

Tonkin + Taylor Group Sustainability Report

2023 progress and activity for 2024



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!

[Click here to listen to our karakia](#)

Acknowledgement

Tonkin + Taylor Group acknowledges the Traditional Custodians of the land and waterways on which we work and live, and recognise 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.



About this report

Purpose of this report

This is Tonkin + Taylor Group's inaugural annual Sustainability Report. It reflects our commitment to deliver on Our Pathway 2025 strategy area *being sustainable is embedded in everything we do* and provides our stakeholders with an update on our activities.

The report focuses on our three key impacts:

- Contributing to communities
- 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.

The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, 2021 (see GRI Content Index on [page 39](#)).

Scope of the report

The report focuses on the performance and activities of Tonkin & Taylor Group Limited (Tonkin + Taylor Group), the principal operating companies of which are: Tonkin + Taylor in New Zealand, Tonkin + Taylor in Australia, Geotechnics in New Zealand, and Chadwick Geotechnics in Australia. The report includes information on the services we provide as a participant in alliances and other entities that are formed for the delivery of specific programmes or projects. The day-to-day operation of those entities is excluded.

Cover image: *The black-billed gull (Chroicocephalus bulleri) is an endemic species (only found in New Zealand). It is classified as nationally 'At Risk - Declining'.*

Black-billed gulls typically form nesting colonies on gravel riverbeds in the South Island of New Zealand. This makes adults and their nests vulnerable to pest mammals. Other pressures on black-billed gulls include surrounding land-use change, gravel extraction, water abstraction, changes in marine food availability and climate events such as droughts.

Ensuring their continued survival requires active conservation management, through monitoring, pest mammal control and landscape-scale habitat protection, including ensuring river and marine habitats remain in a healthy state.

Period covered by the report

The focus of the report is activity in 2023 and underway or planned for 2024. The data provided covers the period 1 January 2023 to 31 December 2023, unless otherwise stated.

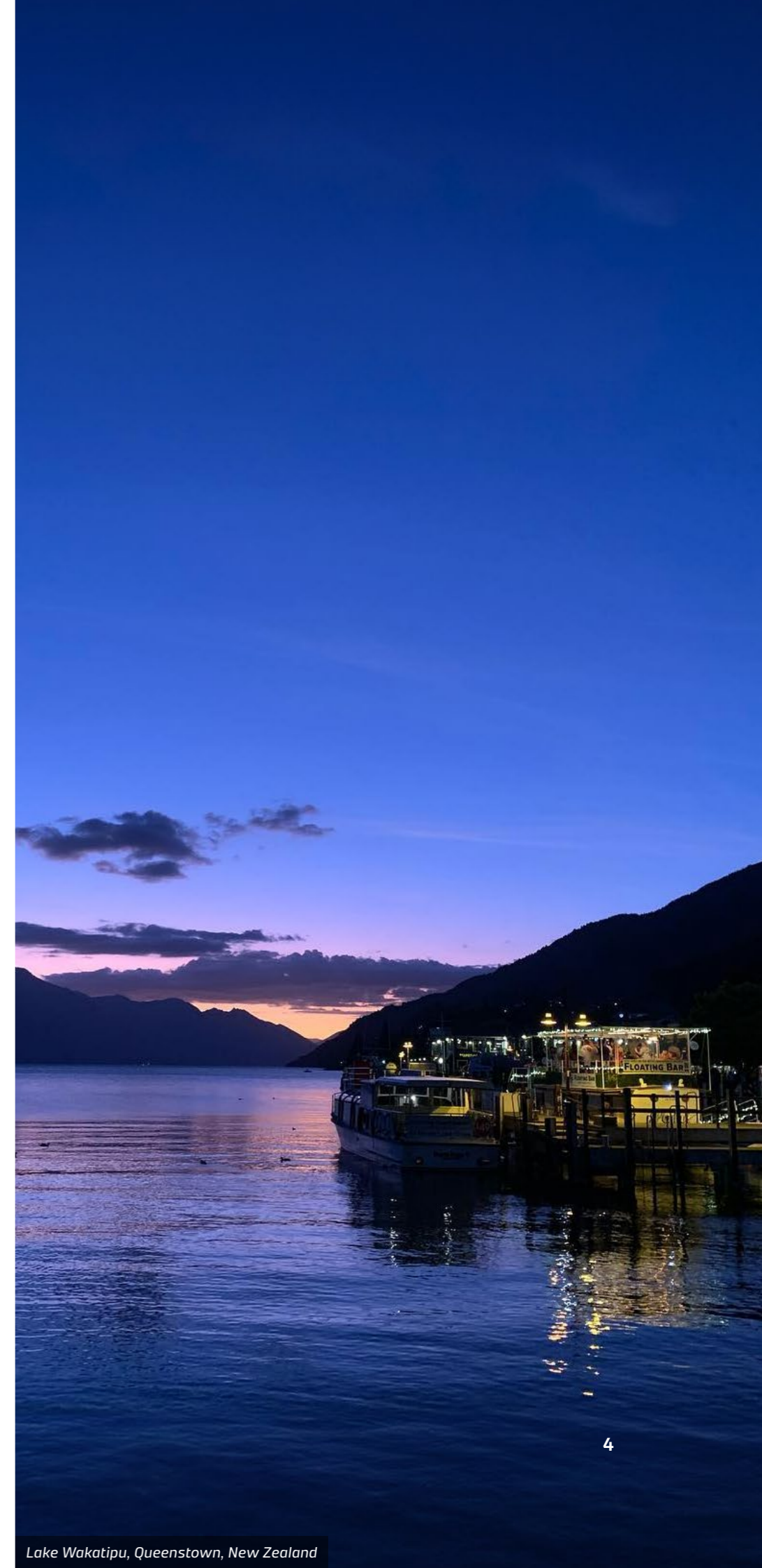
Assurance

Tonkin + Taylor Group has sought independent limited assurance of selected metrics within this sustainability report, conducted in accordance with ASAE 3000. This year's assurance statement can be found on [page 38](#). Our greenhouse gas emissions have been audited separately, with reasonable assurance of scopes 1 and 2 and limited for scope 3, as part of our Net Zero Carbon certification with [Ekos](#).

Key Information

Company name: Tonkin + Taylor Group
Head office address: 1 Fanshawe Street, Auckland 1010, New Zealand
Report published: April 2024

Questions or comments about the report can be directed to sustainability@tonkintaylor.co.nz.



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Kuratau River, Lake Taupō Region, New Zealand

► Message from the Group Board Chair

I'm pleased to be able to present Tonkin + Taylor Group's inaugural Sustainability Report for the year ending 31 December 2023. While we've previously reported aspects of our sustainability activity in our internal reporting, this year we've decided to produce a separate Sustainability Report and share it with you, our clients, partners, and wider community. Our Sustainability Report is part of how we demonstrate our genuine commitment to sustainability and demonstrates our desire to step up and be accountable for our progress towards a more sustainable future.

Our aspiration to contribute to a more sustainable future is at the heart of Tonkin + Taylor Group: it underpins who we are as an organisation, as individuals, and as professionals. Our Pathway 2025 Vision and Purpose shape our ambition and thinking and guide us in our sustainability journey. Our sustainability strategy cascades out of Our Pathway 2025 and articulates the priorities for investment, development, and action to 2025.

Tonkin + Taylor Group's reach across Australasia, the Pacific, and beyond means we have both a significant potential opportunity and obligation to pursue and contribute to sustainable outcomes in all our work. The long run nature and life-cycles of many of our projects mean that the structures and solutions we design for our clients will be around for generations. Bringing our expertise and knowledge in the art of the possible to ensure our work unlocks sustainable solutions for you, our clients and partners, and the communities in which you operate, is at the fore of our thinking.

As with everything in our world, emerging technologies present opportunities to innovate both in our work for clients and in how we run our business as we increasingly see the impacts of climate change around the world.

During 2023 Tonkin + Taylor Group worked extremely hard to support communities, local government, and insurers following the floods that hit the North Island of New Zealand in January and February 2023. The devastating impacts of these events on communities demonstrates the challenge we all face as we contemplate a world facing more and more extreme weather events. Our work to implement sustainable solutions which protect people, communities, access and assets is a real time demonstration of our commitment to shaping better futures.

Further afield, our membership of the Inogen Alliance has been building our connections across the planet. Increasingly, we're finding like-minded partners across the Alliance where we're able to contribute knowledge and expertise to Alliance clients' sustainability challenges as well as accessing global expertise to support outcomes in our region.

Looking forward, some of our priorities include rolling out our sustainability capability plan, expanding sustainability services to deliver outcomes for our clients, and increasing our focus on reducing our operational carbon footprint.

Our sustainability strategy is there to challenge us, and through us our clients and partners, to change: change thinking, ways of working, and ways of investing in a sustainable future. It's our collective responsibility to embrace this challenge and let it inform our everyday thoughts and actions. I'd like to thank our Tonkin + Taylor Group team for picking up this challenge and for all their work in 2023 to give effect to Tonkin + Taylor Group's sustainability ambitions. In doing so, we contribute to creating and sustaining a better world. I hope that in some small way we have contributed to the sustainable future of all those we work with.



A handwritten signature in white ink on a dark blue background. The signature is stylized and appears to read 'Jenn Bestwick'.

Jenn Bestwick
Tonkin + Taylor Group
Board Chair

► Message from the Group Managing Director

At Tonkin + Taylor Group, we recognise the responsibility we have in advancing sustainability in our industry and positively contributing to the long-term future of our planet and people. We do this to achieve our Purpose of *together we create and sustain a better world*.

Tonkin + Taylor Group business performance continues to be strong, which is enabling a high level of investment in our business through Our Pathway 2025 strategies of *Better, Digital, Globally Connected and Sustainability* to transform our business to be ready for the future.

2023 was a particularly challenging year with flooding in New Zealand's North Island from Cyclones Hale and Gabrielle. Our people responded magnificently by helping our clients and communities and are now assisting with the recovery that will continue for many years.

The extreme floods showed us what one aspect of climate change will be like. We were all shocked by the loss of life and massive property, business, and societal damage. In many ways the cyclones reminded us of why our sustainability strategy and our work is so important to:

- Help clients and communities with climate change adaptation and mitigation
- Achieve more sustainable outcomes for all projects, organisations and communities
- Walk the talk by getting our business future-fit, supporting people and communities, looking after the environment which in turn will enable us to be successful in the markets in which we operate now and into the future.

This Sustainability Report, the first of its kind for Tonkin + Taylor Group, outlines some of the work we've already done, and what we'll be focusing on in the coming year. The report follows the Global Reporting Initiative (GRI) Standards (2021) and focusses on our three key impacts of:

1. Contributing to communities
2. Taking care of nature in the built environment
3. Supporting the built environment workforce.

We also showcase the development of our sustainability services and what we are doing to "walk the talk" by embedding sustainability in Tonkin + Taylor Group operations.

A tremendous amount has been achieved and it is difficult to pick highlights, as the breadth of the progress is what impresses me, so please dive into this report to appreciate the mahi (work) and the transformation. The big steps in 2024 will be our attention to our sustainability services and working towards third party verified sustainable business certification to the UN Sustainable Development Goal Impact Seal. I expect further progress with our diversity and inclusion programme that enriches our talent and culture, and our growing work in the community to help diversity and inclusion in the wider industry.

I want to thank our people, clients and partners for helping to shape this work and I look forward to continuing to work together as we create and sustain a better world.



A stylized, handwritten signature in white ink on a dark blue background. The signature is fluid and cursive, appearing to read 'Tim Fisher'.

Dr Tim Fisher
Tonkin + Taylor Group
Managing Director

► About Tonkin + Taylor Group

Tonkin + Taylor Group is an employee-owned firm providing environmental and engineering services through four operating companies across New Zealand and Australia.

Our consulting companies, Tonkin + Taylor in New Zealand and Australia, deliver services that span expertise from geotechnical, environmental, infrastructure, to planning, digital, and advisory.

Our testing companies, Geotechnics and Chadwick Geotechnics, provide a suite of testing and monitoring services, as well as equipment supply, hire and calibration, to the geotechnical, environmental and civil engineering industries.

We work primarily in New Zealand, Australia and the Pacific, and globally as opportunities arise.

Partnering to deliver positive change

We believe great things happen when we partner with others. To deliver our work, we partner directly with clients, with other organisations working with our clients, and as part of alliances to deliver major infrastructure projects.

In 2023, Tonkin + Taylor in New Zealand, on behalf of Tonkin + Taylor Group, became members of the [Inogen Alliance](#), a global group of environmental, health, safety, and sustainability (EHS+S) consulting firms. This will help us extend our contribution beyond New Zealand and Australia while tapping into the expertise of our Inogen Alliance partners to enable us to use global knowledge to support outcomes locally.



