

DEGNAN

SUSTAINABILITY REPORT

FY 24-25



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This is Degnan’s first Sustainability Report, covering Environmental, Social and Governance (ESG) topics. It outlines our ESG strategy and performance for the period 1 July 2024 to 30 June 2025. Some case studies and innovations implemented prior to this period are included and identified by year for transparency.

The report applies to Degnan Pty Ltd and its Australian subsidiaries. References to “Degnan,” “we,” and “our” collectively refer to these entities. It has been prepared in partial alignment with the Global Reporting Initiative (GRI) framework.

MESSAGE FROM CHRIS DEGNAN



As an Australian-owned business with over 40 years of history, Degnan takes pride in delivering infrastructure that serves communities for generations. Sustainability is not a new concept for us; it is embedded in the way we build, the relationships we nurture, and the legacy we aim to leave behind.

This first Sustainability Report marks an important milestone for Degnan. It represents not only a summary of our progress, but also a reaffirmation of our commitment to operating with care for people, the planet, and the communities we serve. I am proud of how our team embraces innovation and accountability, adapting quickly to meet the growing expectations around environmental and social responsibility.

The report brings our values to life and demonstrates our intent. We are committed to building a more sustainable future, one that prioritises strong partnerships, responsible growth, and positive impact. I thank our people, clients, and partners for being part of this journey.

A stylized, handwritten signature in black ink, appearing to read 'Chris Degnan'.

CHRIS DEGNAN

Managing Director



Degnan acknowledges First Nations peoples as the Traditional Custodians of Country and their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging. In building the infrastructure of tomorrow, we recognise the importance of honouring the stories, knowledge and cultural heritage of this land, and extend this respect to all Aboriginal and Torres Strait Islander peoples.

GENERAL MANAGER, ENGINEERING & SUSTAINABILITY
JOSH PETRE



I'm delighted to see the release of the first Degnan Sustainability Report. For many years, Degnan has prioritised community outcomes, environmentally responsible construction, and the wellbeing of our people. We now have a consolidated report detailing these efforts and mapping our strategy for the future.

I'm proud to work for a company that takes its commitment to being a responsible corporate citizen seriously. Since starting my career in engineering, I have loved being part of teams that shape the world we live in. Not much has changed, but with greater awareness of the carbon footprint of construction projects and their global impact, the goalposts have shifted.

We are honoured to connect with the Traditional Custodians of the land on which our projects are built, listening to their stories and working with First Nations artists and Urban Designers to uplift our projects and create connections between past and present.

By reflecting strong corporate values in our day-to-day project decisions, we derive more meaning from the work we do. With initiatives focusing on employee wellbeing, diversity, and development, we continue to build a strong culture that has supported our expansion across the eastern seaboard.

We also recognise there is more work to do. Next year will bring further change as we prepare for carbon emissions reporting and aim to streamline sustainability processes across the business.

The creation of this report gives us an opportunity to reflect on the past and plan for the future. It provides a roadmap to support our journey to Net Zero construction and deliver infrastructure that enhances social outcomes.

The last few years has seen a lot of change in the business. Since joining Degnan, we have adapted procurement processes to improve social outcomes, integrated sustainable thinking into our design processes, and changed construction practices to reduce resource use. We've also had lot of fun - thinking outside the box implementing several innovations for our clients to assist them on their decarbonisation journey.



SUSTAINABILITY LEAD
DANNIELLE GRAHAM



Sustainability at Degnan is not about ticking boxes. It's about making better decisions, every day, across every part of the business. From reducing construction waste to supporting First Nations engagement, we work hard to embed sustainability into the way we plan, design, and deliver projects.

This report captures the many hands and minds behind our efforts, from engineers trialling lower-carbon materials to site teams finding new ways to reduce water use and engage with the local community. It also highlights where we can go further, especially as we prepare for carbon emissions reporting and the challenges of decarbonising construction.

What excites me most is the momentum that's building at Degnan. Sustainability is part of our shared language, and with continued collaboration and innovation, I'm confident we'll not only meet our goals but also help lift the standard for the broader industry.



BUILDING TOMORROW **TOGETHER**

DEGNAN

Our purpose is to work together to build sustainable infrastructure for now and tomorrow.

Degnan is a proudly Australian-owned construction company with more than four decades of experience delivering quality infrastructure across a range of essential sectors.

From Rail and Transport to Energy, Waste and Recycling, we partner with government and private clients to deliver complex, meaningful projects that support the way communities live, move, and grow. Whether it's building critical transport links or infrastructure that supports a cleaner and more sustainable future, we bring the same level of care, capability, and commitment to every job.

Degnan has delivered 1000+ projects across a range of sectors, committed to producing high-quality work nationwide that meets clients' needs. We aim to improve economic and social outcomes for all involved.

Our strength lies in our people, a smart, hands-on team that's practical, responsive, and genuinely invested in solving problems and delivering value. We take pride in building strong relationships, working collaboratively, and staying engaged at every stage of the project.

*We know that the best outcomes come from working together.
Every project is an opportunity to build something that lasts
for our clients, our communities, and the future.
Building Tomorrow Together.*





FOUNDATIONS AND **GROWTH**

Founded more than 40 years ago, Degnan began as a small family business with a strong commitment to quality, safety, and community.

Our journey started in 1974 when Graeme Degnan, an apprentice carpenter with a clear vision for the future, pursued a Building Diploma at TAFE—laying the foundation for what would become Degnan Constructions. By 1979, supported by family and driven by a passion for building, Graeme established his own business, setting in motion a legacy built on integrity, hard work, and respect.

Over the decades, Degnan has grown into a trusted construction partner delivering major rail and infrastructure projects across Australia.

1980s – Humble Beginnings

Degnan is founded as a small family business with a strong commitment to quality, safety and community. Early projects include local civil works and small-scale infrastructure, laying the foundation for trusted client relationships.

1990s – Growth and Expansion

The business expands into larger civil and transport projects, including bridges, roads and regional infrastructure. Our journey is shaped by technical expertise, innovation and a focus on long-term relationships with government clients, industry partners and communities.

2000s – Rail and Infrastructure Expertise

Degnan delivers its first major rail projects, expanding technical expertise in track, signalling and station works. Over the decades, we have successfully deliver projects of increasing scale and complexity while never losing sight of the values that guide us.

