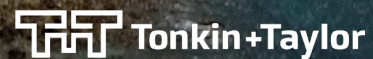
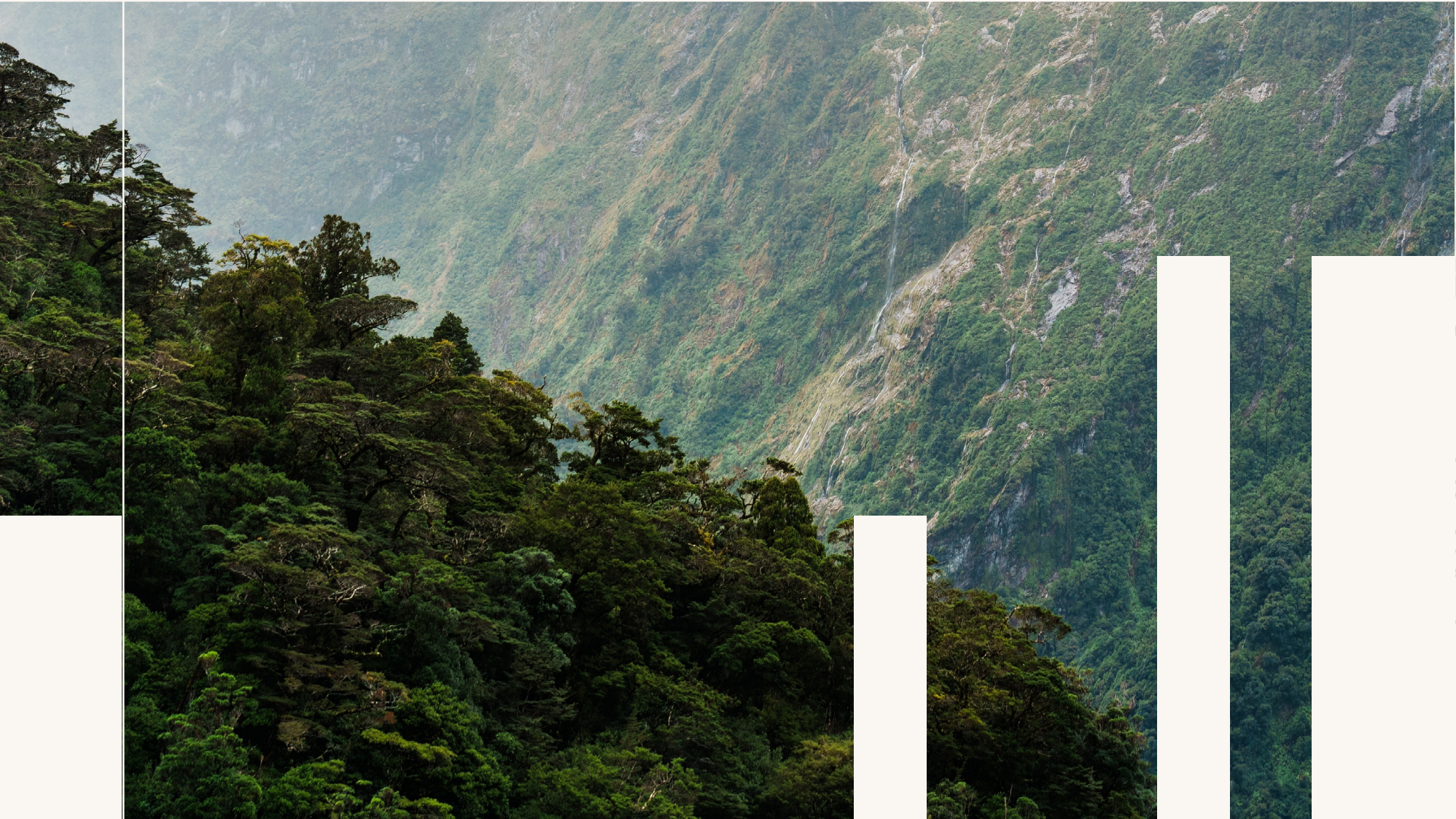


SUSTAINABILITY REPORT

TONKIN + TAYLOR GROUP

+ 2025 progress
and activity for 2026





+ 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!

Scan the QR code to listen to our karakia



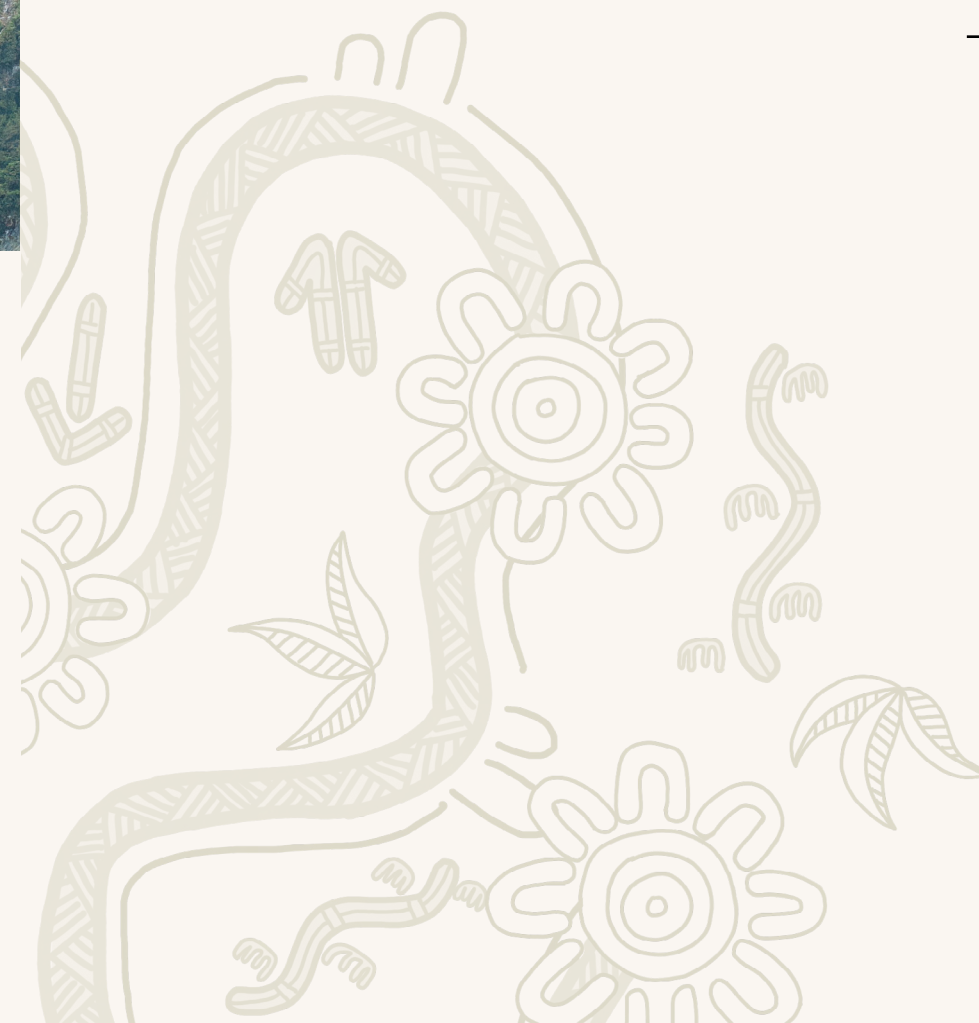
Karakia is a traditional Māori practice that has been embraced in modern New Zealand business, as a way to acknowledge cultural heritage. It creates a mindful beginning to proceedings, and demonstrates respect for Te Ao Māori (the Māori worldview) within professional environments.

+ 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

+

Purpose of the report

Our annual Sustainability Report, including supporting information on our website, reflects our commitment to deliver on Our Pathway strategy. 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.

+

Scope

This report covers the performance and activities of Tonkin & Taylor Group Limited (Tonkin + Taylor Group), a privately held, employee-owned limited liability company incorporated in New Zealand. Tonkin + Taylor Group comprises Bligh Tanner Pty Ltd, Chadwick Geotechnics Pty Ltd, Geosales Ltd, Geotechnics Ltd, Landcheck Ltd, The Measurement and Calibration Centre Ltd, Tonkin & Taylor Environmental Pty Ltd, Tonkin & Taylor Group Holdings Pty Ltd, Tonkin & Taylor International Ltd, Tonkin & Taylor Ltd, and Tonkin & Taylor Pty Ltd. These entities are managed as five operating companies: Tonkin + Taylor in New Zealand, Tonkin + Taylor in Australia, Geotechnics in New Zealand, Chadwick Geotechnics in Australia, and Bligh Tanner.

Bligh Tanner, a specialist engineering consultancy based in Queensland, NSW and Victoria joined Tonkin + Taylor Group on 1 February 2025. Bligh Tanner's operations are being transitioned into Tonkin + Taylor Group operations over time and are therefore included only in statutory disclosures, people data as at 31 December 2025 (excluding gender pay), and greenhouse gas emissions data for the full 2025 calendar year.

The entities included in this Sustainability Report are the same as those covered by the consolidated financial statements. We report at a Group level without adjustments unless noted.

We include information on services provided through alliances and project-specific entities, while excluding their day-to-day operations. We hold minority ownership in GeoEdgeXLimited (formerly InfinityStudio.AI Limited), which is excluded from our reporting.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021. See the GRI Index on page [36](#).

+

Period covered by the report

This reporting covers activities undertaken during 2025 and initiatives planned for 2026. Data covers January 1 to December 31 2025, unless otherwise stated. This period aligns with Tonkin + Taylor Group financial reporting.

Assurance

We have sought independent limited assurance for quantitative data (except for project numbers) and the GRI Index, conducted in accordance with ASAE 3000. The assurance statement can be found on page [38](#). 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?

Contact us at
sustainability@tonkintaylor.co.nz

Tonkin + Taylor Group
1 Fanshawe Street, Auckland 1010,
New Zealand

Publication date: April 2026

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SNAPSHOT



BLIGH
TANNER
JOINED
TONKIN
+ TAYLOR
GROUP

BLIGH
TANNER



AWARDS

+ **Environment Analyst Sustainability Delivery Award**

Transportation Project of the Year Award
- Te Ara Tupua Shared Cycle and Walkway - with NZTA Waka Kotahi, Downer NZ, HEB Construction, Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira

+ **Concrete Construction Award 2025**

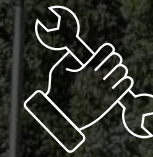
Excellence in Concrete infrastructure
- Te Ara Tupua Alliance

+ **2025 Property Council New Zealand Industry Award**

Whenuapai School Senior Campus project
- Merit in the Colliers Project Leaders Education Property Award

+ **2025 Āpōpō Asset Management Excellence Award**

Project reclaim
- Excellence in Collaboration



6,403

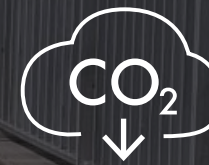
ACTIVE PROJECTS **2025**



2,567

HOURS

SUSTAINABILITY LEARNING **2024+2025**



CARBON PERFORMANCE

12% reduction in absolute emissions since 2018

41% reduction in emissions/FTE since 2018



BOARD COMPOSITION



50% Female



50% Male

30 team members attended a



3-DAY NOHO MARAE

MESSAGE FROM THE MANAGING DIRECTOR + BOARD CHAIR



It is with great pleasure that we introduce this year's Sustainability Report as it captures our 2025 successes and our ambition for the future.

Our purpose – together we create and sustain a better world – is the motivation behind everything we do. It challenges us to take responsibility for our impacts and to act as true kaitiaki (stewards), working collaboratively with clients and partners to manaaki (take care of) our people and our world.

This year marked a milestone with the conclusion of Our Pathway 2025 strategy, and looking ahead to 2030 with a new vision: to be Oceania's best environmental and engineering partner. This

ambitious destination is achievable through executing on our Group strategy and supporting operating companies' business plans.

Navigating challenge and change

The past two years have brought significant change across our markets and within our Group. We responded to challenging economic conditions and an uncertain infrastructure pipeline with bold decisions that repositioned the business for future success. This included welcoming Bligh Tanner to the Group – a team whose technical excellence and values align strongly with our own – to strengthen our presence in Australia and expand our services. We have reshaped our Group Leadership Team and operating models to improve organisational agility.



Our AI Centre of Technical Excellence and AI Hub is enabling our technical experts to safely explore innovative applications of AI in their work. We anticipate more change and are responding by focusing on business performance, agility to respond, while strategically shifting the business to create future value.

This year, we held our three-yearly shareholder forum, bringing together shareholders from across New Zealand and Australia to connect in person and align to Our Pathway 2030 strategy.