¹ Data is based on headcount and includes Tonkin + Taylor Group permanent, fixed term and casual employees
² Satellite office

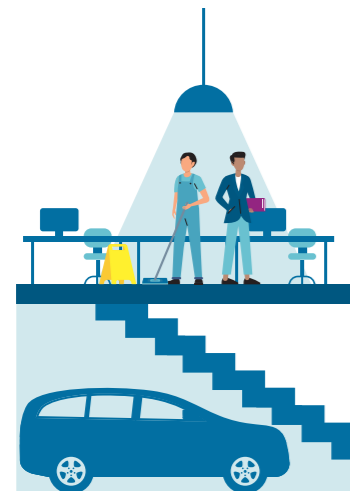
Our value chain

Our role as a service firm is to contribute to the activities of our clients and partners.

This can range from helping set and understand the regulatory and best practice environment, investigations of project sites, through planning and designing improvements, to enabling successful implementation of those plans, and providing ongoing assistance for effective maintenance of assets and processes. Our role in this wider value chain is supported by our own business operations, which is enabled by our suppliers.

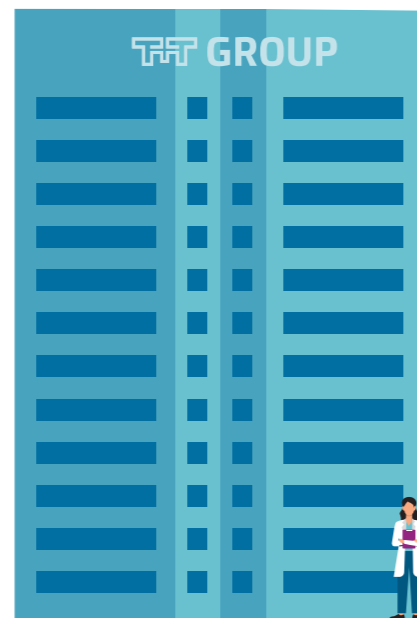
Our supply chain

We work with and rely on a wide range of suppliers. This includes building owners, utilities, cleaners, suppliers providing geotechnical testing equipment, IT and consumables, fleet and travel management, professional services, and sub-contractors who directly support delivery of our client work. Our suppliers are the first step in our value chain that connects us all together.



Our own operations

Our operations consist of our office and laboratory facilities and activity to manage our operations, support our people, develop new business opportunities and relationships with clients, and deliver all the work we do.



How we contribute to the wider sector and communities

Regulatory and professional context

All our work sits within a wider regulatory and professional context that guides and shapes what our clients and partners can do. This context is developed and evolves through active policy-making, interpretation, and real-world application and learning. Some of our work directly and indirectly supports this context through contributing to development and understanding of policy, and participating in improving best practice with our industry peers.



Project planning

Our clients and partners seek the best course of action to achieve their outcomes. This part of our value chain is where we can help our clients and partners make informed decisions to influence long term outcomes, not just for their activities, but also the wider community and natural environment.



Project implementation

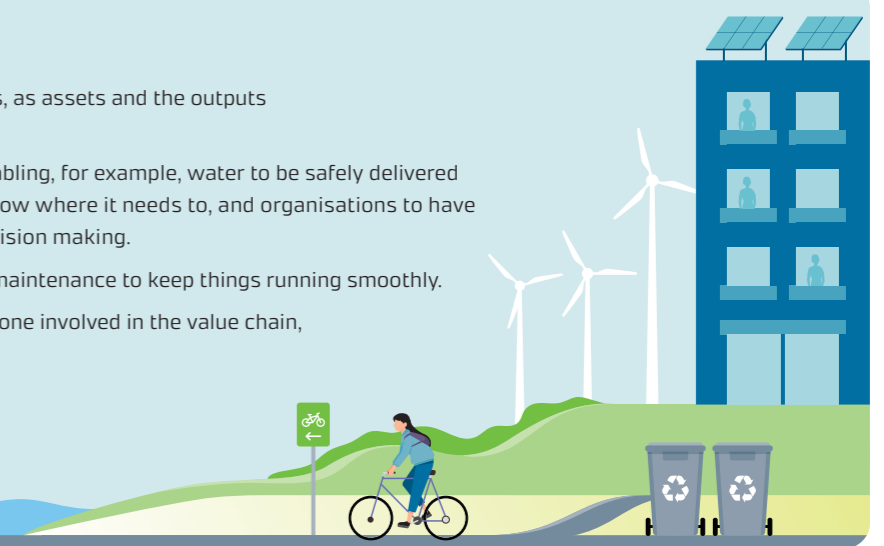
Moving from plans to reality, projects are brought to life, as-planned and adapting to meet real world conditions, challenges, and opportunities. For many projects, this part of our value chain is where physical assets - from major infrastructure to residential retaining walls - are built. Supplies such as concrete and steel are sourced, environmental protection and mitigation measures are established, and many parties come together to create a long-standing asset. In other work, project implementation may be less visible, such as implementing management systems.



Use, operation and maintenance

Finally, our clients and partners are able to realise their objectives, as assets and the outputs of operational activities are used by others. Infrastructure, information, or systems are put into operation, enabling, for example, water to be safely delivered and treated, people to get around their communities, energy to flow where it needs to, and organisations to have access to information to enable more informed and effective decision making. This part of our value chain also includes ongoing operation and maintenance to keep things running smoothly. It is also where we see the benefit of the collective effort of everyone involved in the value chain, including benefits delivered through our key sectors:

- Climate + Hazard Resilience
- Energy
- Industry
- Land + Buildings
- Transport
- Waste + Resource Recovery
- Water



Our Pathway 2025

Our Pathway 2025 guides where we want to go, who we want to be, and what we want to achieve.

Our **Purpose** is what motivates and fulfils us and speaks to our power to make an impact together. It challenges us to take responsibility for improving the world around us.

Our **Values** speak to how we treat each other, our clients, and our communities, giving our people opportunities to grow, learn, and achieve at all stages in their careers, and finding satisfaction in doing great things together.

Our **Vision** is where we want to be by 2025. At the heart of our Vision is our aim to create an enduring legacy for our people, our communities, and our world.

Our **Strategy** guides every aspect of our business and is how we plan to realise our Vision. This report focuses on progress towards our Vision through the sustainability strategy of *being sustainable is embedded in everything we do*.

Purpose

Together we create and sustain a better world

Values

Everyone matters

Empowered to deliver

Excellence every day

Vision

Renowned for inspiring sustainable futures

Strategy

Continually strive to be **better** - for our people, our clients and our communities

*Being **sustainable** is embedded in everything we do*
A **digital** approach to bring our expertise to the market

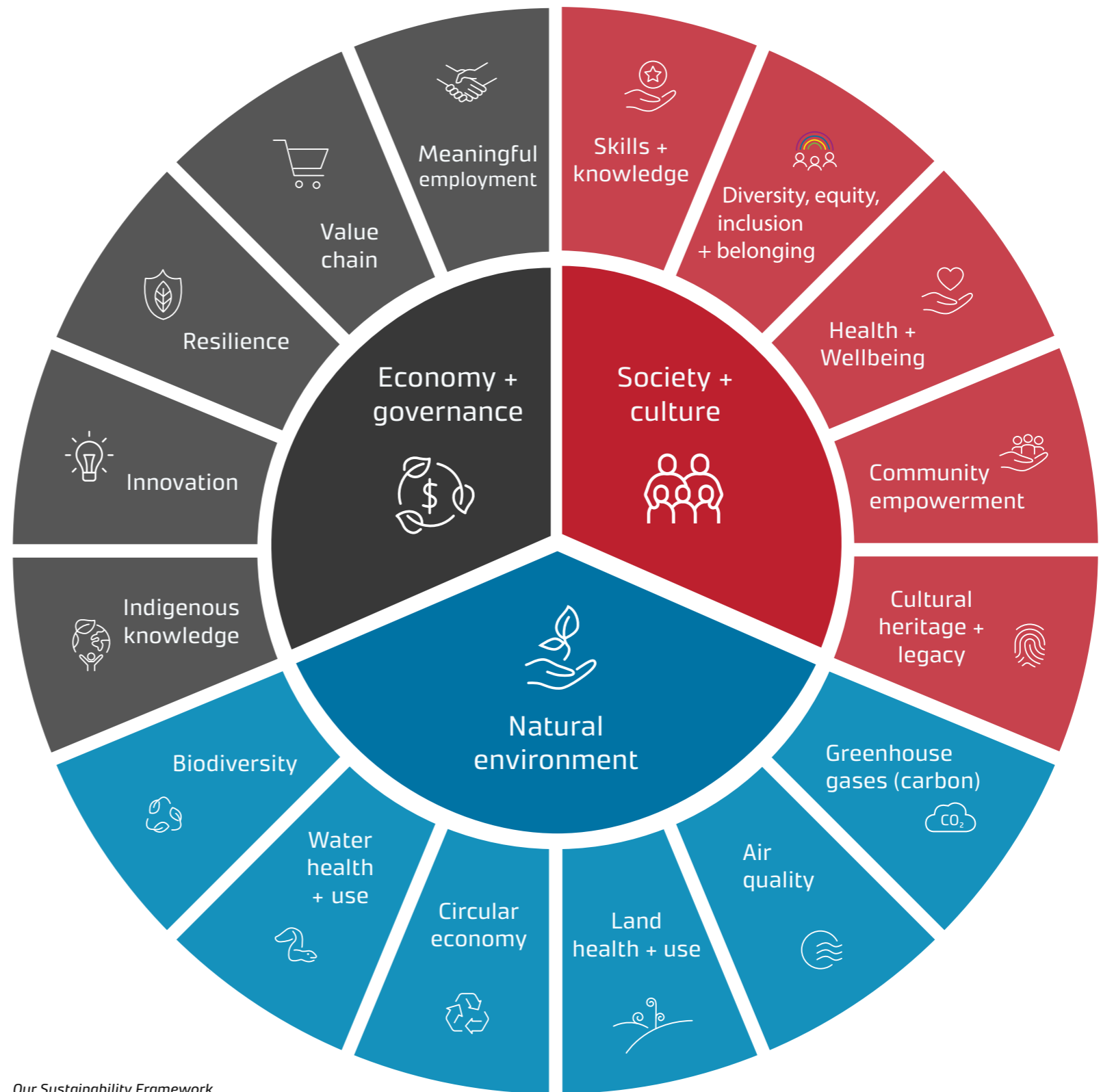
A company that is **globally connected**

► Sustainability at Tonkin + Taylor Group

For Tonkin + Taylor Group, sustainability is about making good choices that are critical to the long-term future of our planet and people. We define sustainability as:

-  actively responding to local and global, social and environmental challenges,
-  while 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 Framework identifies the outcomes we impact on, enable, and influence through our work and our operations. It helps give us a common language of how we can influence better outcomes and supports our people in considering the impacts of their day-to-day decisions. The Framework draws on the United Nations' Sustainable Development Goals, government and indigenous wellbeing frameworks, and infrastructure sustainability tools. Our [Sustainability Policy](#) sets out our aspirations and commitments in each area of our Sustainability Framework.



Our Sustainability Framework

Our sustainability strategy

Our sustainability strategy details tactics towards Our Pathway 2025.

It focuses on our key impacts while also making sure we work towards *sustainability being embedded in everything we do*. The strategy sets out our activity in each of the three ways we influence outcomes:

- **Living sustainability** - walking the talk in our own operations
- **Leading sustainability** - integrating sustainability into all our client work
- **Shaping sustainability** - delivering high quality sustainability services to support our clients and partners to address their sustainability impacts.

The strategy is backed up by key results and tactics. Our key results consist of both long-term outcomes, such as a 90% reduction in greenhouse gas emissions against our 2018 base year by 2040, and short-term actions that are essential stepping stones for achieving long-term outcomes. For example, we are working towards integrating sustainability thinking into our project processes. Key results and tactics are shared where relevant throughout this report.

Our sustainability strategy is informed by the [SDG Impact Standards](#) that were developed by the UN Development Programme (UNDP) to accelerate real action towards the Sustainable Development Goals. We are working towards achieving the SDG Impact Seal, which will give ourselves and our stakeholders confidence that we are embedding sustainability into our processes and taking action where we have the biggest impact.

In 2023, we developed an enhanced materiality assessment process - the process by which an organisation determines its biggest impacts. Our new process brings what's important to stakeholders into a systematic and increasingly science-based assessment of impacts across our value chain ([page 9](#)).



Purposeful decisions

In 2022, we developed principles and guidance to support our people in making ‘purposeful decisions’ about the clients, partners, and projects we contribute to, and how we approach the work we do. The Principles were rolled out to our teams in 2023.

