



# SUSTAINABILITY REPORT

TONKIN + TAYLOR GROUP

+ 2024 progress  
and activity for 2025





# + KARAKIA

Kia tau ngā manaakitanga a te mea ngaro ki runga ki tēnā, ki tēnā o tātou.  
Kia mahea te hua mākihikihi kia toi te kupu, toi te mana, toi te aroha, toi te Reo Māori kia tūturu, ka whakamaua kia tīna! Tīna!  
Hui e, Tāiki e!

Let the strength and life force of our ancestors be with each and every one of us.  
Freeing our path from obstruction so that our words, spiritual power, love, and language are upheld; permanently fixed, established and understood!  
Forward together!

Karakia is a traditional Māori practice that has been embraced in modern New Zealand business, as a way to acknowledge cultural heritage. It creates a mindful beginning to proceedings, and demonstrates respect for Te Ao Māori (the Māori worldview) within professional environments.

Scan the QR code to listen to our karakia



# + ACKNOWLEDGEMENT OF COUNTRY

Tonkin + Taylor Group acknowledges the Traditional Custodians of the land and waterways on which we work and live, and recognises their continuing connection to land, water, and culture.  
We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

A Welcome to Country is a deeply significant cultural ceremony performed by Aboriginal or Torres Strait Islander Elders or Traditional Custodians. It welcomes visitors to their ancestral lands, and has become an important practice in Australian business settings as a meaningful acknowledgment of Indigenous connection to place and a demonstration of respect for the continuing cultural, spiritual and historical relationships of First Nations peoples with their traditional territories.





# ABOUT THIS REPORT

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021.

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**Scope**

This report covers the performance and activities of Tonkin & Taylor Group Limited (Tonkin + Taylor Group) and its principal operating companies during the reporting period: Tonkin + Taylor in New Zealand, Tonkin + Taylor in Australia, Geotechnics in New Zealand, and Chadwick Geotechnics in Australia.

From 1 February 2025, Tonkin + Taylor Group merged with Bligh Tanner, a specialist engineering consultancy based in Queensland, NSW and Victoria. As this merger took effect outside the reporting period, Bligh Tanner’s operations are not included in this report.

We report at Group level without adjustments unless specifically noted. We include information on services provided through alliances and project-specific entities, while excluding their day-to-day operations.

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**Purpose**

Our Sustainability Report reflects our commitment to deliver on Our Pathway 2025 strategy that being sustainable is embedded in everything we do. This report aims to provide our stakeholders with an update on activities and progress. The report focuses on our three key impacts:

- Contributing to communities through the sectors we work in
- Taking care of nature in the built environment
- Supporting the built environment workforce.

It also outlines how we are continuing to embed sustainability into our operations.

Our Strategic Report is a companion report that more fully covers our progress across Our Pathway 2025 and Group operations.

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**Period covered by the report**

This reporting covers activities undertaken during 2024 and initiatives planned for 2025. Data covers January 1 to December 31 2024, unless otherwise stated.

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**Assurance**

We’ve sought independent limited assurance for selected metrics, conducted in accordance with ASAE 3000. The assurance statement can be found on page 110. Our greenhouse gas emissions inventory has received separate audit verification, with reasonable assurance for Scopes 1 and 2, and limited assurance for Scope 3, as part of our Net Zero Carbon certification with Ekos.

**Questions or comments?**

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May 2025

TABLE OF CONTENTS

+	Message from our Managing Director and Board Chair	8
+	About Tonkin + Taylor Group	10
+	Sustainability at Tonkin + Taylor Group	20
+	Our key impacts	28
+	Our specialist sustainability services	64
+	Walking the talk	70
+	Appendix	100
	- Data tables	
	- Global Reporting Initiative Index	
	- Assurance Statement	





# MESSAGE FROM THE MANAGING DIRECTOR + BOARD CHAIR



In 2024 Tonkin + Taylor Group continued to deliver on our purpose of “Together we create and sustain a better world”. As we approach the final year of Our 2025 Pathway, we reflect on both our achievements and the challenges that have shaped that journey.

Our vision of being “renowned for inspiring sustainable futures” guides our strategic approach to managing our impacts across environmental, social, and economic dimensions. Through Our Pathway 2025, we’ve invested in three strategy areas that have moved us towards our vision:

- + Digital transformation, which has revolutionised how we work internally and with clients
- + Sustainability integration, embedding principles into our practices, decision frameworks, and outcomes, and relaunching a comprehensive suite of sustainability services to our clients
- + Global connection, bringing worldwide insights to local challenges while sharing our Australasian expertise globally.

Our companion Strategy Report provides an overview of how we have

been delivering in all our strategy areas. This report focuses on our efforts to embed sustainability in everything we do.

These multi-year strategies have been important to help us grow capacity to help our clients and communities tackle increasingly complex challenges, as well as improve our own operations. Globally and locally, we’re seeing a complex landscape of economic uncertainties, shifting political priorities, and evolving social expectations. While economic headwinds persist in many regions, we’re also seeing increased demand for climate resilience solutions and infrastructure that meets changing community needs. The conversation around sustainability and inclusion continues to evolve, requiring thoughtful engagement and authentic action.

2024 unfolded as a year of contrasts for Tonkin + Taylor Group. The first half saw us maintaining a robust workbank, supporting communities through responses to climate-related events, and delivering for both international and domestic clients. As the year progressed, we navigated a transitioning market landscape and implemented strategic organisational

changes. Amid these evolving conditions, we also had the pleasure of welcoming Vanessa Stoddart as our new Board Chair. Our teams have shown remarkable resilience and adaptability – qualities that define our approach to creating and sustaining a better world together.

**During this year, we were proud of achievements such as:**

- + Substantial growth in Pacific work and renewables projects

- + International recognition for environmental work in the Mt Messenger Alliance and local recognition of our collaborative work on New Zealand’s State Highway 25A reconnection
- + Re-focusing our specialist sustainability services with six targeted service lines
- + Establishing our Sustainability by Design process for integration of sustainability

- + into our project processes
- + Publishing our first Gender Pay Transparency Report and achieving GenderTick accreditation
- + 7% reduction in greenhouse gas emissions and 34% reduction in emissions/FTE, compared to our 2018 baseline.

Our diversified sector/client portfolio and agile project approach position us well for 2025’s mixed conditions. By maintaining our technical excellence and adapting service delivery to evolving client needs, we’ll navigate market variability while remaining ready to capture opportunities as they emerge. We welcomed Bligh Tanner to the Tonkin + Taylor Group on 1 February 2025, and look forward to Bligh Tanner’s unique specialisations further strengthening our client service offering across Australasia.

**To support our activity in 2025, we will focus on:**

- + Collating and developing tools, resources, and learning for engaging with our clients on more sustainable solutions
- + Implementing Te Kōwhiri o Te Manu, our Māori Strategy
- + Continuous improvement of ‘walking the talk’ with enhanced metrics and tracking performance

- + Co-creating our next pathway to 2030 and beyond.

As we look ahead, our focus remains on fulfilling our purpose: *Together we create and sustain a better world.* By bringing together our technical excellence, people-centred values, and commitment to sustainability, we aim to create solutions that benefit clients, communities, and the environments we all share.







# ABOUT TONKIN + TAYLOR GROUP



# CREATING SUSTAINABLE FUTURES ACROSS AUSTRALASIA



**Tonkin + Taylor Group is an employee-owned family of companies providing environmental, engineering, testing and monitoring services throughout New Zealand, Australia and the Pacific.**

**We believe great things happen through partnership. Our collaborative approach means working directly with clients, alongside other organisations, and through partnering to deliver major infrastructure projects.**

**In 2023, we strengthened our global reach by joining the Inogen Alliance, a worldwide network of environmental, health, safety, and sustainability consulting firms. This partnership extends our contribution globally while bringing international expertise to benefit local projects.**

## TONKIN + TAYLOR

Delivering expertise across geotechnical, environmental, infrastructure, planning, digital and advisory services.

## BLIGH TANNER

Leading structural, façade, civil, environmental and water engineering services. Joining February 2025.

## GEOTECHNICS AND CHADWICK GEOTECHNICS

Providing comprehensive testing, monitoring, equipment supply, hire and calibration services to the geotechnical, environmental and civil engineering industries.



**Our people are based in offices, laboratories, project sites, and client facilities across New Zealand and Australia.**

**This creates an expert network that spans diverse communities and environments. Each of our locations is a hub of innovation and connection to the communities we serve, while our mobility and agility allow us to solve client problems from anywhere.**

At the end of 2024, we had 1,165 people in New Zealand and 127 in Australia.

# MAKING A LOCAL IMPACT ACROSS THE REGION

OUR OFFICE LOCATIONS





# OUR PATHWAY 2025

## PURPOSE

- + Together we create and sustain a better world

## VALUES

- + Everyone matters
- + Empowered to deliver
- + Excellence every day

## VISION

- + Renowned for inspiring sustainable futures

## STRATEGY

- + Continually strive to be better — for our people, our clients and our communities
- + Being sustainable is embedded in everything we do
- + A digital approach to bring our expertise to the market
- + A company that is globally connected

# BUILDING MOMENTUM IN 2024

This past year, we’ve maintained our fundamental commitment to continual improvement, seeking to be better in everything we do. Alongside this enduring focus, we’ve advanced three transformative areas that are reshaping our capabilities:

+

### Sustainability integration

We’re embedding sustainability principles into our practices, decision frameworks, and outcomes. Through our Sustainability by Design process, we’re integrating considerations at every project stage, while our carbon calculation tools help clients make informed choices with confidence.

+

### Digital transformation

Deepening our digital capabilities has revolutionised how we work internally and with clients. From Project Orbit streamlining complex infrastructure workflows to Geotechnics’ Cirro platform providing real-time site analytics, our digital-first mindset is delivering tangible value.

+

### Global connection

As members of the Inogen Alliance and with a strengthened Pacific presence, we’re bringing global insights to local challenges. Our Friends of Global network and international business connections are creating new pathways for knowledge sharing and collaboration.

## A PURPOSE AND VALUES DRIVEN JOURNEY

Our Pathway guides us in the direction we take and how we get there. Our overarching Purpose and Values continue to be our North Star – why we are here and how we show up. We use our Vision to set the direction and the Strategies are what we do to achieve it.

## LOOKING AHEAD

As Our Pathway 2025 enters its final year, we’re focused on leveraging the opportunities these strategic investments have created. With deeper focus on business performance and client outcomes, we’ll continue inspiring sustainable futures for the communities we serve.

At the same time, we’re excited about co-creating our next pathway — looking to 2030 and beyond. Working alongside our people, clients, partners and communities, we’re defining what it will take to deliver the outcomes our world needs in the coming decade, ensuring we continue fulfilling our purpose: Together, we create and sustain a better world.



# OUR VALUE CHAIN

At Tonkin + Taylor, we see our work as part of a broader ecosystem of collaboration and impact. Our value chain demonstrates how we partner with clients, stakeholders, and communities to create sustainable outcomes.

**A collaborative network**

We don't just deliver services – we co-create solutions that address complex challenges. Our approach involves working with a diverse network of partners, each playing a critical role in achieving meaningful outcomes.

We support clients and partners to maximise outcomes and efficiency with services such as asset management, ongoing monitoring, and understanding climate risk. By working collaboratively with others across our value chain, we live our purpose: together we create and sustain a better world.

## OUR OPERATIONS

Our offices and laboratories are more than workspaces – they're collaboration hubs where we:

- + Develop business opportunities
- + Support our talented professionals
- + Foster client relationships
- + Deliver transformative projects

## OUR SUPPLY CHAIN PARTNERS

Our suppliers are fundamental to our ability to deliver exceptional work. They range from:

- + Geotechnical and environmental equipment suppliers
- + IT and technology providers
- + Professional service firms
- + Local building owners, cleaners and utilities
- + Sub-contractors who support project delivery

## REGULATORY AND PROFESSIONAL CONTEXT

We work within a regulatory and professional context that shapes our clients and partners' actions and decisions. The context evolves through active policy-making, interpretation and real-world experience. We contribute to this evolving context with our clients and professional networks.

Some of the work we do for clients in this part of the value chain includes:

- + providing input into policy development
- + supporting policy submissions
- + reviewing implications of legislation and consenting requirements

## PROJECT PLANNING

Our clients and partners want to find the best course of action to achieve their outcomes.

We can help with many parts of project planning, such as:

- + site investigations
- + options assessments
- + business cases
- + stakeholder engagement
- + engineering design
- + consenting

We also help clients and partners with developing policies and designing digital solutions.

## PROJECT IMPLEMENTATION

Projects come to life as they move from plans to reality, and need to adapt to real-world challenges and opportunities. Many of our clients and partners' projects involve building things, from major infrastructure to residential retaining walls, involving local and international supply chains and construction teams. Other project implementation is less visible, like implementing management systems.

Some of the work we do in this part of the value chain includes:

- + construction supervision
- + project management
- + materials testing
- + digital tool rollout

## USE, OPERATION AND MAINTENANCE

Our clients and partners achieve their goals when people use their assets and outputs. The infrastructure, information and systems are maintained and operated to enable, for example:

- + safe water delivery
- + people living, working, and getting around in their communities
- + energy flowing to where it's needed
- + safe and effective management of resources
- + informed decision-making

Some of the work we do for clients in this part of the value chain includes:

- + asset management
- + site monitoring + auditing
- + developing operational policies + procedures
- + climate change risk assessment + greenhouse gas (carbon) footprinting





# SUSTAINABILITY

## AT TONKIN + TAYLOR GROUP

Sustainability at Tonkin + Taylor Group is about actively responding to local and global social and environmental challenges and shaping a future in which the natural environment is truly valued and protected, people and places are thriving, and all people are healthy, fulfilled, and empowered to pursue their aspirations.



# OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is our roadmap for creating meaningful change, guided by three key pathways of influence. More than just a set of guidelines, it’s a commitment to weaving sustainability into the very fabric of our organisation.

We’re not just tracking sustainability performance – we’re working to make it a natural part of how we think, work, and solve challenges. By equipping our people with the knowledge, tools, and confidence to integrate sustainable thinking into everyday conversations and client solutions, we’re transforming sustainability from a checklist item into a living, breathing approach to business.