These changes, combined with the hard work of our people, resulted in strong performance across all companies and growth in regions such as Queensland, New South Wales, and the work we do across the Pacific.

Better outcomes for our communities and environment

Our project work continues to demonstrate the breadth and positive impact of our expertise, from city shaping transport infrastructure and renewable energy developments to heritage protection, social infrastructure, and environmental remediation. These projects improve lives, protect ecosystems, and help communities thrive. This report shares some of those projects.

As Pathway 2025 concluded, so did our dedicated sustainability strategy, with responsibilities now embedded into Chief Executive and Chief Operating Officer roles across our operating companies and supported by the Sustainability Director. This shift reflects the maturity of our sustainability journey – it's no longer a strategic initiative to create a step change, but integral to how we operate. We are proud of our foundations, including our sustainability capability programme, Sustainability by Design process, and Māori Strategy, which we continue to build on. As we enter this new phase, we are also reviewing our commitments and targets, including our greenhouse gas emissions targets, to ensure they are fit for purpose, reflect available technologies and will galvanize our next actions to reduce our greenhouse gas emissions.

Looking ahead

While we have positioned ourselves well for the future, we remain vigilant. We're operating in an environment shaped by significant macro forces, including economic and geopolitical shifts, AI and automation, and climate change. In New Zealand and Victoria, elections in 2026 add near-term uncertainty. Legislative reform is also reshaping our operating environment. While this landscape requires resilience and agility, the economic outlook across New Zealand and Australia is improving, creating momentum for investment in the vital infrastructure our communities need.

For 2026 and beyond, our priorities include developing our people strategy, strengthening core expertise while advancing new areas of growth, and leveraging AI to work more efficiently. With Our Pathway as our guide, improving economic conditions, and our talented team, we're excited about the positive impact we'll create together in the year ahead.

We extend our gratitude to our entire team for their hard work and unwavering commitment this past year, and our clients, partners, and communities for your trust. We look forward to continuing our work together.

Tim Fisher
Managing Director

Vanessa Stoddart
Board Chair

ABOUT TONKIN + TAYLOR GROUP



WHO WE ARE

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

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. We're proud members of the [Inogen Alliance](#), enabling us to support clients globally.

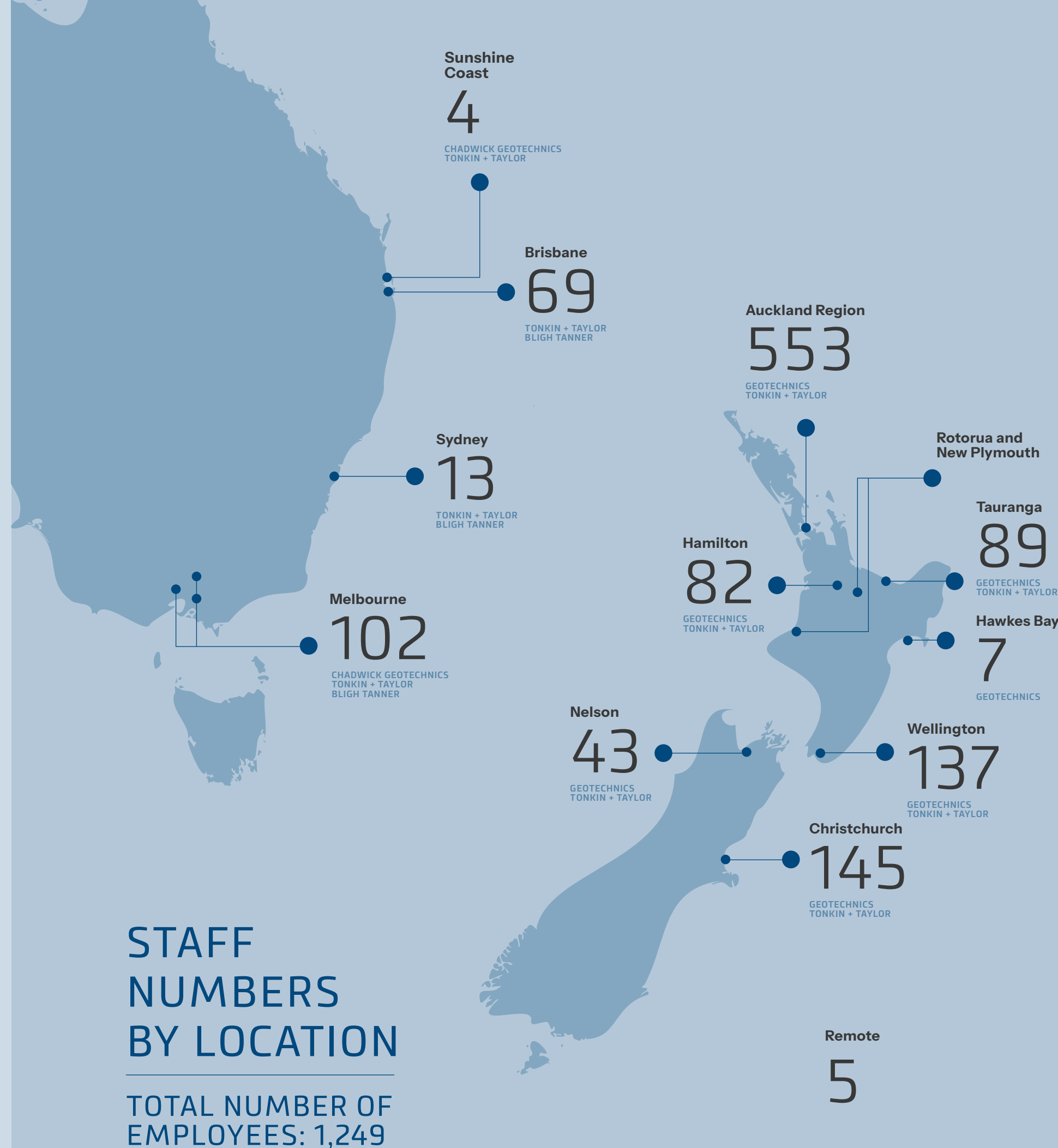
OUR OPERATING COMPANIES

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

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

BLIGH TANNER Leading structural, façade, civil, environmental and water engineering services. Joined February 2025.

Our people work across New Zealand and Australia, creating 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. We bring our diverse knowledge and collaborative approach to solving client challenges locally, across the Pacific, and around the world.



STAFF NUMBERS BY LOCATION

TOTAL NUMBER OF EMPLOYEES: 1,249

OUR PATHWAY

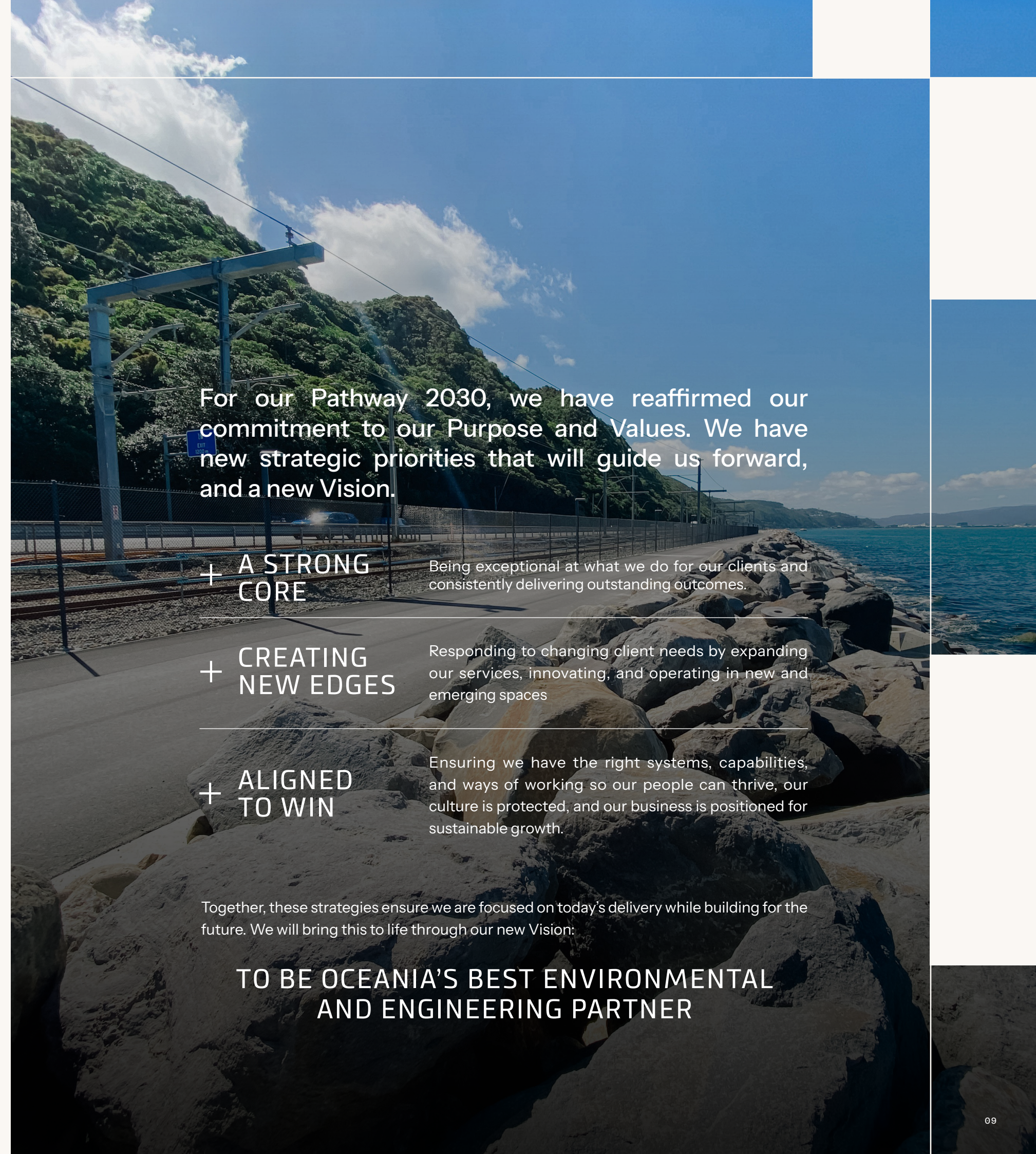
Our Pathway 2025 has guided us over the past five years, grounding us in our Purpose and Values – why we exist and how we show up every day. Our Vision set our direction, while our Strategies shaped where we focused our effort. During this time, we made strong progress, particularly in embedding sustainability, accelerating digital transformation, and strengthening our global connections.

+ PURPOSE

TOGETHER WE CREATE AND SUSTAIN A BETTER WORLD

+ VALUES

EVERYONE MATTERS EMPOWERED TO DELIVER EXCELLENCE EVERY DAY



For our Pathway 2030, we have reaffirmed our commitment to our Purpose and Values. We have new strategic priorities that will guide us forward, and a new Vision.

+ A STRONG CORE

Being exceptional at what we do for our clients and consistently delivering outstanding outcomes.

+ CREATING NEW EDGES

Responding to changing client needs by expanding our services, innovating, and operating in new and emerging spaces

+ ALIGNED TO WIN

Ensuring we have the right systems, capabilities, and ways of working so our people can thrive, our culture is protected, and our business is positioned for sustainable growth.

Together, these strategies ensure we are focused on today's delivery while building for the future. We will bring this to life through our new Vision:

TO BE OCEANIA'S BEST ENVIRONMENTAL AND ENGINEERING PARTNER

OUR VALUE CHAIN

At Tonkin + Taylor Group, 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. Our clients and partners include central/commonwealth government, state and local government, private entities, and non-government organisations. Our projects range from small pieces of work to multi-year and multi-party projects.



