the bribery and corruption risks within our business. Guidance as to gifts and entertainment; facilitation payments; political contributions, donations and sponsorships; engaging third parties; maintaining proper books and records; communication and training; and reporting suspected instances of bribery and corruption are included in the Guidelines.

In addition, the Guidelines provide detailed direction for undertaking risk assessments to identify areas of risk in terms of potential exposure to bribery and corruption, with at least annual review of risk assessments required. To determine risk level, the criteria used includes the country involved; the nature of the business or transaction to be undertaken; the use of third parties, such as agents or intermediaries; and the level of engagement with government employees or officials.

We seek to only form business relationships with third parties who share our commitment to conducting business with integrity, ethically and in compliance with the law. In addition to the Guidelines providing information as to the engagement of third parties, last year we enhanced our due diligence process relating to our agents, joint venture partners, or more generally those individuals or organisations that we form some type of joint association with. The enhancements to the process were to ensure that the process was fit for purpose in the identification and assessment of bribery and corruption risks.

Anti-Bribery and Anti-Corruption Program

Our 'Anti-Bribery and Anti-Corruption' Program is designed to guide and educate our employees to ensure our core value of 'Honesty and Integrity' is always maintained, even at the risk of losing business opportunities.

With the objective to improve our approach to sustainability, we regularly review our 'Anti-Bribery and Anti-Corruption' Program. Last year we updated our online 'Bribery and Corruption Awareness' course, which is targeted at managers and supervisors. Eight hundred and thirty seven successful completions of the course were registered during the year. In addition, Spanish and Portuguese were added to the available languages in which the course can be undertaken. All employees continued to receive training as to our policy on bribery and corruption as part of our online Code of Conduct course, with 5,105 employees successfully completing the Code course during the past year.

We encourage our employees to report suspected instances of bribery and corruption. Our Whistleblower Policy is supported by the provision of the 'ALS Integrity + Compliance' Helpline. The Helpline is provided by an independent service provider specialising in the handling of sensitive disclosures. Reports to the Helpline are confidential and can be made anonymously.

During the past year, the delivery of our Business Resilience Workshops, and the completion of forensic data analytics supported and formed part of our 'Anti-bribery and Anti-Corruption' Program.

The Audit and Risk Committee and the Board receive information on the design and implementation of the framework to prevent, detect and manage bribery and corruption risk within our business.



Honesty and Integrity

'Honesty and Integrity' — an ALS Core Value Code of Conduct

The way we conduct business is important to us. We are committed to conducting all of our business dealings in an ethical manner and in accordance with applicable laws, rules and regulations. Our Code of Conduct expresses the Company's core values through setting out principles and behavioural standards designed to guide everyone who works for, or on behalf of us to make the right choices and use their good judgment in any situation.

Our Code of Conduct clearly sets out our core values and our commitment to conducting our business ethically, honestly and fairly. We promote the seamless integration of our core value of 'Honesty and Integrity' into every decision we make and everything we do. We recognise that upholding our core value of 'Honesty and Integrity' assists in safeguarding our reputation as a successful global company.

It is the responsibility of every officer, director, employee, contractor, consultant, agent or other business partner of ours to be familiar with and comply with our Code, and for managers and supervisors to embed our core values and reinforce our expected standards of behaviour across our business.

Our Code of Conduct details our position in relation to discouraging related-party transactions in all forms due to the conflict of interest they present. Our Code was updated during the past year to clarify for employees the definition of what constituted a related-party transaction.

We provide our employees with the means to know, live and uphold our core value of 'Honesty and Integrity', and our other seven core values, each and every day. In addition to our Code, our mandatory ALS Global Induction and Code of Conduct courses introduce our employees to our core values. Employees are required to undertake these courses within 7 days of first joining the Company, with the Code course to be retaken every 2 years thereafter. Last year, 5,105 successful completions of the Code course, and 5,438 of the Global Induction, were registered. Given the diversity of our workforce, we also expanded the available languages in which the Code course could be undertaken. The course is now available in 12 languages, with Indonesian, Swedish and Malay having been added in the past year. Course completions are monitored, reported and managed, with records of course completions electronically maintained.