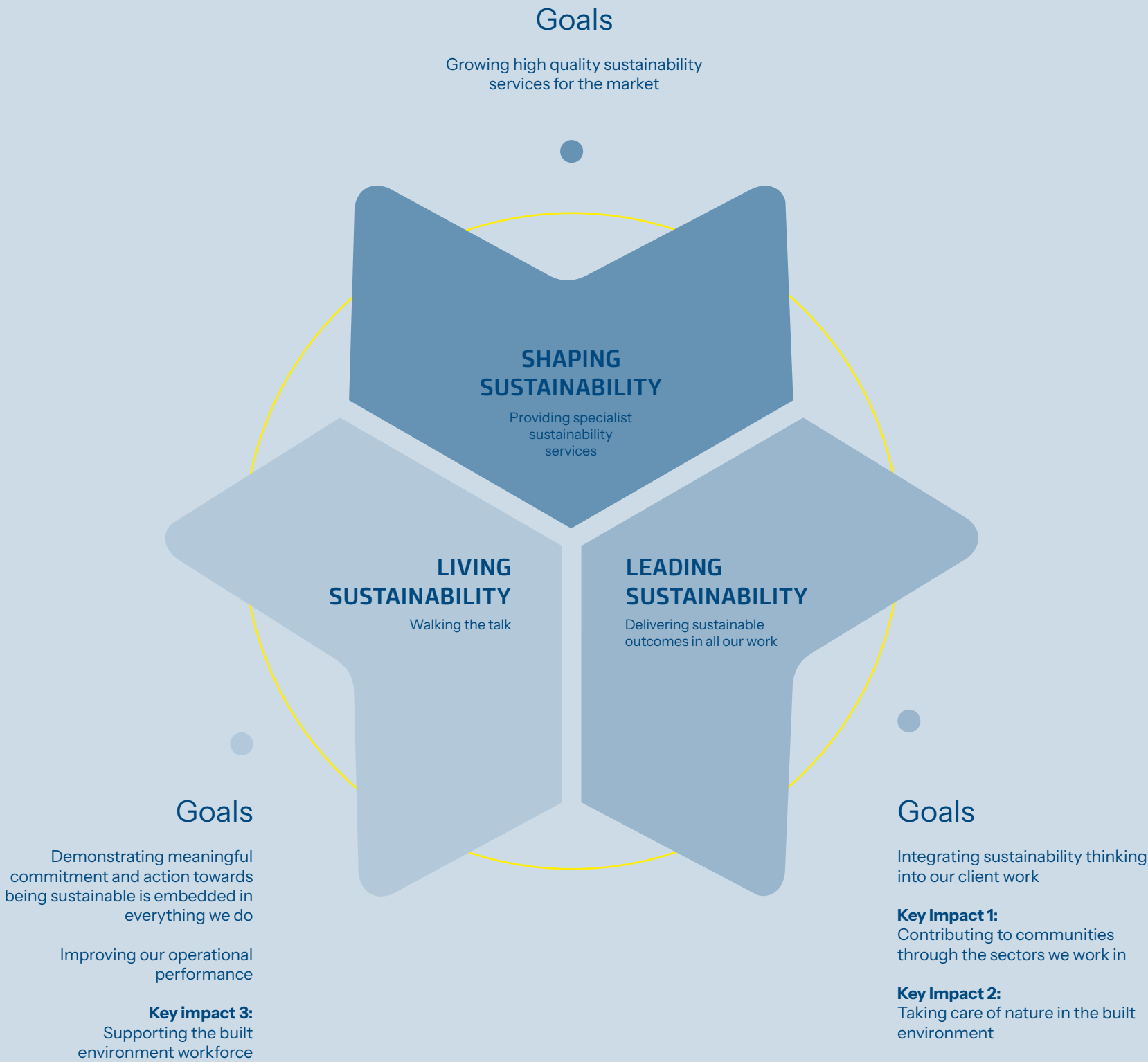
Drawing inspiration from the United Nations Development Programme, the Sustainable Development Goals (SDG) Impact Standards and aligned ISO/UNDP PAS 53002),

we’re integrating globally recognised frameworks into our management systems.

This isn’t about ticking boxes – it’s about building genuine, measurable impact. We’re monitoring our progress, ensuring we’re not just talking about sustainability, but actively driving meaningful change where it matters most.

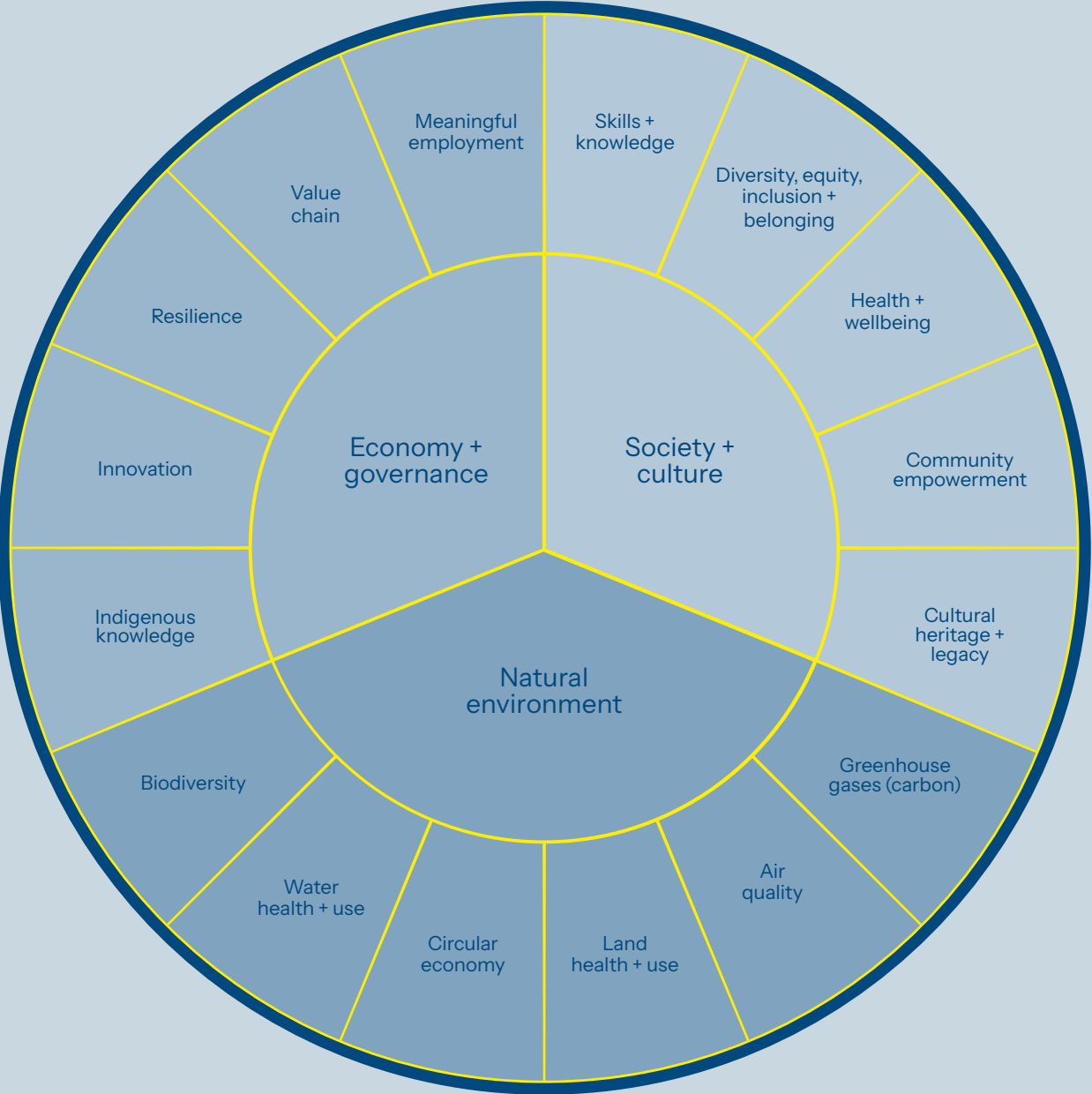
Our strategy is about creating a more intentional, responsive way of working that benefits our planet, our communities, and our clients.

# OUR SUSTAINABILITY STRATEGY





# OUR SUSTAINABILITY FRAMEWORK



Our Sustainability Framework gives us a common language of the outcomes we impact, enable and influence through the work we do and in our own operations. The Framework draws on the United Nations’ Sustainable Development Goals, government and indigenous wellbeing frameworks, and infrastructure sustainability tools.



# PURPOSEFUL DECISIONS

At Tonkin + Taylor Group, we have a set of principles and guidance to support our people in making ‘purposeful decisions’ about the clients and partners we work with, the projects we contribute to, and how we approach the work we do.



**Our purposeful decisions principles are:**

- + Our Pathway, Code of Conduct, Sustainability Policy, and other supporting policies will guide our decisions and shape the work we do.
- + We will take a holistic and long-term view of likely sustainability impacts (positive and negative).
- + We will consider how we can make the greatest contribution and influence outcomes.
- + Before progressing, we will seek assurance that the key sustainability impacts can be addressed in our work or by others.
- + We will consider how we can support outcomes for indigenous people, particularly through giving effect to the principles of Te Tiriti o Waitangi and supporting reconciliation with Aboriginal and Torres Strait Islander peoples.

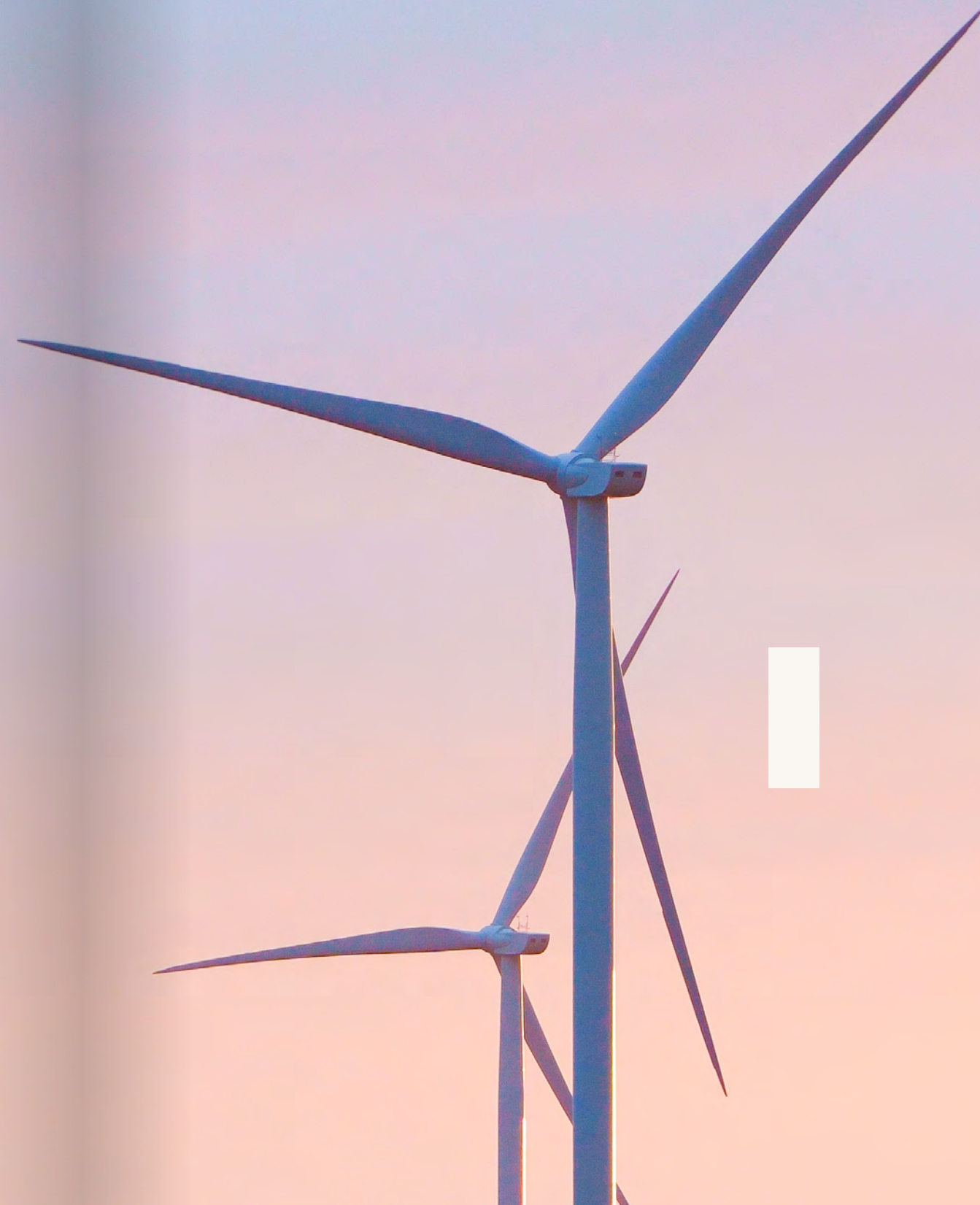


# KEY IMPACTS

**We've identified three areas where we have the greatest impact:**

- + **Key Impact 1**  
Contributing the communities through the sectors we work in
- + **Key Impact 2**  
Taking care of nature in the built environment
- + **Key Impact 3**  
Supporting the built environment workforce

We're focusing our activities in these areas.





# KEY IMPACT 1

## CONTRIBUTING TO COMMUNITIES THROUGH THE SECTORS WE WORK IN

We’re proud to work with partners and clients who play a crucial role in delivering essential services and functions to communities. Through this work, we contribute to communities having reliable access to safe drinking water, energy, transportation options, homes and employment opportunities, and being protected from natural hazards. We also help industry operate safely and support the safe and effective management of waste and resources.

### OUR APPROACH

By working with clients in these areas, we live our commitment to our purpose: together we create and sustain a better world.

Our sector teams and technical experts collaborate, setting strategies to identify how we can contribute and help meet the needs of each sector and the communities they serve.

We recognise that some of this work may have negative impacts on communities, such as disruption caused by construction activity, or ongoing impacts of the operation of infrastructure.

We endeavour to work with our clients and partners to understand these impacts and avoid or minimise them as much as possible.

When assessing our contribution to communities, our decision-making processes align with our purpose and values, including our purposeful decisions principles and an internal risk assessment team. These processes help our people explore and discuss the potential positive and negative impacts of the work, to inform how we approach our projects.

UN Sustainable Development Goals associated with contributing to communities through the sectors we work in





# OUR THEORY OF CHANGE FOR CONTRIBUTING TO COMMUNITIES IN THE SECTORS WE WORK IN

## ACTION



WHAT WE'RE DOING DIFFERENTLY TO AMPLIFY OUR CONTRIBUTION

Targeting clients and partners who need support to achieve key SDGs.

Using technical excellence and deep understanding of our client's challenges to collaboratively identify innovative solutions that amplify SDG outcomes.

## OUTPUT

Our clients and partners act on insights and advice of their project teams.

## OUTCOME

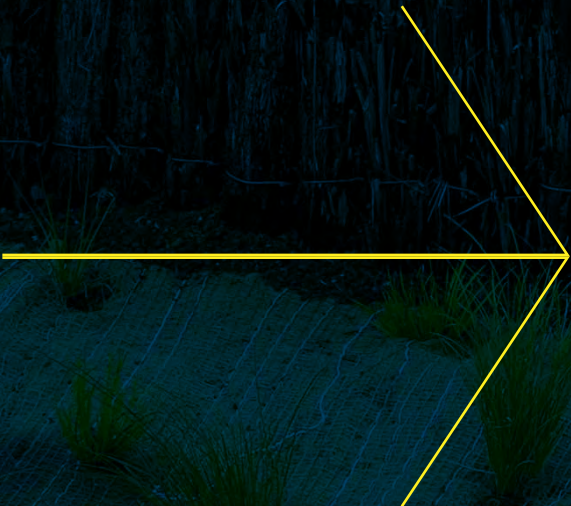
Assets and services within communities improve.

## IMPACT



THE CHANGE WE HOPE TO CONTRIBUTE TO

COMMUNITIES ARE  
SAFE, WELL, AND  
WITH THE MEANS  
AND SUPPORT TO  
ACHIEVE THEIR  
ASPIRATIONS





# MEASURING OUR PROGRESS

We’ve identified key SDG indicators for the sectors we work in and in 2025 we will start to track which projects contribute to these indicators. This will provide a baseline and help us to set future activity, goals, and targets.

We also track the views of our clients and our people. We ask our clients about their satisfaction with how we discuss and consider sustainability in our work with them. We ask our people about their confidence that our decisions on clients and projects reflect our commitments and values.

## OUR SECTORS AND KEY SUSTAINABLE DEVELOPMENT GOAL OUTCOMES WE CONTRIBUTE TO:

### ENERGY SECTOR

7 Increased renewable energy generation (7.2.1)

### TRANSPORT SECTOR

9 Improved or new rural access (9.1.1)

11 Improved or new public transport (11.2.1)

3 Improved traffic safety (3.6.1)

### WATER SECTOR

6 Safe drinking water (6.1.1)

6 Safe treatment of wastewater (6.3.1)

6 Water and sanitation policies and procedures with community participation (6.b.1)

6 Integrated water resources management (6.5.1)

### WASTE AND RESOURCE RECOVERY SECTOR

12 Increasing recycling rates (12.5.1)

8 12 Improved material efficiency (8.4.1, 12.2.1)

### LAND DEVELOPMENT SECTOR

11 Brownfield or dense residential development (11.3.1)

### INDUSTRY SECTOR

9 Reduced industrial carbon emissions (9.4.1)

3 Reduction in fine particulate matter (3.9.1)

### FINANCE AND INSURANCE SECTOR

1 Reduction in life and economic loss from natural disasters (1.5.1, 1.5.2)



CASE STUDY

**Tairāwhiti Distributed Energy: powering community potential.** In Tairāwhiti, the Distributed Energy Project isn't just about installing solar panels – it's about reimagining how communities can take control of their energy future.