2010s – Innovation and Collaboration

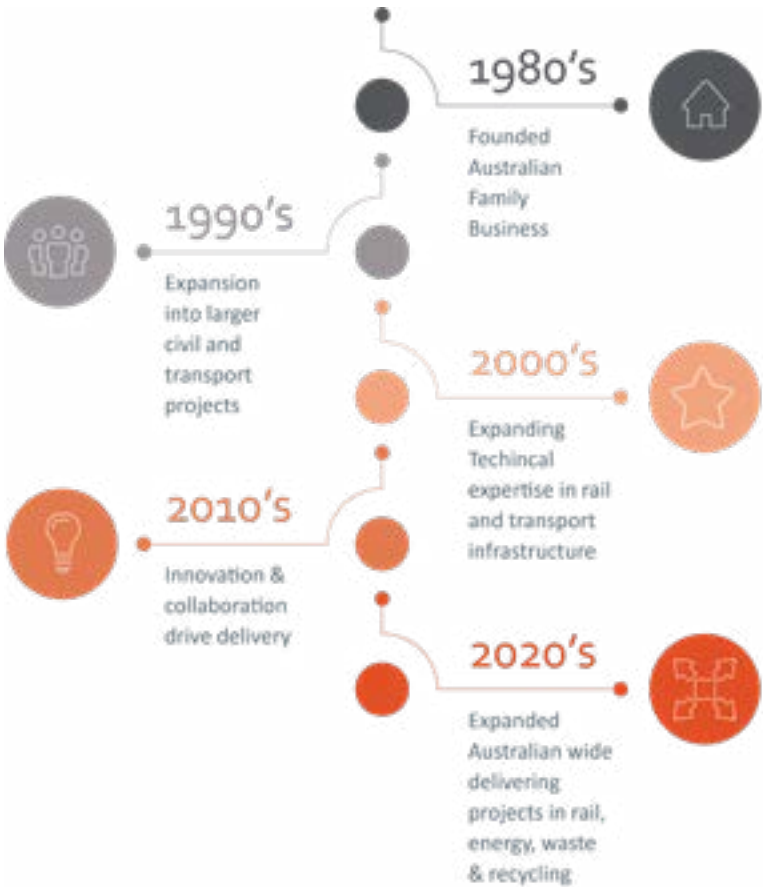
We embrace innovative construction methods and collaborative delivery models, completing major projects such as rail upgrades, station modernisations, and stabling yards.

2020s – National Capability, Local Values

Today, Degnan delivers major infrastructure projects nationwide, including complex rail networks and multimodal transport hubs.

Community engagement and sustainable practices are integrated into every project.

Integrity, Collaboration, Excellence and Diversity are at the heart of who we are. These values reflect our past, define how we operate today, and continue to shape the way we build for the future. “Building Tomorrow Together” embodies our commitment to lasting community impact and future-focused delivery.



Degnan remains a 100% Australian-owned business, proudly supporting local communities, industry and workforce development.

LOCAL FOOTPRINT

Our local footprint model is designed to keep us closely connected to the regions we serve, enabling us to understand community needs and deliver outcomes that are practical, meaningful, and impactful.

We have projects underway across Queensland, Victoria, and New South Wales, supported by offices in Brisbane, Melbourne, and Sydney.

Having offices in each state ensures our solutions are tailored to local needs while maintaining national standards of quality and expertise, we deliver complex infrastructure across Rail, Transport, Energy, Waste & Recycling, and Commercial sectors in the regions where we operate. Trusted by government and private clients, our projects are delivered through Design & Construct, Construct-Only, Early Contractor Involvement (ECI), and Project Management models.

With more than 1,000 projects completed nationwide, Degnan is recognised for delivering high-quality outcomes through technical expertise, collaboration, and a commitment to supporting the way communities live, move, and grow.





Integrity at Degnan means acting ethically, keeping our commitments, and ensuring that our actions align with our words. We operate with transparency and hold ourselves accountable in all interactions with clients, subcontractors, and colleagues, prioritising fair, responsible, and environmentally sustainable practices across our operations and supply chain.

Our commitment to integrity strengthens relationships, reinforces ethical conduct, and helps prevent practices that harm people or the environment. By consistently delivering on our promises, we maintain long-term, trusted partnerships and uphold our responsibility to manage projects in ways that are socially responsible and environmentally sustainable.



Collaboration is central to how Degnan operates. We work closely with our teams, subcontractors, and industry partners to create safe, respectful, and supportive work environments where everyone is treated fairly and sustainably. Open communication and teamwork help ensure that projects are delivered to the highest standards while promoting environmental stewardship and social responsibility.

Our commitment to collaboration extends beyond project delivery. By maintaining strong, responsible partnerships and aligning with industry leaders, we generate positive social, economic, and environmental outcomes, strengthen sustainability practices across our supply chain, and reinforce our reputation as a trusted contractor dedicated to safety, quality, and integrity.



Excellence at Degnan means delivering the highest standards in every aspect of our work while upholding our commitment to ethical, responsible, and sustainable practices. This includes careful planning, attention to detail, and ensuring that every project meets or exceeds expectations without compromising safety, quality, or environmental and social outcomes.

By prioritising quality, safety, innovation, and sustainability, we ensure that our work delivers long-term value for clients and communities while aligning with our responsibility to reduce environmental impact and promote responsible practices across our operations and supply chain. Our focus on excellence drives continuous improvement, strengthens client and community trust, and supports a culture where ethical conduct, accountability, and respect for people and the environment are fundamental to every project we undertake.



Diversity is a core value at Degnan and an essential part of our commitment to responsible and sustainable operations. We embrace a wide range of perspectives, experiences, and backgrounds across our teams and in our approach to work. This inclusive culture strengthens decision-making, encourages innovation, and supports sustainable and ethical practices across all aspects of our operations.

By embracing diversity, we create a workplace built on collaboration, respect, and equity. This approach helps us identify and address environmental, social, and governance risks across our operations and supply chain. The varied perspectives within our teams strengthen our ability to engage responsibly with clients, contractors, and communities, and ensure that we deliver projects in a way that is environmentally sustainable, socially responsible, and ethically sound.

CAPABILITY SHOWCASE PROJECTS

BELLAMBI STATION UPGRADE

The Bellambi Station Upgrade not only enhances accessibility and safety but creates a space where functionality meets cultural enrichment. The project fully meets accessibility standards, ensuring the station serves the diverse needs of the community while providing a safe, welcoming environment for all users.

Degnan worked closely with DesignInc, Coomaditchie United Aboriginal Corporation, and premier artists Lorraine Brown and Narelle Thomas to bring the station's vision to life. Oceanic themes, which hold deep significance in local Indigenous cultures, are woven throughout the design, reflecting the community's connection to the sea.



The station's architectural elements celebrate local Indigenous heritage, featuring artistic representations of the wobbegong shark and stingray. These designs blend storytelling with functional infrastructure, creating

a station that is not only visually striking but also culturally meaningful, instilling pride in the community and offering an inspiring experience for every visitor.



TOWRADGI STATION UPGRADE

Sustainability was central to the Towradgi Station Upgrade, with the project incorporating numerous environmentally conscious initiatives that achieved an Infrastructure Sustainability Council (ISC) Leading As Built certification.

Social sustainability was also a priority, with the integration of First Nations cultural stories, collaboration with a local artist, and engagement with a public school to instill pride in future users. The station fully meets accessibility standards, ensuring it serves the diverse needs of the community.