Business Resilience Workshops

To further support our core value of 'Honesty and Integrity', last year we developed and delivered the first of our Business Resilience Workshops. The workshops are designed to facilitate discussion amongst employees around recognising and resolving situations that may arise in the conduct of our business that require ethical decision making. The roll-out of these workshops across the Company will continue, with the workshops now forming part of our compliance program.

Whistleblower Program

We continue to be committed to developing a culture where employees, or those who work for us or on our behalf, are encouraged and supported to report suspected misconduct safely and without fear of any form of retaliation. Our Whistleblower Policy is supported by the provision of the 'ALS Integrity + Compliance' Helpline. The Helpline is provided by an independent service provider, with reports to the Helpline being able to be made in confidence and anonymously.

All reports made under our Whistleblower Program, including those made to the Helpline, are reviewed by our Chief Risk Officer for investigation as appropriate. The Audit and Risk Committee receives a report annually summarising matters raised under our Whistleblower Program.

During the past year, there were 16 reports made under our Whistleblower Program. Of those 16 reports:

- 12 reports were investigated, of which 6 required management action;
- 2 reports were unable to be investigated due to insufficient information; and
- 2 reports were for the purpose of seeking advice as to the application of Company policies and procedures.

Regulatory Compliance

Our compliance and risk function is responsible for designing, monitoring and reporting on our systems to maintain our regulatory compliance. Our compliance program aims to ensure we identify, understand and meet our regulatory obligations, and regularly assess our performance in doing so. An established compliance and risk portal located on our Group intranet supports us in our commitment to meet our regulatory obligations.

The portal provides access to specific policies and programs that assist in addressing our compliance with regulatory obligations relating to health and safety, environmental protection, bribery and corruption, anti-competitive behaviour, trade and economic sanctions, human rights, industrial and employee relations, corporate and financial management (including taxation), privacy and data security, intellectual property, and compliance with the ASX listing rules. Each of our business streams are required to adopt these specific policies and programs.

Targeted online and in-person training to reinforce regulatory compliance, and to raise awareness and understanding of regulatory obligations, is an integral element of our compliance program. Where new or revised regulatory obligations arise, our approach is to develop and deliver targeted training to ensure our employees are aware of these obligations and their responsibility to ensure compliance with them.

Each year we require relevant managers to confirm their awareness and understanding of our compliance obligations by completion of a sign-off declaration. External regulatory-compliance metrics, such as the number of fines or prosecutions levied, reinforce a culture of compliance and are incorporated into PPI (Positive Performance Indicators) scorecards.

During the year, we increased our collective knowledge of our regulatory obligations and undertook a number of specific regulatory-compliance related initiatives, including:

- developing and delivering targeted training on the European Union's General Data Protection Regulation;
- reviewing our approach to the management of adverse human rights impacts in our operations and supply chain in the context of the Australian Modern Slavery Act;
- reviewing our existing sanctions policy and processes to ensure they remained fit for purpose; and
- considering our Whistleblower Policy in light of the proposed amendments to consolidate and strengthen Whistleblower protections under Australian legislation.

Statistics

Governance

	GRI disclosure	2018/19	2017/18	2016/17	2015/16
No of operations	102-07	451	447	494	453
Net sales(\$m)	102-07	1,664.8	1,446.9	1,272.3	1,239.0
Percentage of operations assessed for risks related to corruption.	205-01	100	100	100	100
Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated.	205-02	8 / 100%	7 / 100%	8 / 100%	7 / 100%
Total number and nature of confirmed incidents of corruption.	205-03	1	N/C	N/C	N/C
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	205-03	1 ⁽¹⁾	N/C	N/C	N/C
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	205-03	0	N/C	N/C	N/C
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	205-03	0	N/C	N/C	N/C
Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.	206-01	0	N/C	N/C	N/C
Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: total monetary value of significant fines; total number of non-monetary sanctions; cases brought through dispute resolution mechanisms.	307-01	1 ⁽²⁾	0	1	4

(1) Managers in Chile were disciplined for failure to report related party transaction with a key supplier of consumable equipment to the lab.

(2) ALS Malaysia was fined AUD 1,800 for failure to have an external consultant test a fume capture hood that was situated inside the laboratory.