Our Purposeful Decisions Principles are:

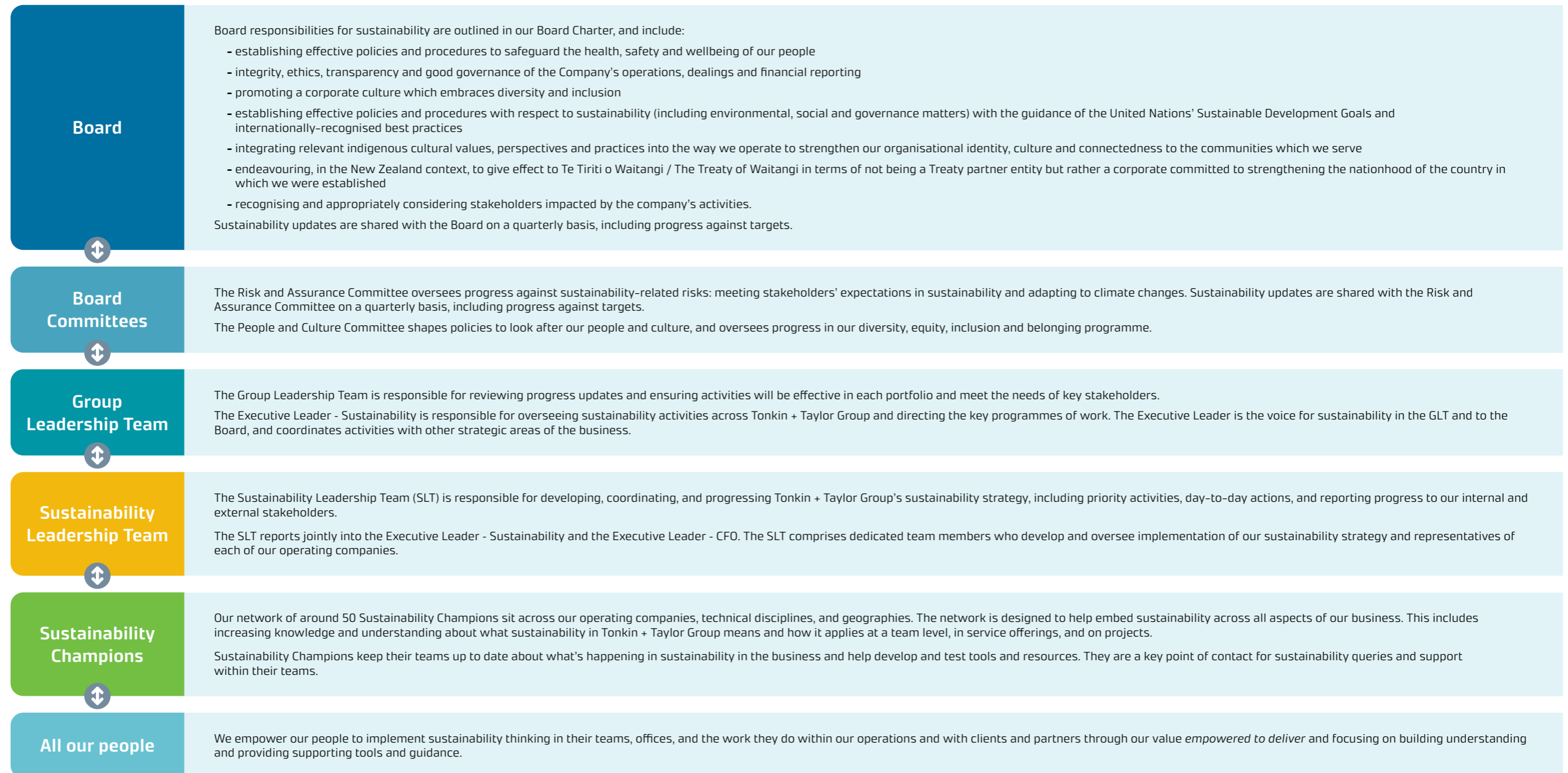
1. Our Pathway, Code of Conduct, Sustainability policy, and other supporting policies will guide our decisions and shape the work we do.
2. We will take a holistic and long-term view of likely sustainability impacts (positive and negative).
3. We will consider how we can make the greatest contribution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

The Principles are already shaping work across Tonkin + Taylor Group, and this will grow as we support our teams to consider how they are applicable to different work and decisions they make on a day-to-day basis. Supporting this process is a focus for 2024.



Sustainability governance and implementation

We have allocated responsibility for sustainability throughout Tonkin + Taylor Group, providing opportunities and empowering our people to be part of delivering on our strategy of *being sustainable is embedded in everything we do*.



▶ Key impact 1: Contributing to communities

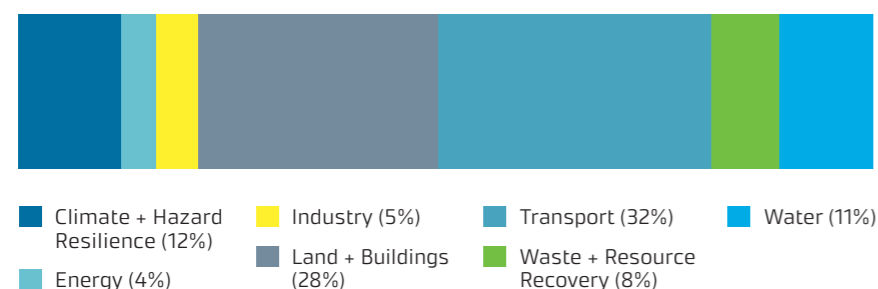


It isn't just our work that counts – it's what our work is part of.

We're proud to work with partners and clients who play a crucial role in delivering essential services and functions to communities. Through this work, we contribute to communities having reliable access to safe drinking water, energy, transportation options, homes and employment opportunities, and be protected from natural hazards. We help industry operate safely and support the safe and effective management of waste and resources. We aim to support our local and global communities to be safe, well, and with the means and support to achieve their aspirations.

Our clients and partners include central/commonwealth government, state and local government, private entities, and non-government organisations. To help understand our clients' drivers, we have grouped them by the outcomes they are trying to achieve, whether it is delivering world class transport infrastructure or drinking water to the communities they serve. To meet the needs of each sector, our sector teams collaborate with technical experts from across Tonkin + Taylor Group.

Breakdown of our work by sector



Protection works along East Coast Road in Samoa

Case study

Expanding our reach with our Globally Connected strategy

The Independent State of Samoa (Samoa) is increasingly vulnerable to extreme weather events due to climate change effects. This is causing pronounced increases in heavy rainfall, more intense cyclone events, and related storm surge effects. In response, the Government of Samoa, under a World Bank loan agreement, has developed the Samoa Climate Resilient Transport Project, providing a framework to increase the resilience of 'at risk' parts of the country's transport network.

The focus of this work includes risk reduction for landslip and rockfall hazards on the nation's transport network. Critical areas of drainage and coastal inundation are also being addressed by raising vulnerable sections of the alignment to minimise potential flooding hazards.

A 20km long coastal section of the East Coast Road, east of Apia, has been prioritised, with 4km identified as medium to high hazard. The road serves as a key section of the transport network for Upolu, providing the sole access link for many communities along this section of the coast and beyond to the east.

Our team, in association with the Samoa-based team of Kramer Ausenco, is providing detailed design and construction supervision of the rockfall protection and related civil engineering works for the high risk area and a feasibility study of the 16km balance of the route.

Our sectors and the outcomes we support

In 2023, we began identifying the UN sustainable development goals (SDGs) and specific targets each sector contributes to. In 2024, we will be considering how to track how our work contributes to the key SDG indicators for each sector.

Climate + Hazard Resilience

We work with all levels of government, international development agencies, and the insurance sector, providing customised solutions to reduce the risk of natural hazards becoming natural disasters, from detailed risk assessments to state-of-the-art technologies in humanitarian engineering.

Community outcomes: Protecting lives and livelihoods through avoidance of illness and injury and enhanced response and recovery from the impacts of natural hazards and climate.



Key SDG targets:

1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

13.2 Integrate climate change measures into national policies, strategies and planning.



Aerial view of Napier and the surrounding area in the aftermath of Cyclone Gabrielle

Case study: Climate + Hazard Resilience

Cyclone Gabrielle Emergency Response (support to various Hawke's Bay Councils)

In February 2023, the North Island of New Zealand was hit by Cyclone Gabrielle, a severe tropical cyclone that caused widespread devastation and led to the declaration of a national state of emergency. Parts of Vanuatu and Australia were also affected. The Hawke's Bay Region on the East Coast of the North Island was one of the worst affected areas. Record rainfall caused rivers to burst their banks and the ensuing floods decimated rural communities and left the region cut-off and without power and communications.

Our team was appointed by Hawke's Bay Regional Council (HBRC) to support the emergency response work. We provided a variety of services as part of this, including: data collection and GIS mapping, emergency stopbank repair monitoring,

dam safety inspections, and technical advice to support flood infrastructure repair and resilience. We provided advice to EQC Toka Tū Ake to assist with the coordination of individual insurance claims, as well as strategic advice for EQC Toka Tū Ake to understand their exposure. We also mobilised a container laboratory to provide field and laboratory testing services for local clients.

We continue to support the recovery efforts for these communities as part of the Transport Rebuild East Coast (TREC) Alliance. The TREC Alliance, whose owner participants are New Zealand Transport Agency Waka Kotahi (NZTA) and KiwiRail, has been established to deliver work needed on the region's rail and highway network.

Energy

We work with a wide range of clients involved in wind and solar farms, hydropower schemes, thermal and geothermal energy, as well as transmission and distribution networks. We help clients work with the rapidly changing regulatory environment and provide support for infrastructure development, maintenance, and consenting.

Community outcomes: 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.



Key SDG targets:

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.

Industry

Our industry clients specialise in industrial processes and outputs, including in primary production and processing of resources including steel, dairy, and quarrying. We support these clients with environmental impact assessments, reporting, decarbonisation, and engineering services.

Community outcomes: Availability of local goods for the market through businesses that support employment and local economies.



Key SDG targets:

9.2 Promote inclusive and sustainable industrialisation and by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Case study: Energy

Increasing renewable energy with the Lauriston Solar Farm



Piling trial underway on the site of the proposed Lauriston Solar Farm

The 90-hectare, 47 MWac Lauriston Solar Farm under development by Genesis and FRV, southwest of Christchurch, New Zealand, is estimated to generate 97,000 MWh/yr upon completion. This is enough to power approximately 13,180 homes and avoid 10,400 tonnes of CO₂e/yr (based on average New Zealand grid emissions 2013-2020). The project is also expected to benefit the surrounding community through the creation of significant job opportunities.

Our team's involvement in the project to-date has included a geotechnical feasibility study, hydrological and flooding study, site survey and pile testing. We have also conducted baseline contamination sampling, developed erosion and stormwater management plans, and transport assessments to meet consent conditions.

Case study: Industry

Reducing New Zealand's greenhouse gas footprint with NZ Steel's Electric Arc Furnace

In 2023, New Zealand Steel (NZ Steel) and the New Zealand Government announced an agreement to co-invest in a new Electric Arc Furnace at NZ Steel's Glenbrook site. The Electric Arc Furnace will use renewable energy and scrap steel to reduce NZ Steel's greenhouse gas emissions by over 45%, and reduce New Zealand's total annual emissions by 1%. It also provides a circular economy for scrap steel within New Zealand.

NZ Steel is a longstanding client of Tonkin + Taylor Group, and we were pleased to be able to support this work. With specialists in air quality, water quality, freshwater and marine ecology, environmental geoscience, and planning, our team brought a comprehensive and multidisciplinary approach to the project.



Aerial view of the Glenbrook Steel Mill. Source: NZ Steel.

Land + Buildings

We support all levels of government and crown and private entities that work on multi discipline development projects on land, creating the built environment. Our Land Development team specialises in residential, commercial, mixed-use, educational and institutional, and recreational development projects.

Community outcomes: Creation of places for individuals, groups, and the community, such as providing homes, places for business, employment, community activities, and transport routes.



Key SDG targets:

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

Transport

Our transport sector clients include local authorities, governments, private companies and international funding institutions that set policy and deliver services to facilitate the movement of goods and people across all modes of movement including road, rail, maritime, air, and active modes. Our work in this sector includes transportation planning, demand management, land use/transport integration, and environmental management and engineering design.

Community outcomes: Improving mobility and accessibility for the community so people can effectively and safely connect with people, places, goods, and services.



Key SDG targets:

3.6 By 2030, halve the number of global deaths and injuries from road traffic accidents.

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

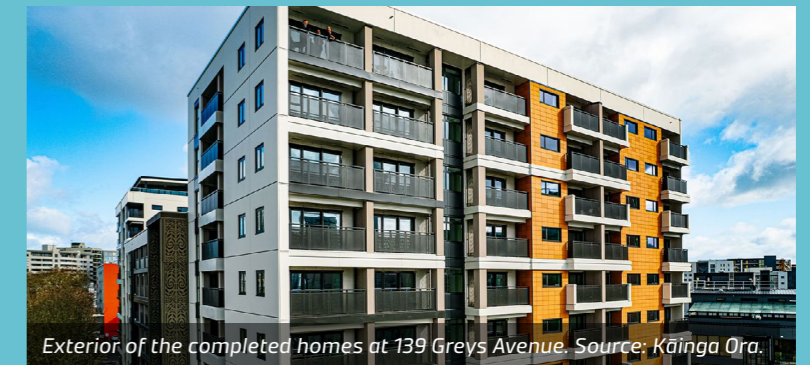
11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

Case study: Land + Buildings

Enabling new homes and communities with Kāinga Ora

Kāinga Ora - Homes and Communities provides tenancy services to nearly 200,000 customers and their whānau and owns and maintains 70,000 state houses while also providing home ownership products and other services. There is a focus on prioritising tenants' wellbeing, and providing tenants with good quality, warm, dry and healthy homes. Kāinga Ora is also focused on delivering quality urban developments that connect homes with jobs, transport, open spaces and the facilities that communities need.