Services provided

- + Technical feasibility for design, deployment and management of solar energy systems and virtual power network
- + Expertise on achieving community and regional resilience through a distributed virtual electricity network

Three core goals

- + Alleviating energy poverty
- + Building community resilience
- + Reducing regional carbon emissions

**By training mana whenua to install and manage renewable infrastructure, the project creates:**

- + Meaningful employment opportunities
- + Technical skills development
- + Economic independence
- + Climate resilience

The vision

Imagine a region where energy is something you create together. The Tairāwhiti Distributed Energy Project is turning that vision into reality, one house, marae and business rooftop at a time. Traditional energy models are top-down, centralised systems. Tairāwhiti is flipping the script, creating a “virtual power network” where energy is generated within the community, and distributed locally.

WE'RE GENERATING ENERGY  
— AND POSSIBILITY.

“

CASE STUDY

**Build to Rent: reimagining urban living in Sylvia Park.** In the heart of Auckland, a revolutionary housing concept is reshaping how we think about community living. The Sylvia Park build-to-rent project isn't just constructing apartments – it's crafting a new social ecosystem.

Services provided

- + Conducted desktop study and site investigations for geotechnical and contaminated land
- + Performed assessment of effects on neighbouring structures for Resource Consenting purposes
- + Worked with structural engineer to design basement walls and building foundations
- + Prepared geotechnical specifications and monitoring plans
- + Provided construction observation and completion reporting

Outcomes

- + Dense residential development
- + Increased housing diversity
- + Enhanced community cohesion

The vision

- + ~300 apartments reimagining urban residential experience
- + Located in a vibrant urban centre
- + Designed to enhance community connectivity

Key highlights

- + Proximity to transport hubs
- + Integrated work-from-home spaces
- + Community-focused amenities
- + Affordable urban living solution

WE'RE NOT JUST BUILDING  
APARTMENTS, WE'RE CREATING  
A NEW WAY OF LIVING TOGETHER

“



# KEY IMPACT 2

## TAKING CARE OF NATURE IN THE BUILT ENVIRONMENT

Much of our work leads to constructing infrastructure and other assets for our clients and communities – the built environment.

While we work towards benefits for the community and environment as a result of construction activity, we know these activities can have negative impacts. Construction can involve large quantities of materials such as concrete and steel and impact local environments through effects on ecosystems, water, or air quality. The operation and use of infrastructure also has the potential to disrupt natural processes and lead to ongoing greenhouse gas emissions.

However, by placing nature at the heart of design decisions, the built environment can also play a role in protecting and regenerating the natural environment in our urban and rural areas.

## OUR APPROACH

Most of our environmental impact happens indirectly — through the advice and designs we provide clients and partners. Our role supporting our clients and partners means we’re well placed to help them better understand the environmental impacts of their work, and help find solutions that lead to positive outcomes for the natural environment.

Our [Sustainability Policy](#) sets out our intent of working with clients and partners whose values are aligned with ours, and who value our advice, such that our involvement will leave the environment and communities better off.

We provide clients with nature-based solutions where possible, and we’re supporting our people to grow their capabilities to identify these opportunities.

We recognise that with current standard practices and materials, in some cases our role is to minimise negative environmental impact. We do this through continuous improvement of our project processes and deep technical expertise.

While we’re focusing our efforts on minimising negative impacts on the natural environment and maximising opportunities for positive impacts, we know our decisions can also lead to impacts across other areas of sustainability. To maximise these opportunities, the approaches we’re developing take this wider view.

UN Sustainable Development Goals associated with contributing to communities through the sectors we work in



## MEASURING OUR PROGRESS

We track our progress through uptake of our specialist sustainability services, our peoples’ engagement with sustainability resources and learning, and environmental incidents.

Regular surveys and engagement initiatives with our people and clients help keep our approaches effective and evolving with emerging needs.



# OUR THEORY OF CHANGE FOR TAKING CARE OF NATURE IN THE BUILT ENVIRONMENT

## ACTION



WHAT WE'RE DOING DIFFERENTLY TO AMPLIFY OUR CONTRIBUTION

**Services:** Growing the breadth and visibility of nature-based solutions services.

**Sustainability by design:** Enhancing natural environment (and wider sustainability) considerations and support through our project processes.

**Indigenous worldviews:** Building understanding of Māori and Aboriginal and Torres Strait Islander values, approaches, and knowledge.

**Capability building:** Supporting our teams to critically assess and address natural environment (and wider sustainability) risks and opportunities.

## OUTPUT

Clarity of natural environment (and wider sustainability) impacts of projects and solutions increase.

## OUTCOME

Client and partner decision-making is enhanced to better address risks and opportunities for the natural environment (and wider sustainability outcomes).

## IMPACT



THE CHANGE WE HOPE TO CONTRIBUTE TO

LOCAL, REGIONAL, AND NATIONAL NATURAL ENVIRONMENTS REGENERATE



## UNDERSTANDING OUR IMPACT

Our impact on nature is indirect and varies through our client and partners' activities and the sites they operate in.

Sometimes our advice leads to our clients and partners undertaking construction of enhanced or new infrastructure. Construction activities can negatively impact biodiversity, water, and other resources. This can stem from vegetation clearance, emissions from running equipment, water usage for drilling, cleaning and dust management, discharges to land and water, and waste generation from demolition and excess material. Materials used for construction, such as aggregates, pipes, and reinforcing, are also associated with impacts through resource extraction, manufacture, and transport to site.

We help manage these impacts by minimising construction footprints, recommending lower-impact options like nature-based solutions, supporting material reuse, and identifying discharge management solutions. We also help clients manage waste once generated, providing waste policies and waste minimisation strategies, and advice on transfer stations and landfill design and management.

We identify and address these impacts project-by-project, guided by our expertise, best practice, and regulation. Changing client and partner activities and sites mean we don't yet estimate how much impact we are contributing to. This is an area of continued work.

## WHAT WE'RE DOING

### Project processes

Taking care of nature starts with our [Sustainability Policy](#) and purposeful decisions principles (see page 27) – informing the projects we target and how we shape our work.

Our project processes include considering project risks (threats and opportunities), technical oversight, and independent reviews. To best meet the specific environmental needs of projects and clients, our project teams can draw on the deep expertise we have in different areas of the natural environment.

Before site visits and physical works, teams undertake a Job Safety and Environmental Analysis (JSEA), identifying risks to the environment, health and safety, and actions to manage the risks. Risks could include impacts of ground testing activities, such as sediment discharge into watercourses, or noise and dust disruption to local fauna and communities. Our staff receive role-appropriate environmental training to support identifying risks. The training includes:

- + Protecting the environment (all staff)
- + Environmental awareness in the field (New Zealand field staff and all of Geotechnics)
- + Environmental compliance (project managers)

A random sample of JSEAs are reviewed each quarter as part of our internal review process to ensure the environmental risks associated with our jobs and tasks have been identified correctly and the identified mitigations are appropriate.

Environmental performance is also a key consideration in the suppliers and third parties we choose to work with on our projects (see more on page 84).

### Nature-based solutions

Traditional solutions, such as utilising materials like concrete and steel, can mean significant associated carbon emissions and permanent loss of opportunities for natural processes where materials are placed.

Nature-based solutions use natural processes and ecosystems to support infrastructure and services in a way that protects, restores, and regenerates nature. For example, nature-based solutions can create natural habitats, provide carbon mitigation, and deliver eco-system services such as flood attenuation and reduce the presence of harmful pollutants. Nature-based solutions can also provide additional social, cultural, and economic benefits, such as improved amenities and access to nature for mental and physical wellbeing for our clients and communities.

Supporting environmental outcomes is one of our core areas of expertise through addressing clients' environmental challenges across land, air and water. Our nature-based solutions services can be applied to all sectors, and include approaches such as blue-green infrastructure, stream daylighting and naturalisation, wetland creation, restoration and more. We apply nature-based solutions to integrated catchment management, climate adaptation, land use management, and slope protection.

We aim to take an integrated environmental management approach to our projects, which responds to the ways nature is complex, multifaceted, and interconnected.



## Sustainability by Design

Our Sustainability by Design process, an ongoing programme that launched in 2024, is integrating sustainability thinking throughout the project lifecycle. As ‘taking care of nature in the built environment’ is a key impact, we are providing our project teams with tools and resources that support protecting and enhancing our natural environment while also supporting consideration of wider sustainability impacts.

Our Sustainability by Design process includes:

- + Informed and effective discussions with clients and partners to shape the scope of their work
- + Identifying likely sustainability impacts and working with clients and partners to plan project steps to address impacts, as appropriate
- + Developing and refining solutions to address sustainability impacts together with clients and partners
- + Communicating potential impacts of options and designs to support informed decision making
- + Capturing and sharing learnings and innovations arising from the process.

Each area is supported by a set of specific prompts, tools, and guidance to support the process throughout the project lifecycle. Tools include an initial key impact assessment to guide targeting the most important sustainability impacts in a project, third-party embodied and lifecycle carbon calculation, and quick reference fact sheets for different sustainability impacts.

A Steering Committee representing our technical areas is overseeing the process and a Working Group made up of sustainability champions is responsible for collating, developing, and testing resources. All teams are invited to provide input and help test and refine material. In 2025, we will continue to collate and develop tools and resources for teams to integrate sustainability into day-to-day project activity, and track uptake.





## Learning from indigenous worldviews

Indigenous perspectives offer profound insights into environmental stewardship. Their holistic, cyclical understanding of natural systems complements contemporary sustainability approaches while adding cultural depth and place-specific knowledge.

Through our work in Aotearoa New Zealand, Australia, and the Pacific, we have been privileged to work with indigenous knowledge holders, and their passion for protecting land, water, and air. We have also seen this approach lead to risk reduction, innovation, and ultimately, improved outcomes for the natural environment, communities, and our clients. We believe that learning from and integrating indigenous worldviews into the way we approach our work will allow us to better enable the guardianship of our natural environment, and provide better, more resilient solutions for our clients.

We respect that indigenous knowledge is held locally. We are committed to growing our understanding and cultural competency, and supporting indigenous peoples when they lead and participate.

Through initiatives like our Te Kāhui Ngao Matariki (our Māori Leadership Team) in Aotearoa New Zealand, Pacific Business Leads group, and our Reconciliation Action Plan Working Group in Australia, we’re able to better advise and partner to capture and integrate these cultural values and environmental insights into our projects.

We’re working to embed our support of indigenous knowledge and outcomes for indigenous people, including by developing statements of our commitment and our building our peoples’ cultural understanding to support this work (see more on page 94).

**IN 2024, WE HAD 750 POINTS OF ENGAGEMENT WITH OUR SUSTAINABILITY CAPABILITY PROGRAMME, ON TOP OF THE ENGAGEMENT WE HAD WITH OUR CULTURAL AWARENESS TRAINING (SEE PAGE 94).**

## Building sustainability capability

We are investing in a significant programme of sustainability capability building to help our people have the confidence and tools to integrate sustainability thinking into their work. In 2024, this included sessions with our Group Leadership Team and Project Directors, delivering deep dive training on “Systems thinking for sustainable futures”, twice monthly 30-minute presentations open to all staff as part of our “Sustainability Seeds” series, a refreshed “Sustainability at T+T Group” on-demand e-module, and sessions on Te Tiriti o Waitangi and Tikanga.

In 2025, we’re aiming to deliver leadership sessions including specific climate risk training, continue our “Sustainability Seeds” series, run deep dives on nature-based solutions and carbon reduction, launch a natural environment e-module, and expand on-demand learning via our intranet.







CASE STUDY

Daylighting of Te Auaunga Awa within Molley Green Reserve: breathing life into urban ecology.

Our team transformed a hidden, piped stream into a living, breathing ecosystem. The Te Auaunga Awa project challenges traditional engineering practices by embracing nature’s complexity.

Services provided

- + Provided ecology, civil, stormwater, geomorphology and geotechnical services
- + Worked with Kāinga Ora and partners as part of the LEAD Alliance
- + Created flood detention basins (Ngā ipu o Waikōwhai)
- + Developed connecting pathways (Ara Hikoi) and community gathering areas
- + Designed urban forest (Urban Ngahere) for local fauna and flora

Environmental outcomes

- + Stream renaturalisation
- + Habitat restoration
- + Flood resilience

The approach

- + Worked with natural landscape dynamics
- + Challenged conventional engineering methods
- + Prioritised ecological restoration

Project innovations

- + Soft material integration
- + Adaptive design approach
- + Collaborative construction methodology

REIMAGINING OUR RELATIONSHIP WITH URBAN ECOSYSTEMS.

“

CASE STUDY

Waiouru Landfill Closure: environmentally sympathetic waste management.

The Waiouru Landfill Closure project demonstrates how innovative thinking can reduce environmental impact in traditionally carbon-intensive processes. Its success was recognised with a runner-up placing in the WasteMINZ Sustainability Awards.

Services provided

- + Served as specialist design consultant for capping project
- + Developed sustainable and carbon-efficient capping solution

Key innovations

- + Cuspated sheet geocomposite drain cap achieving considerable carbon reduction compared to a traditional clay cap

The breakthrough

- + First use of innovative capping geosynthetic in Aotearoa





# KEY IMPACT 3

## SUPPORTING THE BUILT ENVIRONMENT WORKFORCE

Being part of the built environment workforce can lead to positive outcomes for individuals and communities, including through financial security, capability building, social connection, and a sense of purpose in contributing to the built environment we all live in.

The built environment sector employs a significant portion of workers across New Zealand and Australia. While we directly influence only our own team members, our connections with partners, peers and industry organisations allow us to champion the built environment workforce more broadly.

Persistent challenges for the built environment workforce include lack of diversity, lack of pathways into skilled work, and health, safety, and wellbeing concerns.

UN Sustainable Development Goals associated with contributing to communities through the sectors we work in



## OUR APPROACH

We’re working to support the built environment workforce through a range of initiatives, including supporting professional associations, universities and programmes that encourage students into STEM careers, and professional development for our people. We also believe that promoting diversity, equity, inclusion, and belonging (DEIB) can play a crucial role in achieving better outcomes throughout the workforce.

As part of the Diversity Agenda Accord (Accord), which includes the Association of Consulting and Engineering New Zealand (ACE NZ), Te Ao Rangahau Engineering New Zealand (ENZ), and Te Kāhui Whaihanga New Zealand Institute of Architects (NZIA), we are working to improve outcomes in our own business while also supporting improving outcomes across the sector. We are proud to have had a team member on the Diversity Agenda Steering Group since its inception in 2022, actively contributing to these efforts.

Through the Accord and our DEIB and Sustainability Policies, we’re committed to creating environments where everyone feels safe and included and to measuring and reporting on our progress.

Our Code of Conduct sets out our expectations of our people and suppliers. We take instances of behaviour contrary to our Code of Conduct and related policies seriously, with reporting through managers or directly to our Ethics Committee. Our 24/7 wellbeing service is also available for immediate assistance and support.

We engage with internal and external stakeholders to collectively develop our actions. This includes leadership and supporting roles in both the Accord and related networks, and the establishment of internal networks. Our internal networks operate from formalised committees to informal communication channels for members and allies of specific communities, including Rainbow, family, neurodivergence, and loved-ones overseas. These networks provide a place to come together and support one another, as well as provide direct feedback on what’s working and areas we need to focus on.

For more on some of the ways we’re working to improve outcomes for our people and those in our value chain, see from page 90.

### We are tackling this from internal and external angles:

- + Within our organisation: Creating inclusive environments and exemplary practices
- + Across our industry: Sharing learnings and supporting sector-wide initiatives



# OUR THEORY OF CHANGE FOR SUPPORTING THE BUILT ENVIRONMENT WORKFORCE

## ACTION



WHAT WE'RE DOING DIFFERENTLY TO AMPLIFY OUR CONTRIBUTION

Equity audits, policy revision, and targeted initiatives to support a diverse workforce, such as GenderTick and Paid Partner Leave.