N/C — data not collected

Society

	GRI disclosure	2018/19
% of senior management at significant locations hired from the local community	202-02	88%
a. Total number of incidents of discrimination during the reporting period.		3
b. Status of the incidents and actions taken with reference to:		
i. Incident reviewed by the organisation;	406-01	2
ii. Remediation plans being implemented;		1
iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes.		1
Number of suppliers assessed for human rights violations.	414-02	50

Environment

GRI disclosure 2018/19

Energy intensity ratio for the organisation (kW.h/hours worked) / Geochemistry (kW.h/samples received)	302-03	3.86
Energy Indirect (Scope 2) t CO ₂ e	305-02	67,626
Total number and total volume of recorded significant spills	306-03	0

People

GRI disclosure 2018/19 2017/18 2016/17 2015/16

No. of staff employed	102-07	15,511	14,078	13,942	11,568
Total no of employees (f)	102-08	6,515	6,307	6,151	4,862
Total no of employees (m)	102-08	8,996	7,771	7,934	6,971
TRIFR*	403-02	1.78	2.7	4.08	3.06
Occupational disease rate (ODR)	403-02	0.18	0	0	0
LTIFR*	403-02	0.73	1	1.07	1.23
Work-related fatalities	403-02	0	0	0	0
Average hours of compliance training per employee	404-01	2.8	N/C	N/C	N/C



N/C — data not collected

* — Per million hours worked.



3-5 year statistics

Financial Year	2014/15	2015/16	2016/17 ⁽¹⁾	2017/18	2018/19
People					
Staff employed	11,769	11,568	13,942	14,078	15,511
Training sessions completed	35,988	28,839	34,721	44,034	48,060
Compulsory compliance training sessions completed (%)	100	100	100	100	100
Gender diversity (total female professional roles) (%)	45	49	51	54	55
Instances of non-compliance with discrimination policy	N/C	N/C	N/C	0	2
Safety					
PPI Scorecard (%)	86.08	93.41	90.00	99.25	99.26
Fatalities	0	0	0	0	0
LTIFR ⁽²⁾	2.14	1.23	1.07	1.00	0.73
TRIFR ⁽²⁾	5.15	3.06	4.08	2.70	1.78
Hours worked	22,921,906	21,908,179	20,904,846	25,150,122	27,543,107
Environment					
Government fines or penalties imposed for environmental related incidents	1	4	1	0	1 ⁽³⁾
Uncontrolled releases	0	0	0	0	0
Energy consumed (kW.h)	N/C	N/C	120,622,925	127,474,066	122,866,862

(1) Restated for discontinued Oil & Gas operations.

(2) Per million hours worked.

(3) ALS Malaysia was fined AUD 1,800 for failure to have an external consultant test a fume capture hood that was situated inside the laboratory.

(4) EBITDA = EBIT plus depreciation and amortisation. EBIT = Earnings before interest and tax. The terms EBITDA and EBIT are non-IFRS disclosures. The calculations of EBITDA and EBIT are unaudited.

(5) NPAT = Net profit after tax. Underlying net profit is a non-IFRS disclosure and has been presented to assist in the assessment of the relevant performance of the Group from year to year.

N/C — data not collected

Financial Year	2014/15	2015/16	2016/17 ⁽¹⁾	2017/18	2018/19
Society					
Spend with local suppliers (\$m)	662	615	609	680	763
Dividend return to shareholders (\$m)	84.5	60.8	68.0	84.4	109.3
Governance					
Taxes paid (\$m)	56.3	39	41	47	50.3
Wages (\$m)	692	678	667	712	792
Revenue(\$m)	1,492.7	1,239.0	1,272.3	1,446.9	1,664.8
Underlying EBITDA ⁽⁴⁾ (\$m)	307.0	258.0	257.6	289.3	352.9
Underlying EBIT ⁽⁴⁾ (\$m)	223.3	188.9	192.4	221.3	281.1
Underlying NPAT ⁽⁵⁾ (\$m)	135.4	108.4	112.7	142.2	181
Underlying earnings per share (cents)	33.7	23.7	23.3	28.4	37
Statutory NPAT (\$m)	(174.5)	(240.7)	81.6	51.8	153.8
Statutory earnings per share (attributable to members)(cents)	(41.1)	(52.5)	16.2	10.3	31.6
Dividends per share (cents)	21.0	13.5	13.5	17.0	22.5
Gearing ratio (net debt/ (net debt + total equity) (%)	38.3	27.0	29.0	31.0	36.3