UNANDERRA STATION UPGRADE

Delivered by Degnan as part of Transport for NSW's Transport Access Program, the Unanderra Station Upgrade enhances accessibility and safety while embedding sustainability through innovative design and construction.

In collaboration with Transport for NSW, the project incorporates biophilic design principles, uses materials efficiently, and celebrates both Indigenous and European heritage, creating a more inclusive, enduring, and environmentally conscious station environment.



DAPTO STATION UPGRADE

Designed to improve accessibility and user experience while reflecting the local character, this project was delivered in stages to maintain rail operations and reduce disruption for commuters and the community.

Degnan's approach prioritised practical sustainability, making responsible choices that improved safety, efficiency, and long-term value. Non-destructive digging protected underground services, and existing infrastructure was reused where possible to reduce waste. Each decision supported safer, more resilient transport infrastructure for the future.



INDUSTRY
PARTNERSHIPS

Delivering complex infrastructure requires more than technical expertise; it demands strong collaboration and trusted industry partnerships. By working closely with our partners, we achieve efficient, high-quality outcomes even in challenging environments. Together, we share knowledge, streamline delivery, and drive innovation to create lasting value for our clients.



Banksia Clean Energy Winners Como Station upgrade



Banksia Awards 2024



AusRail 2024

AUSTRALASIAN RAILWAY ASSOCIATION (ARA)

Our membership with the ARA keeps us connected to the broader rail industry and its evolving sustainability standards. Each year, we participate in AUSRAIL—the sector’s leading conference—bringing together government, operators, and suppliers to shape the future of rail.

Our team also engages in ARA events across NSW, QLD, and VIC, ensuring we stay aligned with industry progress.

Degnan employees benefit from specialist rail training and exclusive insights into infrastructure and supply chains. Our Sustainability Team actively contributes to ARA Working Groups, including:

- Modern Slavery Working Group
- Sustainability Reporting Working Group

INFRASTRUCTURE SUSTAINABILITY COUNCIL (ISC)

As a member of the ISC, Degnan collaborates to achieve certified sustainability ratings across multiple projects. The ISC’s independently verified framework provides assurance of sustainability performance across diverse infrastructure assets.

PERMANENT WAY INSTITUTE (PWI)

Our engagement with PWI ensures we remain at the forefront of rail engineering and innovation, contributing to safer and more sustainable rail networks.

NATIONAL ASSOCIATION OF WOMEN
IN CONSTRUCTION (NAWIC)

Degnan supports gender equity in construction through our membership with NAWIC, promoting inclusive practices and leadership opportunities for women in the industry.

QUEENSLAND MAJOR CONTRACTORS ASSOCIATION
(QMCA)

Our involvement with QMCA strengthens our connection to Queensland’s infrastructure sector, supporting collaboration and sustainable delivery across major projects.

SUPPLY NATION

We are proud to be a member of Supply Nation, supporting Indigenous businesses and fostering inclusive procurement practices that contribute to long-term social sustainability.

MASTER BUILDERS NSW, QLD |
NSW MASTER PLUMBER ASSOCIATION

These memberships reflect our commitment to quality and compliance across all aspects of construction and infrastructure delivery.

QUEENSLAND BUILDING & CONSTRUCTION
COMMISSION (QBCC)

As a licensed member, we uphold the highest standards of building integrity and sustainability in Queensland.

AUSTRALIAN INSTITUTE OF HEALTH & SAFETY (AIHS)

Our AIHS membership reinforces our commitment to health, safety, and wellbeing across all project environments.

WHEELCHAIR RUGBY AUSTRALIA

We proudly support inclusive sport such as Wheelchair Rugby, promoting community wellbeing, accessibility, and opportunities for people with disability to participate in high-performance sport



Major Sponsor Wheelchair Rugby Australia

SUNFLOWER – HIDDEN DISABILITIES

Degnan supports the Hidden Disabilities Sunflower initiative, advocating for more inclusive environments for individuals living with non-visible disabilities. Through our engagement with local schools and disability groups, we help raise awareness of the initiative and its globally recognised Sunflower symbol, which indicates that a person may need additional support, patience, or understanding.

MATES IN CONSTRUCTION

We actively support MATES in Construction, helping to raise awareness and provide mental health support across the construction workforce.

TRACKSAFE FOUNDATION

Degnan supports TrackSAFE's mission to improve rail safety and mental health outcomes across the industry.

We use TrackSAFE resources when visiting schools and disability groups during Rail Safety Week, and we contribute donations from challenges and organised events that raise money for mental health initiatives.



Mates in Construction on-site



Sunflower Hidden Disability awareness in the community



Ellie Bowden sharing our ONE Safe Workplace Message

SUSTAINABILITY AT DEGNAN



At Degnan, sustainability is more than an objective; it underpins how we build, lead, and grow, guiding us to deliver projects that carefully balance the needs of people and the planet while achieving excellence.

We recognise that creating lasting change requires more than good intentions. It demands inspiring leadership, innovative approaches, and a commitment to challenging conventional practices. Whether exploring sustainable materials, optimising resource use, or engaging meaningfully with local communities, we treat every project as an opportunity to achieve exceptional outcomes.

Our work not only meets client expectations but enriches the communities it touches, leaving a sustainable impact that lasts. Over decades, these principles have shaped our legacy. Through innovative practices, local procurement, authentic community partnerships, forward-thinking construction methods, and proactive climate action, Degnan delivers infrastructure that provides enduring value.

In 2024, Degnan’s Materiality Assessment identified our most significant social, environmental, and governance priorities.

Degnan is proud to report zero Penalty Infringement Notices (PINs), fines, prosecutions, or notifiable environmental incidents across all key compliance indicators from 1 July 2024 to 30 June 2025. This clean record reflects our proactive environmental management and a culture of responsibility that drives every team and project to minimise impact.

DEGNAN'S KEY MATERIALITY PRIORITIES



This report has been developed in partial alignment with the Global Reporting Initiative (GRI) Standards. Degnan will review these standards annually to maintain alignment and drive continuous improvement. The GRI is an independent, non-profit international organisation that has, for over 30 years, established global best practices for sustainability reporting through a multi-stakeholder approach.

DEGNAN’S CONTRIBUTION TO THE
THE UNITED NATIONS SUSTAINABLE
DEVELOPMENT GOALS (UN SDGS)

Degnan’s operations contribute to several of the United Nations Sustainable Development Goals. While many aspects of our work align with these global priorities, four UN SDGs are most directly supported through our activities.

Through these efforts, Degnan demonstrates a strong commitment to advancing the UN SDGs and building a more sustainable future.



Unanderra Station Upgrade - Finalist Banksia Placemaking Award



The United Nations Sustainable Development Goals (UN SDGs) provide a global blueprint to end poverty, protect the planet, and ensure prosperity for all by 2030. They address critical challenges such as hunger, poor health, inadequate education, climate change, and inequality. The UN SDGs are interconnected, requiring collaboration across countries and sectors, and are founded on the principle of leaving no one behind in achieving economic, social, and environmental well-being.