Increasing our understanding of experiences and needs of our and partners' teams on large projects.

Supporting groups increasing participation in our supply chains and STEM, particularly underrepresented groups including through university sponsorships and industry partnerships.

Supporting sector clarity on data and metrics including through measuring our gender pay gap.

## OUTPUT

Availability and use of appropriate support for people within Tonkin + Taylor Group and large projects we're part of.

Opportunities for understanding, experiencing, and participating in the built environment increase.

Organisations engaged and reporting on workforce outcomes increases.

## OUTCOME

Barriers to inclusion within our workforce are identified and removed.

Diversity of our suppliers and workforce pipeline increases.

Expectations and performance in workforce wellbeing across the sector lifts.

## IMPACT



THE CHANGE WE HOPE TO CONTRIBUTE TO

DIVERSITY + WELLBEING OF BUILT ENVIRONMENT WORKFORCE INCREASES



# MEASURING OUR PROGRESS

We track the profile of our people, inclusion of underrepresented groups in our hiring and turnover, and gender pay gap.

To gain insight into the experiences of our people, we have targeted questions in our annual employee engagement survey and regular DEIB surveys.

For sector-wide improvement, we support the Diversity Agenda Accord reporting. We see reporting as an important early step in improving outcomes for the built environment workforce, and aim to see increasing numbers of companies reporting through the Accord.



# WHAT WE'RE DOING

## Identifying and removing barriers to inclusion within our workforce

We pride ourselves on looking after our workforce. This means critically reviewing what we do, listening, and learning, so we can create an inclusive and welcoming environment for our current and future great people to work in. Equity audits, policies and targeted initiatives are key to this work.

### GenderTick

In 2024 we gained GenderTick accreditation, acknowledging we show leadership in gender equality. GenderTick assessed us on equal pay, leadership representation, flexible work and leave, gender-safe workspaces and gender-inclusive culture. The process helped us see what we're doing well and how we can improve.

This work doesn't stop with accreditation. We continue to strive for equity for all genders, and our work in this space will be reviewed to meet continual improvement requirements in our next audit in 2025.

### Paid Partner Leave

We have extended our Paid Partner Leave (supporting the parent/caregiver not taking leave as the primary carer after the birth or adoption of a child) to four weeks' full pay for our people in New Zealand, doubling the legislated amount of two weeks unpaid. In Australia, our people are already able to choose to share Parental Leave Pay under the

legislation, allowing for flexibility to manage work and care arrangements. Improved partner leave ensures families have more time to bond with their child, less financial strain and for some, improved gender equity around household responsibilities. We also see wider benefits to the business, such as parents returning to work with improved focus.



Looking after people working on large projects

Some of the work we do is on major infrastructure projects, which are typically large-scale, long-term projects that require a dedicated workforce. Involvement in these projects can mean our people are working full time outside of Tonkin + Taylor Group offices and teams. We recognise that people involved in these projects, either from Tonkin + Taylor Group or our partner companies, may

not have as ready access to support initiatives as they would if working within their ‘home companies’. In 2024, we began collating a picture of the existing support on some of the large projects we’re involved in. In 2025, we will continue to build this picture and identify ways we can better support our people/teams working on these projects.

Increasing the diversity of our suppliers + workforce pipeline

Beyond our own people, we support wider workforce wellbeing by encouraging a diverse pipeline of future built environment professionals and utilise our procurement to support other organisations targeting better outcomes.

We are committed to providing pathways for underrepresented groups into our sector and actively contribute to this work through supporting initiatives that promote STEM in schools, as well as through

a range of targeted partnerships. We also partner with the University of Auckland and the University of Canterbury, offering financial contributions and engagement with our people, such as through mentoring opportunities and events.

We partner with Amotai in New Zealand and Supply Nation in Australia to support increasing the participation of indigenous businesses in our supply chain (see page 84 for more).

University sponsorships and industry partnerships

University of Auckland

- + Rainbow Engineering
- + Women in Engineering
- + Robogals (NEW)
- + SPIES: South Pacific Indigenous Engineering StudentS
- + Auckland University Engineering Society

University of Canterbury

- + Rainbow Engineering Society (NEW)
- + Women in Engineering
- + ENSOC - University of Canterbury Engineering Society

Other Partnerships

- + The Wonder Project (gold sponsor in 2024)
- + TupuToa
- + Pūhoro STEMM Academy

Industry-wide

- + SPPEEx (South Pacific Professional Engineering Excellence) (NEW)

THE IMPACT IS ALREADY VISIBLE — OVER 40% OF OUR 2024/25 INTERN COHORT COMES FROM MĀORI OR PACIFIC BACKGROUNDS



## Lifting expectations and performance in workforce wellbeing across the sector

Our involvement in the Diversity Agenda Accord is central to how we are supporting better outcomes across the built environment workforce. The Accord enables us to connect with like-minded organisations and work together to create a more diverse and inclusive workforce for our industry.

Signatories commit to reporting on diversity annually. This reporting helps highlight where effort is needed, and can prompt others to explore what diversity might mean for their organisations and people.

### Measuring our Gender Pay Gap

In 2024, we took the significant step of publishing our first [Gender Pay Transparency Report](#), demonstrating our commitment to fair representation and reward. Closing the gap begins with understanding norms in our organisation, industry and society that create gender pay disparity.

We intentionally committed to our methodology before seeing the numbers, ensuring an objective approach that prevents results-driven adjustments and enables meaningful cross-organisation comparisons.

We recognise this work doesn't yet represent all genders or other intersectional factors like ethnicity and disability. We're committed to inclusivity and fairness for all staff and plan to expand data collection and reporting to encompass the experiences of all in our workforce.

In 2024, we also supported Manatū Wāhine Ministry for Women New Zealand to develop a consistent methodology for a gender pay gap toolkit. See more on page 62.

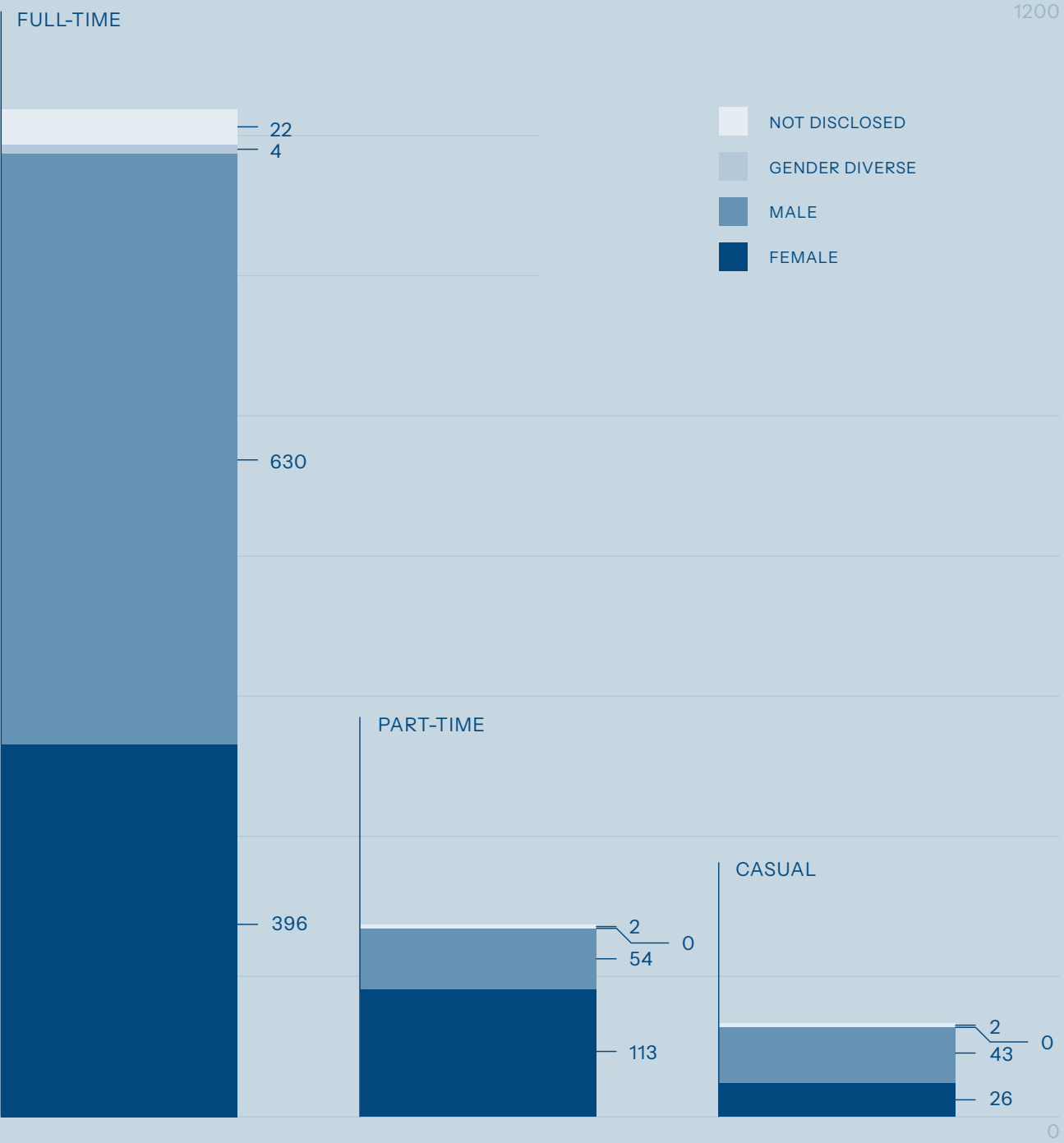
Our approach included:

- + Creating a transparent role sizing framework that standardises how we evaluate positions
- + Developing consistent measurement methodology for year-on-year comparison
- + Implementing automated dashboard tracking of both pay gap and pay equity metrics
- + Understanding the systemic factors influencing pay disparity

# PEOPLE DATA BREAKDOWN

## BY THE NUMBERS

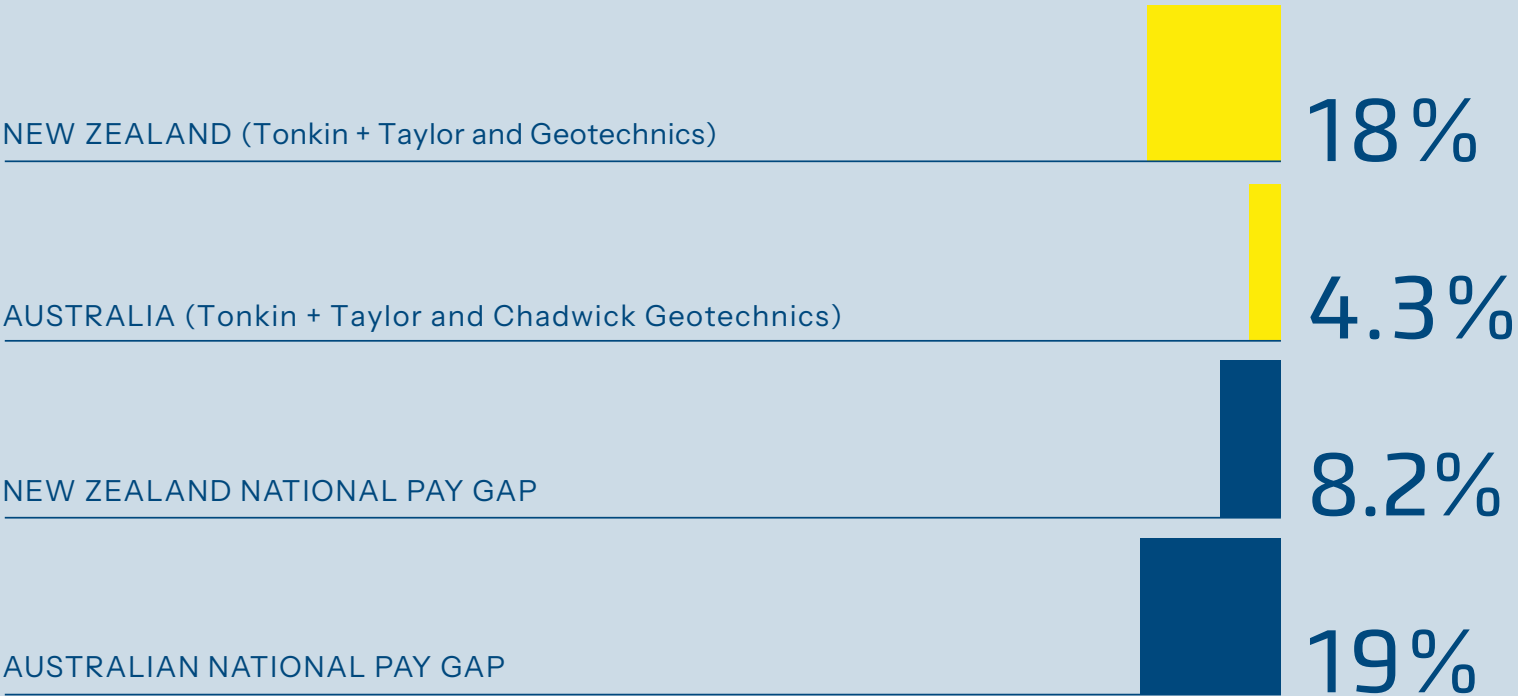
See [Appendix](#) (page 102) for more on the profile of our people



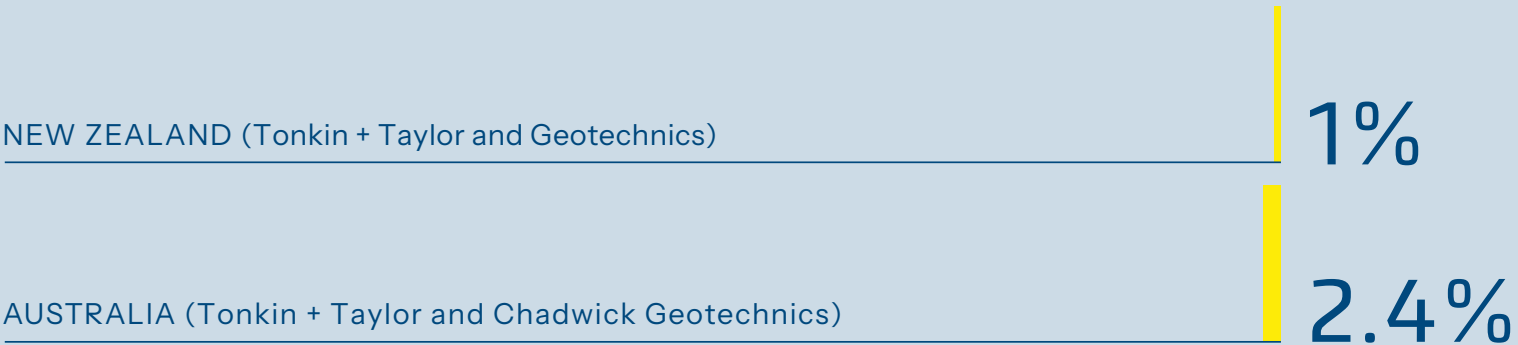


# GENDER PAY GAP

GENDER PAY GAP (the difference in median earnings between women and men within an organisation)



GENDER PAY EQUITY GAP (the difference in the median earnings between men and women for similar work)



Data is as at 20 December 2024. Data includes Tonkin + Taylor Group permanent and fixed term employees only.

New Zealand National Pay Gap — Source: Gender pay gaps | [Ministry for Women](#)

Australian National Pay Gap — Source: Gender pay gap data | [WGEA](#)

## CASE STUDY

### Noho Marae: a journey of cultural immersion and professional growth

In 2024, Tonkin + Taylor in New Zealand welcomed our biggest graduate student cohort with a noho Marae (stay at a Māori traditional meeting long house). at Ngā Kete Wānanga Marae in South Auckland.

