



THE CARDNO WAY

Our **Code of Conduct** defines
the values and standards of
our professional conduct.



WELCOME

The Cardno Way is our Code of Conduct. It guides how we behave in accordance with our values of Safety, Integrity, People and Excellence.

Our vision is to be leaders in improving the physical and social environment for people around the world. We all have a vital role to play in achieving this goal. It's equally important that as we work toward our vision, we do so within a safe, ethical and non-discriminatory environment.

The Cardno Way explains the standards of professional conduct we expect and will hold you to as a member of the Cardno team. It applies to you as employees, to our consultants, contractors, suppliers and our directors and executives regardless of which business you work for, your background or where you are located.



The Cardno Way must be read along with global, regional and divisional policies and procedures as these will contain more specific information.

Your decisions and actions must be consistent with *The Cardno Way*. If you have questions or doubts about a situation you are facing, speak to your manager, Cardno Legal Counsel, Human Resources or a senior employee supporting your business.

If you have concerns about an action or behaviour that you've witnessed, you can speak with your manager or you can use the confidential whistleblower hotline. Details for the hotline are provided within this document and on the Cardno intranet and website.

I encourage you to read this document closely so that you understand how our values will guide our behaviour and ensure Cardno is respected for its safe, honest and professional approach and working environment.

Susan Reisbord
CEO & Managing Director



OUR VISION

is to be **leaders**
in improving the
physical and social
environment for
people around
the world.

Our Values:

SAFETY

INTEGRITY

PEOPLE

EXCELLENCE

OUR PURPOSE

As a global organisation of talented
people, we are united by our purpose:


Making a difference.



SAFETY

**Safety
comes
first.**





We believe that creating a safe environment for our people, clients and the communities we impact should always come first.

Safety at Cardno means

that we put our safety and that of others first. Safety comes before economic consideration at all times; we commit to Zero Harm Every Job, Every Day – for our people, clients and communities.

Cardno
ZERO
HARM
EVERY JOB. EVERY DAY.

WE DO THIS BY:

- > Putting our safety and that of others first by following and promoting all safety procedures, policies and legal requirements in line with our Zero Harm program and leading actions.
- > Completing all required training as soon as possible.
- > Being 'fit' for work and advising our manager or supervisor if we suspect or know that either ourselves or a colleague is unfit for work.
- > Being medically fit for the duties we need to perform. Where we sustain a medical condition or injury or have been prescribed medication that may impair our ability to safely and effectively perform our duties, we must advise our manager immediately.
- > Minimising the risk of alcohol and other drugs in the workplace and providing a healthy and safe working environment for employees and others.
- > Not performing work, remain in the workplace or undertake work-related activities if impaired by alcohol or other drugs.
- > Behaving appropriately and complying with client policies when representing Cardno at events and functions by the responsible consumption of alcohol, acknowledging we are subject to drug and alcohol testing at Cardno and client workplaces.



INTEGRITY

**We do
the right
thing.**



We believe that knowing and doing the right thing will lead to satisfied employees, clients, investors and better financial performance.

Integrity at Cardno means that we behave honestly, authentically and uphold our values in all our dealings with clients, employees, investors and the communities we work in.


WE DO THIS BY:

- > Upholding our privacy and confidentiality policies and ensuring all confidential information and intellectual property is not disclosed unless permitted or required by law.
- > Not gaining unlawful benefits by using the company name or from information gained during employment.
- > Dealing honestly and fairly with each other, our suppliers and our customers at all times.
- > Acting responsibly towards the environment and complying with all environmental laws, rules and regulations.
- > Being brave, speaking up and challenging when the situation requires it. Owning and being accountable for our actions and decisions.
- > Not tolerating slavery or human trafficking in any part of our business and being committed to ensuring that it does not take place in our supply chains. We implement and enforce effective systems and controls to mitigate this risk.
- > Prohibiting collusion, the inappropriate exchange of information with competitors as well as the inappropriate gathering of competitive intelligence, or inappropriate disclosure or use of Cardno's information.
- > Avoiding conflicts of interest and any actions that can be detrimental to Cardno. Disclosing any matter (personal, financial or other) that may lead to an actual, perceived or potential conflict of interest.
- > Declining gifts (including monetary gifts) and hospitality (and not providing to clients) that can compromise or can be perceived as compromising our ability to act impartially or independently.
- > Not making any comments to the media unless we are specifically authorised to do so.
- > Prohibiting the authorising, offering, giving or promising anything of value directly or indirectly (through a third party) to a government official to influence official action, or to anyone to encourage them to perform their work disloyally or improperly.
- > Complying with all global, regional and divisional Cardno policies.
- > Following the laws that apply to any part of the company in the jurisdictions in which we operate. These laws restrict our ability to trade with particular countries, individuals and entities e.g. trade sanctions, anti-money laundering and anti-terrorism financing laws.
- > Refraining from involvement in the political affairs and interference in the religious affairs of the countries in which they are not a citizen.
- > Seeking to enhance the environmental and social sustainability of initiatives.

A photograph of a man with a beard and short dark hair, wearing a light blue polo shirt with a small logo on the chest. He is looking down at a desk, possibly at a laptop or some papers. The image is partially framed by a white geometric shape that resembles a stylized 'A' or a large bracket. The background is slightly blurred, showing what might be office shelves or a window with blinds.

PEOPLE

**We care about
our people &
communities.**



We believe that what is good for our people, communities and the world we live in, can be good for business.