UN SDG 7: ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

Degnan contributes to this goal by building and maintaining energy infrastructure across Australia, supporting reliable access and increasing renewable energy use. Degnan leads in trialling and developing clean energy solutions, particularly in technically challenging environments such as rail networks. This includes installing glass canopy solar PV on train station platforms and developing a re-deployable container-top solar PV and battery system for temporary construction sites.

These initiatives align with Infrastructure Sustainability Council (ISC) standards, demonstrating Degnan’s commitment to sustainable, innovative energy solutions.



UN SDG 9: BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION

Across rail, transport, energy, and waste sectors, Degnan delivers resilient, innovative solutions that drive sustainable industrial growth.

With over 1,000 projects completed nationwide, our technical expertise creates lasting infrastructure that boosts economic progress.

Recognised by the Infrastructure Sustainability Council for multiple cutting-edge verified initiatives, including two “Australian-First” innovations and one “State-First” innovation.



UN SDG 11: MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE

Our projects in the transport sector create inclusive, safe, and resilient urban spaces, prioritising accessibility and community needs.

Through collaborative partnerships with government and private clients, we create infrastructure that strengthens communities for the long haul.



UN SDG 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

Major projects incorporate climate risk assessments and scenario analysis to adapt and future-proof infrastructure across short- and long-term horizons.

Energy reduction measures and GHG emission minimisation further mitigate climate change, fostering sustainable, low-carbon development for a resilient future.

From a corporate perspective, Degnan is preparing for Australian Sustainability Reporting Standards (ASRS) S2 reporting.

INNOVATION AND SOLUTIONS

Degnan is renowned for pioneering engineering and construction techniques, consistently delivering outstanding results. Our strong commitment to innovation drives us to develop creative solutions to complex challenges. This dedication to advancing industry standards is exemplified by two groundbreaking Australian First innovations formally recognised by the Infrastructure Sustainability Council (ISC).

FOAMED CONCRETE CLADDING | AUSTRALIAN FIRST INNOVATION
TOWRADGI STATION UPGRADE



Degnan, in partnership with University of Wollongong’s Sustainable Building Research Centre (SBRC), implemented aerated foamed concrete cladding, which was recognised as an Australian-First Innovation by the Infrastructure Sustainability Council in May 2024. The panels offer a low-carbon alternative to conventional concrete by incorporating recycled crushed glass and carbon fibre mesh, reducing embodied carbon by up to 61%. Their lightweight properties further lower transport-related emissions, delivering significant sustainability benefits.

Originating from a PhD research initiative at the University of Wollongong, the foamed concrete mix achieves comparable strength to traditional concrete at half the thickness and with significantly reduced density, while applying circular economy principles through recycled crushed glass.

As part of the collaboration, Degnan convened a Knowledge Sharing Workshop with SBRC and Transport for New South Wales (TfNSW), promoting dialogue between academia, government, and industry and facilitating the exchange of expertise and innovative ideas.

The project’s outcomes have been widely shared to raise awareness of the innovation’s role in advancing sustainable construction practices. The successful trial underscores the importance of testing novel materials to drive sustainability across the infrastructure sector.



RE-DEPLOYABLE SOLAR PHOTOVOLTAIC (PV) AND BATTERY SYSTEM | AUSTRALIAN FIRST INNOVATION
UNANDERRA STATION UPGRADE



Degnan, in collaboration with Makinex, developed a container-top, easily re-deployable solar photovoltaic (PV) and battery system for the TfNSW Unanderra Station Upgrade Project. This innovative solution, confirmed as an Australian-First Innovation in 2024, provided on-site renewable energy and storage while integrating with the local grid and complying with Sydney Trains’ export restrictions.

Mounted on shipping containers, the system enabled rapid, cost-effective deployment, reducing reliance on grid power and simplifying approvals for construction sites. Its flexible, re-deployable design met up to 47% of the site’s daily energy needs while retaining the ability to switch to the Sydney Trains network. By eliminating the need for specialised installation equipment, the system offers a scalable solution for infrastructure projects.

The achievements and lessons learned from this technology were shared across Transport for NSW networks, promoting renewable energy adoption within the industry. The system has since been commercialised and is now used by Makinex and Kennards Hire, reducing relocation costs for contractors and industry partners. It supports decarbonisation by cutting emissions and operational expenses, freeing public funds for further infrastructure improvements.

This innovation demonstrates how collaborative, re-deployable solutions can deliver both environmental and economic benefits in Australia’s construction sector.



“Makinex is an Australian owned company founded in 2004, specialising in the design, development, and distribution of innovative tools and equipment for the construction, landscaping, equipment hire, and infrastructure industries.



COMO STATION
UPGRADE

Leading – 86.6 pts



TOWRADGI
STATION UPGRADE

Leading – 82.6 pts



UNANDERRA
STATION UPGRADE

Leading – 84.1 pts



FAIRY MEADOW
STATION UPGRADE

Excellent – 58pts



DAPTO
STATION UPGRADE

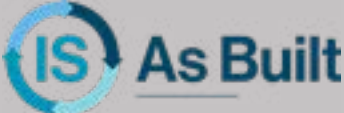
Awarded Gold



BELLAMBI
STATION UPGRADE

Awarded Platinum







Transport
for NSW

Evidence-based, independently verified outcomes are the foundation of Degnan’s infrastructure sustainability ratings and certifications. In complex sectors such as rail, transport, energy, and waste management, independent verification ensures that environmental, social, and economic benefits are real and measurable. The Infrastructure Sustainability Council (ISC) is the leading body in Australia and New Zealand for assessing infrastructure performance and awarding Sustainability Ratings.

Degnan has a strong record of delivering verified sustainability outcomes. Recent projects, including [Unanderra](#), [Towradgi](#), [Bellambi](#) and [Dapto](#) Stations in the Illawarra, were recognised at the ISC Conference in November 2024. In New South Wales, outcomes are also independently assessed through the TfNSW Sustainable Design Guidelines, where Degnan’s Moss Vale Station & Stabling Yard Upgrade Project is on track to achieve a minimum Gold Rating.

Across all projects, Degnan focuses on measurable sustainability performance and innovation. Our approach reduces energy consumption, minimises waste, and maximises material efficiency through low-carbon, low-energy design alternatives to conventional Business As Usual (BAU) practices.

Recycled materials are incorporated wherever possible, and designs are developed with future deconstruction and reuse in mind. Circular economy principles guide our work, with materials from one project often repurposed for another. Water-saving measures are built into construction methodologies, including the use of captured rainwater in place of town water across major projects, reducing potable water demand by up to 18%.

Onsite renewable energy generation further supports this approach. Sites are equipped with low-energy LED lighting to reduce electricity use, while overall energy needs during construction are met through solar power and certified green power.