Completed in June 2023, Te Mātāwai in central Auckland is the largest single site public housing development in New Zealand. The 200 public housing tenants that live at Te Mātāwai get access to around-the-clock, on-site support services. To help create a more diverse and mixed community,



Exterior of the completed homes at 139 Greys Avenue. Source: Kāinga Ora.

with a greater sense of inclusion and neighbourliness, Te Mātāwai also includes 76 homes specifically available to rent for the wider rental market.

Our team contributed to the approach around remediating the site and the geotechnical engineering design.

Case study: Transport

Reconnecting communities in time for Christmas with State Highway 25A works

After the devastating floods that hit the North Island of New Zealand during Cyclone Gabrielle in early 2023, landslides severed State Highway 25A disconnecting communities across the Coromandel. An accelerated approach to delivering the design and construction of SH25A Taparahi Slip Remediation project for New Zealand Transport Agency Waka Kotahi (NZTA), was key to reconnecting the communities as soon as possible.

The resulting works and bridge construction have made this key route more resilient and were completed three months ahead of schedule, bringing relief to local businesses still feeling the effects of COVID-19 disruptions. As the lead consultant, alongside our structural bridge design partner, Beca, we provided project leadership, ecological advice,

geotechnical design, stormwater design and project controls to support McConnell Dowell and Fulton Hogan Joint Venture. Our team also conducted site investigations, laboratory testing and installed telemetered instrumentation.



State Highway 25A Taparahi Bridge following its reopening in December 2023. Source: New Zealand Transport Agency Waka Kotahi (NZTA).

Waste + Resource Recovery

We work with all levels of government and private companies that set policy and oversee and deliver waste and resource recovery services, including collection, processing and disposal. We provide an integrated strategic approach to policy, planning, design, construction, and the operation of resilient waste infrastructure.

Community outcomes:

Protecting public health and maximising resource efficiency.



Key SDG targets:

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Water

Our water sector clients have responsibility for the provision, management or regulation of water supply, wastewater and stormwater, including all levels of government, crown entities, private sector, and donor agencies. We support these clients with long-term approaches to water stewardship with services to facilitate the development, maintenance, and enhancement of water infrastructure.

Community outcomes:

Protecting public health with safe drinking water, and avoidance of illness and injury from storm and wastewater, and future water security.



Key SDG targets:

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

Case study: Waste + Resource Recovery

Transforming a closed landfill to a renewable energy site with the Clarke Road project

The closed Clarke Road landfill in Melbourne, which operated a landfill to gas to energy plant from the deposited waste for 25 years, is being transformed into a renewable energy hub - hosting utility scale battery, solar and heavy EV charging. The project requires careful design to ensure the site can safely maintain protection of the landfill and provide foundations for the new facility.

Our team assessed the site conditions and designed a solution to prepare the landfill for the site, including transitioning the active landfill gas extraction system to a passive system that will ensure landfill gas risks to the environment are safely managed. Reprofiling of the site was needed to enhance surface water drainage, prevent leachate generation and

protect from landfill gas surface emissions. This required considerable volume of fill to be placed. Instead of using virgin material, our team supported a novel approach of using clay-rich biosolids sourced from Melbourne Water (MW), along with careful planning of material supply, operational control, weather impacts and regular testing, so the material will perform as needed. The approach stimulates a circular economy by transforming waste into a valuable resource.

The approach necessitated special exemptions from the Environmental Protection Authority (EPA) Victoria, demonstrating the material's suitability and compliance with EPA guidelines, showcasing a successful model of public-private partnership between MW, Progress Power and the EPA.

Case study: Water

Improving access to safe drinking water with the Waiaroha water treatment and storage facility

In 2016, the public water supply for Havelock North, a town in the Hawke's Bay region of New Zealand, suffered a significant *campylobacter* contamination event, following heavy rainfall. It is estimated that 5,500 residents became ill with campylobacteriosis, with 45 being hospitalised and the contamination possibly contributing to four fatalities.

Following the development of a Drinking Water Strategy in 2018, Hastings District Council commenced a programme of work to improve the safety and resilience of the local water supply. A key component of this was the Waiaroha facility, involving construction of a new water treatment plant, water storage, and bore fields, to improve resilience and introduce more barriers to contamination. The project also included Te Whare Waiaroha (a glass-fronted indoor Discovery Centre and landscaped public space); an education centre to help Hastings people understand the water cycle, how we treat, use and dispose of it, and how we can all value and protect it.

Our team provided hydrogeology support to the design of the bore fields and support through the design, construction, and commissioning of the bore fields, and geotechnical support for the foundations of the treatment plant and two large reservoirs.



Waiaroha water storage and treatment facility, Hastings, New Zealand. Source: Hastings District Council.

► Key impact 2: Taking care of nature in the built environment



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

We know that construction activities can involve large quantities of materials such as concrete and steel and impact local environments through effects on ecology, water, or air quality. The operation and use of infrastructure also has the potential to disrupt natural processes and lead to ongoing greenhouse gas emissions. However, by placing nature at the heart of design decisions, the built environment can also play a role in protecting and regenerating the natural environment in our urban and rural areas.

As advisors and designers, we are well placed to contribute to improving built environment outcomes for nature. We work to achieve this through:

- Providing high-quality environmental services to our clients and partners to help clients understand, avoid, and mitigate negative impacts, and identify opportunities to enhance environmental outcomes in their activities
- Aiming to consider the environmental impacts of advice provided in other areas of our work with clients and partners
- Managing environmental impacts of our own decisions and activities.

Case study

Shaping projects to put nature at the heart of decision-making

Te Ara o Te Ata / The Mt Messenger Bypass Project, currently under construction, will increase the resilience of the main highway connecting Taranaki with other regions in New Zealand. The new section of highway, which replaces a section of State Highway 3, will improve safety and provide a more reliable route for the local community. Our team, alongside New Zealand Transport Agency Waka Kotahi (NZTA), Downer, HEB Construction, and WSP, is part of the Mt Messenger Alliance delivering the project. Ngāti Tama, the local iwi (tribe) is actively involved in all levels of the project, including governance.

The selected route aims for minimal ecological impact - 'to tread lightly on the land' - while also delivering on iwi cultural values, local economy benefits, cost-effectiveness, and road user safety. As a result of this approach, the project is calculated to achieve positive net biodiversity impact within 15 years, including increasing the local kiwi population by as much as 1200 within 25 years of bypass completion.

Extensive ecological restoration across 3,650 hectares and a commitment to pest management in perpetuity underscore this massive shift in project delivery thinking - a holistic approach to future generations and sustainability. The design will also lead to a reduction in greenhouse gas emissions by optimising the road design through lower gradients and shorter distances. Cost savings due to greenhouse gas emission reductions alone will total over \$1 million annually.

Other aspects of sustainability have also been incorporated into the approach, with employment opportunities and support of local businesses during and after construction being part of decision-making.



View of construction zone 5 on the Te Ara o Te Ata/Mt Messenger Bypass project

Taking care of nature has long been part of Tonkin + Taylor Group's DNA. We were among the first to prepare an Environmental Impact Assessment for a major development proposal in 1975 after New Zealand's Environmental Protection and Enhancement Procedures came into force in March 1974. Now, our sustainability strategy is further putting a spotlight on this aspect of our work. We are investing in building the knowledge and skills of our teams, tools to support evidence-based decision-making for environmental outcomes, and enhanced and expanded services for our clients and partners. The way we approach our daily work is also being reviewed to support increased consideration of environmental and wider sustainability impacts.

Because of our diverse work, tracking the environmental impacts of our activities and across all our advice is complex. We have begun to assess our nature-based impacts and are working towards an effective approach to tracking and reporting our progress.

Our expertise in taking care of nature in the built environment

Supporting environmental outcomes is one of our core areas of expertise. We specialise in all earth science fields and support clients' environmental challenges within the geosphere, biosphere, hydrosphere, and atmosphere. We aim to take an integrated environmental management approach, which responds to the ways nature is complex, multifaceted, and interconnected.

We help clients understand impacts on nature from the built environment and help mitigate negative impacts, and protect and enhance outcomes. This includes:

- Assessments, design, monitoring, and offsetting options to mitigate effects on water quality, aquatic and terrestrial ecosystems
- Assessments and investigations of clean and contaminated soil including waste material, surface water, groundwater, vapour, air and odour
- Risk modelling and development of mitigation, monitoring, management and remediation technologies
- Assessment of hazardous substances, acoustics and vibration impacts on people and fauna, and management of those activities.

We also offer expertise in emerging speciality sustainability services in areas such as climate change mitigation and adaptation, circular economy, nature-based solutions, and sustainable supply chains. See [page 28](#) for more on our wider sustainability services, and how we are expanding them.

Building capability

In 2023, we developed our sustainability capability plan, which will be rolled out from 2024. The plan identifies important topics to help our people work with clients and make informed decisions about the impacts and opportunities of their activities. The topics include nature-based solutions, circular economy, greenhouse gas emissions, sustainable materials, and wider sustainability concepts such as systems thinking and integrating indigenous knowledge. The programme will allow our people to engage in a range of ways to best suit their needs, including in-depth training programmes and on-demand resources.

Developing supporting tools

In 2023, we explored the types of tools that would most help our people consider sustainability impacts in their work. We then focused on tools to support reducing the embodied carbon associated with our design advice and supporting clients in tracking the embodied carbon of their activities. In 2024, we will be exploring other digital tools that can give our people the support and information for better outcomes.



Non-structural stormwater solution upstream of Resolution Road in Welcome Bay, Tauranga

Case study

Thinking beyond traditional approaches in Resolution Road

Resolution Road in Welcome Bay is a residential area in Tauranga, New Zealand. The area has been identified as having high flood hazards and risk to properties. While reviewing previously proposed solutions, which included dam construction, our team identified a non-structural solution. The solution of purchasing key properties in the area avoided considerable financial and greenhouse gas costs of traditional engineered solutions. The solution also reduces residual risks to neighbouring properties that would come from the construction of engineered structures.

Project processes supporting outcomes for nature

Because of the breadth of expertise across Tonkin + Taylor Group, project teams can draw on deep expertise across different impacts in the natural environment.

Taking care of nature in our work starts with the projects we target and how we shape our work. This is supported by our purposeful decisions principles ([page 13](#)), and includes getting the right people involved at the right times.

Our project processes include team structures with independent reviews, consideration of risks and opportunities within projects, appropriate technical oversight and reviews, and additional support from experienced team members when needed.

On a day-to-day basis, a Job Safety and Environmental Analysis (JSEA) is undertaken for every site visit or physical works to identify potential risks to people and the environment, and actions to manage these risks are identified. A sample of JSEAs are reviewed every quarter by an environmental expert to ensure that our people are appropriately identifying the environmental risks associated with their activities, and improvements made to respond to any systemic issues identified.

Our staff receive role-appropriate environmental training as part of our ISO 140001 certified Environmental Management System. Some examples include:

- Protecting the environment (all staff)
- Environmental awareness in the field (New Zealand field staff)
- Environmental compliance (project managers).

We track completion rates for required training. See more on learning and development at Tonkin + Taylor Group on [page 32](#).

Environmental performance is also a key consideration in the suppliers and third parties we choose to work with on our projects.

In 2024, we will be enhancing and formalising how we integrate sustainability into our project processes.

Key impact 2: Taking care of nature in the built environment

Case study

Regeneration in the built environment with Te Ara Awataha

Our team is part of the [LEAD Alliance](#) delivering land and infrastructure to support Kāinga Ora in building homes and communities. As part of this work, a pipe replacement and community greenway was proposed in Northcote, Auckland, New Zealand. In conjunction with other



Te Ara Awataha walkway in Northcote, Auckland. Source: Kāinga Ora.

LEAD Alliance members, Auckland Council Healthy Waters, and Eke Panuku Development Auckland, our team proposed a nature-based solution, daylighting the stream that had been piped. The now open stream connects the remnant headwaters of the Awataha Stream to Hillcrest Creek, providing additional habitat and connectivity for our native freshwater fauna, as well as an amenity feature valued by local community.

Our involvement began in 2018, contributing ecology and fluvial geomorphology input, and continued through advising on concept and detailed design alongside the wider project team. The design included consideration of a natural system, habitat for fauna, incorporation of interactive areas for school and community and ecosystem. Our team also provided consenting and construction support. The stream was completed in early 2023.

Case study

Investigations for resource efficient foundations in Gunsynd Solar Farm

The Gunsynd Solar Farm in Goondiwindi, Queensland, Australia is a 111 MWdc Solar Farm that is due to become operational in 2025. Upon completion, the farm has the potential to produce up to 250 GWh/yr, which has the capacity to power approximately 32,000 homes per year.

We are providing a variety of services on the project, including geotechnical investigations and reporting, field and laboratory testing, and topographical and boundary surveying. Steel plays a key role in the construction of solar farms. Our investigations help to give our clients a better understanding of ground conditions, and critically, of how the soil and steel structures will interact. This information has the potential to significantly reduce steel required in the foundations, which can lead to embodied carbon, time and cost savings during construction.