Our graduates’ journey started with an immersive induction, giving invaluable

insight into our purpose, values, vision and engagement in Tikanga (Māori customs and values). The day began with a pōwhiri (traditional welcome) by our hosts Manukau Institute of Technology, warmly embracing our graduates, fostering cultural understanding alongside a sense of belonging at Tonkin + Taylor Group.

#### Key elements

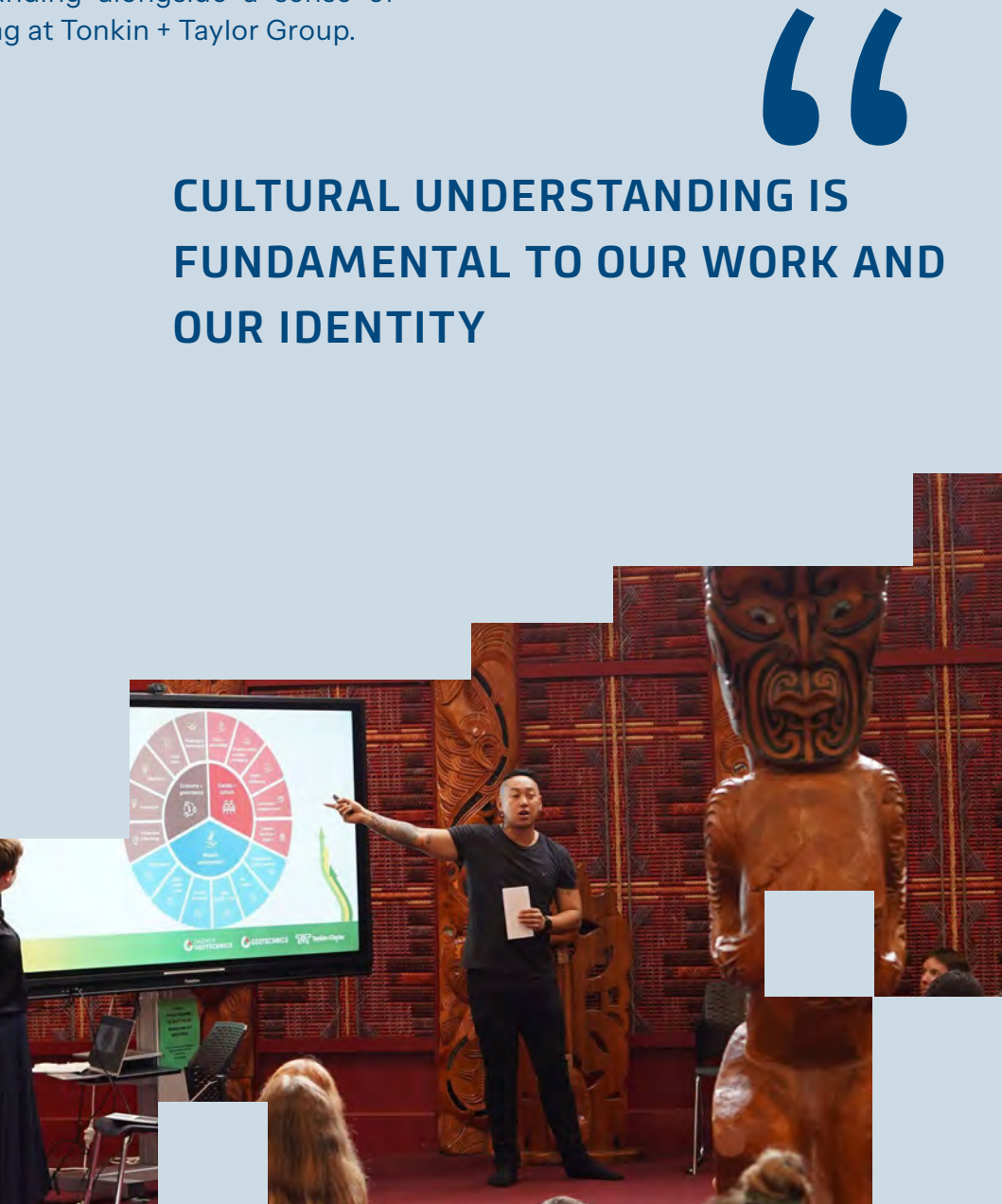
- + Pōwhiri (traditional welcome)
- + Insights into company purpose and values
- + Cultural competency development
- + Professional orientation

#### Key areas of reflection

- + Meaningful cultural integration
- + Holistic professional development
- + Respecting indigenous knowledge
- + Creating inclusive workplace environments

#### Learning highlights

- + Company vision and sustainability approach
- + Introduction to Tikanga Māori
- + Networking and team building
- + Professional expectations and opportunities





CASE STUDY

Inspiring future engineers: The Wonder Project.

As gold sponsors of Engineering New Zealand’s Wonder Project in 2024, we helped ignite STEM (science, technology, engineering, mathematics) passion in young minds across 583 schools — 62% in deciles 1-7 — with special focus on girls, Māori and Pacific students.

Charlotte Arcus, our Three Waters Design Engineer, is among 21 volunteer ambassadors bringing real-world engineering excitement into classrooms. “Over a school term you really connect with the students, witness their curiosity and growth, and start to see future engineers emerge,” says Charlotte.

“When you see that spark of understanding light up, you know you’re making a difference to their future possibilities.”

CASE STUDY

Collaborating for pay equity: the gender pay gap toolkit.

Imagine having a standardised way to measure gender pay gaps across every organisation in New Zealand. That’s exactly what we helped create through our partnership with Manatū Wāhine Ministry for Women NZ.

Since 2018, the Ministry had been tackling pay gaps in the public sector, but private sector progress had been hampered by inconsistent measurement approaches. When they sought industry representatives

to help develop a universal toolkit, we stepped forward as a voice for the engineering and environmental sector.

Working alongside organisations spanning diverse industries, our team contributed to collaborative workshops, tested early versions of the tools, and provided critical feedback throughout development.

The resulting toolkit, launched in November 2024, includes practical resources like an online pay gap calculator, data preparation workbook, and self-assessment questionnaire—

everything organisations need to measure accurately and consistently.

This initiative exemplifies our belief that industry-wide challenges require collective solutions. By helping establish a common language for discussing pay equity, we’re contributing to more transparent, fair workplaces across New Zealand.

View the toolkit [here](#).

CASE STUDY

Connecting mātauranga Māori with STEM: Pūhoro STEM Academy partnership.

With Māori representing only 3% of Diversity Agenda Accord member firms’ workforces despite comprising nearly 20% of New Zealand’s population, our partnership with Pūhoro STEM Academy is addressing this critical gap.

The initiative helps young Māori connect traditional knowledge (mātauranga Māori) with contemporary STEM education through wānanga (learning forums) and hands-on engineering challenges.

“I enjoyed hearing about the different engineering opportunities. It encouraged me to want to study engineering,” shared one participating student after building a bridge with our mentors.

Through our partnership with Pūhoro STEM Academy, we are providing internships to Māori and Pacific students — over 40% of our 2024/25 intern cohort comes from Māori or Pacific backgrounds.

We’re creating a more inclusive experience within Tonkin + Taylor Group as part of living our values, with effects that ripple beyond our organisation as our people collaborate with the wider built environment workforce.



# OUR SPECIALIST SUSTAINABILITY SERVICES

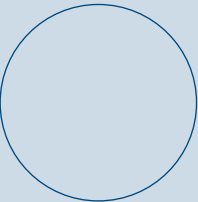
Our teams deliver specialist sustainability services that directly support clients in achieving more sustainable outcomes.





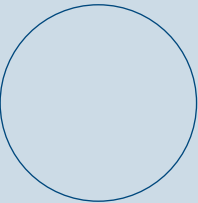
# SPECIALIST SUSTAINABILITY SERVICES

As part of our comprehensive service offering, we provide specialist sustainability services that help clients achieve more sustainable outcomes and manage growing risks to their organisations, such as climate and nature risks.



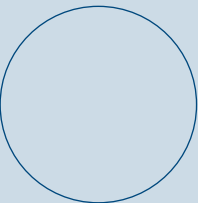
## SUSTAINABILITY STRATEGY + REPORTING

- + Materiality + prioritisation
- + Strategy + planning
- + Reporting + disclosures



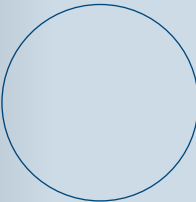
## MĀORI ADVISORY

- + Cultural impact assessments
- + Strategy + planning
- + Tikanga and mātauranga integration
- + Te Reo interpretation
- + Treaty responsiveness



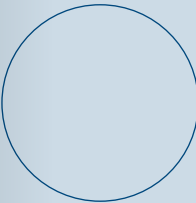
## CLIMATE CHANGE

- + Emissions measurement + reduction
- + Impact + risk assessment
- + Adaptation + transition planning
- + Regulatory compliance



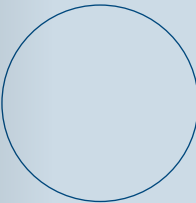
## NATURE + BIODIVERSITY

- + Nature inventory + footprints
- + Impact + risk assessment
- + Nature-based design solutions
- + Monitoring + evaluation



## CIRCULAR ECONOMY + RESOURCE RECOVERY

- + Audits, strategy + policy
- + Investment cases
- + Supply chain assessments
- + Material flow mapping
- + Monitoring and evaluation



## AUDIT, ASSURANCE + VERIFICATION

- + EcoChoice Aotearoa standards
- + Life-cycle assessment
- + Management system audit
- + Assurance + verification

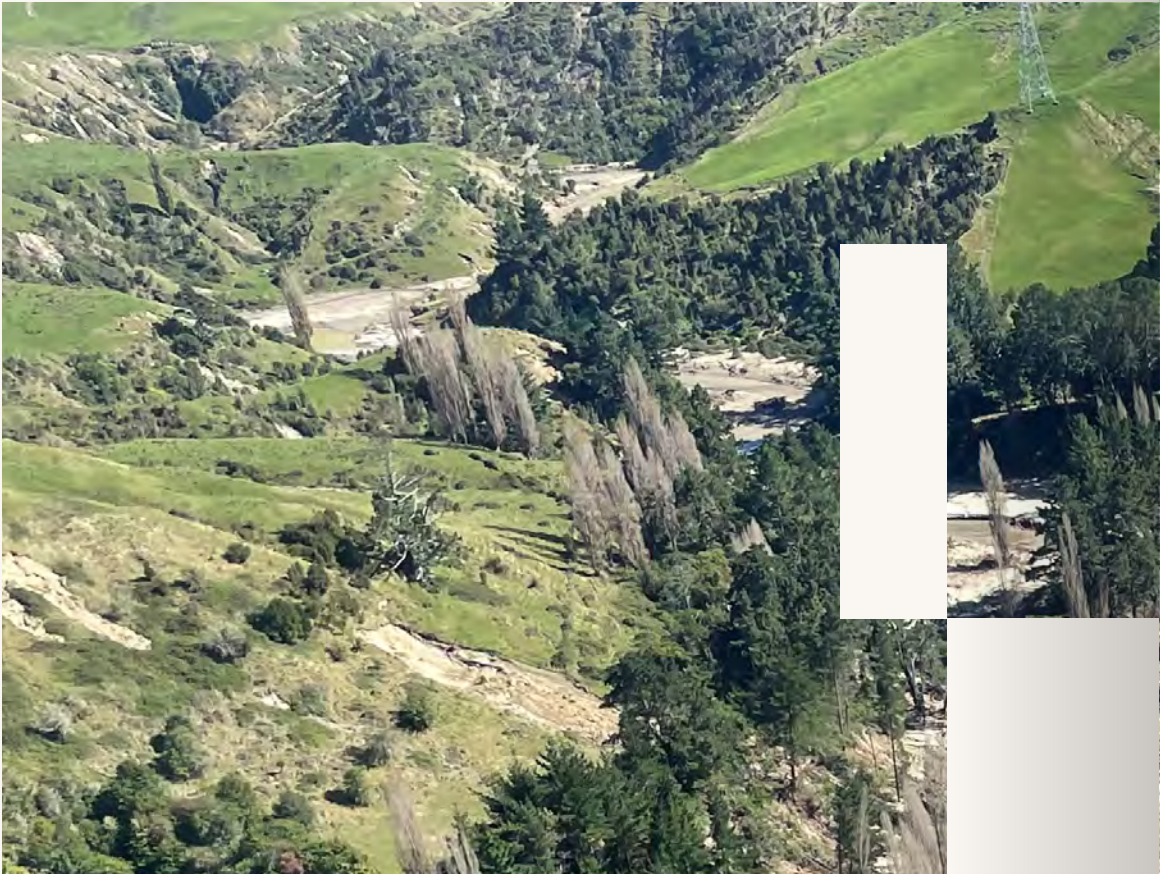




CASE STUDY

Telecommunications sector: climate risk leadership.

Sector-specific climate scenarios were developed for New Zealand’s telecommunications sector, shaped through technical expertise, strategic guidance, and collaboration with industry leaders. This laid the groundwork for a unified approach to climate risk, enabling the sector to align on shared futures and build more resilient roadmaps.



Services provided

- + Delivered workshops and training for telecommunications sector leaders
- + Advised on sustainability and climate risks through scenario planning
- + Produced sector scenario report and supported its launch at online webinar event

Project highlights

- + Sector-wide scenario development
- + Collaborative knowledge building
- + Reduced individual organisational burden

The challenge

With new climate legislation requiring Climate Related Disclosures (CRD), the sector faced a complex challenge: how to develop consistent, meaningful climate risk assessments.

Collaborative approach

- + Developed plausible future scenarios
- + Created collective understanding
- + Supported strategic planning

IN THE FACE OF CLIMATE CHALLENGES, OUR GREATEST STRENGTH IS OUR ABILITY TO WORK TOGETHER

“

CASE STUDY

Healthcare sector: navigating climate uncertainties.

We designed and facilitated a scenario development process with New Zealand health sector stakeholders, involving multiple workshops with representatives including the Ministry of Health, Health New Zealand | Te Whatu Ora, and a range of healthcare and aged care providers. The project produced three scenarios exploring challenging future climate implications on health outcomes and the health system, which are intended to inform strategic planning and collective climate risk preparedness across the sector.



Services provided

- + Delivered workshops with sector leaders to identify key climate drivers
- + Co-developed three challenging climate scenarios in collaboration with the sector
- + Launched the findings alongside the sector at our Auckland TTNZ office

Project significance

- + Sector-wide preparedness
- + Integrated indigenous perspectives
- + Proactive climate risk management

Unique aspects

- + Collaborative scenario development
- + Dedicated Te Ao Māori roopu (sub-group)
- + Explored both physical and transition related climate impacts





# WALKING THE TALK

While our most significant contributions to sustainability come through our project work, we're equally committed to embedding these principles in our own operations. From governance structures to everyday practices, we're integrating sustainability across our organisation

— reducing our environmental footprint, developing our people, and creating a workplace that reflects the future we want to help build.

**We aim to walk the talk in each area of our Sustainability Framework:**

- + Economy + Governance
- + Society + Cultures
- + Natural Environment





# ECONOMY + GOVERNANCE

## THE POWER OF EMPLOYEE OWNERSHIP

Around 28% of Tonkin + Taylor Group employees are shareholders, creating a unique structure where our people directly influence the company's direction and their own career trajectories. This model fosters more inclusive decision-making,

with a direct connection between shareholders and teams affected by company decisions. Beyond internal benefits, this approach supports our local communities by keeping profits in the regions where we operate.



# ENSURING WE'RE HERE FOR THE LONG TERM

Our rich history of technical excellence spans over 65 years, but we're just as focused on the decades ahead. We're deeply committed to our Vision of being *renowned for inspiring sustainable futures* and our Purpose of *together we create and sustain a better world* with our clients and partners.