These combined efforts have resulted in IS Design and As Built Ratings of Excellent and Leading, verified greenhouse gas emission reductions, and multiple industry awards recognising Degnan’s leadership in sustainable infrastructure delivery.



“Competing against much larger companies, Degnan consistently secures finalist and winning positions in highly competitive awards for environmental and social excellence, placemaking, and innovative construction practices.”

CLEAN TECHNOLOGY AWARDS | BANKSIA FOUNDATION
COMO STATION UPGRADE



Degnan was recognised for its innovative Solar Photovoltaic (PV) Glass Canopy installed during the Como Station Upgrade Project, winning two prestigious awards:

- NSW Clean Technology Award 2021
- 33rd Annual National Banksia Clean Technology Award 2022

Both awards reflect our team’s commitment to innovation, collaboration, and turning ambitious ideas into reality demonstrating that even a small project can deliver innovative, sustainable solutions within a highly regulated environment.

" DEGNAN'S VISION WAS TO DELIVER A PROJECT THAT SET A NEW BENCHMARK FOR INNOVATION IN RAIL INFRASTRUCTURE, FOCUSING ON SUSTAINABLE DESIGN CONCEPTS SEAMLESSLY INTEGRATED INTO THE FABRIC OF THE STATION. THEY CONCEIVED A SOLUTION WHERE THE SOURCE OF RENEWABLE ENERGY COULD BE INTEGRATED INTO AN ESSENTIAL PIECE OF INFRASTRUCTURE FOR THE COMO TRAIN STATION UPGRADE."

PLACE MAKING AWARD | BANKSIA FOUNDATION
ILLAWARRA STATION UPGRADES



Degnan was a finalist in the 2024 Banksia Foundation Placemaking Award, a category within their broader NSW Sustainability Awards

The submission highlighted the extensive integration of Aboriginal and traditional stories across multiple infrastructure projects delivered in the Illawarra. These stories and design elements create a lasting legacy, guided by Traditional landowners and knowledge holders who generously shared their insights to help architects and designers understand the significance of place.

The Banksia Foundation's Placemaking Award recognises infrastructure and built environment projects that prioritise sustainability through innovative design and practices. Projects in this category demonstrate resource conservation, energy efficiency, and biodiversity preservation, while also enhancing social outcomes such as community identity and well-being.

BY INTEGRATING LOCAL HERITAGE, SUSTAINABLE DESIGN, AND COMMUNITY ENGAGEMENT, DEGNAN DEMONSTRATES A VISIONARY APPROACH TO INFRASTRUCTURE. THESE STATION UPGRADES SHOW HOW THOUGHTFUL DESIGN AND STRONG LEADERSHIP CREATE LASTING BENEFITS FOR BOTH ENVIRONMENT AND COMMUNITY.



The Banksia Foundation was established by a group of passionate people to recognise community members for their positive contributions to social, environmental, and sustainability initiatives. For more than three decades, its mission has been to celebrate champions of sustainability across multiple industry sectors.

DEGNAN

TOWRADGI & UNANDERRA STATION UPGRADES



In 2024, Degnan was a proud finalist at the Infrastructure Sustainability Council's Awards for achievements across the Towradgi and Unanderra Station Upgrade Projects. The projects were recognised for their innovative environmental and social initiatives, including:

Cultural Integration through co-design – Collaborated with Aboriginal Elders and Knowledge Holders to incorporate culturally significant designs, including sperm whale motifs and the Two River Story, enhancing community pride and preserving Indigenous heritage.

Community Support Initiatives – Supported the Unanderra Community Centre with weekly food pantry donations, Christmas hampers, and a tutoring program, addressing local food insecurity and educational needs.

Heritage Celebration – Installed educational signage at Unanderra Station to showcase its history and strengthen the community's connection to local heritage.

Australian Wildlife Mural – partnered with a local school and a local artist to bring a mural to life at Towradgi Station, inspired by students' artwork. The mural enhances the station aesthetics while building community pride.

Environmental Sustainability – Introduced a containerised solar PV system at Unanderra and low-carbon foamed concrete at Towradgi, alongside ecological improvements like native plantings to boost urban biodiversity.



The Infrastructure Sustainability Council (ISC) is a not-for-profit organisation promoting sustainable infrastructure across Australia and New Zealand. Its mission is to enhance productivity and liveability through a sustainability rating scheme, education and training, and a community of experts for knowledge sharing.

GOVERNANCE STRUCTURE

The Degnan Group, operating as Degnan Pty Ltd, comprises Degnan NSW Pty Ltd, Degnan QLD Pty Ltd, and Degnan VIC Pty Ltd. The Group delivers projects across Australia under a governance model that ensures accountability, transparency, and alignment with the company's strategic objectives.



Degnan Board

The Degnan Board comprises Founder Graeme Degnan, Chris Degnan, Carly Degnan, and an external advisor. The Board provides strategic direction and oversight, ensuring the business continues to grow with integrity and purpose.

Senior Leadership Team (SLT)

The SLT serves as Degnan's primary management, strategy, and advisory body. This multidisciplinary team meets at least monthly to guide operations and deliver on strategic priorities.

Driven by a shared commitment to excellence, the SLT brings together diverse expertise and lateral thinking to overcome challenges, develop innovative solutions, and deliver outstanding results for clients and communities.

Project Management Office (PMO)

The PMO forms the cornerstone of Degnan's project governance framework. It unites key business leaders, including the General Managers of:

- Construction
- Maintenance & Upgrades
- Engineering & Sustainability
- Commercial & Procurement
- HSE & Compliance
- Major Projects

This collaborative group ensures consistent oversight across all projects. Each month, Project Managers submit detailed reports covering progress, design, construction, quality, safety, environmental performance, and sustainability. Sustainability reporting includes baseline targets, progress tracking, and identification of key risks and opportunities.

This structured approach enables proactive oversight, informed decision-making, and timely escalation of issues to General Managers. By embedding consistency, accountability, and sustainability into every project, the PMO plays a pivotal role in achieving Degnan's strategic objectives and commitment to excellence.

ETHICAL BUSINESS PRACTICES

WHISTLE-BLOWER POLICY

The Degnan [Whistleblower Policy](#) provides a confidential channel for employees, contractors, suppliers, and stakeholders to report concerns regarding misconduct, unethical behaviour, or breaches of the law. Aligned with the Australian Corporations Act 2001, it protects eligible whistleblowers from detriment. Reports can be anonymous and are managed by designated officers, ensuring independence, integrity, and fairness. The investigation process safeguards the whistleblower's identity and ensures appropriate resolution. The policy promotes accountability, helping deter misconduct and identify risks early.

While no disclosures have been received to date, maintaining this framework strengthens Degnan's governance, reduces risk, and demonstrates its commitment to ethical and responsible conduct.

ANTI-BRIBERY AND ANTI-CORRUPTION

Degnan enforces a zero-tolerance approach to bribery and corruption internally and across its supply chain. Employees must not accept benefits from clients or subcontractors without approval, and collusion or conflicts of interest must be reported. Suppliers must prohibit corruption, bribery, extortion, and embezzlement, with policies ensuring ethical conduct. Transparent practices, open communication, and compliance with anti-corruption laws are expected.