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
- + Collaborate and learn
- + Deliver transformative projects



OUR SUPPLY CHAIN PARTNERS

We have over 1,400 active suppliers who 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 and business cases
- + Stakeholder engagement
- + Engineering design and digital solutions
- + Consenting
- + Developing policies



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:

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

- + 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

- + Asset management
- + Site monitoring and auditing
- + Developing operational policies and procedures
- + Climate change risk assessment and greenhouse gas (carbon) footprinting

SUSTAINABILITY AT TONKIN + TAYLOR GROUP

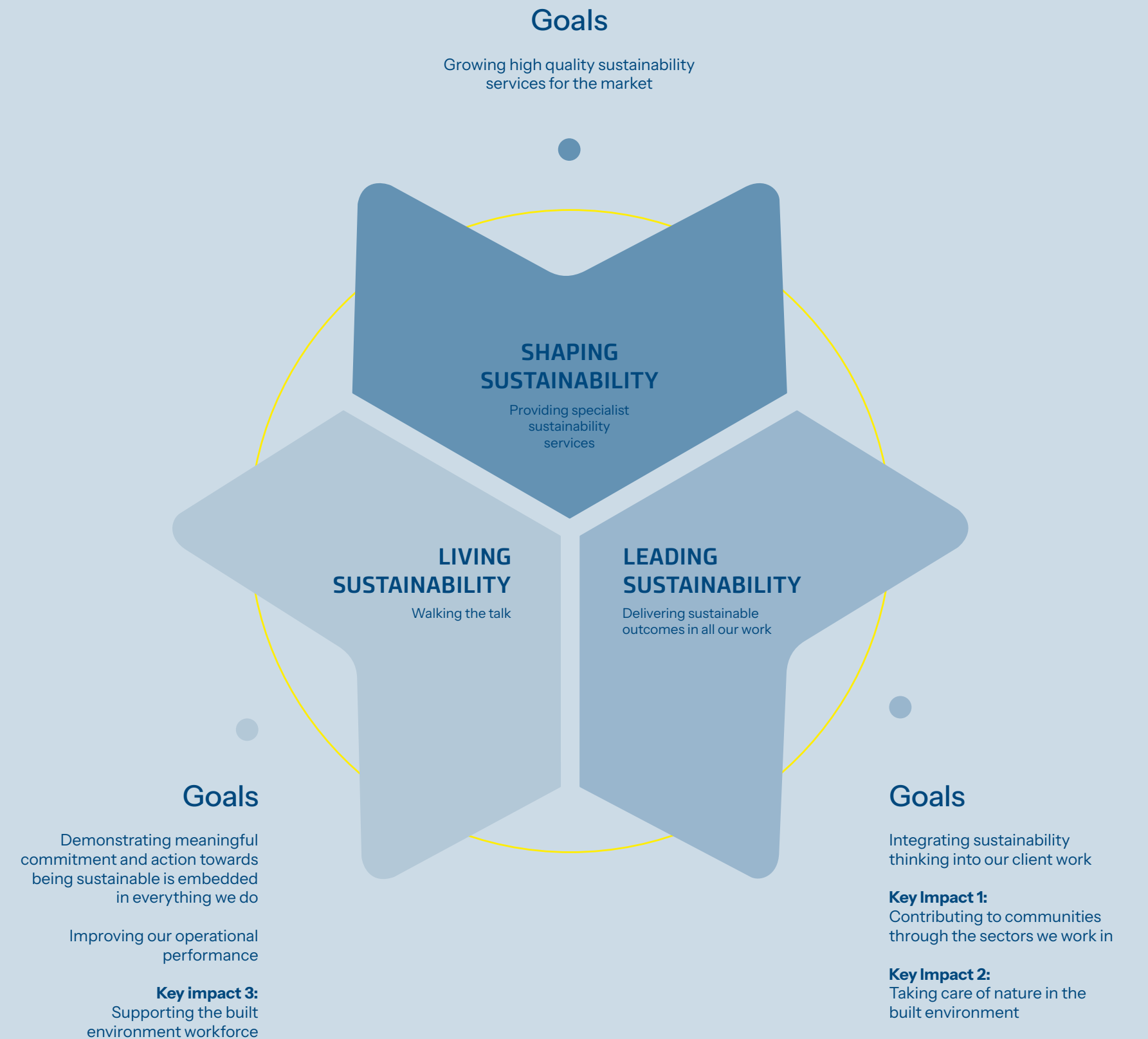
Sustainability at Tonkin + Taylor Group is about actively responding to local and global social and environmental challenges and shaping a future in which the natural environment is truly valued and protected, people and places are thriving, and all people are healthy, fulfilled, and empowered to pursue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

Our [Sustainability Policy](#) outlines our commitments and aspirations to embed sustainability in everything we do, and our [Purposeful Decisions Principles](#) help guide day-to-day decision making across the Group.

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.

See more on how we approach sustainability [here](#).

OUR SUSTAINABILITY STRATEGY



WORKING WITH OUR CLIENTS TO LEAD AND SHAPE MORE SUSTAINABLE OUTCOMES

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



Key Impact 1
Contributing to 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. Our work contributes to communities having reliable access to safe drinking water, energy, transportation options, homes and employment opportunities, and being protected from natural hazards. We help industry keep communities and surrounding environments healthy, and support the safe and effective management of waste and resources.

Our clients and partners include central/commonwealth government, state and local government, private entities, and non-government organisations. The work we do with clients ranges from nationally significant through to regionally and locally important, and protecting and supporting the operations and activities of businesses and individuals.

Some of the work we're part of also has some potential for negative impacts for communities, such as disruptions during construction works and in the operation of some infrastructure. We work with our clients, partners, and their communities to avoid and mitigate these impacts. The evolving regulatory environment in New Zealand during 2025 brought changes to resource management processes and timeframes, and had the potential to change the type and pace of work we do. We managed this by reinforcing the use of our [Purposeful Decisions Principles](#) and our supporting risk management processes.

For more information on these impacts and how we are managing them, see [here](#).

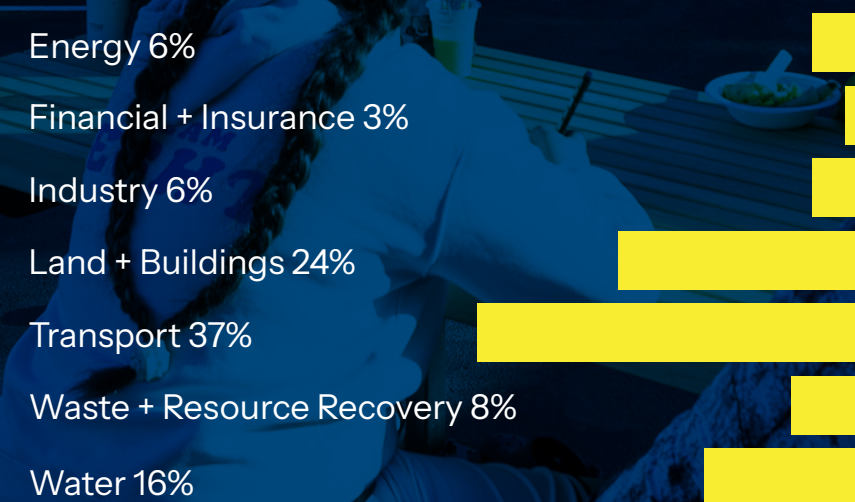
UN Sustainable Development Goals associated with contributing to communities through the sectors we work in



TRACKING OUR PROGRESS

In 2025, we started tracking the contributions our projects make to the sectors we work in. As this is a new metric, we are working through data quality and consistency, and it will take time for this information to be captured across all our active projects.

SECTOR BREAKDOWN



OUR SECTORS AND KEY SUSTAINABLE DEVELOPMENT OUTCOMES WE CONTRIBUTE TO

 <h2>ENERGY SECTOR</h2> <p>Reliable use of systems, devices, and other equipment run on electricity that enable individual, community, and business activities, and participation in communities, and local, regional, national, and global economies.</p>  <p>SDG Indicator: Increased renewable energy generation (7.2.1)</p>	 <h2>INDUSTRY SECTOR</h2> <p>Availability of local goods for the market through businesses that support employment and local economies.</p>  <p>SDG Indicators: Reduced industrial carbon emissions (9.4.1); Reduction in fine particulate matter (3.9.1)</p>	 <h2>LAND SECTOR</h2> <p>Creation of places for individuals, groups, and the community, such as providing homes, places for business, employment, community activities, and transport routes.</p>  <p>SDG Indicator: Brownfield or dense residential development (11.3.1)</p>	 <h2>TRANSPORT SECTOR</h2> <p>Improving mobility and accessibility for the community so people can effectively and safely connect with people, places, goods, and services.</p>  <p>SDG Indicators: Improved or new rural access (9.1.1); Improved or new public transport (11.2.1); Improved traffic safety (3.6.1)</p>	 <h2>WASTE + RESOURCE RECOVERY SECTOR</h2> <p>Protecting public health and maximising resource efficiency.</p>  <p>SDG Indicators: Increasing recycling rates (12.5.1); Municipal solid waste management (11.6.1); Reducing harm from land contamination (3.9.3)</p>	 <h2>WATER SECTOR</h2> <p>Protecting public health with safe drinking water, and avoidance of illness and injury from storm and wastewater, and future water security.</p>  <p>SDG Indicators: Safe drinking water (6.1.1); Safe treatment of wastewater (6.3.1); Water sanitation policies and procedures with community participation (6.b.1); Integrated water resources management (6.5.1); Reduction in life and economic loss from natural disasters (11.5.1, 11.5.2)</p>	 <h2>FINANCE + INSURANCE SECTOR</h2> <p>Increasing understanding of risk to support informed decision-making and reduce harm to people and the assets they rely on.</p>  <p>SDG Indicators: Financial soundness (10.5.1); Reduction in life and economic loss from natural disasters (11.5.1, 11.5.2)</p>
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OUR THEORY OF CHANGE FOR CONTRIBUTING TO COMMUNITIES THROUGH THE SECTORS WE WORK IN

ACTION



WHAT WE'RE DOING DIFFERENTLY TO AMPLIFY OUR CONTRIBUTION

Improving our understanding of how we contribute to communities and community needs

Developing strategies to align our capabilities with clients and partners targeting improved contributions for communities

Maintaining and growing our technical excellence and collaborative approach to support clients and partners delivering community outcomes

OUTPUT

Our clients and partners are informed and supported to implement work in communities

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

CASE STUDY

TRANSFORMING HUMANITARIAN DISASTER PREPAREDNESS

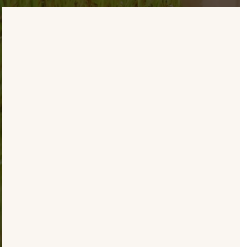
Tonkin + Taylor partnered with the United Nations-led Emergency Supply Preparedness Strategy (ESUPS) to deliver STOCKHOLM – a global information system designed to transform humanitarian logistics and disaster preparedness.

Funded by USAID and the European Commission's ECHO, STOCKHOLM provides a single, live platform mapping pre-positioned humanitarian supplies across the globe. It unites the efforts of over 200 international aid agencies, including the World Food Programme, UNICEF, Oxfam, Save the Children, and the Red Cross.

Previously, each organisation managed its supplies independently, often resulting in duplication of resources, critical shortfalls, and delayed response times. STOCKHOLM changes this by providing real-time visibility over warehouse

locations and inventories (such as tents, water purification tablets, and first aid medical kits) enabling coordinated, evidence-based decision-making before and during disasters.

By improving information flow and collaboration, the system helps ensure essential supplies reach vulnerable communities faster, reducing both the risk to life and the economic cost of recovery. Through robust data design and technical leadership, Tonkin + Taylor's contribution to STOCKHOLM showcases how smart, resilient systems can be an important tool in protecting and helping people.