Investigations for Gunsynd Solar Farm for accurately sizing foundation and pavement requirements

Understanding material properties of the onsite materials also presents an opportunity for their re-use for onsite earthworks, which can help to minimise the import of materials from offsite.

▶ Key impact 3: Supporting the built environment workforce



Our value chain shows how we are part of a system of organisations and people that delivers and supports the built environment.

The built environment workforce (including those who provide professional services and construction outcomes) makes up a significant proportion of the total workforce in New Zealand and Australia.

Being part of this workforce supports positive outcomes for individuals and communities, including through financial security, capability building, social connection, and a sense of purpose in contributing to the built environment we all live in. Challenges for the workforce across our value chain include lack of diversity, pathways into skilled work, and mental health concerns. Tonkin + Taylor Group, along with partners from the [Diversity Agenda Accord \(Accord\)](#), which includes the Association of Consulting and Engineering New Zealand (ACE NZ), Te Ao Rangahau Engineering New Zealand (ENZ), and Te Kāhui Whaihanga New Zealand Institute of Architects (NZIA), has recognised that promoting diversity, inclusion, equity, and belonging (DEIB) is a crucial factor in achieving better outcomes throughout the workforce.

We are active members of the Accord and echo the Accord's strategy with an internal strategy and programme. In 2023, our activity focused on building understanding of our people and supporting sector-wide activities through the Accord. In 2024, we will start formalising how our commitment to the built environment workforce is integrated into the major projects we're part of.

Ultimately, our aim is for the diversity of our organisation and sector to reflect that of the communities we live and work in.

How we're targeting built environment workforce outcomes

We're undertaking a range of activities across our operations and working with the sector to improve built environment workforce outcomes. Through these activities, we hope to have a ripple effect and influence outcomes beyond Tonkin + Taylor Group to the wider existing and future built environment workforce.



How we're tracking

We're working on embracing diversity and providing a more inclusive experience within Tonkin + Taylor Group as part of living our values. We also believe this will have wider impact, as our people interact with others in the built environment workforce throughout their careers.

Profile of our people:

1396 total number of people¹ **82%** full time **12%** part time **6%** casual

88% permanent **6%** fixed term **6%** casual



41%² of our people identify as women
Industry benchmark: 39%³



328 total shareholders of which **28%**² identify as women



5.4%² of our people are members of rainbow communities
Industry benchmark: 3.2%³



7.4%^{2,4} of our people consider themselves neurodiverse
Industry benchmark: 3.4%³

Ethnicities within Tonkin + Taylor Group^{2,5}



European (57%) Asian (14%) Māori (2%) Pacific Peoples (2%)
Middle Eastern/Latin American/African (2%) Other/prefer not to say (23%)

Gender pay gap⁶

Tonkin + Taylor Group	14.3%
Tonkin + Taylor in New Zealand	22.0%
Geotechnics New Zealand	18.6%
Tonkin + Taylor in Australia	18.2%
Chadwick Geotechnics Australia	-1.7%
New Zealand National ⁷	8.6%
Australian National ⁸	21.7%

Gender pay equity gap⁶

Tonkin + Taylor Group	1.03%
Tonkin + Taylor in New Zealand	2.6%
Geotechnics New Zealand	-4.1%
Tonkin + Taylor in Australia	1.3%
Chadwick Geotechnics Australia	1.4%

Measuring our Gender Pay Gap (the difference in median earnings between women and men within an organisation) is one of the ways we uphold our values and keep ourselves progressing in the right direction. In recent years, we also have taken steps to streamline our internal processes and introduced a role grading framework that allows us to increase transparency relating to roles, salary and progression for our people, while also providing a foundation to benchmark salaries to the market more effectively. One of the benefits of this shift is allowing us to measure our Gender Pay Equity Gap (the difference in the median earnings between men and women for similar work) in a consistent and reliable way.

Case study

Reconciliation Action Plan

In September 2023, we launched our inaugural [Reconciliation Action Plan \(RAP\)](#) which was formally endorsed by [Reconciliation Australia](#). Tonkin + Taylor in Australia and Chadwick Geotechnics have joined a network of more than 2,700 organisations that have signed on to the program since its establishment in 2006.

Our Reflect Reconciliation Action Plan marks our first step on the journey towards reconciliation, and through it we aim to:

- Build stronger relationships with Aboriginal and Torres Strait Islander peoples
- Learn from First Nations communities about their traditional knowledge and practices
- Integrate Aboriginal and Torres Strait Islander perspectives into our work
- Support the economic and social development of First Nations communities.

Development of the plan, and early activity undertaken in parallel, commenced in 2022, when we established a Reconciliation Action Plan Working Group (RAPWG). Since its formation, we have started embedding practices in our day-to-day business to develop and encourage cultural awareness. We have sought guidance from local Aboriginal and Torres Strait Islander communities to support our activities.

1. Data is based on headcount and includes Tonkin + Taylor Group permanent, fixed term and casual employees
2. Data includes Tonkin + Taylor Group permanent employees only
3. 2023 Diversity Agenda Accord signatories' aggregated performance
4. Neurodiversity data as at 25 May 2023 (the close date of our 2023 People Census survey)
5. Ethnicity categories are based on the six broad groups of ethnicities as per the Stats NZ Ethnicity NZ standard classifications: Ariā SNZ
6. Data is as at November 2023. Data includes Tonkin + Taylor Group permanent and fixed term employees only
7. Source: [The gender pay gap | Ministry for Women](#)
8. Source: [Gender pay gap data | WGEA](#)



Key impact 3: Supporting the built environment workforce

Case study

Culturally significant leave

We recognise the cultural richness and diversity of family situations that exist within our workforce. This diversity means that not all Tonkin + Taylor Group staff share or celebrate the same culturally significant days.

Having identified this, we established a working group representing the different demographics within the company to help develop an initiative to cater to the varied needs of our people.

The result was an initiative that gives our people the flexibility to swap up to two public holidays for events with more cultural significance to them (such as religious holidays or culturally relevant events). To maintain the integrity of the initiative, there are clear guidelines on its usage to prevent misuse.

Feedback to date has indicated that even though only a small number of our people have made use of the initiative, it has proven deeply meaningful to those that have.

Our commitments

Our commitments to looking after people are outlined in key policies, including our Code of Conduct (page 33), and our Board approved [Diversity, Equity, Inclusion and Belonging \(DEIB\)](#) policy.

The DEIB Policy highlights specific areas of focus to enable and grow participation within our organisation, these are: Aboriginal and Torres Strait Islander peoples, Māori, Pacific peoples, Rainbow Communities and those with disability and impairment. This includes supporting our people to build knowledge and understanding to create an inclusive and productive environment for all our current and future people.

Related policies include Health Safety and Wellbeing, Harassment and Bullying, and Flexible Working, along with supporting guidance such as Workplace Rainbow, Gender Equality and Equity, and Gender Transitioning support.

We continue to review other policies and update them as needed to reflect our DEIB commitments.

What we're doing

Memberships and certifications

Memberships and certifications help guide us in the most effective and important actions to support the needs of different underrepresented groups. Certifications also give us, and our stakeholders, confidence that we are committed to providing inclusive and safe working environments for existing and potential employees. Some certifications cover individual operating companies, and we are working to reflect the approaches in our other operating companies.



*Joined in early 2024

Continued on next page



In 2023 and 2024, Tonkin + Taylor Group has marched alongside fellow Diversity Agenda members, made up of both engineering and architecture firms, in Auckland's Pride Parade. Source: The Diversity Agenda

Case study

Collaborating with others for industry change

Being part of industry activity is a key component of our DEIB programme. In New Zealand, our involvement in the Diversity Agenda Accord is central to this, enabling us to connect with like-minded organisations and work together to create a more diverse and inclusive workforce.

The Diversity Accord Leads Network provides a platform to share the knowledge we have within Tonkin + Taylor Group as well as tap into a broader pool of expertise and resources.

In 2022 and 2023, our Executive Leader - Sustainability, Brett Ogilvie, sat on the Diversity Agenda Steering Committee. In this role, Brett, alongside other leaders from across the industry, provided governance over the Diversity Agenda and has been instrumental in helping to shape the Diversity Agenda 2025 Strategy.

The Diversity Agenda has a number of rōpū (working groups). Our Executive Leader - Clients + Brands, Simonne Eldridge, is chair of the Diversity Agenda Neurodiversity Rōpū, and Talia Ritchie, our DEIB Lead, is a member of the Diversity Agenda Education Rōpū. Working alongside the Diversity Agenda is Engineering New Zealand's Rainbow Special Interest Group (RSIG). Josephine Graham, our Technology and Futurity Specialist, is secretary on the RSIG Committee, and Talia Ritchie sits on the RSIG Sub-committee. As part of our work with the Diversity Agenda, we also lend support to smaller businesses with their DEIB strategies, notably assisting them with data capture and developing internal metrics.

Collaboration and support with the Diversity Agenda will enable us to see sustainable long-term change, not just for one company, but for an entire industry.

As a Gender at Work Community Member, we are also working towards becoming [GenderTick](#) accredited. We also partner with [Pūhoro](#) to support the long-term pipeline of Māori and Pacific peoples engaging with STEM and pursuing careers in our industry.

Training

Our DEIB training programme aims to help create a strong and welcoming environment within Tonkin + Taylor Group, as well as enabling our people to support others as they engage in industry and client work on a day-to-day basis.

In 2023, this focused on building cultural and rainbow community understanding. We also set an expectation that all team leaders and managers complete unconscious bias training prior to our annual review cycle.

The focus for 2024 is to enhance the learning opportunities we provide our people by incorporating DEIB into broader skills development courses, rather than these sitting as standalone programmes.

Our DEIB training programme includes:

Training	Time Commitment	Completions
Unconscious bias training	1 hour 15 minutes	191 completions since 2019
Rainbow education sessions via Rainbow Tick in New Zealand	1 hour 30 minutes	126 completions since 2021
Rainbow education sessions via Minus 18 in Australia	1 hour 30 minutes	33 completions since 2023
Tikanga Māori training via Te Wānanga o Aotearoa (NZQA Level 3)	108 hours over 20 weeks	69 completions since 2021
Te Tiriti o Waitangi training	4 hours	117 completions since 2022
Australian cultural awareness training via BlackCard	3 hours	12 completions since 2022

Supporting industry groups

Tonkin + Taylor Group is dedicated to nurturing talent and promoting diversity in science, technology, engineering, and mathematics (STEM) fields. By investing in these programmes, we contribute to the development of the next generation of industry leaders. We're actively involved in supporting:

- [University of Auckland Rainbow Engineering Network](#)
- [University of Auckland South Pacific Indigenous Engineering Students \(SPIES\)](#)
- [University of Auckland Women in Engineering Network \(WEN\)](#)
- [University of Canterbury Women in Engineering \(WIN\)](#)

Addressing risks of modern slavery

Tonkin + Taylor Group is committed to identifying, mitigating and preventing modern slavery risks in our operations and supply chain, and considering modern slavery risks as part of choosing who we work with. This activity is part of supporting better outcomes for the built environment workforce.

In 2023, we developed our [Modern Slavery Statement](#), which outlines our commitments, processes, and activities to support better outcomes for workers. In 2024, we are formalising our actions to support our continual focus in this area.

Diversity Agenda

In January 2020, Tonkin + Taylor in New Zealand, on behalf of Tonkin + Taylor Group, became a founding signatory of the [Diversity Agenda Accord \(Accord\)](#), a New Zealand Engineering and Architecture firm industry-wide agreement. Members of the Accord commit to reporting on and being held to account on the following expectations:

- We will close the gap on pay equity
- We have zero tolerance for harassment and bullying and will respond swiftly and appropriately to any allegation
- We uncover and eliminate barriers to diversity and inclusion in our systems, practices and processes
- We make sure our people feel safe in all places they work.

Signatories report on diversity within their organisations annually. This enables tracking performance across the group, and collective progress towards the Accord's [2025 Strategy](#).

