

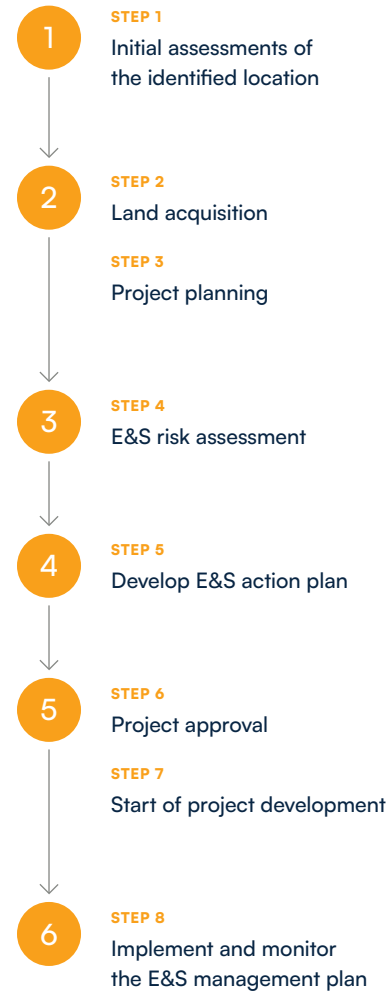
ENVIRONMENT AND SOCIAL MANAGEMENT SYSTEM (ESMS)

We proactively manage environmental and social (E&S) risks and opportunities through a strengthened Environment and Social Management System (ESMS).

In 2025, we aligned the ESMS more clearly to the full project lifecycle—from early area due diligence and site finalization through construction, operations, and periodic reviews—to ensure safeguards are embedded at key decision points and maintained over time.

Our enhanced ESMS provides a lifecycle-based framework that guides teams through systematic risk identification, meaningful stakeholder engagement, development of appropriate management plans, and structured approvals and monitoring. This approach strengthens consistency across projects to ensure safeguards are effectively applied from planning through operations.

The ESMS process



ESMS material topics

Climate change

Objectives and goals

Climate-related physical risk assessment

- › Tropical cyclone
- › Flooding
- › Water stress
- › Drought
- › Wildfire
- › Extreme temperature

Climate change mitigation

- › Greenhouse gas (GHG) emissions reduction

Climate change adaptation and resilience

- › Implement measures for sites to increase their ability to adapt and quickly recover from the negative impacts of climate change

How ESMS addresses these issues

Climate change risks are considered in the assessment phase to embed climate-resilient features in our project design

→ Learn more on [pages 23 to 27](#)

Biodiversity

Objectives and goals

Biodiversity goal

- › No net loss
- › Net gain

Mitigation hierarchy

- › Avoid
- › Minimize
- › Restore
- › Offset

How ESMS addresses these issues

Biodiversity impacts are considered in the assessment phase to embed mitigation measures throughout our project life cycle.

→ Learn more on [pages 28 to 30](#)



ESMS material topics (continued)

Circularity

Objectives and goals

Waste management

- › Reduce and reuse
- › Repair and refurbish
- › Repurpose and recycle

Energy and water management

How ESMS addresses these issues

Impacts and opportunities to manage waste, energy and water are included in the assessment, to be implemented during construction and operations.

➔ Learn more on [pages 31 to 33](#)



Local communities

Objectives and goals

Stakeholder engagement

- › Implement measures to consult with and obtain consent
- › Provide regular update on the status of the project to affected communities

Grievance redress mechanism

- › Clear procedure such as receiving platform, screening process, resolution, monitoring & reporting

Social program

- › Addresses identified needs of our host communities
- › Align with our sustainability program pillars

How ESMS addresses these issues

The ESMS outlines procedures for engaging with local communities across the life cycle of each project. Stakeholder engagement and mapping are embedded in the ESMS process to inform appropriate programs and responses that address community concerns and interests.

➔ Learn more on [pages 37 to 47](#)

Human and labor rights

Objectives and goals

Health and safety

- › Project-level
- › Community-level

Involuntary resettlement

- › Level 1: Compliance with regulatory requirements
- › Level 2: Additional revenues and services through benefit-sharing schemes
- › Level 3: Develop and implement an involuntary resettlement action plan

Indigenous Peoples (IP)

- › Level 1: Compliance with regulatory requirements
- › Level 2: Social initiatives targeted to IP community
- › Level 3: Develop and implement an Indigenous Peoples' plan

How ESMS addresses these issues

The ESMS integrates identification of labor and community risks and measures to mitigate these risks across all environmental and social assessments conducted in each site.

➔ Learn more on [pages 37 to 47](#)



Through sustained stakeholder engagement, our SanMar Solar project in Zambales has gained the support of Indigenous Peoples Mandatory Representative Robert Dela Cruz and fellow IP members.



Our work on Yindjibarndi Country in Australia is grounded in partnership, shared decision-making, and long-standing relationships with community.