CASE STUDY

BRIDGEWATER BRIDGE, TASMANIA, AUSTRALIA

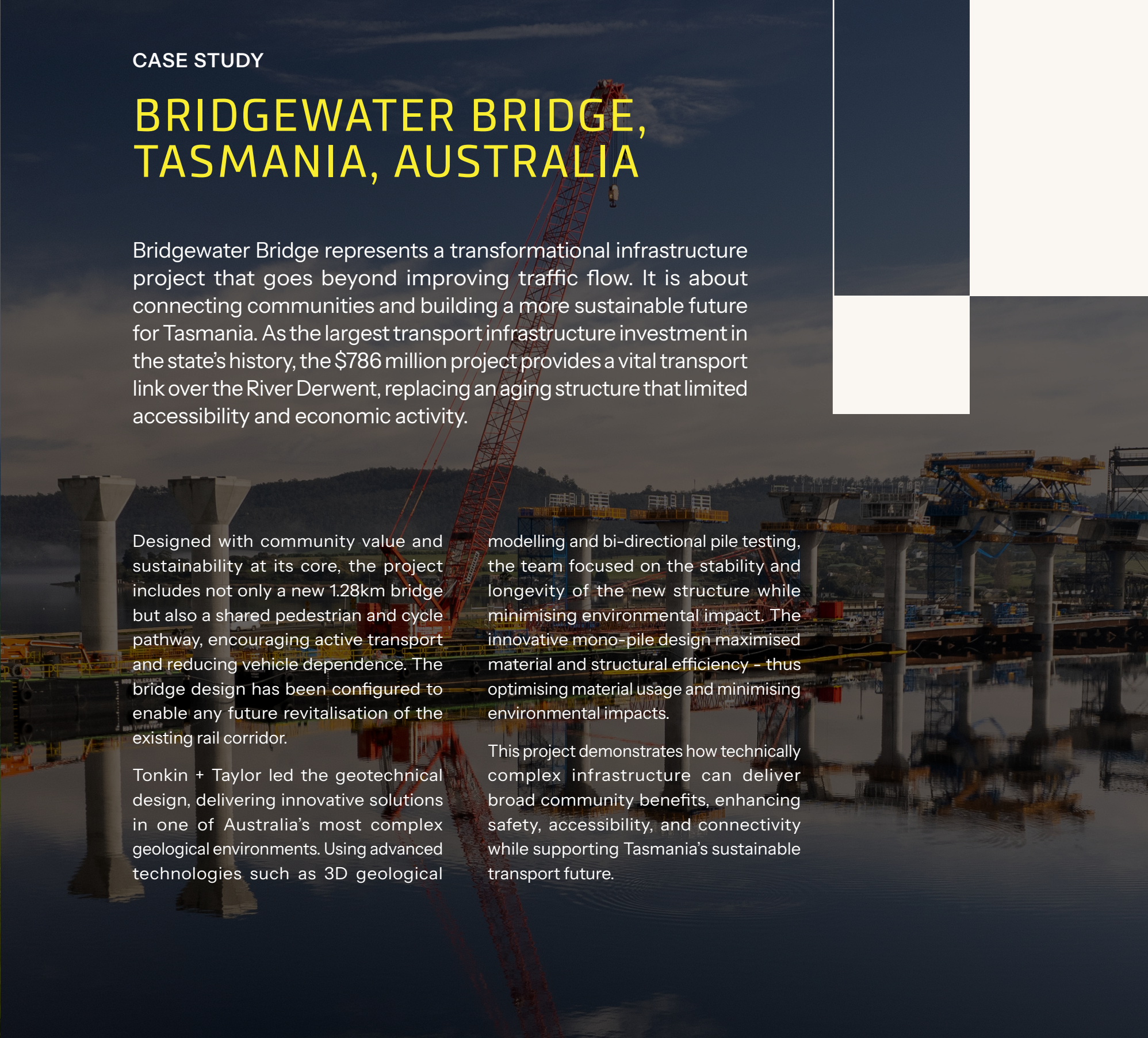
Bridgewater Bridge represents a transformational infrastructure project that goes beyond improving traffic flow. It is about connecting communities and building a more sustainable future for Tasmania. As the largest transport infrastructure investment in the state's history, the \$786 million project provides a vital transport link over the River Derwent, replacing an aging structure that limited accessibility and economic activity.

Designed with community value and sustainability at its core, the project includes not only a new 1.28km bridge but also a shared pedestrian and cycle pathway, encouraging active transport and reducing vehicle dependence. The bridge design has been configured to enable any future revitalisation of the existing rail corridor.

Tonkin + Taylor led the geotechnical design, delivering innovative solutions in one of Australia's most complex geological environments. Using advanced technologies such as 3D geological

modelling and bi-directional pile testing, the team focused on the stability and longevity of the new structure while minimising environmental impact. The innovative mono-pile design maximised material and structural efficiency – thus optimising material usage and minimising environmental impacts.

This project demonstrates how technically complex infrastructure can deliver broad community benefits, enhancing safety, accessibility, and connectivity while supporting Tasmania's sustainable transport future.



CASE STUDY

NATIONAL LIQUEFACTION MODEL

The National Liquefaction Model represents a major step forward in improving New Zealand's resilience to earthquake hazards. Developed in partnership with the Natural Hazards Commission (NHC), the model provides a nationally consistent understanding of liquefaction hazard (regional scale mapping of where soil may lose strength during earthquakes).

This nationally consistent model supports safer communities and stronger economies by enabling better-informed decisions across the insurance, planning, and infrastructure sectors. It allows councils and planners to reduce future exposure by guiding where and how new buildings and critical infrastructure are developed. For insurers and reinsurers, the model provides confidence in risk assessment and pricing, creating a more stable and sustainable insurance market.

By directly linking science to decision-making, the model helps reduce risk

to life, property, and essential services, ensuring fewer communities face damage and disruption in future earthquakes. Over the lifetime of buildings and infrastructure, this translates to avoided losses, lower material waste, lower recovery costs, and improved resilience of local economies.

Through its collaborative approach and technical depth, Tonkin + Taylor's contribution to the National Liquefaction Model exemplifies how data, science, and partnership can deliver lasting benefits to people, places, and prosperity across Aotearoa.

CASE STUDY

MT CASS WIND FARM - BUILDING RENEWABLE ENERGY AND REGIONAL RESILIENCE

The Mt Cass Wind Farm represents a major step forward for renewable energy generation and climate resilience in New Zealand's South Island. Once operational, the wind farm is expected to generate around 300 GWh of electricity each year – enough to power approximately 40,000 homes. Comprised of turbines with 130-metre rotor diameters, the project will significantly increase the region's renewable capacity and reduce reliance on hydro power, enhancing energy security in the face of climatic variability.

Tonkin + Taylor is delivering the civil design for the project, including geometric, geotechnical and stormwater design, and managing consent conditions to ensure environmental integrity throughout construction. Our approach balances the technical demands of renewable energy infrastructure with a commitment to environmental protection and positive community outcomes. Specific measures focus on preserving local ecology, including lizard habitats, significant trees, native shrublands, and distinctive geological features.

Working in collaboration with Australian structural engineering specialists iCubed, who bring extensive offshore wind experience, we are helping deliver a project that reflects leading practice in sustainability, biodiversity management, and regional engagement. Mt Cass Wind Farm embodies a holistic approach to renewable energy – providing clean power, local resilience, and enduring community value.

KEY IMPACT 2

TAKING CARE OF NATURE IN THE BUILT ENVIRONMENT

Our advice often leads to our clients and partners undertaking construction of enhanced or new infrastructure – the built environment. While the built environment should provide long term positive impacts for people and the environment, we know there can also be negative impacts, such as through use of materials, vegetation and topsoil clearance, and construction and operational discharges.

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.

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

For more information on these impacts and how we are managing them, see [here](#).

UN Sustainable Development Goals associated with contributing to taking care of nature in the built environment



TRACKING OUR PROGRESS

We continue to develop our systems to better track our progress and impacts on nature. In 2025, we launched a tool to help our teams quickly consider the likely sustainability impacts of individual projects, and resources to address impacts. We are following uptake of these tools across the business as a proxy progress measure.

We also track our specialist sustainability services, both through increasing inclusion of these services in our other client work, and clients accessing our services directly.

As we establish more direct measurement, we are tracking 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 TO AMPLIFY OUR CONTRIBUTION

Nature-based solutions:

Growing the breadth and visibility of our 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:

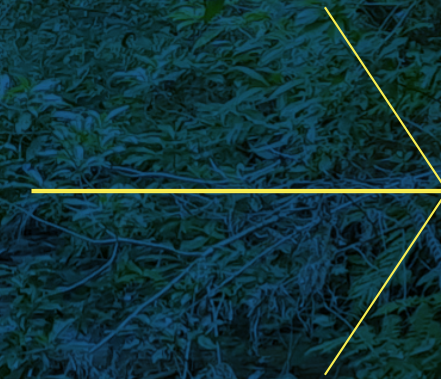
Supporting our teams to critically assess and address natural environment (and wider sustainability) risks and opportunities

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

WHAT WE'RE DOING

Project processes

Our project processes help us identify and manage environmental risks with technical oversight, independent reviews, and role-specific environmental training. Teams conduct an environmental risk assessment before site visits and physical works to consider and mitigate potential impacts, such as sediment discharge or disruption to local fauna.

Nature-based solutions

Nature-based solutions use natural processes and ecosystems to support infrastructure and services in ways that protect, restore, and regenerate nature. These approaches can deliver environmental benefits such as habitat creation, carbon mitigation, flood attenuation, and pollution reduction, while also enhancing social and cultural wellbeing through improved access to nature. Our services include stream daylighting, wetland creation, and blue-green infrastructure, tailored to sectors ranging from urban development to climate adaptation.

Sustainability by design

Through our Sustainability by Design programme, we are equipping teams with practical tools to embed sustainability into project planning and delivery. In 2025, we launched a tool to support teams in identifying the likely most significant impacts of their projects, and provide support on actions to consider. We are evolving this tool into an AI-assisted process, drawing on best practice sustainable infrastructure resources.

Accompanying tools, including embodied carbon software and guidance documents, and on-hand support from our specialist teams help our teams efficiently integrate sustainability thinking into our work. The process is supported by a cross-disciplinary Steering Committee and a Working Group of sustainability champions.

Building sustainability capability

In 2024 and 2025, we ran an intensive sustainability capability programme, to focus on equipping staff with the tools and confidence to integrate sustainability into their work. See more on page [30](#).

Learning from indigenous worldviews

Indigenous worldviews offer deep, place-based knowledge and a holistic understanding of natural systems that enrich our approach to environmental stewardship. Through partnerships across Aotearoa New Zealand, Australia, and the Pacific, we've seen how integrating indigenous perspectives can lead to innovation, risk reduction, and stronger outcomes for nature and communities.

We are committed to growing our cultural competency and supporting indigenous leadership in projects. We are actively working to integrate these insights into our projects through collaboration, cultural competency development, and internal leadership initiatives. See page [32](#) for what we're doing to build our capabilities and integrate this knowledge into the work we're involved in.

In 2025, we formalised Te Kōrihi o te Manu (the bird song), the first phase of our Māori Strategy, setting our foundation to better serve our communities. See how we kicked off the strategy with noho marae for 30 of our people on page [33](#). See more on our commitments and strategy [here](#). Due to the challenging market conditions in 2025, our 'Innovate' Reconciliation Action Plan (RAP) was paused, meaning we are spending more time in the 'Reflect' stage than planned. Work to continue our progress towards the 'Innovate' stage will be reignited in the coming year.

DREAMLAB

Our vision for innovation at Tonkin + Taylor Group is to foster a culture renowned for forward thinking, curiosity, and action.

Innovation is important to continue to address the challenges and opportunities to better take care of nature. Innovation is not just about new technology; it's about empowering our people to challenge assumptions, test ideas, and create practical solutions that deliver real value. Since the inception of the DreamLab programme in 2019, innovations have included initiatives such as macroinvertebrate counting, wastewater treatment wetlands, utilising seismic monitoring to better understand river behaviours, and embodied carbon calculations.

We recognise that it can be difficult to find time alongside day-to-day project commitments to develop new ideas. That's where our annual innovation contest, DreamLab, plays a key role. DreamLab, Tonkin + Taylor Group's take

on Dragon's Den, provides a structured space for creativity, collaboration, and experimentation. It encourages our people to step back from business-as-usual and explore smarter, more sustainable ways of working.

Participating in DreamLab is an opportunity to dedicate time to dreaming, innovating, and turning ideas into action. Teams who successfully demonstrate strong technical thinking, commercial potential, and positive impact can secure seed funding to bring their concepts to life.

We also actively collaborate with local universities, including the University of Auckland (UoA), supporting research partnerships and student-led projects that introduce fresh perspectives and innovative approaches into our work. Through DreamLab and our academic partnerships, we aim to accelerate innovation, support our people's growth, and deliver meaningful outcomes for the environment, our communities, and clients.

CASE STUDY

CANTERBURY REGION: PIONEERING A WELLBEING-FOCUSED PATH TO DECARBONISATION

For the Canterbury Mayoral Forum, achieving a low-emissions future required more than reducing carbon – it demanded a holistic approach that placed community wellbeing at the centre of climate action. Partnering with Environment Canterbury Regional Council, Tonkin + Taylor delivered a pioneering, wellbeing-focused assessment to guide an equitable regional transition.

Under the Canterbury Climate Partnership Plan, regional councils faced the complex challenge of evaluating a wide range of decarbonisation options while understanding their varied impacts on people, businesses, and communities. Tonkin + Taylor responded by developing a bespoke semi quantitative framework assessing 57 potential actions against 39 criteria spanning greenhouse gas reduction alongside environmental, social, cultural, economic, and equity dimensions.

Grounded in the UN Sustainable Development Goals and the principles of Te Tiriti o Waitangi, and leveraging

AI to analyse multi dimensional data, this approach offered a nuanced picture of trade offs and synergies between climate actions. The resulting interactive assessment tool and report provide an evidence based foundation for ongoing engagement with communities, mana whenua, industry, and local decision makers.

This work redefines regional climate planning – moving beyond simply counting carbon to understanding the full, interconnected impact of climate action on community wellbeing.