GRI Reporting Table

Disclosure Number	Disclosure Title	Report	Section
102-01	Name of the organisation	Annual Report	General Information
102-02	Activities, brands, products, and services	Sustainability Report	How we do things
102-03	Location of headquarters	Annual Report	General Information
102-04	Location of operations	Sustainability Report	How we do things
102-05	Ownership and legal form	Annual Report	Notes to the Financial statements
102-06	Markets served	Sustainability Report	How we do things
102-07	Scale of the organisation	Sustainability Report	How we do things, Statistics
102-08	Information on employees and other workers	Sustainability Report	How we do things, People, Statistics
102-10	Significant changes to the organisation and its supply chain	Sustainability Report Annual report	About this report, Review of results and operations
102-13	Membership of associations	Sustainability Report	Governance
102-14	Statement from senior decision-maker	Sustainability Report	CEO Report
102-15	Key impacts, risks, and opportunities	Sustainability Report	Focus Areas, Governance
102-16	Values, principles, standards, and norms of behaviour	Sustainability Report	How we do things, Governance
102-17	Mechanisms for advice and concerns about ethics	Sustainability Report	Governance
102-18	Governance structure	Sustainability Report	Governance
102-19	Delegating authority	Corporate Governance Statement	Principle 1
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Report	How we Do things, Governance,
102-21	Consulting stakeholders on economic, environmental, and social topics	Sustainability Report	How we Do things, Governance
102-22	Composition of the highest governance body and its committees	Annual Report	Remuneration Report
102-23	Chair of the highest governance body	ALS Annual Report	Directors Report

Disclosure Number	Disclosure Title	Report	Section
102-24	Nominating and selecting the highest governance body	Sustainability Report, Corporate Governance Statement	Governance, Principle 2
102-25	Conflicts of interest	Sustainability Report, Corporate Governance Statement	Governance, Principle 2,
102-26	Role of highest governance body in setting purpose, values, and strategy	Sustainability Report, Corporate Governance Statement	Governance, Principle 1
102-28	Evaluating the highest governance body's performance	Sustainability Report, Corporate Governance Statement	Governance, Principle 1,
102-29	Identifying and managing economic, environmental, and social impacts	Sustainability Report, Corporate Governance Statement	Governance, Principle 7
102-30	Effectiveness of risk management processes	Sustainability Report, Corporate Governance Statement	Governance, Principle 7
102-31	Review of economic, environmental, and social topics	Sustainability Report	Material Topics, Governance
102-32	Highest governance body's role in sustainability reporting	Corporate Governance Statement , Sustainability Committee Charter	Principles 6 and 7-8.1
102-33	Communicating critical concerns	Sustainability Report	Governance
102-35	Remuneration policies	Annual Report	Remuneration Report
102-36	Process for determining remuneration	Annual Report	Remuneration Report
102-37	Stakeholders' involvement in remuneration	Annual Report	Remuneration Report
102-40	List of stakeholder groups	Sustainability Report	Focus Areas
102-42	Identifying and selecting stakeholders	Sustainability Report	Focus Areas
102-43	Approach to stakeholder engagement	Sustainability Report	Focus Areas
102-43, 102-44	Approach to stakeholder engagement, Key topics and concerns raised	Sustainability Report	Focus Areas
102-44	Key topics and concerns raised	Sustainability Report	Focus Areas

Disclosure Number	Disclosure Title	Report	Section
102-45	Entities included in the consolidated financial statements	Annual Report	Notes to the Financial statements
102-46	Defining report content and topic Boundaries	Sustainability Report	Focus Areas
102-47	List of material topics	Sustainability Report	Focus Areas
102-48	Restatements of information	Sustainability Report	Focus Areas, About this Report
102-49	Changes in reporting	Sustainability Report	About this report
102-50	Reporting period	Sustainability Report	About this Report
102-51	Date of most recent report	Sustainability Report	About this Report
102-52	Reporting cycle	Sustainability Report	About this Report
102-53	Contact point for questions regarding the report	Sustainability Report	Communication
102-55	GRI content index	Sustainability Report	GRI Reporting table
103-01	Explanation of the material topic and its Boundary	Sustainability Report	People, Environment, Society, Governance
103-02	The management approach and its components	Sustainability Report	People, Environment, Society, Governance
103-03	Evaluation of the management approach	Sustainability Report	People, Environment, Society, Governance
201-01	Direct economic value generated and distributed	Sustainability Report	Our Scorecard, Statistics
202-02	Proportion of senior management hired from the local community	Sustainability Report	Statistics
203-02	Significant indirect economic impacts	Sustainability Report	Society
204-01	Proportion of spending on local suppliers	Sustainability Report	Society, Change from last year
205-01	Operations assessed for risks related to corruption	Sustainability Report	Governance