### Ensuring we're here for the next 65 years means making strategic investments today:

- + Focusing on client understanding and meeting their needs
- + Continually developing our people's expertise
- + Staying attuned to evolving global challenges and opportunities
- + Building diverse teams that reflect and understand the communities we serve
- + Maintaining a varied portfolio that allows us to navigate economic cycles while fostering innovation

In 2024, we prioritised building relationships with like-minded organisations, particularly through the Inogen Alliance. These connections enhance our learning, strengthen our service offerings, and create new opportunities for collaboration and growth.



# BOARD STRUCTURE AND RESPONSIBILITIES

As an employee-owned firm, our management and Board are predominantly made up of representatives of our shareholders. Our Board provides governance across four key areas:

- + Setting our Purpose, Vision and Strategy
- + Establishing our cultural tone and fostering effective relationships
- + Determining risk appetite and ensuring accountability
- + Ensuring regulatory compliance

Sustainability responsibilities of our Board are outlined in our Board Charter, including setting policies guided by international best practice, integrating cultural values, and considering stakeholder impacts (see page 78 for more information). The Board receives quarterly updates on sustainability, including progress against targets.

Our Board typically comprises:

- + Up to three independent directors, including our Board Chair
- + Six shareholder-elected directors
- + The Group Managing Director

Only shareholders are eligible to be appointed as shareholder Elected Directors by shareholder vote. Each Elected Director holds that office for a three-year term and is eligible for reappointment. Shareholders are informed about skills and experience that would complement the existing Board composition, and are able to assess diversity and stakeholder views as part of making their vote. The Managing Director is appointed by the Board from the shareholders.

Each Board member must table all actual or potential conflicts of interest at each Board meeting, and a copy of the Board’s Interests Register is disclosed each year in the Annual General Meeting papers distributed to shareholders.

The Board critically evaluates its performance annually and reviews its processes and procedures. Board members are also evaluated by providing written responses to questions followed by discussions with the Chairperson. The Chairperson’s position is discussed with the chair of the People + Culture Committee of the Board.

Independent reviews are conducted periodically. In 2024, the Board undertook a comprehensive review of the way it works with a view to strengthening governance practices, with support from the NZ Institute of Directors. Recommendations from that review will be further developed and actioned in 2025.

Board committees are appointed by the Board, with an Independent Director acting as chairperson of each committee (if available). Current Board committees are:

- + Risk + Assurance Committee: Oversees risk management, financial performance, audit functions, and sustainability-related risks.
- + People + Culture Committee: Guides employment policies, talent development, remuneration, and workplace culture. (The Board directly oversees health, safety, and wellbeing policies and performance).

We also have an Australian Board, which provides governance oversight of our Australian companies, giving attention to the different fiduciary requirements and business environments and strategies in that market.

Day-to-day operations are managed by our Group Leadership Team (GLT), comprising the Managing Director, operating company heads, group function leaders, and strategic executives. Management teams in each operating area support GLT members. Any critical concerns identified are escalated as appropriate to the Managing Director, Board Committees, and Board.





# OUR CODE OF CONDUCT

Our Board-approved Code of Conduct establishes the ethical foundations for how we engage with clients, colleagues, suppliers, and communities. Employees must complete training on the Code, while suppliers commit to following it as part of our partnership.

**Our Code’s key principles are:**

- + We speak up
- + We are dedicated to professionalism and excellence
- + We comply with the law including domestic and international standards relating to human and labour rights
- + We prioritise health, safety and wellbeing
- + We embrace diversity and inclusion
- + We positively impact the environment and the communities we touch
- + We respect privacy and confidentiality
- + We manage conflicts of interest
- + We are committed to fair and ethical procurement
- + We compete, communicate and operate in a fair, honest and lawful manner
- + We protect our intellectual property and respect the rights of others
- + We involve the appropriate people in decisions and keep accurate records
- + We do not tolerate corruption
- + We use property and systems in an appropriate manner

Our Ethics Committee, which comprises senior managers of our business, investigates any incidents. The Ethics Committee may report matters related to the Code and supporting policies directly to the Board. Our internal audit function also periodically audits adherence to the Code (and supporting policies), or as requested by the Ethics Committee or the Board. Any concerns can be raised with managers, our people and culture team, or directly to the Ethics Committee.

Supporting Board-approved policies and activities help embed these commitments across our operations. See the following pages for more: Sustainability Policy and strategy (page 22), Diversity, Inclusion, Equity, and Belonging Policy and strategy (page 51), Health and Safety Policy and approach (page 91). Our Modern Slavery Statement and Working Group (page 97), and Purposeful Decisions Principles (page 26) are also key levers.

Complying with laws and regulations is part of our Code of Conduct and living our values. We work to stay up to date on laws and regulations and work with our clients and partners to operate ethically and appropriately.



# SUSTAINABILITY: EVERYONE’S RESPONSIBILITY

Responsibility for sustainability extends across every part of Tonkin + Taylor Group, empowering all our people to deliver on our strategy of embedding sustainability in everything we do.

BOARD	BOARD COMMITTEES	GROUP LEADERSHIP TEAM	SUSTAINABILITY LEADERSHIP TEAM	SUSTAINABILITY CHAMPIONS	ALL OUR PEOPLE
<p>Our Board Charter outlines our board's sustainability responsibilities, including:</p> <ul style="list-style-type: none"><li>+ establishing effective policies and procedures to safeguard the health, safety and wellbeing of our people</li><li>+ integrity, ethics, transparency and good governance of the Company's operations, dealings and financial reporting</li><li>+ promoting a corporate culture which embraces diversity and inclusion</li><li>+ establishing effective policies and procedures with respect to sustainability (including environmental, social and governance matters) with the guidance of the United Nations’ Sustainable Development Goals and internationally-recognised best practices</li><li>+ integrating relevant indigenous cultural values, perspectives and practices into the way we operate to strengthen our organisational identity, culture and connectedness to the communities which we serve</li><li>+ endeavouring, in the New Zealand context, to give effect to Te Tiriti o Waitangi / The Treaty of Waitangi in terms of not being a Treaty partner entity but rather a corporate committed to strengthening the nationhood of the country in which we were established</li><li>+ recognising and appropriately considering stakeholders impacted by the company's activities.</li></ul> <p>The Board receives quarterly sustainability updates including progress against targets.</p>	<ul style="list-style-type: none"><li>+ The Risk and Assurance Committee oversees progress against sustainability-related risks: meeting stakeholders’ expectations in sustainability and adapting to climate change. It receives sustainability updates quarterly, including progress against targets.</li><li>+ The People and Culture Committee shapes our people and culture policies, and oversees progress in our diversity, equity, inclusion and belonging programme.</li></ul>	<ul style="list-style-type: none"><li>+ The Group Leadership Team reviews progress updates and is responsible for ensuring activities in each portfolio will be effective and meet key stakeholder needs.</li><li>+ The Executive Leader – Sustainability oversees sustainability activities across our Group and directs key work programmes. They are the voice for sustainability in the Group Leadership Team and to the Board, and coordinate activities with other business areas.</li></ul>	<ul style="list-style-type: none"><li>+ The Sustainability Leadership Team (SLT) reports jointly into the Executive Leader – Sustainability and the Executive Leader – CFO. It comprises dedicated team members and representatives of our operating companies. The SLT develops, coordinates and progresses our sustainability strategy, including priority activities, day-to-day actions and reporting progress to stakeholders.</li></ul>	<ul style="list-style-type: none"><li>+ We have a network of around 70 Sustainability Champions who help embed sustainability across our operating companies, technical disciplines and locations. Sustainability Champions share and build sustainability knowledge together and with their teams, keep their teams up-to-date on sustainability activities, and help develop and test tools and resources.</li><li>+ The Champion Network helps us understand how we can best apply sustainability thinking in their teams, in service offerings, and on projects. They are a key point of contact for sustainability queries and support.</li></ul>	<ul style="list-style-type: none"><li>+ We empower our people to implement sustainability thinking in their teams, offices and work with clients and partners through our value 'empowered to deliver', focusing on building understanding and providing supporting tools and guidance.</li></ul>



# DETERMINING OUR MATERIAL TOPICS

Our sustainability strategy and supporting activity is informed by our materiality assessment, where we identified our key impacts (see pages 30, 38 + 50).

In 2023, we made a step-change in our approach to materiality, informed by the revised Global Reporting Initiative Standards and the SDG Impact Standards. This change focused our attention on the greatest impacts in our value chain.

Stakeholder perspectives, gathered through existing data from our ongoing engagement activity (see page 83) and targeted internal engagement, helped us better understand the types of impacts in our value chain.

For each outcome area of our sustainability framework (see page 24), we set criteria to assess the scale, significance, and duration of positive and negative impacts. The criteria were developed by our sustainability and topic subject matter experts across Tonkin + Taylor Group, and drew on stakeholder perspectives and insights.

We applied these criteria to each part of our value chain. To capture the varying impacts across our projects and clients, we broke the ‘use, operation, and maintenance’ part of our value chain into the sectors we work in. The results were tested through sensitivity analysis to ensure the key impacts remained the same under various scoring assumptions.

To identify how Tonkin + Taylor Group can best influence the impacts identified, we grouped the highest impacts according to key activities in our operations that drive outcomes. The results were confirmed with different teams and leaders across Tonkin + Taylor Group, to ensure they reflect our understanding of our impacts and how we can manage them. Our 2023 assessment did not include direct engagement with the Board.

As there have been no material changes to our operations during the reporting period, we have not undertaken a reassessment of our key impacts.

We are working on strengthening our approach for future assessments, including formalising how we capture stakeholder insight, refining our criteria further with a wider range of experts, and dedicated sessions with our Group Leadership Team and Board.





# OUR STAKEHOLDERS

Our work is only possible through the people we work and engage with, and by understanding those we may impact or influence. We actively connect with our partners and stakeholders to understand what matters most to them. What we learn from them influences our operations and helps us better meet their needs. We’re improving how we capture partner and stakeholder views and sharing them more regularly with our management and Board.



## CLIENTS

Our priority when working with clients is to deliver great outcomes, and an excellent client experience. We aim to achieve this through fostering strong partnering relationships and making it easy to do business together. Sitting alongside our technical specialists delivering great outcomes to clients are our Client Managers, Sector Directors, Sector Leads, Project Directors, Project Managers, and Client Experience team. They proactively engage with our clients to understand what’s important to them and how well we’re meeting their needs. We seek feedback through in house interviews, online surveys and external research partners. Our clients tell us they value: strong relationships built on trust, serving and adding value to communities, delivering to programme and budget, and an understanding of their business. Together we deliver sustainable solutions by delivering excellent employee, community and customer experience.

## EMPLOYEES

We are committed to our values, creating a genuine culture of care, investing in our workforce, and supporting our people to reach their full potential. Key to this is keeping our people informed and seeking regular feedback. We use our Intranet, companywide emails and meetings, and informal events like our monthly Staff Briefing to keep our people informed and engaged. We seek employee feedback at company, discipline, subdiscipline, and project level, both informally and through surveys and tools like our engagement and performance platform Culture Amp. In case of a suspected breach of our Code of Conduct, we encourage our people to speak to their manager or main contact, or alternatively to email our Ethics Committee in confidentiality. Our people practices are documented in our [People Policy](#). Our employees value: Team culture, team values, recognition, training and competency, quality, management’s trust, independent working, meeting client needs and that we walk the talk in sustainability.

## SHAREHOLDERS

As an employee-owned company, it is important to give our shareholders timely and relevant business information. We engage with our shareholders through roadshows, masterclasses, informal sessions, and three-yearly shareholder forums. Every quarter, shareholders are also briefed by the Board following Board meetings, and are given an opportunity to ask questions and provide feedback. Shareholders value: Business performance (including issues such as those arising from operations or the market context, economic performance, strategy, operational stages), capability improvements, company culture, structure and organisation.

## INDUSTRY, PROFESSIONAL, AND ACCREDITATION BODIES

We’re active participants in industry and professional groups. We’re committed to sharing and growing our expertise, and upholding standards that make our industry better. We do this through industry associations memberships (page 99 for our sustainability memberships), and taking part in committees, workshops and conferences. These forums help us understand key issues and objectives and concerns of the industry bodies and other members. We also interact with accreditation bodies to gain and maintain our accreditations. What matters to industry bodies: Improving the industry, upholding standards and requirements.

## SUPPLIERS

Our suppliers help us deliver great client experience, meet our business needs and help us deliver our sustainability strategy. We engage with suppliers daily and through our policies and supplier assessment processes. See more on page 84.

## NATURAL ENVIRONMENT

We consider the natural environment a key stakeholder, and look to our in-house experts and reports like State of the Environment to understand challenges and opportunities. Key challenges for the natural environment include: climate resilience, biodiversity, land and soil health, wildlife and marine life protection, air quality, water quality and use, waste and wastewater management, emissions, ozone depletion substance management.

## KEY PROJECT STAKEHOLDERS

As part of our work with clients and partners, we engage with key stakeholders such as indigenous peoples, local communities, and non-governmental organisations to understand their needs and seek to respond to these through our activities and advice. This may include workshops, consultations, surveys, and meetings. We also engage with these groups outside of projects on an ad hoc basis, and we are working to formalise and enhance this engagement so we can improve our understanding and responsiveness to these groups across our operations and activities.



# OUR SUPPLY CHAIN

With over 1,200 active suppliers, our procurement decisions are a critical lever for supporting sustainable outcomes in our supply chains and the communities we serve.

In 2024, we updated our [Procurement Policy](#), emphasising sustainability as a key consideration in all procurement. The policy was accompanied by updated training for all staff, highlighting the environmental and social impacts of procurement decisions.

We continue to embed supplier prequalification as a standard process, with 215 suppliers evaluated over 2024. This process has created opportunities to initiate sustainability conversations with suppliers.

Our partnerships with Amotai in New Zealand and Supply Nation in Australia enabled us to expand Indigenous engagement. In New Zealand, we completed Amotai’s Tere ki Tai Maturity Matrix, and our Supply Chain Specialist completed Amotai’s social procurement training.

These steps have helped us identify opportunities to increase procurement from Māori and Pacific-owned businesses that we will work to implement over the coming year. We also worked with three new Supply Nation suppliers in Australia from the construction, education and office supplies industries.

# CLIMATE CHANGE RISK

Our [Climate Risk Assessment](#) identified range of challenges and opportunities to our operations and our client work from the changing climate. Our actions to manage these are overseen by our Board Risk and Assurance Committee, who receive quarterly updates on our progress.

This year, we are establishing a cross-functional Climate Risk work stream to provide greater focus on these actions and building our peoples’ understanding of the risks and opportunities we face.

Our approach has set us up well to respond to increased focus on climate change by the International Accreditation Forum (IAF) and International Organisation for Standardisation (ISO). ISO’s climate commitment, outlined in the ‘London Declaration’, will be supported by the addition of climate

change notes to management systems standards we are accredited to for occupational health and safety (ISO 45001: 2018), environmental management (ISO 14001: 2015), and quality (ISO 9001: 2015, for some of our operations).



# NATURAL ENVIRONMENT

We use our ISO 14001 certified Environmental Management System (EMS) to manage the environmental impacts of our operations. The EMS includes tools and processes for identifying and managing impacts, mandatory training, incident reporting, and internal and external audits. We have a dedicated team overseeing this system.

We have a commitment to a Green Star rating (or local equivalent) for new or substantially renovated facilities.

Targeting Green Star ratings helps us reduce energy, waste, water use and associated greenhouse gas emissions. Green Star rated buildings also lead to better health and wellbeing outcomes for our staff and visitors.

To focus our efforts, we’ve identified greenhouse gas emissions from our operations as a priority for our sustainability strategy, followed by reducing waste and water use.

# OUR DECARBONISATION ACTIVITY + PROGRESS

Our progress

- + 7% reductions in tCO<sub>2</sub>e compared to our 2018 baseline
- + 34% reduction in tCO<sub>2</sub>e/ FTE compared to our 2018 baseline
- + Net Zero Carbon certified since 2020

Our targets<sup>1</sup>

- + 51% reduction in greenhouse gas emissions compared to 2018 by 2030
- + 90% reduction in greenhouse gas emissions compared to 2018 by 2040

1. Our targets are based on absolute reductions and aligned with the Science Based Targets initiative methodology. The targets are against market-based reporting and do not include offsets.