CASE STUDY

MAITAI RESERVOIR AERATION SYSTEM, NELSON, NEW ZEALAND

The Maitai Reservoir Aeration System helps improve ecological health while strengthening cultural partnership along Nelson’s Mahitahi/Maitai River. Tonkin + Taylor led a team of subconsultants to assist Nelson City Council with the project from concept to works commissioning. Guided by Te Tau Ihu iwi (the local Māori tribes), the project upholds kaitiakitanga (guardianship), enhances the awa’s (river’s) mauri (life force), and safeguards the cultural heritage of a taonga (treasure).

Extensive environmental sampling and hydrodynamic modelling identified low-oxygen hotspots and informed an energy-efficient system. The design was modelling-led, and works were supported by a consent monitoring framework aligned to ecological goals. Since commissioning in December 2024, performance has exceeded expectations.

Ecological outcomes from the project are tangible: higher dissolved oxygen precipitates iron and manganese, suppresses nuisance periphyton, and improves the river’s life-supporting capacity which builds a more resilient aquatic ecosystem.

Community empowerment has also been woven through delivery. Ongoing engagement with Friends of the Maitai and broader stakeholders fostered trust and stewardship, while an Engineering New Zealand site visit shared learnings and encouraged civic pride in healthier swimming spots and walking corridors.

The Maitai Reservoir Aeration system demonstrates a nature-positive, culturally grounded solution that set a benchmark for water quality enhancing infrastructure. The project was recognised with a Contractors Federation environmental award (2025), and was a finalist in the Water NZ sustainability award (2025).

CASE STUDY

SUSTAINABILITY ADVANCEMENT THROUGH HE RĀKAU TAUMATUA, NEW ZEALAND

In partnership with Ngā Pou ā Tane (New Zealand Māori Forestry Association), Tonkin + Taylor led the He Rākau Taumatua Project – a Māori forestry leadership initiative grounded in the principles of environmental stewardship, knowledge sharing, and cultural strength. Rooted in the concept of a prominent forest tree where life gathers and ideas flourish, the model created a space for growth, dialogue, and the development of leadership within the Māori forestry sector.

Through collaborative research and engagement, the project supported the development of a vocational education and training (VET) framework that strengthened Māori leadership pathways, aligned educational practice with mātauranga Māori, and ensured forest management approaches remained sustainable and future-focused. Anchored in Ngā Pou ā Tāne’s He Rautaki Ngahere Māori 2040 strategy, the initiative promoted innovation, resilience, and enterprise across one of Aotearoa New Zealand’s most significant economic and environmental sectors.

By integrating technical expertise with Indigenous knowledge systems, He Rākau Taumatua exemplifies Tonkin + Taylor’s commitment to inclusive sustainability – where communities, ecosystems, and industries thrive together in pursuit of a regenerative future.

OUR 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.

We work alongside clients to translate complex assessments and analysis into solutions that are relevant, implementable and commercially grounded. This approach is embedded across our sustainability consulting services, spanning climate, nature, circular economy, assurance and verification, and te Ao Māori-informed practice. Our thought leadership supports this focus, from

redesigning climate-related disclosures that are aligned with enterprise strategy to credible transition planning and practical nature risk assessments - we're always thinking about how to add practical value to clients. By integrating technical rigour with strategic insight, we help clients make better decisions that stand up in the real world and deliver lasting value.

SUSTAINABILITY STRATEGY + REPORTING



- + Risk / opportunity mapping
- + Benchmarking
- + Materiality assessment
- + Strategy + planning
- + Implementation support
- + Reporting + disclosures
- + Board / exec briefings
- + Training + awareness

MĀORI ADVISORY



- + Cultural impact assessments
- + Strategy + planning
- + Governance reporting
- + Engagement + comms
- + Tikanga + Mātauranga integration
- + Te Reo interpretation
- + Treaty responsiveness
- + Social procurement
- + Research
- + Funding + grants

CLIMATE CHANGE



- + GHG inventory + footprint
- + Emissions reduction plan
- + Science-based targets
- + Climate scenarios
- + Impact + risk assessment
- + Financial impact assessment
- + XRB disclosure statement
- + Monitoring + evaluation
- + Adaptation planning
- + Transition planning
- + Potential loss valuations
- + Training, facilitation + engagement

NATURE + BIODIVERSITY



- + Nature inventory + footprints
- + Impact + risk assessment
- + Financial impact assessment
- + Nature-based design solutions
- + Monitoring + evaluation
- + Transition planning
- + Strategy + policy
- + TNFD-aligned assessment + disclosure

CIRCULAR ECONOMY + RESOURCE RECOVERY



- + Strategy + policy
- + Investment cases
- + Service design + optimisation
- + Cost modelling
- + Waste services procurement
- + Supply chain assessments
- + Product stewardship
- + Monitoring + evaluation
- + Material flow mapping
- + Waste audits
- + Training + capability

AUDIT, ASSURANCE + VERIFICATION



- + EcoChoice Aotearoa standards
- + Life-cycle assessment
- + Management system audit
- + EHS audit + compliance
- + Assurance
- + Verification

CASE STUDY

KIWI RAIL ADAPTATION SUPPORT, NEW ZEALAND

New Zealand's climate is changing in ways that affect KiwiRail's ability to efficiently move people and freight around the country. Climate-related natural hazards such as flooding, slips, coastal erosion and fires are affecting the reliability of rail services and causing damage to assets. By proactively managing key climate risks for their business, KiwiRail aims to maintain more reliable services and reduce the need for costly repairs to assets after extreme weather.

Tonkin + Taylor has been working with KiwiRail to develop its first climate adaptation plan. This involved developing an adaptation framework to guide the structure of the adaptation plan, which covered four key pillars: knowledge and information; people; governance, strategy and processes; and assets and operations. Tonkin + Taylor worked collaboratively with the KiwiRail Sustainability team to develop a range of actions across these four pillars. The plan is KiwiRail's first dedicated strategic response to climate and natural hazard impacts and will guide KiwiRail in managing their climate risks more effectively.

CASE STUDY

BUILDING CAPACITY FOR ASSESSING AND RESPONDING TO CLIMATE IMPACTS, PACIFIC

The Secretariat of the Pacific Regional Environment Programme (SPREP) Loss and Damage Capacity and Capability (LDCC) Project, co-designed with support from New Zealand's Ministry of Foreign Affairs and Trade (MFAT), enhances Pacific nations' ability to assess and respond to climate related loss and damage (L&D). This multi-level programme connects national priorities to regional collaboration and global frameworks, including the UNFCCC Loss and Damage Fund, ensuring Pacific perspectives are central to international climate action. Tonkin + Taylor is contributing technical and strategic expertise to the programme, strengthening the environmental and social safeguard foundations that underpin effective L&D responses in the Pacific.

Through regional capacity building, national consultations, and applied technical support, the LDCC Project is advancing institutional readiness and knowledge-sharing across countries including Tonga, FSM, Niue, Solomon Islands, and Tokelau. Together with SPREP and partners, Tonkin + Taylor is helping build regional resilience and adaptive capacity to manage evolving climate risks in the Pacific. Our ongoing

engagements, such as environmental impact assessment (EIA) support for the Tonga Parliament redevelopment, demonstrates our commitment to sustainable, locally led development. Tonkin + Taylor's experience across the region is helping shape consistent, practical approaches to integrating climate and disaster risk considerations into decision making.

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.

EMBEDDING SUSTAINABILITY INTO OUR OPERATIONS

As we work towards our Purpose of **creating and sustaining a better world**, we're integrating sustainability thinking into how we manage our business.

100% EMPLOYEE OWNERSHIP

Around 30% of our employees are shareholders, creating a unique structure where our people directly influence the company's direction and their own career trajectories.

OUR CODE OF CONDUCT

We set high standards of ethical behaviour for our people and suppliers, supported by our Ethics Committee, internal audit of audits adherence to the Code and related policies, and new whistleblower process.

STRONG GOVERNANCE

Our Board comprises shareholder Directors and independent Directors, who are responsible for setting our strategy, supporting our culture, and managing risk.

UNDERSTANDING 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're improving our processes to more readily consider different stakeholder views in our decision-making.

SUSTAINABILITY: EVERYONE'S RESPONSIBILITY

All our people are empowered to deliver on our Purpose and integrate sustainability thinking into everything they do, supported by our Board, management, Sustainability Leadership Team, and all our teams.

WORKING ACROSS OUR VALUE CHAIN

Our clients, partners, and suppliers are critical to collectively achieve a better world. Our purposeful decisions principles, procurement policy, and supplier pre-qualification are key levers to support better outcomes.

LOOKING TOWARDS THE LONG TERM

Established in 1959, we've got over 65 years of proud history, and we're making strategic investments to prepare us for today and the next 65 years.

See more on what we're doing in each of these areas [here](#).

KEY IMPACT 3

SUPPORTING THE BUILT ENVIRONMENT WORKFORCE

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.

The built environment workforce – engineers, scientists, contractors, field technicians, materials manufacturers, project managers, and many more – can realise positive outcomes for themselves, whānau (family), and communities. These can include financial security, capability building, social connection, and a sense of purpose in contributing to the built environment we all live in.

To enable these positive outcomes, the sector also needs to address persistent challenges, such as lack of both diversity within our workforce and pathways into skilled work to support change alongside health, safety, and wellbeing concerns.

We're tackling this from two angles:

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

For more information on our approach to supporting the built environment workforce, see [here](#).

UN Sustainable Development Goals associated with contributing to supporting the built environment workforce



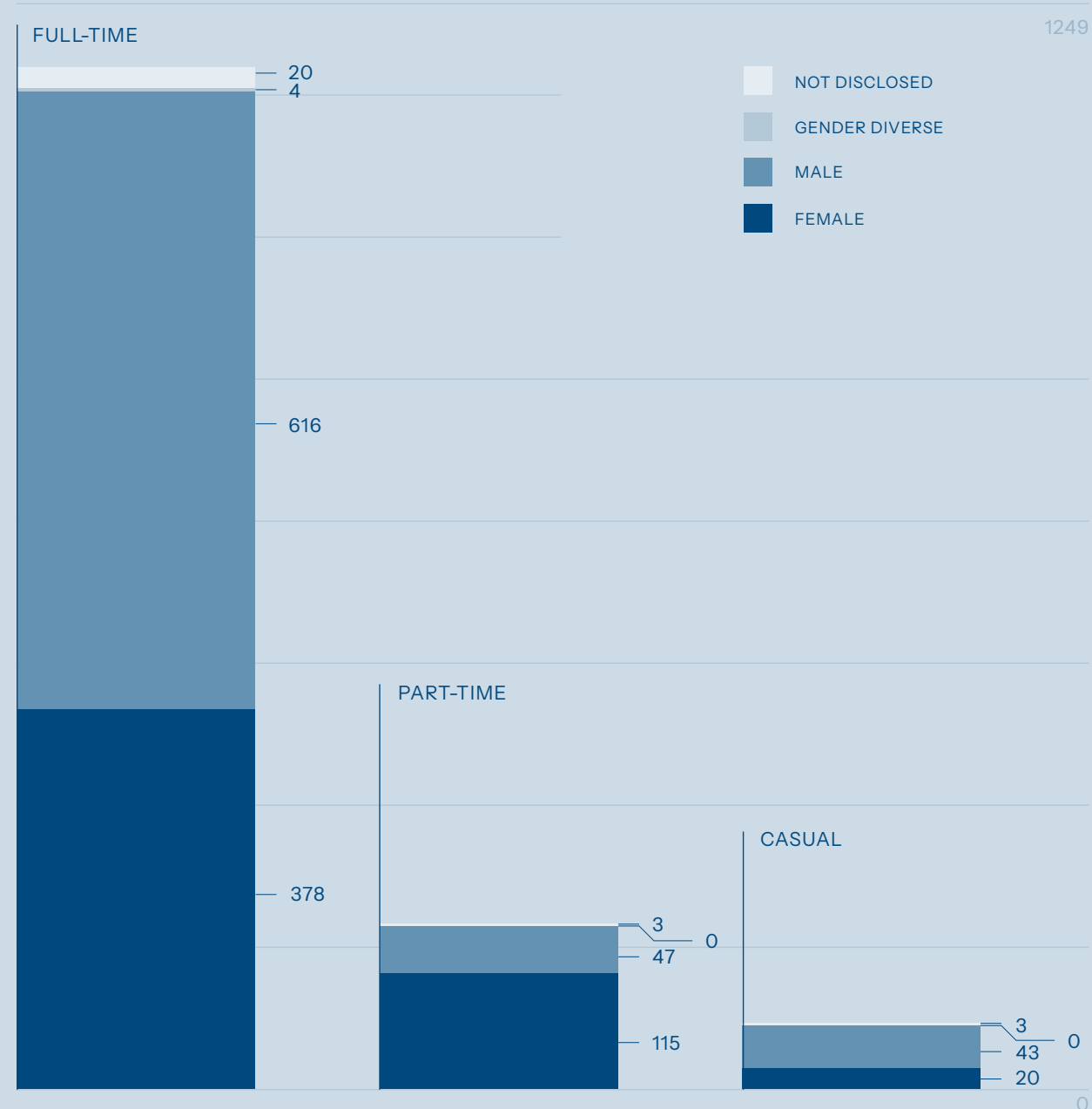
TRACKING OUR PROGRESS

We track workforce diversity and monitor our gender pay gap. Regular surveys and engagement tools help us understand employee experiences, and we support sector-wide progress through Diversity Agenda Accord reporting. By combining measurable data with authentic insight into the lived experiences of our workforce, we can take meaningful, evidence-based action to create an inclusive, safe, and thriving built environment workforce where everyone can succeed.