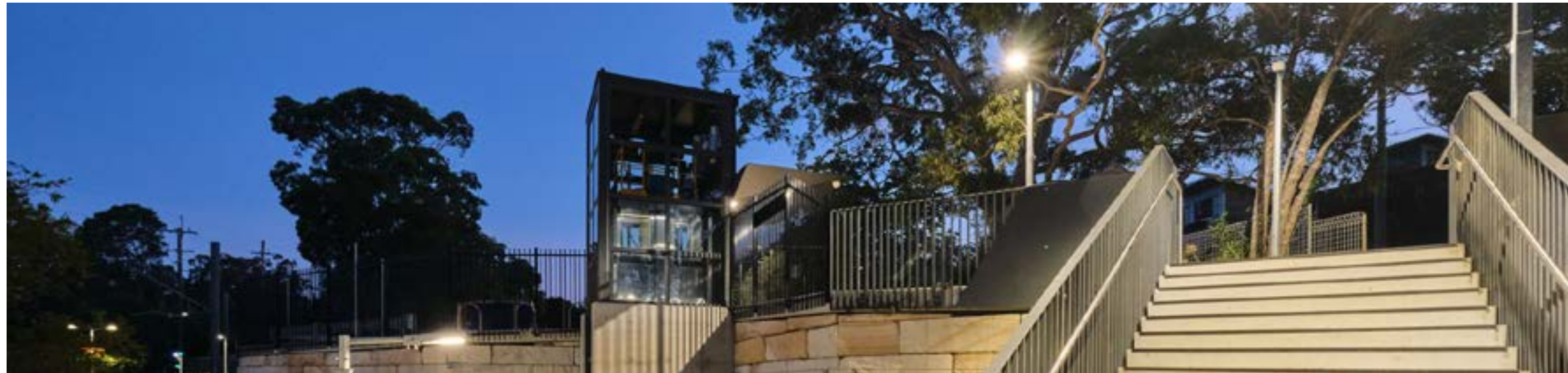
Breaches may result in disciplinary action or removal from tender processes. They can be reported confidentially via Degnan's [Whistleblower Policy](#) process.

ANTI-COMPETITIVE PRACTICES, CONFLICTS OF INTEREST AND FRAUD

Degnan is committed to ethical conduct, with zero tolerance for fraud, anti-competitive behaviour, or unmanaged conflicts of interest. The Employee and Supplier Codes of Conduct prohibit collusion and undisclosed benefits and require transparency in managing conflicts.

The [Probity Policy](#) and [Procurement Policy](#) ensure impartiality, accountability, and ethical supplier selection. Breaches may result in dismissal or removal, and concerns can be raised confidentially via the [Whistleblower Policy](#) process.

DEGNAN





DEVELOPMENT OF SUPPLIER CODE OF CONDUCT

Degnan's Supplier Code of Conduct, developed from our Statement of Ethical Principles, aligns with the UN Guiding Principles, UN Global Compact, Universal Declaration of Human Rights, Sustainable Development Goals, and International Labour Organisation (ILO) Standards.

Its creation involved reviewing client Codes of Conduct and best practice guidelines, internal engagement with the Senior Leadership Team, Modern Slavery Working Group, and cross-disciplinary teams, and consultation with key supply chain partners. Once finalised, the Code will be published and incorporated into future contracts.



RISK AND OPPORTUNITY MANAGEMENT

Processes for addressing sustainability risks and opportunities are included in Degnan's broader company-wide Risk & Opportunity management framework. This ensures sustainability-related risks and opportunities are managed in the same processes and mechanisms (and by the same people) as other types of risks and opportunities.



OFFICE OF THE FEDERAL SAFETY COMMISSIONER (OFSC)

The OFSC oversees the Government's Work Health and Safety Accreditation Scheme, playing a vital role in improving WHS on building and construction sites across Australia.

Degnan achieved FSC accreditation in 2025 by demonstrating that our WHS management system meets the FSC Audit Criteria and is actively applied on-site. Accreditation strengthens our safety systems, requires ongoing audits to maintain compliance, confirms our ability to act as head contractor on Australian Government-funded projects, and underscores Degnan's commitment to the highest standards of safety, compliance, and delivering high-quality outcomes across Australia

INTERNATIONAL STANDARDS ORGANISATION (ISO) ACCREDITATIONS

At Degnan, we are committed to the highest standards in quality, environmental management, and workplace health and safety. Our accreditation to:

- ISO 9001 (Quality Management Systems)
- ISO 14001 (Environmental Management Systems)
- ISO 45001 (Occupational Health & Safety Management Systems)

demonstrates our dedication to delivering safe, sustainable projects that consistently meet client expectations. These certifications guide our approach to reducing environmental impact, improving resource efficiency, and embedding continuous improvement. ISO 14001 ensures proactive environmental management, ISO 9001 drives consistent high-quality outcomes, and ISO 45001 promotes workplace health, safety, and wellbeing.

By integrating these systems, Degnan streamlines operations, strengthens compliance, and supports sustainability objectives. This commitment enhances project outcomes, builds client trust, and reflects our pursuit of excellence. Degnan is preparing for reaccreditation in late 2025/early 2026 across all three certificates in the states where we operate.

TECHNICALLY ASSURED ORGANISATION (TAO) AND ENDORSED ENGINEERING ORGANISATION (EEO) ACCREDITATION

Degnan proudly holds Technically Assured Organisation (TAO) accreditation with Transport for NSW and Endorsed Engineering Organisation (EEO) accreditation with Queensland Rail.

These accreditations enable Degnan to work in the hyper-technical, high-risk environment of rail across Australia.

SUSTAINABILITY FRAMEWORK

Degnan's Integrated Management System (IMS) ensures sustainability is consistently applied across all projects and operations.

Degnan's publicly available [Sustainability Policy](#) outlines commitments to sustainable practices. Degnan's Sustainability Procedure governs how these commitments are implemented on projects; from tendering and early contractor engagement, through design and construction, to handover.

Degnan maintains a Sustainability Initiatives Register, capturing past initiatives, innovations, and lessons learned. This resource allows projects to quickly adopt proven solutions while avoiding previously tested but ineffective approaches, saving time and effort across all sustainability aspects.

Sustainability in Design

Many Degnan projects include both design and construction, giving the company control over sustainability outcomes. Through the Design Management Procedure sustainability considerations are incorporated early, ensuring the most meaningful decisions are made at the design stage to meet client objectives.

Sustainability in the Supply Chain

Delivering sustainable outcomes requires collaboration with our supply chain. Degnan works with over 100 subcontractors and suppliers annually across Australia. Major project procurement incorporates the Sustainable Procurement Risk Assessment, identifying sustainability risks, including modern slavery, early in the tender phase, before contracts are awarded. This ensures informed decision-making and stronger sustainability performance across projects.



