

## The profile of our people

### Headcount by company + employment status

Employment status	Tonkin + Taylor in New Zealand	Geotechnics	Tonkin + Taylor in Australia	Chadwick Geotechnics	Bligh Tanner	Total (T+T Group)
Permanent	848	130	53	47	74	1,152
Temporary	23	3	2	3	0	31
Casual	36	16	1	8	5	66
<b>Total number of employees</b>	<b>907</b>	<b>149</b>	<b>56</b>	<b>58</b>	<b>79</b>	<b>1,249</b>
Workers who are not employees (Contractors) <sup>1</sup>	15	0	2	0	0	17

### Headcount by company + work time arrangements

Employment status	Tonkin + Taylor in New Zealand	Geotechnics	Tonkin + Taylor in Australia	Chadwick Geotechnics	Bligh Tanner	Total (T+T Group)
Full-time	729	125	52	48	64	1,018
Part-time	142	8	3	2	10	165
Casual	36	16	1	8	5	66
<b>Total number of employees</b>	<b>907</b>	<b>149</b>	<b>56</b>	<b>58</b>	<b>79</b>	<b>1,249</b>
Workers who are not employees (Contractors) <sup>1</sup>	15	0	2	0	0	17

### Headcount by gender + employment status

Employment status	Female	Male	Gender Diverse	Not Disclosed	Total
Permanent	481	646	4	21	1152
Temporary	12	17	0	2	31
Casual	20	43	0	3	66
<b>Total number of employees</b>	<b>513</b>	<b>706</b>	<b>4</b>	<b>26</b>	<b>1249</b>
Full-time	378	616	4	20	1018
Part-time	115	47	0	3	165
Casual	20	43	0	3	66
<b>Total number of employees</b>	<b>513</b>	<b>706</b>	<b>4</b>	<b>26</b>	<b>1249</b>

### % Headcount by gender + employee category<sup>6</sup>

Employee category <sup>2,3</sup>	Female	Male	Gender Diverse	Not Disclosed
Board <sup>4</sup>	50%	50%	0%	0%
Executives	25%	75%	0%	0%
Senior Specialists, Senior Managers, Senior Leaders	26%	72%	0%	2%
Specialists, Operational Managers	41%	58%	0%	1%
Professional/Consultants, Team Leaders	57%	40%	0%	2%
General/Graduates, Technical Support & Admin	44%	52%	1%	3%
<b>Total</b>	<b>41%</b>	<b>57%</b>	<b>0%</b>	<b>2%</b>

### % Headcount by age group + employee category<sup>6</sup>

Employee category <sup>2,3</sup>	under 30	30-50	over 50
Board <sup>4</sup>	0%	25%	75%
Executives	0%	13%	88%
Senior Specialists, Senior Managers, Senior Leaders	0%	63%	37%
Specialists, Operational Managers	5%	83%	12%
Professional/Consultants, Team Leaders	29%	62%	9%
General/Graduates, Technical Support & Admin	61%	30%	9%
<b>Total</b>	<b>25%</b>	<b>58%</b>	<b>18%</b>

### % Shareholder headcount by gender<sup>5,6</sup>

Gender	Shareholders
Female	28%
Male	70%
Gender Diverse	0%
Not Disclosed	2%
<b>Total</b>	<b>100%</b>

We also track other forms of diversity, such as ethnicity, disability, rainbow communities, and neurodiversity. We report this information to the Diversity Agenda Accord, and will report externally with the next reporting period.

**All data is as at 31 December 2025 and includes all operating companies (including Bligh Tanner).** New Zealand data is the combination of Tonkin + Taylor in New Zealand and Geotechnics, and Australian data is the combination of Tonkin + Taylor in Australia, Chadwick Geotechnics, and Bligh Tanner.

<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 & Bligh Tanner, reflecting the unique structure and functions of each Operating Company. For the purpose of this report, Employee Categories are combined across our five 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>Shareholder data includes Tonkin + Taylor Group permanent employees only.

<sup>6</sup>Some percentage totals may not equal 100% due to rounding.