Importantly, our people tell us they feel their managers care about their wellbeing, that health and safety is a priority, and are proud to work for Tonkin + Taylor Group. Career development, sense of belonging, recognition for performance, along with psycho-social safety, were identified in our engagement survey as areas to focus on, and will be central themes of work going forward.

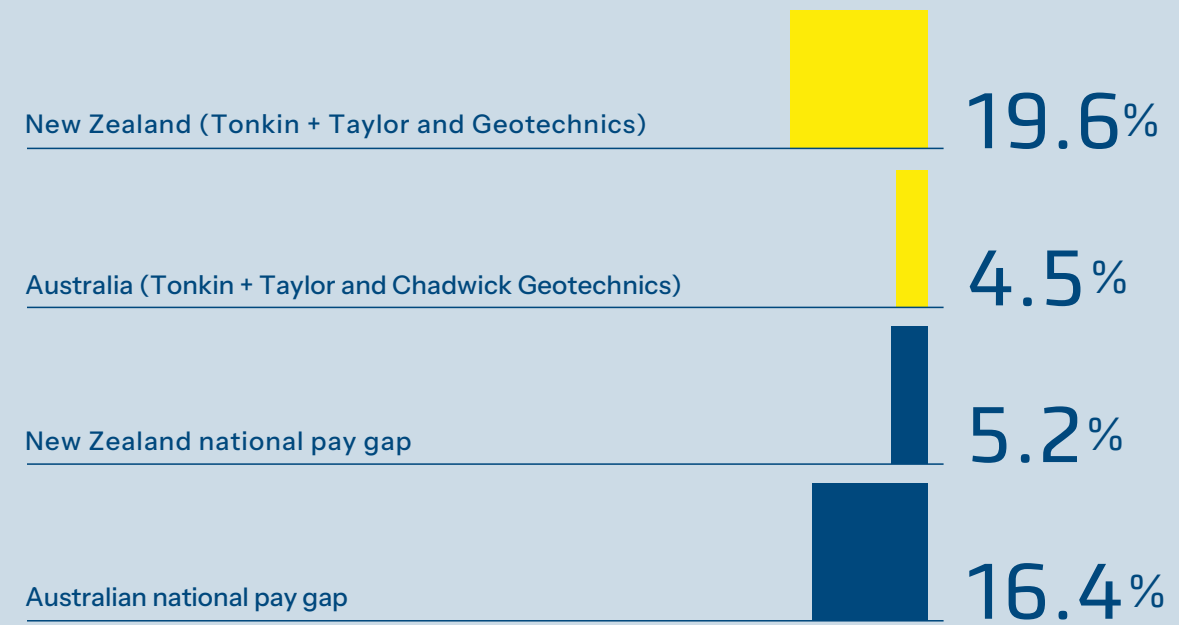
PROFILE OF OUR PEOPLE*

*Includes Bligh Tanner

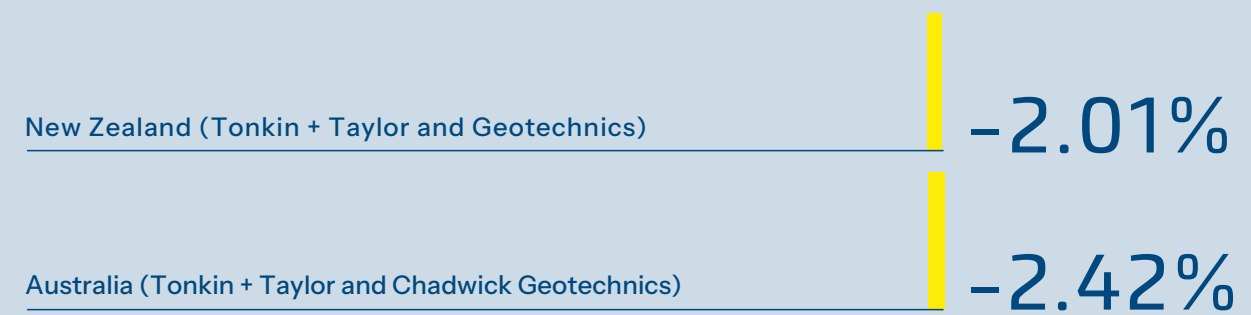


GENDER PAY GAP

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



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



Data includes Tonkin + Taylor Group permanent and fixed term employees only (excluding Bligh Tanner). Significant locations of operation defined as different national jurisdictions.

New Zealand National Pay Gap source: [Ministry for Women](#)

Australian National Pay Gap source: [Workplace Gender Equality Agency](#)

OUR THEORY OF CHANGE FOR SUPPORTING THE BUILT ENVIRONMENT WORKFORCE

ACTION



WHAT WE'RE DOING TO AMPLIFY OUR CONTRIBUTION

Supporting the **skills + knowledge** of our people and sector

Developing and refining frameworks and guidance for improving **health, safety, and wellbeing**

Engaging internally and with industry to promote and support **diversity**

OUTPUT

Our people develop skills and contribute to professional knowledge

People are supported to make decisions that consider health, safety, and wellbeing of people

Diverse groups are supported to access pathways into/in the workforce

OUTCOME

Our people and the sector support clients and communities

People are empowered to prioritise health, safety, and wellbeing

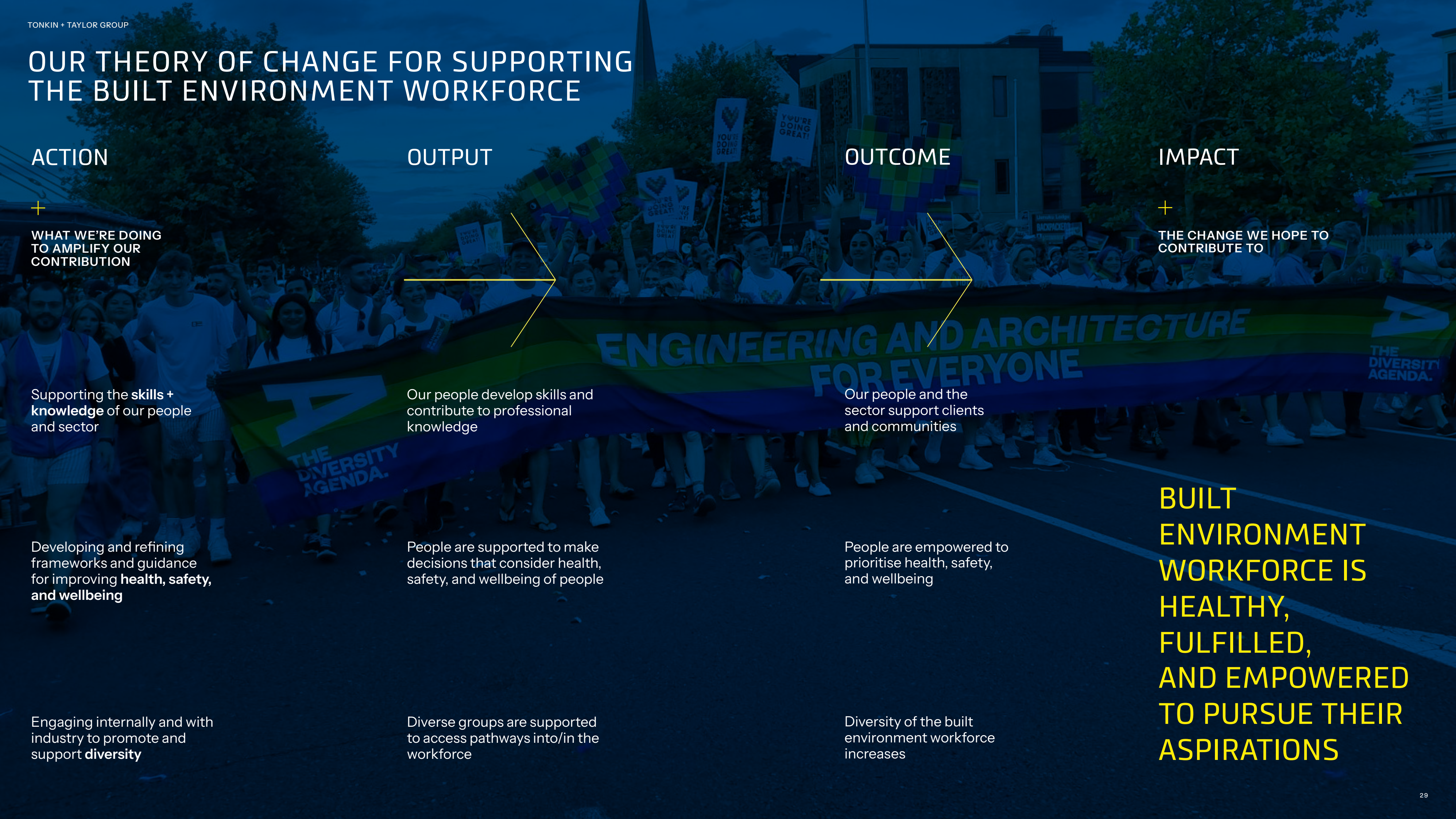
Diversity of the built environment workforce increases

IMPACT



THE CHANGE WE HOPE TO CONTRIBUTE TO

BUILT ENVIRONMENT WORKFORCE IS HEALTHY, FULFILLED, AND EMPOWERED TO PURSUE THEIR ASPIRATIONS



SKILLS + KNOWLEDGE DEVELOPING OUR PEOPLE

Our success is built on the knowledge, skills, and experience of our people. We also know development is important to help our people feel engaged and thrive in their work, and is a key consideration for people who may be looking to join Tonkin + Taylor Group.

We promote a strong growth mindset across the organisation, encouraging continuous learning through collaboration, on-the-job experiences, self-directed development, structured resources, and formal education. Our targeted learning programmes are designed to support every stage of a professional journey, from interns and graduates to experienced specialists, and those moving into leadership or preparing for the later stages of their careers. See more on our learning programmes [here](#).

2024 + 2025 SUSTAINABILITY CAPABILITY PROGRAMME

Our intensive sustainability capability programme ran through 2024 and 2025. The programme included leadership sessions, targeted training, and accessible learning resources. In 2025, the market conditions meant we needed to fully focus on core business and we adjusted our approach to delivering on-demand resources for our people to engage with as their schedules allowed. We are now transitioning this programme into our overall learning and development suite for our people.

- + 2,567 hours sustainability learning
- + 1x Executive session
- + 7x Deep dive facilitated learning series
- + 22x 30-min webinars
- + 2x e-modules
- + 130+ on-demand resources
- + 257 average unique users on intranet sustainability pages each month*

*Based on 2025 data

PROFESSIONAL NETWORKS

Professional recognition and memberships play a part in the careers of our people at Tonkin + Taylor Group and beyond through providing opportunities to gather, interact and learn from others. Many of our people also hold leadership roles in member organisations, supporting the health of the networks and continual development of best practice in their technical areas.