ENVIRONMENT USING RESOURCES

Degnan is committed to using resources responsibly and efficiently. We’re focused on reducing reliance on non-renewable energy sources and increasing the use of renewable technologies such as solar photovoltaic (PV) systems and low-carbon construction materials.

At our head office, on-site solar generation supplied and exported a combined 39% of our total annual electricity demand, while the Loganlea project operated entirely on certified green power. These initiatives demonstrate Degnan’s commitment to decarbonising operations and integrating renewable energy solutions wherever possible.

As a trusted delivery partner for government and industry, Degnan continues to deliver innovative, low-carbon, and energy-efficient outcomes across our projects. The construction industry has a critical role in achieving national and state Net Zero targets, and we recognise our responsibility to lead through action and innovation.

Our approach combines collaboration, technology, and continuous improvement. Examples include integrating solar PV systems within rail infrastructure, trialling containerised solar generation for temporary compounds, and using lower-carbon materials such as foamed concrete façades. These efforts are strengthened by strategic partnerships and research initiatives that help drive the decarbonisation of the construction industry.

Through these ongoing initiatives, Degnan is helping transform the infrastructure sector towards a greener, more sustainable future.



“Combining collaboration, technology, and innovation to deliver sustainable outcomes.”



GREENHOUSE GAS (GHG) EMISSIONS

Degnan measures and reports its greenhouse gas (GHG) emissions in line with recognised frameworks. Emissions are categorised into three groups categorised as:

- Scope 1 (direct emissions)
- Scope 2 (indirect emissions from purchased electricity)
- Scope 3 (value-chain emissions)

Degnan is taking action to reduce it's emissions across all scopes by:

- Scope 1: Degnan is reducing direct emissions by transitioning to more fuel-efficient and hybrid vehicles and evaluating opportunities to integrate electric vehicles (EVs) into our fleet.
- Scope 2: We reduce electricity-related emissions through on-site solar generation and by purchasing certified green power.
- Scope 3: These are the largest contributors to Degnan’s overall carbon footprint, reflecting the energy-intensive nature of civil construction. We are addressing them through sustainable procurement, local sourcing, material optimisation, and efficient design that reduces lifecycle maintenance impacts.

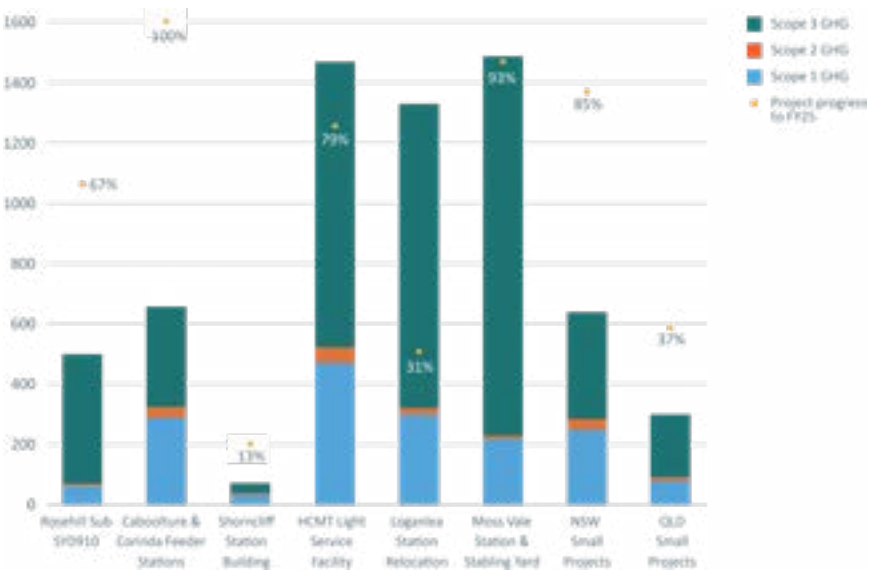
FY25 EMISSIONS PROFILE

Total project-related emissions for FY25 are estimated at 6,500 t CO₂-e, around ten times greater than corporate emissions—consistent with a construction-focused organisation.

Projects valued above \$5 million are individually assessed, with embodied carbon quantified using the Infrastructure Sustainability Council (ISC) Materials Calculator. Quantities are based on project Bills of Quantities and supplemented with data from Government sources to estimate embodied and transport-related emissions.

Results for Scopes 1, 2 and 3 are shown in Table 1 in tonnes of CO₂-e, with project progress provided as a percentage. Smaller projects are estimated using tonnes of CO₂-e per million dollars of work, derived from the detailed analysis of larger projects. This provides a benchmark for smaller projects, which collectively account for about 15% of total emissions.

This approach aligns with GHG Protocol guidance, ensuring detailed analysis covers at least 80% of total anticipated emissions. Scaling factors are applied for project duration, energy intensity, and type to ensure accurate annual reporting for multi-year projects.



Projects FY25 - Total Scope 1, 2 and 3 GHG emissions in tonnes carbon dioxide equivalent (tCO₂-e)

Material-specific analysis displayed in table 2 shows that ready-mix concrete contributes approximately 40% of Scope 3 emissions, followed by steel at 38%, with precast concrete, piping, and aggregates each representing around 4–5%. This breakdown highlights the substantial opportunity for emissions reduction through the adoption of low-carbon concrete and steel—both increasingly available through local supply chains.

Corporate operations account for a total of 650 t CO₂-e across Scopes 1, 2 and 3. Emissions are quantified through a combination of primary data and estimation methods based on facility characteristics and activity metrics.

The NSW head office represents 60% of Scope 2 emissions, offset partly by on-site solar generation of 21.1 MWh and grid export of 5.8 MWh. Queensland and Victoria operations occupy leased office spaces without direct metering; therefore, emissions are estimated using energy intensity benchmarks from the Energy Efficiency Council’s “Determining Office Tenancies Energy End Use” study.

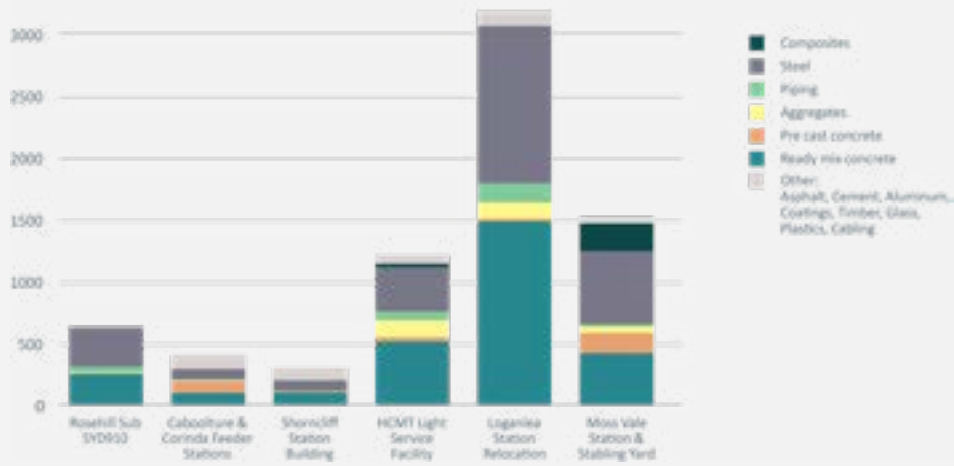
Fleet fuel consumption is tracked via fuel card data, supplemented with estimates for staff commuting. Regionally, NSW accounts for 50% of corporate emissions, followed by Queensland (39%) and Victoria (10%).