Notes

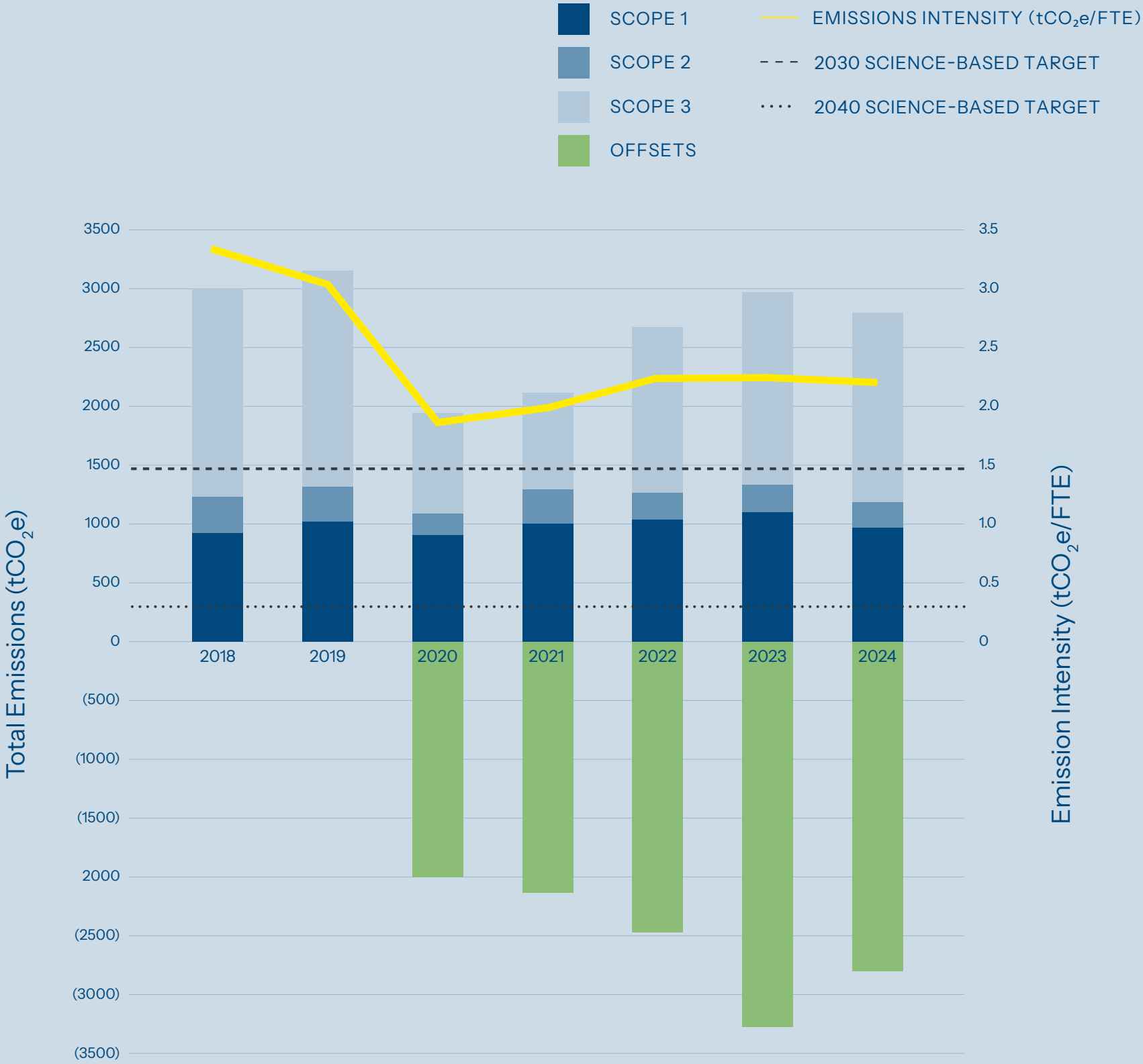
1. Greenhouse gas emissions data audited as per Ekos Net Zero Carbon certification, with reasonable assurance over Scopes 1 + 2 and limited assurance for Scope 3.

2. We report using carbon dioxide equivalents (CO<sub>2</sub>e), which includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub> with global warming potential of CO<sub>2</sub> over 100 years. Our emissions factors are sourced from NZ Ministry for the Environment guides, the AU DCCEEW and the UK DESNZ. We follow the GHG Protocol Corporate Standard and ISO14064-1:2018. Emission data collection and categorisation is facilitated by BraveGen's CSR software.

3. Data for previous years is restated due to historical emission factor updates for electricity and transmission distribution line losses and a material change in the domestic aviation national average emission factor.



# EMISSIONS AND OFFSETS PROGRESS AGAINST TARGETS





# TRACKING OUR PROGRESS + TARGETS

In 2024, we implemented a new software system that facilitates the collation of our emissions data, allowing for more frequent data review and more timely internal reporting. The system will also enable our managers to better understand the profile of their teams’ travel and to be able to make more informed decisions as a result.

This year, we will review our emissions targets and baseline in response to the merger of Bligh Tanner into the Tonkin + Taylor Group in February 2025.

## REDUCING EMISSIONS

Our biggest emissions come from vehicle travel, flights, and electricity.

### Vehicles

Emissions from our vehicle fleet made up 35% of our 2024 footprint. Our vehicle fleet policy ensures the consideration of real vehicle needs and prioritises electric vehicles for any fleet decisions. In 2024, the policy led to:

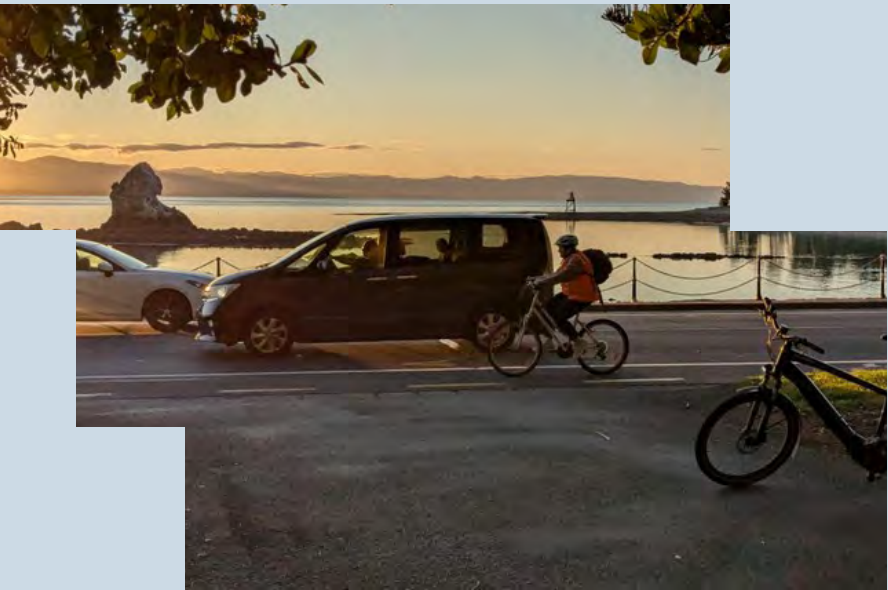
- + Optimising total fleet numbers, reducing by 7 vehicles overall
- + Increasing electric/hybrid vehicles to now make up 19% of our fleet
- + Increasing access to 10 electric vehicle charging stations at our premises

We also integrated EROAD telematic technology into our New Zealand fleet. This system supports achieving fuel savings, insights into the optimal number and types of vehicles required for our fleet, and reducing health and safety risks for our employees through real-time driver feedback.

## CASE STUDY

### Sustainable Transport Challenge

In 2024, our Sustainability Champions launched a month-long internal photo competition to promote sustainable travel across Tonkin + Taylor Group. The creative initiative encouraged staff to explore alternative commuting and project-related travel options, resulting in 150 photos submitted by teams across New Zealand and Australia.



### Flights

In 2024, air travel made up 33% of our emissions.

Over the past year we have been reimagining our travel mindset to better consider travel impacts and opportunities across carbon, cost, relationships with our clients, partners, and teams, and the health, safety and wellbeing of our people. This approach will help us to make more intentional choices around when and how we travel. We’re developing guidance and tools/processes to support our people in developing this future travel mindset, which we intend to roll out in 2025.

We have also recently introduced a new process and system for travel. This will help us make better travel decisions, including prompting consideration of whether travel is required, and if travel is necessary, making carbon impacts visible at point of booking.

### Electricity

Electricity comprised 8% of our total market-based emissions footprint in 2024. For New Zealand where we’re sharing tenancy and/or our landlord buys energy for us, we’re exploring this option with them. Our Auckland Fanshawe office switched to Ecotricity in 2024.

Our Australian facilities are a key contributor to our electricity footprint. In 2024, our efforts to explore alternative electricity options for these facilities didn’t progress as planned. We hope to make more progress on this front moving forward.

To reduce energy demand, our policy is for new or significantly expanded facilities to aim for Green Star certification. We’re also reducing our data storage energy demand by identifying when data can be deleted.





# SOCIETY + CULTURE

At Tonkin + Taylor, our values are more than words — they’re the heartbeat of our organisation. Our commitment to our value everyone matters drives how we approach key aspects of our work:

- +

Health, safety, and wellbeing

+

Community support

+

Diversity, equity, inclusion, and belonging

+

Addressing systemic challenges like modern slavery
- Our guiding values of being empowered to deliver and achieving excellence every day fuel our learning and development programmes. We’re dedicated to providing our people with the skills, tools, and support they need to turn their professional aspirations into reality.



# HEALTH, SAFETY + WELLBEING

We believe that good work and a positive culture leads to great Health, Safety and Wellbeing (HSW) outcomes for everyone. Our people are often in varied working environments ranging from active construction sites to national parks. Potential sources of harm they face includes interactions with utility services, working around mobile plant, driving, working in and around water, interactions with flora and fauna, and interfacing with members of the public. The work we’re involved with, such as natural disaster response and delivering on large and complex projects, can also be a source of stress for our people. We recognise that stress can be a motivator or cause negative impact for our people.

Our HSW approach covers all our facilities and activities of our people, and is guided by New Zealand and Australian regulatory requirements. We are certified to international standard ISO45001, have a 100% score in both Totika and Site Wise (2 National level external prequalification schemes) in New Zealand, and have a 5-star IMPAC prequalification rating.

New employees complete health and safety training that is targeted to their roles. Existing employees may be required to undertake refresher training or training targeted to specific activities. Optional training, including

to support wellbeing, is made available throughout the year. HSW is first on the agenda for our monthly One Group Meetings. Our customised Job Safety and Environment Analysis (JSEA) online tool is essential for every site visit. With built-in behavioural nudges and guidance on specific risks, the JSEA helps our people identify relevant risks for the dynamic environments they may interact with and how best to mitigate them.

In 2024, we developed a Critical Risk Framework to place greater focus on our most serious HSW risks and refined our New Zealand HSW system, Assura, as well as planning for its integration for our Australian businesses. We had an increased focus on psychosocial safety and wellbeing and delivered a series of policy updates and new training material to support our people. Over the year, we saw a reduced incident severity profile, an increase in near-miss reporting, and a reduction in the total number of HSW incidents. We are happy to see early indications of a proactive and improving reporting culture.

In 2025, much of this work will continue with specific focus on improving data collection and analysis and building insights into a five-year strategic work plan.



# LEARNING + DEVELOPMENT

Our success relies on our people and the knowledge and capabilities they bring and continue to develop throughout their careers.

As we operate in an increasingly changing environment, our focus is helping our people keep up to date and expand the depth and breadth of their skills and experience. We do this through providing opportunities for our people to learn through experience, learn through others, and access performance support.

**We track our progress by monitoring**

- + Employee feedback
- + Periodic survey insights
- + Learning platform engagement
- + Employee retention rates

Our approach reflects our commitment to creating a dynamic, supportive environment where our teams can continuously expand their skills and adapt to an evolving professional landscape.

# HOW WE SUPPORT THE DEVELOPMENT OF OUR PEOPLE

LEARNING THROUGH EXPERIENCE	<ul style="list-style-type: none"><li>+ Career pathways</li><li>+ Professional accreditation</li><li>+ Multi-player infrastructure projects, such as Alliances</li><li>+ Project Manager/Project Director in Training</li><li>+ Portfolio roles – opportunities to develop transferable skills by trying a new role for a set time</li></ul>
LEARNING THROUGH OTHERS	<ul style="list-style-type: none"><li>+ Facilitated Instructor led sessions</li><li>+ Variety of internal + external mentoring programmes</li><li>+ Coach Cafe Series</li><li>+ Coaching + development</li><li>+ Networking + professional sssociations</li></ul>
FORMAL LEARNING	<ul style="list-style-type: none"><li>+ Digital learning modules</li><li>+ Tools + templates</li><li>+ Quick reference guides</li><li>+ Knowledge Shots</li></ul>



# HONOURING INDIGENOUS PERSPECTIVES

Our commitment to indigenous peoples goes beyond acknowledgment — it’s about meaningful integration of cultural knowledge and perspectives into our organisational DNA. We now have a Board-approved Indigenous position statement that affirms our commitment to supporting the strategies and aspirations of indigenous communities wherever we operate.

## Te Ao Māori: weaving cultural understanding

In 2024, we developed Te Korihi o Te Manu, our Māori Strategy, and established a network of Kaupapa Māori champions across our New Zealand consulting business. The strategy sets out how we will build on

The statement is supported by an additional statement to uphold Te Tiriti o Waitangi in Aotearoa New Zealand, acknowledging the role Kaitiaki play in guiding more sustainable solutions. We have similar commitments outlined in our existing Reconciliation Action Plan for our Australian activity.

recent achievements, developing our people’s understanding, establishing how we naturalise Te Ao Māori into our day-to-day operations, and how we deliver our work with clients (see page 66 for more).

In 2024, we expanded our learning opportunities, offering multiple pathways for staff to engage with Māori culture:

- + Online and face-to-face cultural training
- + Treaty of Waitangi understanding workshops
- + Language tools for everyday use
- + Te Wānanga o Aotearoa’s 20-week tikanga course exploring cultural concepts
- + An internal Te Ao Māori Centre of Technical Excellence

## First Nations reconciliation

We’re committed to understanding First Nations people’s experiences, how we can be inclusive and contribute to national reconciliation.

We launched our first ‘[Reflect](#)’ Reconciliation Action Plan (RAP) in 2023. In 2024, we continued our reconciliation journey by:

- + Launching an intranet-based RAP resource hub
- + Hosting cultural awareness workshops
- + Participating in Reconciliation Australia events
- + Providing unconscious bias training

We’re now working on our next ‘[Innovate](#)’ RAP.



# COMMUNITY CONNECTIONS

While our comprehensive Community Partnership Plan was paused in 2024, we maintained our community support through targeted initiatives:

- + Supporting causes like Movember and Breast Cancer Foundation NZ
- + Sponsoring the Outward Bound Maunga Course for Taranaki youth

This approach reflects our broader commitment to creating meaningful connections that extend beyond traditional business boundaries.



# ADDRESSING RISKS OF MODERN SLAVERY

We're committed to identifying and mitigating modern slavery risks throughout our operations and value chain. Our [Modern Slavery Framework](#) outlines our commitments, processes, and activities to support this.

As part of supplier selection, potential suppliers must answer modern slavery-related questions. This year we launched a new procurement training module, including a modern slavery section. Our modern slavery working group supports advocacy by taking part in industry discussions.

In 2024, our desktop assessments of our modern slavery risk identified parts of our value chain with most modern slavery risk, including migrant workforce in construction and renewable energy. In 2025, we'll work to better understand these risks and what we can do about them.