Some of the organisations we're a member of are:

ACE NZ	Council for International Development	Irrigation New Zealand	Project Management Institute (PMI)
Amotai	Engagement Institute	Library & Information Association of New Zealand Aotearoa (LIANZA)	Santiago Network
Āpōpō - Infrastructure Asset Management Professionals	Engineering New Zealand	National Groundwater Association (NGWA)	Society of Construction Law New Zealand
ASEAN New Zealand Business Council	Engineers Australia	New Zealand Coastal Society (NZCS)	The Sustainability Society
Australasian Chapter of the International Geosynthetics Society (ACIGS)	Environment Analyst	New Zealand Hydrological Society	Sustainable Business Council (SBC)
Australasian Land & Groundwater Association (ALGA)	The Geological Society (UK)	New Zealand Plant Conservation Network (NZPCN)	Water New Zealand membership (WaterNZ)
Australian Tunnelling Society (ATS)	Ground Level Alliance	New Zealand Society of Soil Science (NZSSS)	
Canadian Dam Association (CDA-ACB)	New Zealand Heavy Engineering Research Association (HERA)	New Zealand Tunnelling Society membership	
Chartered Institution of Water and Environmental Management (CIWEM)	Infrastructure New Zealand	Pacific Water and Wastewater Association (PWWA)	
Clean Air Society of Australia and New Zealand (CASANZ)	Infrastructure Sustainability Council	World Association for Waterborne Transport Infrastructure (PIANC)	
Climate Leaders Coalition	Institute of Public Works Engineering Australasia (IPWEA)		
Concrete New Zealand	Inogen Alliance		
Consult Australia	The Institution of Structural Engineers (UK)		
	International Geosynthetics Society (IGS)		



HEALTH, SAFETY, AND WELLBEING

HEALTH AND SAFETY BY DESIGN

As a lot of our work involves the design of physical assets, delivering healthy and safe designs is crucial in protecting the well-being of all stakeholders involved in a project, from construction workers to end-users. Health and Safety by Design (HSBD) is a core part of our project delivery approach and a legal obligation under the New Zealand Health and Safety at Work Act 2015. It ensures that health and safety risks are identified, assessed, and managed through the design process - starting from concept and continuing through

to construction, operation, and decommissioning. Our standard operating procedure and suite of internal and external resources for HSBD help our people to consider health and safety in their work. Our technical support and knowledge sharing, project review, and continuous improvement processes help ensure high quality implementation of HSBD and enable sharing of learning and best practice across projects and teams.



LOOKING AFTER OUR PEOPLE

Our people operate across a wide range of environments, from active construction sites to greenfield sites and domestic environments. We approach Health, Safety and Wellbeing (HSW) with a Group-wide lens to facilitate consistency, building in flexibility for each location to focus on what is most important for them to manage risk based on their working environments. This is guided by New Zealand and Australian regulatory requirements, alongside recognised industry best practice. We maintain a robust HSW management system certified to ISO 45001, hold top scores in both Totika and Site Wise, and have achieved a 5star IMPAC prequalification rating in NZ. Further information on our approach to supporting our people can be found [here](#).

In 2025, we launched our 5-year HSW plan and strengthened our health, safety and wellbeing structures, processes and governance. This included a comprehensive review of our critical risks and controls and engaging with our people on psychosocial safety. The resulting insights have shaped an action plan for 2026 that will enhance employee wellbeing and support sustained business performance.

Over the coming year, we will implement a new digital HSW Management system to streamline and simplify processes and refresh our reporting. We will embed our Health and Safety Critical Risks across the business and launch our Group Wellbeing Framework, with continued focus on psychosocial safety.

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. In 2025, we began investigating modern slavery risks in our supply chain, and developed a set of actions to reduce those risks. During the year, 150 suppliers were assessed through our prequalification process, which includes human rights questions where relevant. These questions were also refined and aligned with international best practice for Modern Slavery, and will be updated in the coming year.

DIVERSITY

Honouring indigenous perspectives

Our commitment to indigenous peoples is about meaningful integration of cultural knowledge and perspectives into our organisational DNA. Our commitments are outlined in our Indigenous policy statement, Te Tiriti o Waitangi statement, and [Reconciliation Action Plan \(RAP\)](#).

Growing our people’s understanding, capabilities, and confidence with indigenous spaces and engagement was a focus in 2025.

We formalised Te Kōrihi o te Manu (the bird song), the first phase of our Māori Strategy, through which we aim to solidify a Māori foundation to better serve our communities.

In 2025, our ‘Innovate’ Reconciliation Action Plan (RAP) was paused, meaning we are spending more time in the ‘Reflect’ stage than planned. Work to continue our progress towards the ‘Innovate’ stage will be reignited in 2026.

Internal focus on diversity, equity, inclusion, and belonging

At Tonkin + Taylor Group, we celebrate what makes our people unique – their experiences, ideas, and perspectives. These differences come together to form diverse teams of experts who deliver exceptional outcomes for our clients, our communities, and the environment.

This year, we maintained our GenderTick and Rainbow Tick accreditations and introduced neuro-inclusion and gender affirmation toolkits to better support our people and their teams. As we mature, we are shifting to a new phase, integrating DEIB content into our usual operational and professional development learning, better reflecting who we are and how we operate at Tonkin + Taylor Group.

Future workforce

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. Our partnerships with a range of university networks extend beyond financial support. Through mentoring opportunities and events, we’re building strong relationships and engaging directly with students – helping to ensure the pathway into our workforce remains open, inclusive, and well supported.

Amotai

We partner with [Amotai](#) in New Zealand to support increasing the participation of indigenous businesses in our supply chain.

Diversity Agenda Accord

Our continued participation in the Diversity Agenda Accord is a key part of how we support better outcomes across the built environment workforce. The Accord connects us with likeminded organisations to collectively drive a more diverse and inclusive industry. With strong representation from across the sector, this collaborative approach aims to enable meaningful change in the communities where we work.

OUR INDIGENOUS POLICY STATEMENT

Tonkin + Taylor Group is committed to supporting the strategies and aspirations of indigenous communities.

We strive to make Tonkin + Taylor Group a place where indigenous principles, voices, knowledge and outcomes shape our work ethic as well as the projects entrusted to us. Through respect, good faith and cooperation we will contribute to the correction of historical injustices. We commit to leaving a positive footprint and constructing a long-lasting legacy that honours and uplifts indigenous communities. We believe that meaningful relationships and supportive actions are instrumental in establishing long-lasting strategic partnerships. We are dedicated to fostering the growth of indigenous leaders, so they are equipped to carry the mantle of their elders and set the course for generations to come.



CASE STUDY

TE WĀNANGA NOHO MARAE, NEW ZEALAND

In 2025, Tonkin + Taylor held its first Te Wānanga Noho Marae, a three-day learning event bringing together 30 participants from across Aotearoa at Taniwha-Tangoao Marae (meeting house) in Waikato, New Zealand. The gathering was hosted by local whānau (families) who extended their warm manaakitanga (hospitality), creating a space for cultural learning, collaboration, and reflection.

The Noho Marae was guided by Tonkin + Taylor’s internal team and designed to deepen understanding of Tikanga Māori (Māori practices) and Ahurea Māori (Māori culture). The purpose was to strengthen cultural competence and uplift the way teams serve clients and communities across Aotearoa.

The event began with a pōwhiri (welcome ceremony) and hīkoi (guided walk) supported by mana whenua (people of the land) and the Department of Conservation, giving attendees insight into the cultural and environmental significance of the local area.

Workshops explored kaupapa Māori theory, iwi (tribe) environmental planning,

and best practice for Māori engagement, helping participants link Māori worldviews to their everyday work in meaningful ways.

A strong theme throughout the noho was whakawhanaungatanga – the building of relationships and trust. Through shared meals, group discussions, and reflective activities, barriers were broken down and a genuine sense of collective identity emerged. Many participants highlighted the supportive and inclusive environment as a key factor in their learning and connection. The balance between theory, reflection, and applied learning within an authentic setting made concepts of Te Ao Māori (the Māori world) come alive.



CASE STUDY

INOGEN ALLIANCE AUCKLAND MEETING

In April 2025, Tonkin + Taylor hosted Inogen Alliance partners from around the world in Auckland. The event included launching the Alliance’s new strategic framework – a shared vision to accelerate a resilient planet by solving environmental challenges through global collaboration and local expertise.

The week opened with a Mihi Whakatau, a traditional Māori welcome, grounding the event in mana whenua (people of the land) values of respect, care, and partnership. Over five days, participants explored the shifting global social and political context, the growing demand for climate resilience, and the expanding role of the private sector in the energy transition.

Client-focused forums, including a Health and Safety Leadership Breakfast and a “Global Expertise, Local Impact” panel discussion, gave clients and partners a firsthand experience of the Alliance’s collective capabilities. Site visits to the Auckland Waterfront and the City Rail Link offered tangible insights into how

Tonkin + Taylor approaches sustainable infrastructure delivery.

New Alliance-wide Working Groups on Infrastructure and International Development were established and are being led by Tonkin + Taylor staff to strengthen collaboration and delivery across markets. These outcomes build momentum toward the Alliance’s next gatherings where the Alliance will celebrate its 25th anniversary in 2026 and continue its acceleration towards a resilient planet for all.

See more on the services and global reach of the Inogen Alliance [here](#).

OUR ENVIRONMENTAL IMPACTS

We use our ISO 14001 certified Environmental Management System (EMS) to manage the environmental impacts of our operations. 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.

UNDERSTANDING AND MANAGING CLIMATE CHANGE RISK

In 2023, we published a high level [Climate Risk Assessment](#), which identifies a range of challenges and opportunities to our operations and our client work from the changing climate.

In 2026, we will be undertaking a more comprehensive assessment with our [climate risk specialists](#), senior leaders, and Board.

OUR DECARBONISATION ACTIVITY + PROGRESS

Our progress

- + 15% reduction in tCO₂e compared to our 2018 baseline
- + 43% reduction in tCO₂e/ FTE compared to our 2018 baseline
- + Net Zero Carbon certified since 2020



In 2025, we recalculated our baseline to account for the introduction of Bligh Tanner, addition of commuting and waste into our Scope 3 reporting boundary, and a material correction to domestic air travel emissions methodology. To ensure meaningful comparisons, we are reporting emissions for 2018 and 2025 only.

The rebaseline has also prompted a review of our targets, which is ongoing. The review will include a comprehensive plan for achieving greenhouse gas reductions, and consider where our greatest impact can be achieved, including through our work with clients.

	SCOPE 1 TCO ₂ E	SCOPE 2 TCO ₂ E	SCOPE 3 TCO ₂ E	TOTAL TCO ₂ E	EMISSIONS PER FTE
2018	934	356	2,294	3,585	4.44
2025	770	224	2,053	3,047	2.53

Notes: 2018 values are restated following a rebaseline. This reflects the addition of Bligh Tanner, employee commuting, and business waste to the reporting boundary, and a material correction to the domestic air travel emissions methodology.

In 2025, our vehicle fleet accounted for 30% of our emissions. Through 2025, we reduced the total numbers of vehicles whilst adding EV and hybrid options. Telematic technology continues to support fuel savings, fleet optimisation, and safer driving.

Air travel made up 27% of our 2025 emissions. Over the past year we have built on our travel approach, exploring further ways to reduce air travel emissions. Additional analysis has improved our understanding of the factors driving travel impacts, helping us identify where changes can make the biggest difference and guide longer-term strategies for managing air travel emissions.

Electricity contributed 7% of our market-based emissions. In New Zealand, most sites now use Ecotricity, and we are exploring renewable options for our Australian facilities. New and expanded sites aim for Green Star certification.

See more on our greenhouse gas reduction activity [here](#).