Disclosure Number	Disclosure Title	Report	Section
205-02	Communication and training about anti-corruption policies and procedures	Sustainability Report	Governance
205-03	Confirmed incidents of corruption and actions taken	Sustainability Report	Statistics
206-01	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Sustainability Report	Statistics
302-01	Energy consumption within the organisation	Sustainability Report	Environment
302-04	Reduction of energy consumption	Sustainability Report	Environment
304-01	Operational sites owned, leased, managed, in or adjacent to, protected areas and areas of high biodiversity outside of protected areas	Sustainability Report	Environment
305-01	Direct (Scope 1) GHG emissions	Sustainability Report	Environment
305-02	Energy indirect (Scope 2) GHG emissions	Sustainability Report	Environment
305-03	Other indirect (Scope 3) GHG emissions	Sustainability Report	Environment
305-04	GHG emissions intensity	Sustainability Report	Environment, Statistics
306-03	Significant spills	Sustainability Report	Environment
307-01	Non-compliance with environmental laws and regulations	Sustainability Report	Statistics
403-02	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Sustainability Report	Statistics
404-01	Average hours of training per year per employee	Sustainability Report	Statistics
405-01	Diversity of governance bodies and employees	Sustainability Report	Annual Report, Statistics, People
406-01	Incidents of discrimination and corrective actions taken	Sustainability Report	Statistics
413-01	Operations with local community engagement, impact assessments, and development programs	Sustainability Report	Society
415-01	Political contributions	Sustainability Report	Code of Conduct

Communication

We communicate with our stakeholders through our page on the Company's website – alsglobal.com/sustainability, which includes an online feedback submission form, – as well as through corporate publications, media releases, Sustainability Report, Annual General Meeting, and Annual Report.

We require our business streams to have active stakeholder engagement plans relevant to their markets and geographies.

Our key stakeholders include employees, contractors, governments, regulators, suppliers, customers, labour unions, and shareholders.

As a global employer, we communicate to our personnel through our newsletter GlobALScene which is available in ten languages. We also utilise our internal email, Intranet news feeds, and site meetings.

If you have any questions on this report, you can email us at sustainability@alsglobal.com. We also welcome feedback on this report which can be given through an online survey which is available on our website.

Glossary

\$	- Australian dollars	HVAC	- Heating, Ventilation, and Cooling
ALS	- Australian Laboratory Services	JSEA	- Job Safety and Environment Analysis
ASX	- Australian Stock Exchange	km	- kilometres
CMP	- Crisis Management Plan	kW.h	- kilowatt hour
CO ₂	- Carbon dioxide	l	- litres
CO ₂ e	- Carbon dioxide greenhouse gas equivalent	LED	- Light emitting diode
EAP	- Employee Assistance Program	LTI	- Lost Time Injury
EBITDA	- Earnings Before Interest, Tax, Depreciation, Amortisation	LTIFR	- Lost Time Injury Frequency Rate (per million hours worked)
EDP	- Executive development program	m	- million
EPA	- Environmental Protection Authority	M&A	- Mergers and acquisitions
ERP	- Emergency Response Plans	MTI	- Medical Treatment Injury
FY	- Financial Year	NPAT	- Net Profit After Tax
GHG	- Greenhouse Gas	PPI	- Positive Performance Scorecard for HSE.
GRI	- Global Reporting Initiative	STI plan	- Short Term Incentive remuneration plan for ALS management
h	- hour	t	- tonnes
HR	- Human Resources	TIC	- Testing Inspection and Certification
HSE	- Health, Safety and Environment	TRIFR	- Total Recordable Injury Frequency Rate (per million hours worked)
HSEMS	- Health, Safety and Environment Management System		



Right Solutions · Right Partner
alsglobal.com