# SUSTAINABILITY MEMBERSHIPS

- + AMOTAI
- + CLIMATE LEADERS COALITION
- + ENVIRONMENT ANALYST
- + GROUND LEVEL ALLIANCE
- + INFRASTRUCTURE SUSTAINABILITY COUNCIL
- + SANTIAGO NETWORK Joined in early 2025
- + SUPPLY NATION
- + SUSTAINABLE BUSINESS COUNCIL
- + THE SUSTAINABILITY SOCIETY



# APPENDIX

An aerial photograph of a coastal cliff. A paved road runs along the base of the cliff on the left. A curved metal mesh fence follows the contour of the cliff edge. The cliff face is covered in green vegetation. The ocean is a deep blue with white foam from waves crashing against the shore and rocks. The word 'APPENDIX' is written in large, white, sans-serif capital letters across the upper left portion of the image.



HEADCOUNT BY COMPANY + EMPLOYMENT STATUS

Employment Status	Tonkin + Taylor in New Zealand	Geotechnics	Tonkin + Taylor in Australia	Chadwick Geotechnics	Total (Tonkin + Taylor Group)
Permanent	938	132	57	60	1,187
Temporary	30	1	0	3	34
Casual	44	20	3	4	71
Total number of employees	1,012	153	60	67	1,292
Workers who are not employees (Contractors) <sup>1</sup>	21	0	1	0	22

HEADCOUNT BY COMPANY + WORK TIME ARRANGEMENTS

Work time arrangements	Tonkin + Taylor in New Zealand	Geotechnics	Tonkin + Taylor in Australia	Chadwick Geotechnics	Total (Tonkin + Taylor Group)
Full-time	814	126	51	61	1,052
Part-time	154	7	6	2	169
Casual	44	20	3	4	71
Total number of employees	1,012	153	60	67	1,292
Workers who are not employees (Contractors) <sup>1</sup>	21	0	1	0	22

HEADCOUNT BY GENDER + EMPLOYMENT STATUS

Employment Status	Female	Male	Gender Diverse	Not Disclosed	Total
Permanent	492	668	4	23	1,187
Temporary	17	16	0	1	34
Casuals	26	43	0	2	71
Full-time	396	630	4	22	1,052
Part-time	113	54	0	2	169
Total number of employees	535	727	4	26	1,292

HEADCOUNT BY GENDER + EMPLOYEE CATEGORY

Employee Category <sup>2 3</sup>	Female	Male	Gender Diverse	Not Disclosed	Total
Board <sup>4 5</sup>	3	6	0	0	9
Executives	3	7	0	0	10
Senior Specialists, Senior Managers, Senior Leaders	84	208	0	8	300
Specialists, Operational Managers	100	140	0	3	243
Professional/Consultants, Team Leaders	155	124	1	6	286
General/Graduates, Technical Support & Admin	150	189	3	6	348
Total	492	668	4	23	1187

HEADCOUNT BY EMPLOYEE CATEGORY + AGE GROUP

Employee Category <sup>2 3</sup>	Under 30	30-50	Over 50	Total
Board <sup>4 5</sup>	0	2	7	9
Executives	0	2	8	10
Senior Specialists, Senior Managers, Senior Leaders	0	204	96	300
Specialists, Operational Managers	10	207	26	243
Professional/Consultants, Team Leaders	79	183	24	286
General/Graduates, Technical Support & Admin	210	110	28	348
Total	299	706	182	1187

SHAREHOLDER HEADCOUNT BY GENDER

Gender <sup>7</sup>	Shareholders
Female	99
Male	252
Gender Diverse	0
Not Disclosed	6
Total	357

All data is as at 31 December 2024

<sup>1</sup> Only includes contractors who require access to our business systems to undertake their work.

<sup>2</sup> Only figures for permanent staff are included (with the exception of Board Members, some of whom are contractors).

<sup>3</sup> Employee Categories vary between TTNZ/TTAU & Geotechnics/Chadwick Geotechnics, reflecting the unique structure and functions of each Operating Company. For the purpose of this report, Employee Categories are combined across our four Operating Companies for consistency.

<sup>4</sup> Board members can be external contractors, Executives, or Senior Managers. Board Members are excluded from Total figures.

<sup>5</sup> The gender composition presented in this table reflects the composition of the Board as of 31 December 2024. A new board member joined in January 2025 and is not included in these figures. As such, the current gender composition of the Board differs from what is shown here.

<sup>6</sup> The age group composition presented in this table reflects the composition of the Board as of 31 December 2024. A new board member joined in January 2025 and is not included in these figures. As such, the current gender composition of the Board differs from what is shown here.

<sup>7</sup> Data includes Tonkin + Taylor Group permanent employees only.



# VEHICLE DATA

## 2023 VS. 2024 COMPARISON

### 2023

	Australia	New Zealand	Total
Diesel Vehicles	55	89	144
Petrol Vehicles	1	31	32
Electric Vehicles	0	5	5
Hybrid Vehicles	0	9	9
Plug-in Hybrid Vehicles	0	15	15
<b>Total</b>	<b>56</b>	<b>149</b>	<b>205</b>
Electric Vehicle Charging Stations	0	15	15

### 2024

	Australia	New Zealand	Total
Diesel Vehicles	51	84	135
Petrol Vehicles	1	25	26
Electric Vehicles	0	8	8
Hybrid Vehicles	0	13	13
Plug-in Hybrid Vehicles	0	16	16
<b>Total</b>	<b>52</b>	<b>146</b>	<b>198</b>
Electric Vehicle Charging Stations	0	25	25



# GLOBAL REPORTING INITIATIVE INDEX

DISCLOSURE	LOCATION	2024 OMISSIONS
GRI 2: General Disclosures 2021		
2-1 Organizational details	About this report About Tonkin + Taylor Group	
2-2 Entities included in the organization's sustainability reporting	About this report	Disclosure 2-2 b: Not applicable
2-3 Reporting period, frequency and contact point	About this report	Disclosure 2-2 b: Not applicable
2-4 Restatements of information	Any restatements are noted, where relevant	
2-5 External assurance	About this report About this report	
	We seek independent external assurance to audit our integrated management system as well as our carbon accounting and sustainability reporting. The results of external assurance activities are reported up through our Group Leadership Team, Risk and Assurance Committee and to the Board via management reports.	
2-6 Activities, value chain and other business relationships	About Tonkin + Taylor Group Our Value Chain	
2-7 Employees	About Tonkin + Taylor Group Key Impact 3: Supporting the built environment workforce > How we're tracking	
2-8 Workers who are not employees	As at 31 December 2024, we had 22 T+T Group workers that were not employees. These individuals are contractors and are typically engaged as an additional resource for a relevant business area or a project, or a specialist engaged to do specific pieces of internal facing work (Note, this only includes contractors who require access to our systems to undertake their work).	
2-9 Governance structure and composition	Walking the talk > Economy + governance > Board and management	
2-10 Nomination and selection of the highest governance body	Walking the talk > Economy + governance > Board and management	
2-11 Chair of the highest governance body	Walking the talk > Economy + governance > Board and management	
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability at Tonkin + Taylor Group > Sustainability governance and implementation at Tonkin + Taylor Group and Walking the talk > Economy + governance > Board and management	

DISCLOSURE	LOCATION	2024 OMISSIONS
	Walking the talk > Economy + governance > Determining our material topics Walking the talk > Economy + governance > Our stakeholders	
2-13 Delegation of responsibility for managing impacts	Sustainability at Tonkin + Taylor Group > Sustainability governance and implementation at Tonkin + Taylor Group	
2-15 Conflicts of interest	Walking the talk > Economy + governance > Board and management	
2-16 Communication of critical concerns	Walking the talk > Economy + governance > Board and management Walking the talk > Economy + governance > Our Code of Conduct	Disclosure 2-16 b: Confidentiality constraints as a private organisation
2-18 Evaluation of the performance of the highest governance body	Walking the talk > Economy + governance > Board and management	Disclosure 2-18 c: Confidentiality constraints as a private organisation
2-22 Statement on sustainable development strategy	Message from the Board Chair Message from the Managing Director Sustainability at Tonkin + Taylor Group > Our sustainability strategy	
2-23 Policy commitments	Walking the talk > Economy + governance > Our Code of Conduct Conducting due diligence and applying the precautionary principle are supported by a variety of operational processes, and are not stipulated in our policies. Our policy commitments are communicated to employees via mandatory and elective training and internal communications, and to our clients and partners via our Code of Conduct, pre-qualification process, website, and other relevant communications.	
2-24 Embedding policy commitments	Sustainability at Tonkin + Taylor Group > Our sustainability strategy and Sustainability at Tonkin + Taylor Group > Sustainability governance and implementation Walking the talk > Economy + governance > Our Code of Conduct There are a number of mandatory training modules for new and existing staff that form part of our formal induction process. These include training on our Code of Conduct, Integrated Management System, Environmental Management System, Privacy Policy, Cyber Security, and an Introduction to Sustainability. There is also further, elective training for related policies such as our Procurement Policy and Diversity and Inclusion Policy that is available to staff in our Learning Management System.	



DISCLOSURE	LOCATION		2024 OMISSIONS
2-26 Mechanisms for seeking advice and raising concerns	Walking the talk > Economy + governance > Our Code of Conduct		
2-27 Compliance with laws and regulations	There were no significant instances of non-compliance with laws and regulations during the reporting period.		
2-28 Membership associations	Key Impact 3: Supporting the built environment workforce > What we're doing > University sponsorships and industry partnerships Walking the talk > Sustainability Memberships	Disclosure 2-28 a: Information incomplete. We will look to include a more comprehensive list of memberships in future reporting.	
2-29 Approach to stakeholder engagement	Walking the talk > Economy + Governance > Understanding of our stakeholders		
2-30 Collective bargaining agreements	No Tonkin + Taylor Group employees are covered by a collective bargaining agreement. The working conditions and terms of employment of Tonkin + Taylor Group employees are not influenced or determined based on other collective bargaining agreements.		

GRI 3: MATERIAL TOPICS 2021

3-1 Process to determine material topics	Walking the talk > Economy + Governance > Determining our material topics
3-2 List of material topics	Our sustainability strategy
Key impact 1: Contributing to Communities	

3-3 Management of material topics	Key Impact 1: Contributing to communities
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Key impact 2: Taking care of nature in the built environment

3-3 Management of material topics	Key Impact 2: Taking care of nature in the built environment
303-1 Interactions with water as a shared resource	Key Impact 2: Taking care of nature in the built environment → Understanding our impact
303-2 Management of water discharge-related impacts	Key Impact 2: Taking care of nature in the built environment → Understanding our impact
304-2 Significant impacts of activities, products and services on biodiversity	Key Impact 2: Taking care of nature in the built environment → Understanding our impact
306-1 Waste generation and significant waste-related impacts	Key Impact 2: Taking care of nature in the built environment → Understanding our impact

DISCLOSURE	LOCATION		2024 OMISSIONS
306-2 Management of significant waste-related impacts	Key Impact 2: Taking care of nature in the built environment → Understanding our impact		
305-3 Other indirect (Scope 3) GHG emissions	Key Impact 2: Taking care of nature in the built environment → Understanding our impact	Management	
Key impact 3: Supporting the built environment workforce			
3-3 Management of material topics	Key Impact 3: Supporting the built environment workforce		
403-1 Occupational health and safety management system	Walking the talk > Society + culture > Health, safety, and wellbeing		
403-5 Worker training on occupational health and safety	Walking the talk > Society + culture > Health, safety, and wellbeing		
404-2 Programs for upgrading employee skills and transition assistance programs	Walking the talk → Society + culture → Helping our people develop		
404-3 Percentage of employees receiving regular performance and career development reviews	All (100%) of our people recieve regular performance reviews.		
406-1 Incidents of discrimination and corrective actions taken	Management There were no instances of discrimination reported.		
405-1 Diversity of governance bodies and employees	Data tables		
405-2 Ratio of basic salary and remuneration of women to men	Key Impact 3: Supporting the built environment workforce > By the numbers Data tables	Disclosure 405-2 a: Information incomplete. Broken down by country of operation, but not for each employee category.	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Walking the Talk - Walking the talk → Society + culture → Modern Slavery Modern Slavery Statement		
414-1 New suppliers that were screened using social criteria	Walking the talk → Governance + economic → Our supply chain		

Operational emissions

305-1 Direct (Scope 1) GHG emissions	Walking the talk > Natural environment > Our decarbonisation activity and progress Emissions <a href="#">Inventory Report</a>	
305-2 Energy indirect (Scope 2) GHG emissions	Walking the talk > Natural environment > Our decarbonisation activity and progress Emissions inventory report (link to be added once audit is complete)	
305-4 GHG emissions intensity	Walking the talk > Natural environment > Our decarbonisation activity and progress Emissions <a href="#">Inventory Report</a>	



# ASSURANCE STATEMENT

## Independent Limited Assurance Statement to the Board and Management of Tonkin & Taylor Group



**Assurance conclusion**  
Based on the scope of our independent assurance engagement, nothing has come to our attention that causes us to believe that the selected metrics (listed under the Subject Matter section below) in Tonkin & Taylor Group’s Sustainability Report for the year ended 31 December 2024 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.

**Scope**  
We, ERM Australia Consultants Pty Ltd (‘ERM’), performed a limited assurance engagement for the Board and Management of Tonkin & Taylor Group (‘TTG’) over selected metrics within TTG’s Sustainability report for the reporting year ended 31 December 2024 (‘FY24’).

**Subject Matter**  
The Subject Matter covered as part of this assurance engagement is listed below:

- People data - workforce
- Vehicles
- GRI index
- Gender Pay gap
- Health Safety and Wellbeing

**Criteria**  
The Criteria for our procedures are TTG’s internal sustainability reporting procedures.

**Respective responsibilities**  
TTG’s management is responsible for the selection of the Criteria and the preparation and fair presentation of the metrics in accordance with the Criteria, and related information within the FY24 Sustainability Report. This responsibility includes the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, keeping adequate records and making assumptions that are reasonable in the circumstances.  
ERM’s responsibility, in accordance with the terms of our engagement letter with TTG dated 15 January 2024, is to express a limited assurance conclusion about whether the Subject Matter has been prepared in accordance with the Criteria. Our assurance engagement has been planned and performed in accordance with the Australian Standard on Assurance Engagements ASAE 3000: *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* (‘ASAE 3000’).

**Our methodology**  
The assurance procedures we performed were based on our professional judgement and included:

- Making enquiries of persons responsible for preparing the metrics selected and related information in TTG’s FY24 Sustainability Report.
- Interviewing selected personnel to understand the processes for collecting, collating and reporting the selected metrics.
- Performing analytical and substantive tests to validate the selected metrics and related qualitative information.
- Checking the accuracy of calculations and the reasonableness of assumptions used in the development of the selected metrics.
- Reviewing the presentation of the selected metrics in the FY24 Sustainability Report to check they are accurately reported.

**Inherent limitations**  
Our evidence-gathering procedures were designed to obtain a ‘limited level’ of assurance (as set out in ASAE 3000) on which to base our conclusions. The extent of evidence gathering procedures performed is less than that of a reasonable assurance engagement and therefore a lower level of assurance is provided.

**Use of our assurance statement**  
We do not accept any responsibility for any reliance on this assurance statement by any person(s) or organisation(s) other than the Board and Management of TTG. Other stakeholders should do their own due diligence before taking action on the basis of this statement.

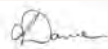
The extent of our procedures did not include the assurance of information reported by other companies or organisations.

**Other matters**  
We have performed a general assertion and claims review of statements made in the report.

**Our independence**  
We are not aware of any issues that could impair our independence or objectivity for this assurance engagement. ERM’s independence policy and supporting measures apply to management and professional staff. This policy also prohibits our team from having any financial interests in our clients that could impair our independence, either in fact or in appearance.

**Our assurance team**  
Our team has the required qualifications and experience in applying ASAE 3000 relevant for this assurance engagement.

On behalf of the assurance team.



**Simon Dawes**  
Technical Consulting Director, ERM  
Sydney, Australia  
12 May 2025