DETERMINING OUR MATERIAL TOPICS

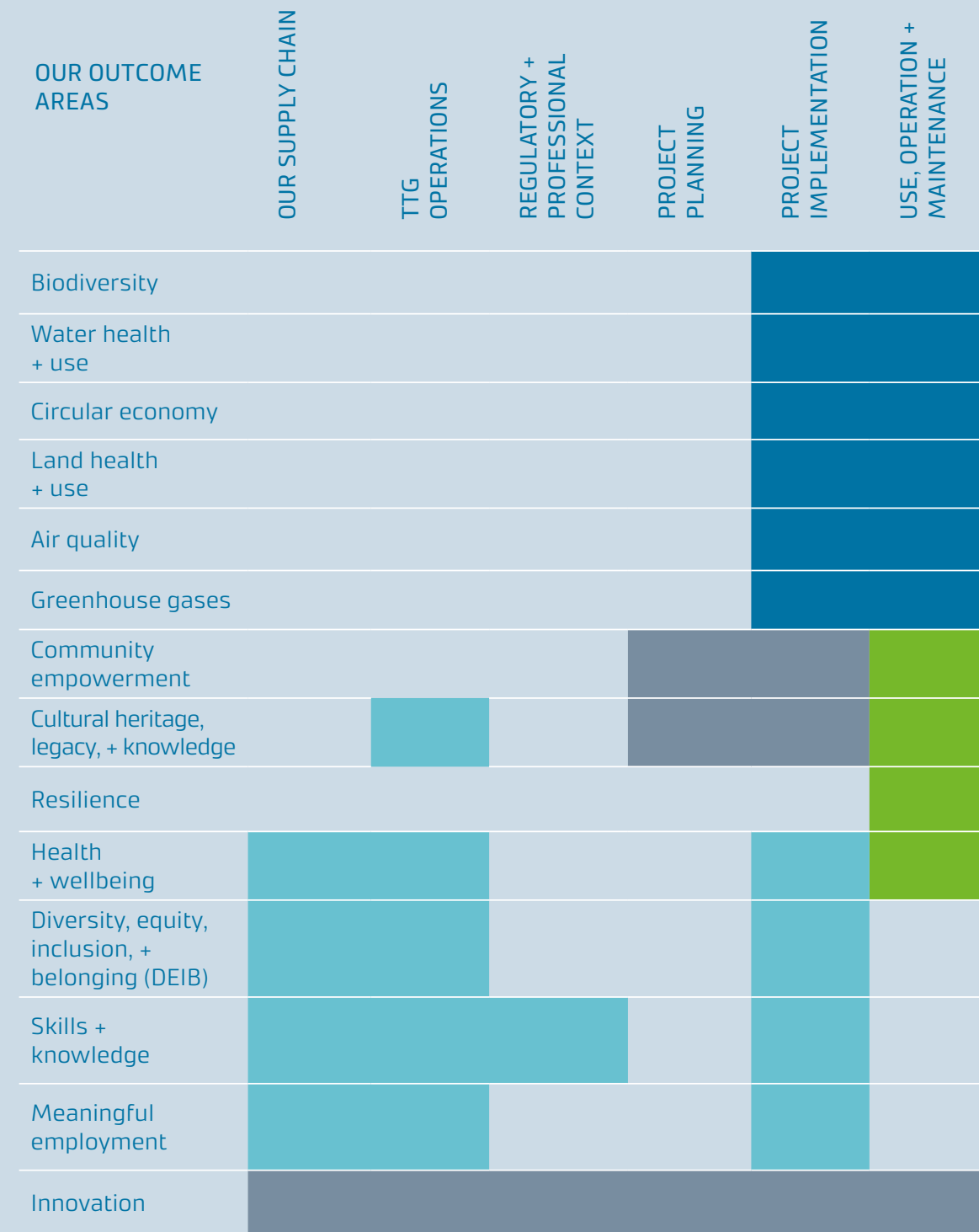
In 2023, we undertook a comprehensive assessment of our impacts to inform the development of our Sustainability Strategy. See more on this assessment [here](#).

To ensure our sustainability reporting reflects the interests and concerns of our stakeholders, this year we introduced an annual materiality assessment. The assessment comprised a desktop and AI-assisted review of our stakeholders across each outcome area of our sustainability framework alongside our previous value chain impact assessment. For external stakeholders, the

assessment drew on websites and public reports. Employees, shareholders, potential employees, and suppliers drew on survey and reported information. Interest or concern for each outcome area of our sustainability framework was scored on a 1-5 scale, and stakeholders were weighted to reflect their influence on Tonkin + Taylor Group and our impact on them.

The topics identified have shaped the reporting of our three key impact areas and how we walk the talk in sustainability.

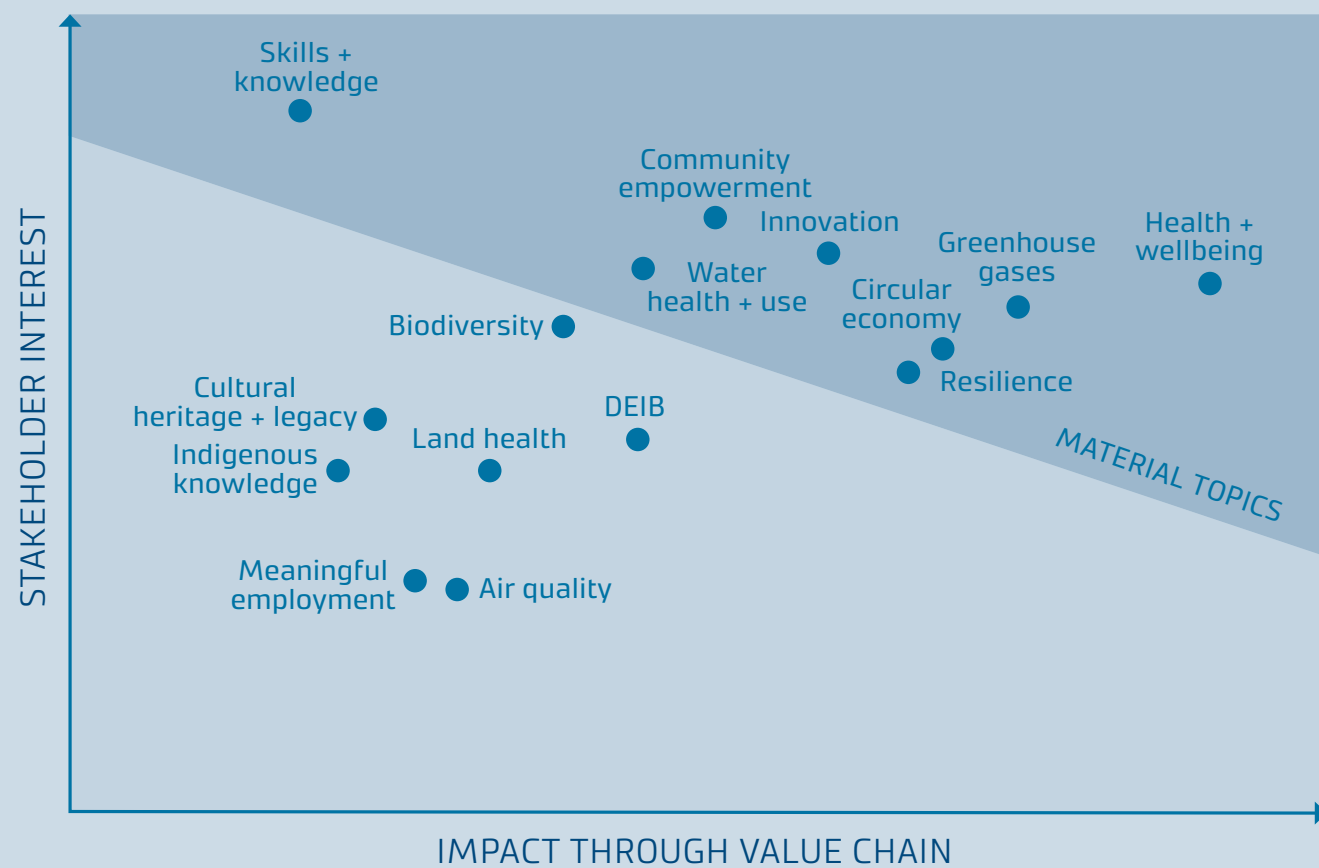
IMPACTS ACROSS OUR VALUE CHAIN



How we are managing the impacts

- **Key impact 1:** Contributing to 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
- Activity integrated into organisational and project processes

2025 MATERIALITY ASSESSMENT



GLOBAL REPORTING INITIATIVE INDEX

GRI STANDARD	DISCLOSURE	LOCATION
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
	2-3 Reporting period, frequency and contact point	About this report
	2-4 Restatements of information	Greenhouse gas baseline data has been restated.
	2-5 External assurance	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	Message from MD + Board Chair Snapshot About Tonkin + Taylor Group Our Value Chain Contributing to communities through the sectors we work in
	2-7 Employees	About Tonkin + Taylor Group Supporting the built environment workforce
	2-8 Workers who are not employees	As at 31 December 2025, we had 15 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. This number only includes contractors who require access to our business systems to undertake their work. The numbers of workers who are not employees remains low compared to our overall workforce.
	2-9 Governance structure and composition	Governance
	2-10 Nomination and selection of the highest governance body	Governance
	2-11 Chair of the highest governance body	Governance

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Determining our material topics
	2-13 Delegation of responsibility for managing impacts	Governance
	2-15 Conflicts of interest	Governance
	2-16 Communication of Critical Concerns	Governance Partial disclosure due to confidentiality constraints as a private organisation
	2-18 Evaluation of the performance of the highest governance body	Governance
	2-22 Statement on sustainable development strategy	Message from MD + Board Chair
	2-23 Policy commitments	Governance Our policies are developed with reference to national and international frameworks, however these are not stated in the policies. Similarly, 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	Governance Our sustainability strategy 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.
	2-26 Mechanisms for seeking advice and raising concerns	Governance
	2-27 Compliance with laws and regulations	There were no instances of non-compliance with laws and regulations during the reporting period.
	2-28 Membership associations	Professional networks
2-29 Approach to stakeholder engagement	Governance	
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 STANDARD	DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Determining our material topics
	3-2 List of material topics	Determining our material topics
KEY IMPACT 1: CONTRIBUTING TO COMMUNITIES THROUGH THE SECTORS WE WORK IN		
	3-3 Management of material topics	Contributing to communities through the sectors we work in
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Contributing to communities through the sectors we work in Information reported against this disclosure is qualitative only, as we develop a methodology to capture these impacts. The impacts related to this disclosure are commercial engagements.
	203-2 Significant indirect economic impacts	Our sectors and key sustainable development outcomes we contribute to Information reported against this disclosure is qualitative only, as we develop a methodology to capture these impacts.
KEY IMPACT 2: TAKING CARE OF NATURE IN THE BUILT ENVIRONMENT		
	3-3 Management of material topics	Taking care of nature in the built environment
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Taking care of nature in the built environment Our impact in this area comes indirectly through our client work. Information reported against this disclosure is qualitative only.
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Taking care of nature in the built environment Our impact in this area comes indirectly through our client work. Information reported against this disclosure is qualitative only, as we develop a methodology to capture these impacts.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Taking care of nature in the built environment Our impact in this area comes indirectly through our client work.
	306-2 Management of significant waste-related impacts	Taking care of nature in the built environment Our impact in this area comes indirectly through our client work. Information reported against this disclosure is qualitative only, as we develop a methodology to capture these impacts.

GRI STANDARD	DISCLOSURE	LOCATION
KEY IMPACT 3: SUPPORTING THE BUILT ENVIRONMENT WORKFORCE		
	3-3 Management of material topics	Supporting the built environment workforce
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, safety, and wellbeing
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Health and safety by design
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no instances of non-compliance.
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Developing our people
	404-3 Percentage of employees receiving regular performance and career development reviews	All (100%) of our people including Bligh Tanner receive regular/annual performance reviews.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Supporting the built environment workforce
	405-2 Ratio of basic salary and remuneration of women to men	Gender pay gap Reported as the difference in median earnings overall and for similar work to align with other external reporting processes and reduce additional reporting burden. Pay equity gap is not reported at a category level.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Reason for omission: Confidentiality constraints Due to a small number of potential cases and privacy and wellbeing obligations to individuals involved, disclosing detailed incident data could risk identification. All incidents are managed through formal internal processes and reported to the People & Culture Board Committee.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Addressing risks of modern slavery In 2025, all new non-exempt suppliers were screened using social criteria (including, as appropriate, human rights, labour practices, and health & safety) through our prequalification process.
OPERATIONAL EMISSIONS		
GRI 305: Emissions 2016	3-3 Management of material topics	Our decarbonisation activity + progress
	305-1 Direct (Scope 1) GHG emissions	Our decarbonisation activity + progress
	305-2 Energy indirect (Scope 2) GHG emissions	Our decarbonisation activity + progress
	305-3 Other indirect (Scope 3) GHG emissions	Our decarbonisation activity + progress
	305-4 GHG emissions intensity	Our decarbonisation activity + progress
	305-5 Reduction of GHG emissions	Our decarbonisation activity + progress

ASSURANCE STATEMENT



Independent Limited Assurance Report

ERM CVS Australia Pty Ltd ("ERM CVS") was engaged by Tonkin & Taylor Group Ltd ("TTG") to provide limited assurance in relation to the Selected Information set out below and presented in the Tonkin & Taylor Sustainability Report 2025 (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for the 1 st of January 2025 to the 31 st of December 2025 as indicated in the Sustainability Training, People, GRI Content Index, and Gender Pay sections are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	<ul style="list-style-type: none"> • Sustainability Training • People • GRI Content Index • Gender Pay
Reporting period	1 January 2025 to 31 December 2025
Reporting criteria	<ul style="list-style-type: none"> • TTG's Basis of Reporting • GRI Standards for any metrics aligned to GRI indicators
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the Australian Standard on Assurance Engagements ASAE 3000: Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ASAE 3000.)</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>TTG is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide a conclusion to TTG on the agreed assurance scope based on our engagement terms with TTG the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for 2025 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report;
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Reviewing the materiality determination process including the results of stakeholder engagement processes;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the internal audit department;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



April 7, 2026
Sydney, Australia

ERM CVS Australia Pty Ltd
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THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. We did not undertake source data verification at any operated facilities.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to TTG in any respect.