► Specialist sustainability services

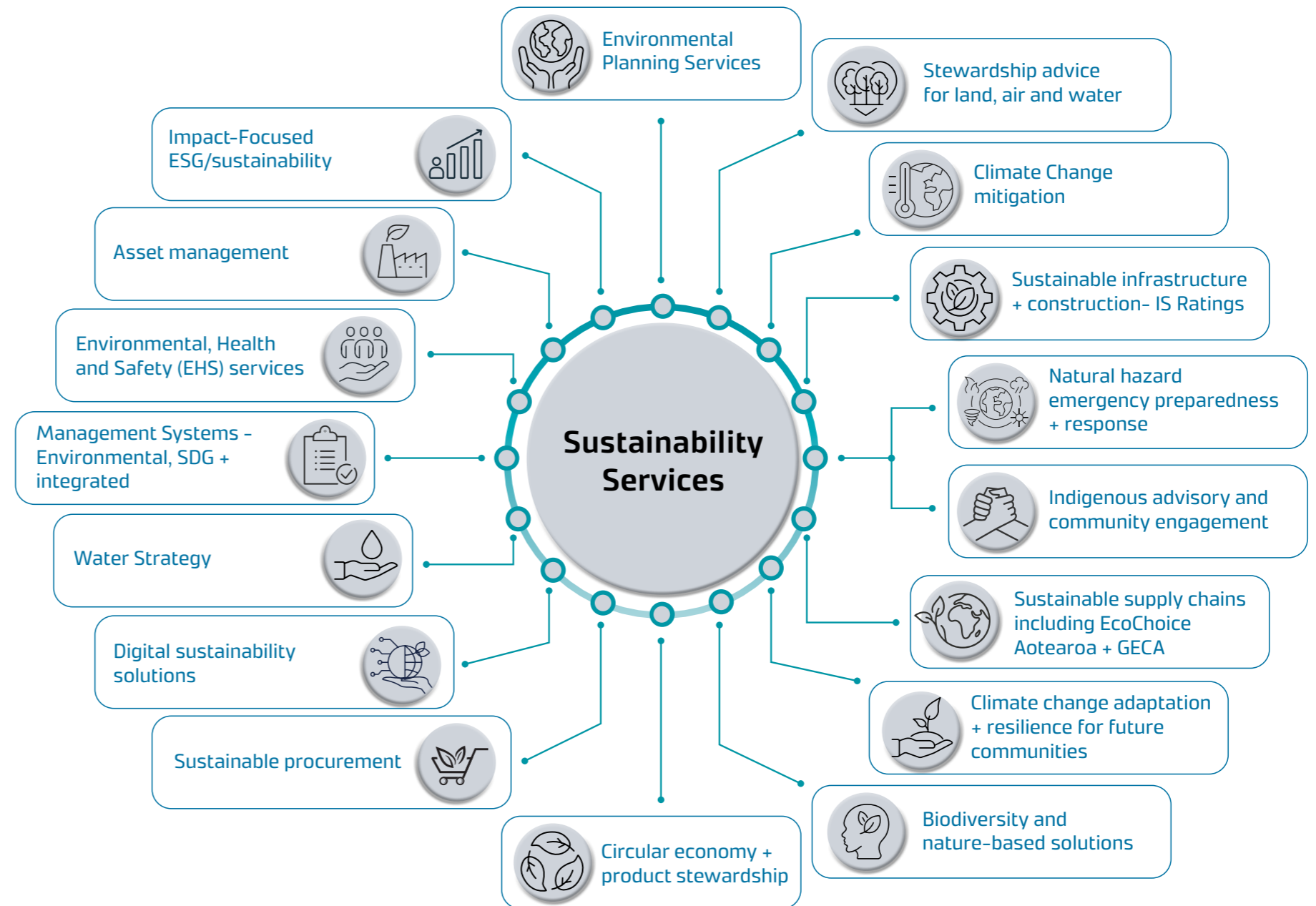
As part of the wide range of services we provide, our teams also deliver specialist sustainability services - directly supporting our clients to achieve more sustainable outcomes.

Drawing on principles of valuing indigenous knowledge, communities as the ultimate stakeholders, and prioritising outcomes for the natural environment, we offer a range of sustainability services covering deep technical areas such as ecology and water, risk, management and strategic advisory services. See more on our services that aim to take care of nature on [page 20](#).

We also offer expertise in more recent and emerging speciality sustainability services such as climate change mitigation and adaptation, circular economy, nature-based solutions, and sustainable supply chains.

Our sustainability strategy focuses on enhancing and growing the sustainability services we provide to the market to help clients and partners better address their sustainability challenges and opportunities.

We are increasing our presence and participation in global forums to support our teams to better keep across the changing sustainability context and evolving approaches to addressing sustainability challenges.



Our specialist sustainability services



Aerial view of the Hawke's Bay Region in the aftermath of Cyclone Gabrielle

Case study

Locking in and incentivising embodied carbon reduction throughout design and construction with Hutt City Council

Hutt City Council (HCC) in New Zealand has declared a climate emergency and is targeting zero greenhouse gas emissions by 2050 as one of its six key priorities. Waste and construction activities are key areas the council is seeking to reduce greenhouse gas emissions, and HCC is prepared to be innovative and push hard to achieve this.

Our team works closely with HCC on the Silverstream Landfill, providing support for the design and operation of the landfill. In 2023, we collaborated with the council to design a new landfill area, aiming to reduce the embodied carbon through design. We integrated this objective into the design by minimizing material use and incorporating lower carbon materials. This initiative led to substantial carbon reductions in numerous landfill design elements, most notably in leachate drainage. By revising the design the embodied carbon was reduced from an estimated 327 to 24 tCO₂e.

Once the final design had been completed, our team prepared a schedule of quantities that included the associated embodied carbon. The schedule also includes a basis of measurement to support calculating the actual emissions associated with the construction works. This detailed work is enabling HCC to incentivise the construction contractor to achieve the designed reductions and target further reduction opportunities.

Case study

Assisting Enable to meet evolving climate-related requirements

New climate legislation in New Zealand, Climate Related Disclosures (CRD), requires specific organisations to report on their climate risks aligned to the Climate Reporting Standards (CS 1 to CS 3). Organisations required to report include publicly listed companies and organisations that trade bonds.

Enable, a telecommunications company providing ultra-fast fibre broadband to greater Christchurch, was asked by its parent company, a climate-reporting entity, to submit a report on its climate risks. Our team was engaged to provide technical support and advice for Enable to identify and rate climate risks. This work involved identification of Enable's value chain, undertaking climate scenario analysis, providing advice relating to metrics and targets, and documenting outcomes so the results can be shared with internal and external stakeholders.

Engagement with the Board and Executive Leadership has been vital to ensure that outputs have the support and endorsement of the business. Enable continues to push toward a sustainable future, with this work forming part of that journey.

In addition to helping our clients meet their compliance requirements, we aim to support organisations build their understanding of climate risk, and enable more sustainable and resilient organisations and communities.

Case study

Supporting Lyttleton Port Company to reduce greenhouse gas emissions

Lyttleton Port Company (LPC) is the largest port in the South Island of New Zealand. LPC is required by its owner, Christchurch City Holdings Limited, to reduce its greenhouse gas emissions. In preparation for this, LPC began tracking its greenhouse gas emissions in 2018 and also identified greenhouse gas reduction activities and targets.

Our team assisted LPC with the next stage in its greenhouse gas reduction process. Focusing on LPC's direct emissions (Scope 1), we developed an Emissions Reduction Plan (ERP) to support LPC in meeting science-based target requirements. As part of this, our team helped LPC to identify and assess a set of activities to enable LPC to align with the science-based targets initiative guidelines, particularly to meet the near-term target requirements.

The main contributors of LPC's carbon footprint are the use of diesel fuel for operations onshore and around the port. We worked with LPC to understand indicative costs of the different initiatives with a view to supporting internal discussions, including understanding potential capex needs.

▶ Walking the talk

We know that the greatest contribution we can make towards more sustainable futures is through the key impacts outlined in the previous sections. It is also important to us, our people, and our clients that we live our values, ‘walking the talk’ in our operations, so *being sustainable is embedded in everything we do*.

As part of our progress towards the SDG Impact Seal, we are embedding sustainability into our Integrated Management System (IMS), which brings together management for Quality, Environmental Management, Occupational Health and Safety, and sustainability. This will help us formalise, connect, and streamline our activity. In 2024, a particular focus will be embedding our Purposeful Decisions Principles into decision-making across Tonkin + Taylor Group (see [page 13](#) for more).

Decisions we make on our supply chain are also an important lever to strengthen sustainability in our operations. Our Procurement Policy requires consideration of sustainability in all procurement decisions (see [page 34](#) for more). Included in this policy is our commitment to achieving a [Green Star](#) rating (or local country equivalent) for office locations, where practical. Targeting Green Star ratings in new or substantially renovated facilities helps us to reduce energy, waste, and water use in our facilities (and associated greenhouse gas emissions) and support wellbeing and health outcomes of our staff and visitors.

Natural environment

We manage the environmental impacts of our operations through our ISO 14001 certified Environmental Management System, which includes key tools and processes, mandatory training, incident reporting, and internal and external audits. In addition to the dedicated team overseeing this management system, our sustainability strategy includes a focus on greenhouse gas emissions, water, and waste in our operations. In 2024, we are working towards short term greenhouse gas reduction targets and centralising waste and water data across our facilities so we can more effectively set targets and support local actions.

Our decarbonisation activity and progress

26% reduction in CO₂e/FTE compared to our 2018 baseline

 **Net Zero Carbon certified**

Extreme weather events in 2023 in New Zealand highlighted the effects of climate change on our communities. Although our greenhouse gas emissions are relatively small compared to our Key Impacts, we are working to reduce them, as part of our contribution to reducing the frequency and severity of these weather events.

In 2022, our Board approved science-based targets for our operational emissions:

51% reduction in greenhouse gas emissions compared to 2018 by 2030

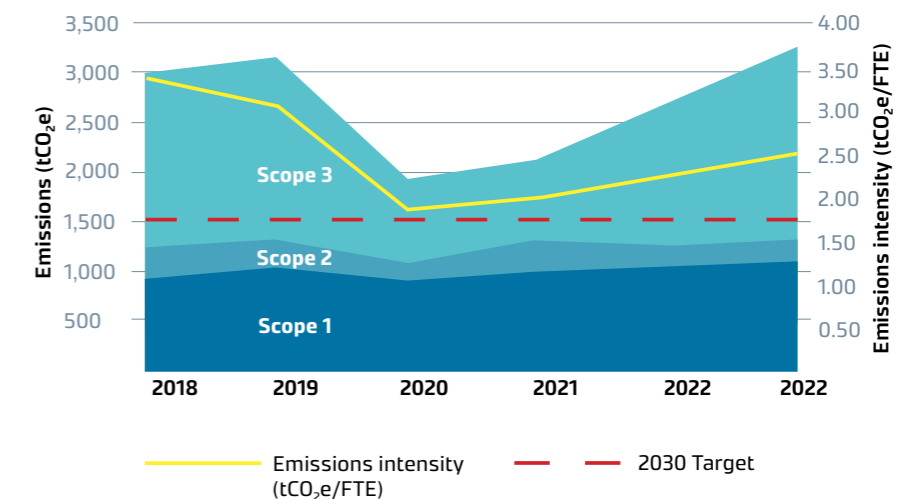
90% reduction in greenhouse gas emissions compared to 2018 by 2040

We are Net Zero Carbon (certified by [Ekos](#)) by buying high-quality offsets for emissions we haven't avoided.



Our biggest emission sources are our vehicle travel, flights, and electricity. While we have reduced the intensity of our footprint compared to our 2018 year, our absolute 2023 footprint increased compared to our 2018 baseline year. We are committed to our science-based targets, and will be working hard in 2024 to reduce the emissions associated with our operations.

Tonkin + Taylor Group Greenhouse Gas Emissions 2018-2023^{1,2}



Flights

Airline travel remains a challenge. In 2023, our teams, clients, and partners have benefited from reconnecting face-to-face after the period of reduced travel due to COVID-19 disruption. This has been a key contributor to our increased footprint. We have commenced a review of how we travel, which will consider greenhouse gas impacts, health and safety, and client and team needs. This work aims to support decisions about how we connect with our teams and clients in a way that aligns with our science-based targets.

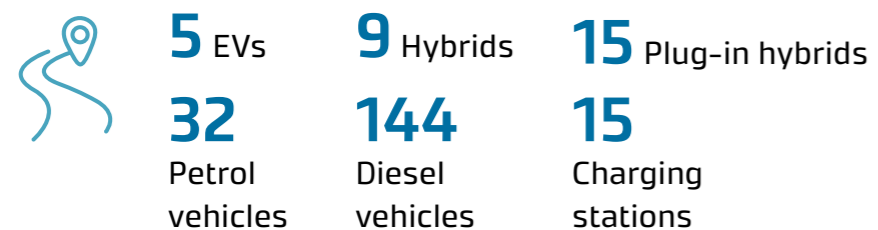
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1. Greenhouse gas emissions data audited as part of Ekos carbon zero certification, with reasonable assurance over scopes 1 and 2, and limited assurance for scope 3.
 2. Previous year's data is restated due to minor methodological changes identified through the audit process, ensuring year-to-year comparability. Changes include updating electricity to market-based reporting, adjustments to reporting of several emissions sources under different Scopes, and adding natural gas transmission and distribution losses for 2021 - 2023.

Vehicles

We are increasing electric battery and lower carbon vehicles in our fleet and in 2023 we further grew our charging infrastructure. We also developed a new fleet policy, which will ensure consideration of real vehicle needs and prioritising electric vehicles for any fleet decisions.