Caring about People at Cardno

means that we are collaborative team players, we trust our colleagues and we want to make a difference. We care about the communities we work in, the partners we work with and the cultures that make up our diverse workforce and workplaces.

WE DO THIS BY:

- > Treating all people fairly, honestly and with respect.
- > Being open to constructive feedback and ways to develop ourselves professionally.
- > Following reasonable and lawful management instructions.
- > Valuing the uniqueness of individuals and the varied perspectives and talents they provide. Respecting the human rights and dignity of all employees, clients and people, with whom we interact.
- > Understanding the history and culture of the people we work alongside, not treating anyone differently because of a personal characteristic and not behaving in any manner that is, or contributes to, workplace bullying, harassment or discrimination.
- > Conducting social media interactions in line with our Social Media policy.
- > Being aware of our assumptions and biases and being prepared to challenge them.
- > Speaking up if you see a peer or colleague needing help or not being treated right. At Cardno we're a team so offer to help or seek guidance from your manager or HR representative.
- > Adhering to the United Nations Guiding Principles for Business and Human Rights, including not tolerating slavery or human trafficking in any part of our business.
- > Working with clients and partners to encourage self-help and self-reliance to avoid creating dependency.
- > Explicitly prohibiting the sexual exploitation, abuse and harassment of any kind against any person; adult or child.

We believe all employees have the right to a fair, inclusive and safe working environment.
Cardno is a great place to work!



EXCELLENCE

**We deliver
high quality
services.**



We believe that the delivery of high quality services creates value for clients, communities and investors.

Excellence at Cardno means that we care about our work and our clients; we deliver innovative and creative solutions promptly. We will continue to exceed expectations and set new standards in our industry.

WE DO THIS BY:

- > Considering the quality of our work and interactions every day, in every activity.
- > Owning our careers, performance and development; and maintaining and improving our knowledge and skills.
- > Thinking creatively, challenging ourselves and our colleagues' thinking to achieve the best solution possible.
- > Being responsive to what our clients and investors expect from us.
- > Taking every opportunity to promote individual excellence, our colleagues, and our business to those we come in contact with.
- > Protecting all intellectual property created by us, as employees, in the course of our employment with Cardno as it becomes the property of Cardno and must be kept confidential.
- > Ensuring the integrity and security of all information and/or documents (electronic and printed) for which we are responsible for and adhering to all IT policies in the use and management of IT resources. Promptly report any suspicious systems or cyber transactions to your IT representative.



THE CARDNO **WAY**: **YOUR CHOICE**

The Cardno Way sets clear guidelines and boundaries to help understand and consider the choices we face in our working lives.

We work in a competitive, global environment and we may at times encounter situations that could test our judgement.

If you face a tough or testing situation, ask yourself:

Q1: Are my actions consistent with *The Cardno Way* and Cardno's policies?

Q2: Is it ethical and legal?

Q3: Will it reflect well on Cardno and me?

If you are in doubt, seek advice and raise questions to your manager, Cardno Legal Counsel or Human Resources before acting.

The Cardno Way will be reviewed on a biennial basis.

Regional laws and legislation and *The Cardno Way*

In every country where we work, we comply with applicable laws. When deciding whether to apply the laws of a country or the principles of *The Cardno Way* (including International Laws and Standards such as the United Nations Guiding Principles), use whichever is stricter. If you break the law, or violate *The Cardno Way*, or any of our policies you can face disciplinary action, up to and including termination. Cardno will not pay any penalties imposed on a Cardno employee or the legal costs as a result of a breach of any laws or regulations.

If you see something that may go against *The Cardno Way* or break a law or Cardno policy, be brave – report it.

Discuss any concerns with your manager, Cardno Legal Counsel or Human Resources. You can also utilise the Cardno Whistleblower hotline. Any retaliation against a person using the Cardno Whistleblower hotline will not be tolerated.

***The Cardno Way*
– your choice**



WHISTLEBLOWER HOTLINE

To report suspected misconduct by phone, simply dial the relevant number below.

IF CALLING FROM:	DIAL
Australia	1800 784 478
Columbia	1800 5182 663
Ecuador	+61 3 8373 9133
Indonesia	0800 150 3173
Kenya	+254 20 3892151
New Zealand	0800 123 020
Papua New Guinea	000861300
Philippines	1800 1110 1444
UK	01132 926 023
USA/Canada	1 855 708 8627

All information is received and managed in complete confidence.





WHY A CODE OF CONDUCT?

PURPOSE AND SCOPE

The purpose of Cardno's Code of Conduct is to:

- > communicate the required standards of conduct and behaviour that will maintain and enhance Employee satisfaction and Cardno's reputation, competitiveness and workplace environment,
 - > promote a positive work environment for all Employees by fostering a culture of fair and ethical behaviour, and
 - > encourage reporting of matters that are detrimental to Cardno's reputation.
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Cardno's Code of Conduct applies to all Cardno Employees globally, including directors and executives, whether employed on a full time, part time, casual, temporary or fixed term basis (collectively referred to herein as "Employee(s)"). The term "Employee" also refers to Advisors, contractors and volunteers engaged by an entity of the Cardno Group who are required to follow the Code.

Cardno's Code of Conduct covers behaviour that occurs in a work-related context including, but not limited to, daily employment, conferences, work functions, training courses and work-related travel.

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Visit the Cardno Intranet
to learn more about our
policies and procedures,
as well as our vision,
purpose and values.