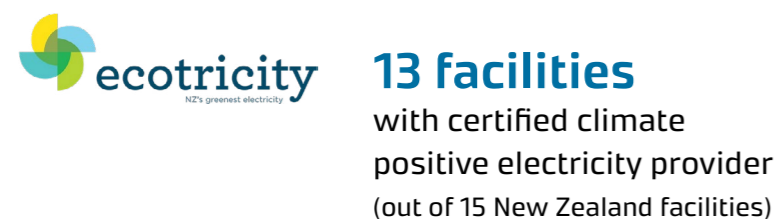
Our fleet is made up of:



Electricity

We have been transitioning our energy providers where we directly hold contracts to [Ecotricity](#), a certified climate-positive electricity provider for our New Zealand facilities. Where we have shared tenancies and/or our landlords procure energy for us, we are working with them to explore this option. In 2024, we will consider options for our Australian facilities, as electricity from our Australian facilities is also a key contributor to the increase in our footprint.

To reduce energy demand, our policy is for new or significantly expanded facilities to aim for Green Star certification, which also creates a more sustainable and enjoyable place for our teams. We are also reducing energy demand from data storage through determining when data can be deleted for all our key data sets.



Society + culture

Our values highlight our commitment to supporting and enabling people within Tonkin + Taylor Group, those we work with, and people who may be impacted by our operations. Our value *everyone matters* drives how we approach our health, safety, and wellbeing focus, supporting our local communities, and our diversity, equity, inclusion, and belonging programme and addressing risks of modern slavery ([page 23](#)). Our values *empowered to deliver* and *excellence every day* drive our learning and development programmes, making sure our people have the skills and tools they need to achieve their aspirations and purposeful decisions principles ([page 13](#)). We have focused on understanding, supporting, and growing our culture as one of our Group priorities in 2023 and 2024.

Health, safety, and wellbeing

We believe that good work and a positive culture leads to great Health, Safety and Wellbeing (HSW) outcomes for everyone - our people, our clients, and the communities we work with. Our people are often on client sites or within the community, from active construction sites to national parks. Potential sources of harm arising from these activities includes interactions with utility services, working around mobile plant, interactions with flora and fauna, and interfacing with members of the public. The work we're involved with, such as natural disaster response and delivering on large and complex projects, can also be a source of stress for our people.

Our approach is underpinned by our HSW objectives and [HSW Policy](#) and given effect through the collective efforts of many including the HSW team, HSW representatives and our people. Our people are supported to make good HSW decisions with training, ongoing and visible communication, consultation, and various tools and resources. Our HSW approach is certified to international standard ISO45001 as well as attaining a 100% score in both Totika and Site Wise (2 National level external prequalification schemes) in New Zealand.

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

Continued on next page

Case study

Green Star fitout

Attaining a leading 6 [Green Star](#) Interiors rating for our largest Auckland office in 2022 helped us establish what could be achieved across all our facilities.

In 2023, one of our Wellington teams moved into a new building. Our landlords are working towards a 5 Green Star Design and As Built rating for the building, and we are targeting a Green Star Interiors rating. Our Christchurch Tonkin + Taylor office will also be targeting a Green Star Interiors rating for our new facilities in 2024.

A range of building features support attaining these ratings, including:

- Increased air flow into the office (50% above Building Code standards)
- Indoor planting to help to reduce carbon dioxide levels, increase indoor air quality and provide visual interest
- Blue Angel certified printers to eliminate indoor pollutants
- The use of low-impact materials such as low VOC paints, adhesives and carpets, low formaldehyde wood products and FSC timber
- The use of a certified green cleaning company using sustainable cleaning products
- A high-performing lighting system which ensures only required areas are lit, and automatically dims lights to match daylight levels
- Reduced external lighting and a system that shuts down lighting out of hours to reduce outdoor light pollution
- Meters to monitor and reduce consumption of both energy and water
- Bicycle parking, end of trip facilities, and EV chargers.

is made available throughout the year. For example, a fifth of our Australian team have undertaken Mental Health First Aid Training to acquire skills to recognise and respond to any mental health concerns that may arise in the wider team. HSW is first on the agenda for our monthly One Group Meetings.

Our customised Job Safety and Environment Analysis (JSEA) online tool is essential for every site visit. With built-in behavioural nudges, the JSEA helps our people identify relevant risks for the dynamic environments they may interact with and how best to mitigate them. In-depth procedures are embedded to support understanding and mitigate specific risks.

In January 2022, we introduced our HSW helpdesk system, improving accessibility to the HSW team and encouraging dialogue, with steadily increasing use across our teams.



748

HSW helpdesk queries in 2022

2410

HSW helpdesk queries in 2023

These systems, supported by our programme of internal audits of projects, allow us to effectively identify opportunities for continual improvement and better share learning between projects and teams.



Strike-related incidents decreased by

14% in 2023 compared to 2022

This year, our approach has reduced incidents relating to utility strikes, our highest risk activity. We conducted a cross-incident investigation of strike-related incidents from 2022 and developed an interactive training module in early 2023 on our Breaking Ground Procedure, supported by targeted communication. Notably, the primary root cause of these incidents has changed, with the root cause now more likely to be associated with limitations in service locating equipment or other factors beyond procedural control. In 2024, we will continue this focus with on-site sessions led by a certified service locator to help our people make effective visual assessments of potential strike risks.

Learning and development

The success of Tonkin + Taylor Group relies on our people and the knowledge and capabilities they bring and continue to develop throughout their careers. We are seeing increasing demand for our people to keep up to date with the rapidly changing environment in which Tonkin + Taylor Group and our clients and partners operate.

Our learning approach recognises the most effective learning is on the job and through interactions with others, which is supported by formal training as needed. We aim for a split of 70/20/10 between these different ways of learning.

In 2023, we continued to embed our new learning platform GROW, which will also support improved tracking of how effective our programmes are. We track completion rates for our core compliance training for all employees, and we are focused on improving and maintaining high rates of completion for these modules.

Compliance Module	Completion Rate
Code of Conduct	84%
Integrated Management System (IMS)	78%
Doing The Right Thing - Protecting Our Environment	94%
Doing The Right Thing - Protecting Privacy	84%
Cyber Security Essentials	96%

In 2024, we will work towards a learning culture supported by more personalised, technology-supported processes where our learners can be self-directed and collaborate with peers to develop new skills and knowledge. A key focus of 2024 is also rolling out our sustainability capability programme, targeting key sustainability topics that will support integrating sustainability into the work our people are doing day-to-day.

Case study

Wellbeing investigations

Often, when discussing well-being support the emphasis is placed on resources for the individual to apply personally, rather than the organisation at a structural level. Since 2021 we have been developing a Wellbeing Root Cause Analysis initiative to improve how we understand causal factors of wellbeing issues. Through this initiative, we investigated specific issues, collated insights, and assessed contributing factors from a systems perspective. This has allowed Tonkin + Taylor Group to develop tangible actions.

We have also shared the approach through internal training sessions, 'Managing Stress - Tips and Tricks for a Healthier Life', attended by over 100 of our employees. Through these sessions, we aim to equip our people with practical tools to use the root cause concept in their own teams and at home.

In 2024, we will continue to apply this approach and consider further opportunities support the wellbeing of our people.

Community participation

Supporting and connecting with the communities in which we operate is important to Tonkin + Taylor Group. In 2023, to increase alignment across our community participation efforts and provide clear guidance for future activity, we began developing a Community Partnership Plan.

Through this plan, we aim to strengthen ties between Tonkin + Taylor Group and the communities we operate in, open up opportunities to collaborate further with local businesses, organisations and individuals, and make a tangible difference in addressing social issues.

The plan will be guided by a set of key principles to ensure, amongst other things, that our community participation work aligns to our Purpose and Values, is relevant to the sectors and markets we work within, has a lasting positive effect, and considers how we can support outcomes for indigenous people.

In 2023 our community activity was spread across our teams and locations, and included hosting a [Girls with Hi-Vis](#) event, partnering with [Digital Wings](#) to responsibly dispose of electronic equipment while supporting young New Zealanders, and donating to [Trees That Count](#).

Economy + governance

Board and management

Our Board provides governance in four main roles:

- Setting our Purpose, Vision and Strategy
- Setting the tone of our culture and ensuring effective relationships with management and shareholders
- Setting our risk appetite and holding management to account
- Ensuring effective compliance with our regulatory obligations.

Board responsibilities for sustainability are outlined in our Board Charter, see [page 14](#) for more information.

The [Board](#) comprises the Group Managing Director, six directors elected by the shareholders (Elected Directors), and three directors

who are not shareholders (Independent Directors) and are appointed by the Board. Elected Directors hold three-year terms and are eligible for reappointment. Each Board member is required to disclose to the Board all actual or potential conflicts of interest which are tabled at each Board meeting. The Board critically evaluates its performance annually and reviews its processes and procedures. Individual Board members are also evaluated, including the independent Chairperson.

Current committees of the Board are the Risk + Assurance Committee (RAC) and the People + Culture (P+C) Committee. RAC oversees risk management, financial performance, internal and external audit and assurance. The P+C Committee oversees employment policies and procedures, talent identification and career development, remuneration and rewards, workplace culture, values and ethical practices. Health, safety, and wellbeing is reviewed by the Board.

Our [Group Leadership Team](#) (GLT) is responsible for managing Tonkin + Taylor Group's operations and delivering on the Tonkin + Taylor Group strategy. The GLT comprises the Heads of each of our operating companies, Heads of our group functions, and Executive Leaders of each of our strategy areas. GLT members are supported by management teams in each of their operating areas.

Our Code of Conduct

Our [Code of Conduct](#) governs the way we do business and how we conduct ourselves with our clients, colleagues, suppliers, and the communities we operate in to be consistent with our values. The Code of Conduct is overseen by our Board, and we expect our employees and suppliers to adhere to it. All new employees are expected to undertake training on our Code of Conduct. Suppliers are asked to commit to acting in accordance with our Code of Conduct as part of working with us.

The key principles of our Code of Conduct are:

- We speak up
- We are dedicated to professionalism and excellence
- We comply with the law including domestic and international standards relating to human and labour rights

Continued on next page

Case study

Supporting wellbeing through 'working away'

At Tonkin + Taylor Group, we have a 'Working Away Initiative' that enables our people to work remotely overseas or interstate for up to four weeks when taking annual leave of two weeks or more.

The wellbeing of our people was our key consideration when developing this initiative, particularly those who have family overseas who they weren't able to connect with during the COVID-19 disruptions. Our policy means our people are able to have more time away to recharge and connect with loved ones, while maintaining capacity and business continuity within our operations.

- We prioritise health, safety and wellbeing
- We embrace diversity and inclusion
- We positively impact the environment and the communities we touch
- We respect privacy and confidentiality
- We manage conflicts of interest
- We are committed to fair and ethical procurement
- We compete, communicate and operate in a fair, honest and lawful manner
- We protect our intellectual property and respect the rights of others
- We involve the appropriate people in decisions and keep accurate records
- We do not tolerate corruption
- We use property and systems in an appropriate manner.

Our Ethics Committee, which comprises senior officers of our business, is responsible for periodic monitoring and review of the Code of Conduct (and supporting policies) and investigating any incidents. The Ethics Committee may report matters related to the Code and supporting policies directly to the Board.

Our internal audit function periodically audits adherence to the Code (and supporting policies), or as requested by the Ethics Committee or the Board.

Supporting, Board-approved policies and activities help embed our commitments across our operations. See the following pages for more: [Sustainability Policy](#) and strategy (see also [page 11](#)), [Diversity, Inclusion, Equity, and Belonging Policy](#) and strategy (see also [page 23](#)), and [Health and Safety Policy](#) and strategy (see also [page 31](#)). Our [Modern Slavery Statement](#) and Working Group (also see [page 27](#)), and Purposeful Decisions Principles ([page 13](#)) are also key levers.

Complying with laws and regulations is important for Tonkin + Taylor Group as part of our Code of Conduct and living our values. Our teams actively work to keep up to date with laws and regulations and work with our clients and partners to operate ethically and appropriately.

Making sure we're here long-term

We have a rich history of technical excellence spanning 65 years, and we're committed to our Vision of *being renowned for inspiring sustainable futures* and our Purpose of *together we create and sustain a better world* with our clients and partners.

To make sure we're around for the next 60 years, we invest in the execution of our Vision and strategies. We continue to invest in the expertise of our people and keep up to date with the changing world and how it affects and provides opportunities for the work we do. Building our cultural competency and creating a diverse team is also important to keep us relevant and better understand and respond to the needs of communities and clients.

We are focused on maintaining our diverse portfolio of work to help us manage variation in market health and create opportunities for innovation across technical and market areas.

In 2024, we are focusing on building partnering relationships with like-minded organisations, such as through the Inogen Alliance. Partnering relationships help us provide enhanced services to our clients, access other markets and opportunities, and learn from others.

Our supply chain

Sustainability considerations are a key part of our procurement policy, and we are continuing to improve our processes and tools to support our people in making decisions that support more sustainable outcomes in our supply chain.

In 2023, we developed a new procurement checklist, providing our people with a set of considerations when purchasing goods, services or works for clients and our internal needs. The checklist challenges us as a business to really think critically about our procurement decisions and to consider the social and environmental impacts of our purchases, as well as performance and cost.

In 2023, we also released our updated Supplier Due Diligence solution that now requires potential suppliers to complete a dedicated sustainability section. This section poses specific environmental and overall sustainability questions, including a request for suppliers to provide evidence of their sustainability plans and targets. This gives us a greater understanding of our supply chain and helps to highlight where gaps or issues exist, so we can make more informed procurement decisions as a business. It also presents an opportunity to raise awareness about our commitment to sustainable procurement, engage in meaningful conversations with our suppliers, and encourage and support them to take action.

Integrating sustainability considerations into our procurement process also means taking meaningful actions towards increasing supplier diversity. Our aim is to increase the spend we have with indigenous, minority and social organisations. To set the groundwork for this, we are currently in the process of analysing our current spend for opportunities, and we are members of [Amotai](#) in New Zealand and [Supply Nation](#) in Australia.

Climate change risk assessment

In 2023, we finalised our [climate change risk assessment](#), identifying a range of challenges and opportunities to our operations and our client work from the changing climate. As a result of the assessment, we have established a new enterprise risk. While most of the findings are related to risks we already manage, we have chosen to call it out as a distinct risk to ensure we have the appropriate attention and focus. We have defined the risk as: the risk of disruption to our daily operations from increasing frequency and intensity of climate events, and our ability to adapt to or benefit from (financially and towards achieving Our Pathway 2025) market changes.

In 2024, we will conduct targeted sessions with our sector and technical leads on the potential impacts of climate change, with the help of our in-house climate risk experts, and progress other prioritised actions in our plan.

Understanding of our partners and stakeholders

Our work is only possible through the people we work and engage with, and by understanding those we may impact or influence. We aim to actively connect with our partners and different stakeholder groups and understand what the most important issues are for those groups. This information helps us better meet their needs and feeds into key processes throughout our operations. We are working towards improving how we capture the views of our partners and stakeholders and share these more regularly with our management teams and Board.

Clients

Delivering a great client experience through strong partnerships and making it easy to do business together is our priority when working with our clients.

Our teams engage with clients on a day-to-day basis through our project work, and outside of projects through our Client Managers, Sector Directors and Leads, Project Directors, and Client Experience team to understand what's important to them and how well we're meeting their needs. We seek feedback through interviews and quarterly project feedback surveys, as well as regular reviews and communication with the client.

What's important to clients: positive brand reputation, meeting government objectives and targets, serving and adding value to local communities, delivering to programme and budget, achieving outcomes that meet their needs, employee, community, and customer experience, digitisation to improve efficiency.

Suppliers

Our suppliers have a key role to play in the delivery of a positive client experience, in meeting the needs of our business, and in helping us to deliver on our sustainability strategy. We engage with suppliers on a day-to-day basis and through our policies and supplier assessment processes.

Key project partners and stakeholders: regulators, mana whenua (New Zealand), Aboriginal and Torres Strait Islander peoples (Australia), community

As part of our work on projects, we engage with key partners to understand their needs and seek to respond to these through our activities and advice. This may include workshops, consultations, surveys, and meetings.

We also engage with these groups outside of projects on an ad hoc basis, and we are working to formalise and enhance this engagement so we can improve our understanding and responsiveness to these groups across our operations and activities.

Natural environment

We consider the natural environment a key stakeholder, and look to our in-house experts and State of the Environment (and similar) reports in the locations we work in to understand key challenges and opportunities.

Key challenges for the natural environment: climate resilience, biodiversity, land and soil health, wildlife protection (including marine life), air quality, water quality and use, waste and wastewater management, emissions, ozone depletion substance management.

Employees

Providing a safe, enjoyable and inclusive work environment is what we strive for at Tonkin + Taylor Group. Key to this is keeping our people informed and seeking regular feedback to ensure we understand their evolving needs.

We engage with our staff through our Intranet, company-wide emails and meetings, and informal events (such as our monthly Staff Briefings). We also engage with our people at company, discipline, sub-discipline and project-level.

We seek feedback via our Engagement and Performance platform (CultureAmp), as well as via our annual company-wide survey. Our people can provide anonymous feedback on specific issues to our Ethics Committee.

What's important to employees: team culture, team values, recognition, training and competency, quality, management's trust, independent working, meeting client needs, walking the talk.

Shareholders

As an employee-owned company, it is critical that we provide our shareholders with timely and relevant business information.

We engage with our shareholders through roadshows, masterclass sessions, informal sessions, and at three-yearly shareholder forums.

What's important to shareholders: business performance (including issues, economic performance, strategy, operational stages), capability improvements, company culture, structure and organisation.

Industry, professional, and accreditation bodies

We are active participants in industry and professional groups and are committed to sharing and expanding our expertise, and upholding standards to contribute towards bettering the industry as a whole.

We do this via our memberships to key industry associations (see [page 37](#) for our sustainability memberships), involvement in committees, participating in seminars and workshops, and at conferences and industry events.

We also interact with accreditation bodies in order to obtain and maintain our accreditations.

What's important to industry bodies: improving the industry, upholding standards/requirements



Determining our material topics

In 2023, we conducted a materiality assessment to determine the greatest sustainability impacts across our value chain. We made a step-change in our approach to materiality, informed by the revised Global Reporting Initiative Standards and the SDG Impact Standards, making it more aligned with science-based thinking, and capturing real impacts.

The assessment involved gathering input from stakeholders, defining and applying impact criteria to each aspect of our value chain, and pinpointing the activities that generate the highest impacts.

Stakeholder perspectives help us better understand the types of impacts in our value chain. We obtained stakeholder views through data captured in various existing engagement activities, including employee and customer surveys, publicly available reports, as well as undertaking targeted workshops with our sustainability champions.

We set criteria to assess the scale, significance, and duration of positive and negative impacts for each outcome area of our Sustainability Framework ([page 11](#)). The criteria were developed by our sustainability experts, drawing on the stakeholder perspectives and insights, and with input from subject matter experts across Tonkin + Taylor Group.

Using the criteria, we assessed each part of our value chain against each outcome area of our Sustainability Framework, providing a hotspot of the types of impacts across our operations and the work we do. To capture the varying impacts across our projects and clients, we broke the 'use, operation, and maintenance' part of our value chain into the sectors we work in. The results were tested through sensitivity analysis.

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

We identified our key impacts as:

- Contribution to communities
- Taking care of nature in the built environment
- Supporting the built environment workforce.

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



Sustainability Memberships

- Amotai
- Aotearoa Circle
- Climate Leaders Coalition*
- Environment Analyst
- Ground Level Alliance
- Infrastructure Sustainability Council
- Supply Nation*
- Sustainable Business Council*
- The Sustainability Society

**Joined in early 2024*

Walking the talk



Tongariro River, Lake Taupō Region, New Zealand

▶ Audit statement

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



Assurance conclusion

Based on the scope of our independent assurance engagement, nothing has come to our attention that causes us to believe that the selected metrics (listed under the Subject Matter section below) in Tonkin & Taylor Group's Sustainability Report for the year ended 31 December 2023 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.

Scope

We, ERM Australia Consultants Pty Ltd ('ERM'), performed a limited assurance engagement for the Board and Management of Tonkin & Taylor Group ('TTG') over selected metrics within TTG's Sustainability report for the reporting year ended 31 December 2023 ('FY23').

Subject Matter

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

- People data - workforce.
- Learning and development
- Vehicles
- Gender Pay gap
- Health Safety and Wellbeing

Criteria

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

Respective responsibilities

TTG's management is responsible for the selection of the Criteria and the preparation and fair presentation of the metrics in accordance with the Criteria, and related information within the FY23 Sustainability Report. This responsibility includes the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, keeping adequate records and making assumptions that are reasonable in the circumstances.

ERM's responsibility, in accordance with the terms of our engagement letter with TTG dated 15 January 2024, is to express a limited assurance conclusion about whether the Subject Matter has been prepared in accordance with the Criteria. Our assurance engagement has been planned and performed in accordance with the Australian Standard on Assurance Engagements ASAE 3000: *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ('ASAE 3000').

Our methodology

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

- Making enquiries of persons responsible for preparing the metrics selected and related information in TTG's FY23 Sustainability Report.
- Interviewing selected personnel to understand the processes for collecting, collating and reporting the selected metrics.
- Performing analytical and substantive tests to validate the selected metrics and related qualitative information.
- Checking the accuracy of calculations and the reasonableness of assumptions used in the development of the selected metrics.
- Reviewing the presentation of the selected metrics in the FY23 Sustainability Report to check they are accurately reported.

Inherent limitations

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

Use of our assurance statement

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

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

Other matters

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

Our independence

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

Our assurance team

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

On behalf of the assurance team.

A handwritten signature in black ink, appearing to read 'Simon Dawes'.

Simon Dawes
Technical Consulting Director, ERM
Sydney, Australia
15 April 2024

► Global Reporting Initiative Index

Statement of use	Tonkin + Taylor Group has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023, unless otherwise stated, with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI standard	Disclosure	Location	Omissions
GRI 2: General Disclosures 2021	2-1 Organisational details	About this report (page 4) About Tonkin + Taylor Group (page 8)	
	2-2 Entities included in the organisation's sustainability reporting	About this report (page 4)	Disclosure 2-2 b: Not applicable
	2-3 Reporting period, frequency and contact point	About this report (page 4)	Disclosure 2-3 b: Not applicable
	2-4 Restatements of information	Our decarbonisation activity and progress (page 30)	
	2-5 External assurance	About this report (page 4)	
	2-6 Activities, value chain and other business relationships	Our value chain (page 9)	
	2-7 Employees	About Tonkin + Taylor Group (page 8) How we're tracking (page 24)	Disclosure 2-7 a + b: Information incomplete. A breakdown of this data by gender and by region has not been disclosed. We will look to include this in future reporting.
	2-8 Workers who are not employees	There are 33 Tonkin + Taylor Group workers that are not employees (data: headcount, as at 31 December 2023). These individuals are contractors and typically work as part of our teams to fill temporary gaps.	
	2-9 Governance structure and composition	Board and management (page 33)	Disclosure 2-9 c: Information incomplete for: 2-9 c i., iii., iv., vi. and viii. We will look to include this in future reporting.
	2-11 Chair of the highest governance body	Message from the Group Board Chair (page 6)	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability governance and implementation (page 14) Board and management (page 33) Determining our material topics (page 36)	
	2-13 Delegation of responsibility for managing impacts	Sustainability governance and implementation (page 14)	
	2-16 Communication of critical concerns	Sustainability governance and implementation (page 14) Our Code of Conduct (page 33)	Disclosure 2-16 b: Confidentiality constraints as a private organisation
	2-18 Evaluation of the performance of the highest governance body	Board and management (page 33)	Disclosure 2-18 c: Confidentiality constraints as a private organisation
	2-22 Statement on sustainable development strategy	Message from the Group Board Chair (page 6) Message from the Group Managing Director (page 7) Our sustainability strategy (page 12)	
	2-23 Policy commitments	Learning and development (page 32) Our Code of Conduct (page 33) Conducting due diligence and applying the precautionary principle are supported by a variety of operational processes, and are not stipulated in our policies.	

GRI standard	Disclosure	Location	Omissions
	2-24 Embedding policy commitments	Our sustainability strategy (page 12) Sustainability governance and implementation (page 14) Learning and development (page 32) Our Code of Conduct (page 33)	
	2-26 Mechanisms for seeking advice and raising concerns	Our Code of Conduct (page 33)	
	2-27 Compliance with laws and regulations	There were no significant instances of non-compliance with laws and regulations during the reporting period.	
	2-28 Membership associations	Memberships and certifications (page 26) Sustainability Memberships (page 37)	Disclosure 2-28 a: Information incomplete. We will look to include a more comprehensive list of memberships in future reporting.
	2-29 Approach to stakeholder engagement	Understanding of our partners and stakeholders (page 35)	
	3-1 Process to determine material topics	Determining our material topics (page 36)	
	3-2 List of material topics	Determining our material topics (page 36)	
Material topic disclosures			
Material topic 1: Contributing to Communities	3-3 Management of material topics	Key impact 1: Contributing to communities (page 15)	
Material topic 2: Taking care of nature in the built environment	3-3 Management of material topics	Key impact 2: Taking care of nature in the built environment (page 20)	
	304-2 Significant impacts of activities, products and services on biodiversity	Key impact 2: Taking care of nature in the built environment (page 20)	
Material topic 3: Supporting the built environment workforce	3-3 Management of material topics	Key impact 3: Supporting the built environment workforce (page 23)	
	405-1 Diversity of governance bodies and employees	How we're tracking (page 24)	Disclosure 405-1 a + b: Information incomplete. We will look to include the breakdown of governance bodies and age group breakdown in future reporting.
	405-2 Ratio of basic salary and remuneration of women to men	How we're tracking (page 24)	Disclosure 405-2 a: Information incomplete. Broken down by operating companies, but not for each employee category.
Non-material additional disclosures			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our decarbonisation activity and progress (page 30)	
	305-2 Energy indirect (Scope 2) GHG emissions	Our decarbonisation activity and progress (page 30)	
	305-3 Other indirect (Scope 3) GHG emissions	Our decarbonisation activity and progress (page 30)	
	305-4 GHG emissions intensity	Our decarbonisation activity and progress (page 30)	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, safety, and wellbeing (page 31)	
	403-5 Worker training on occupational health and safety	Health, safety, and wellbeing (page 31)	