Future opportunities for reduction include further investment in renewable energy procurement, expansion of solar generation, and progressive fleet electrification.

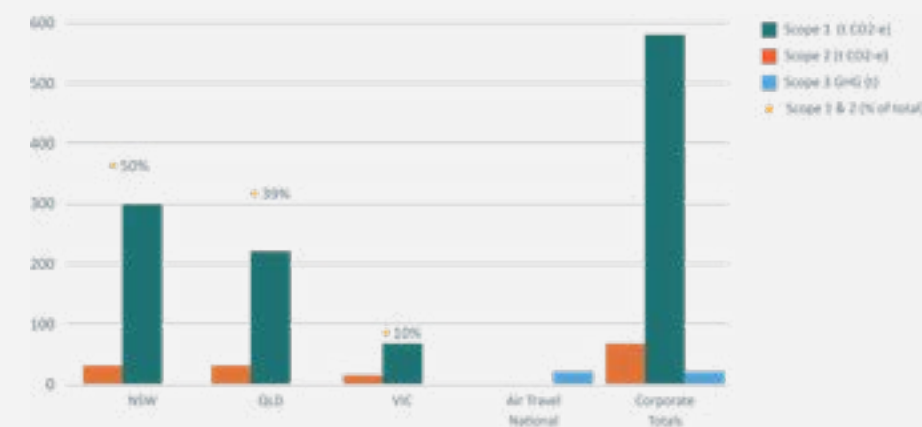
WATER USE & RE-USE

Water is a vital and precious resource in Australia. Degnan is committed to designing infrastructure that incorporates water-efficient fixtures, such as taps and toilets, and prioritises the use of rainwater harvested on construction sites to promote sustainable water management.

MOSS VALE PROJECT | NET ZERO



Scope 3 emissions categories and breakdown



Corporate FY25 Scope 1 & 2 (t CO₂-e)

In collaboration with Atelier 10 and SMEC, Degnan delivered the Net Zero Station Services Equipment Room (SSER) Research Project for Transport for NSW (TfNSW). The project explored practical retrofit solutions to reduce operational energy use in heritage railway stations while respecting heritage constraints.

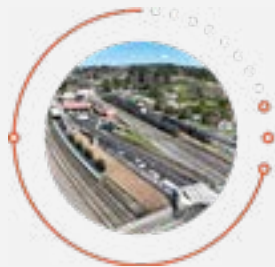
Moss Vale Station was selected as the representative site. The study analysed both the existing SSER setup and a proposed upgraded model. Energy modelling showed that most internal heat gains came from server racks, while external heat contributed only slightly throughout the year.

To address this, the project team developed several energy efficiency measures and incorporates high-efficiency, mixed-source HVAC systems that combine external air with refrigerant-based cooling. Data centre-style directed cooling is used to target heat loads at their source, while ducted extraction systems efficiently remove exhaust air.

Modelling indicated potential energy savings of 25–65%, depending on the combination of technologies used.

The research also extended to the Station Master’s Room, where simulations showed heating and cooling energy savings of 4–75%, improving comfort while reducing operational energy demand.

THIS PROJECT HIGHLIGHTS HOW TARGETED, DATA-DRIVEN DESIGN CAN DELIVER MEASURABLE SUSTAINABILITY OUTCOMES, PROVIDING TFNSW WITH A CLEAR PATHWAY TOWARD ACHIEVING A 65% REDUCTION IN OPERATIONAL ENERGY USE FOR HERITAGE ASSETS BY 2030 SUPPORTING BROADER NET ZERO GOALS WHILE PRESERVING THE CULTURAL INTEGRITY OF HISTORIC STATIONS.



MOSS VALE

Total Water Use: 639 kL

362 kL (mains)
180 kL (vacuum trucks)
Non-potable: 21%

CIRCULAR ECONOMY

Moss Vale Noise Wall

Material Alternatives with Recycled Content

As part of the Moss Vale stabling yard extension, a noise wall was required to reduce operational sound impacts. To lower embodied carbon and support circular economy principles, sections of the wall were built using composite noise-absorbing panels with a recycled Polyethylene Terephthalate (PET) core. This innovative design avoided around 53 tonnes of precast concrete, creating a lightweight, prefinished solution that reduced on-site resource use and installation time.



Heritage Stone Reuse

Integrating History and Sustainability

During excavation works for the Moss Vale forecourt, heritage stonework recovered from a disused road was incorporated into the design of the new roundabout. This approach created a distinctive heritage feature that celebrates the site's history while demonstrating circular economy principles through the reuse of existing materials.



Glass Fibre Reinforced Polymer (GFRP) Walkways – Reusable Infrastructure to Minimise Waste

To support the temporary stabling yard, Degnan installed an elevated Glass Fibre Reinforced Polymer (GFRP) walkway instead of traditional hardstand surfaces. This approach reduced excavation and minimised the need for waste disposal at project completion. The modular walkway, cabling, and conduit systems were designed for easy disassembly and reuse on future projects—minimising landfill waste and reinforcing Degnan's commitment to sustainable construction.



Track Reuse – Resource Recovery and Waste Avoidance

As part of the stabling yard extension, existing rail track was removed to allow for necessary earthworks. Instead of sending materials to landfill, Degnan reconditioned and reinstated 11 tonnes of rail and 43 tonnes of sleepers in the new track configuration. This initiative reduced waste, added client value, and showcased a practical approach to resource recovery through the reuse of existing infrastructure materials.

ENVIRONMENT CLIMATE CHANGE

FUTURE-PROOFING INFRASTRUCTURE PROJECTS

Climate change refers to long-term shifts in global weather patterns, driven in part by human activities that increase greenhouse gas emissions. Preparing infrastructure for future conditions, such as extreme storms, rising sea levels, and heatwaves, is essential to ensure resilience, protect public safety, and reduce economic losses. Proactive adaptation, including upgrading transport systems, adopting renewable energy, and improving water management, helps communities withstand and recover from climate-related impacts.

Degnan's expertise in climate change adaptation has been cultivated on many of our infrastructure projects. Degnan has a well-established track record of diligently working with design firms and climate change specialists to adapt infrastructure for short, medium and long-term future climate scenarios.

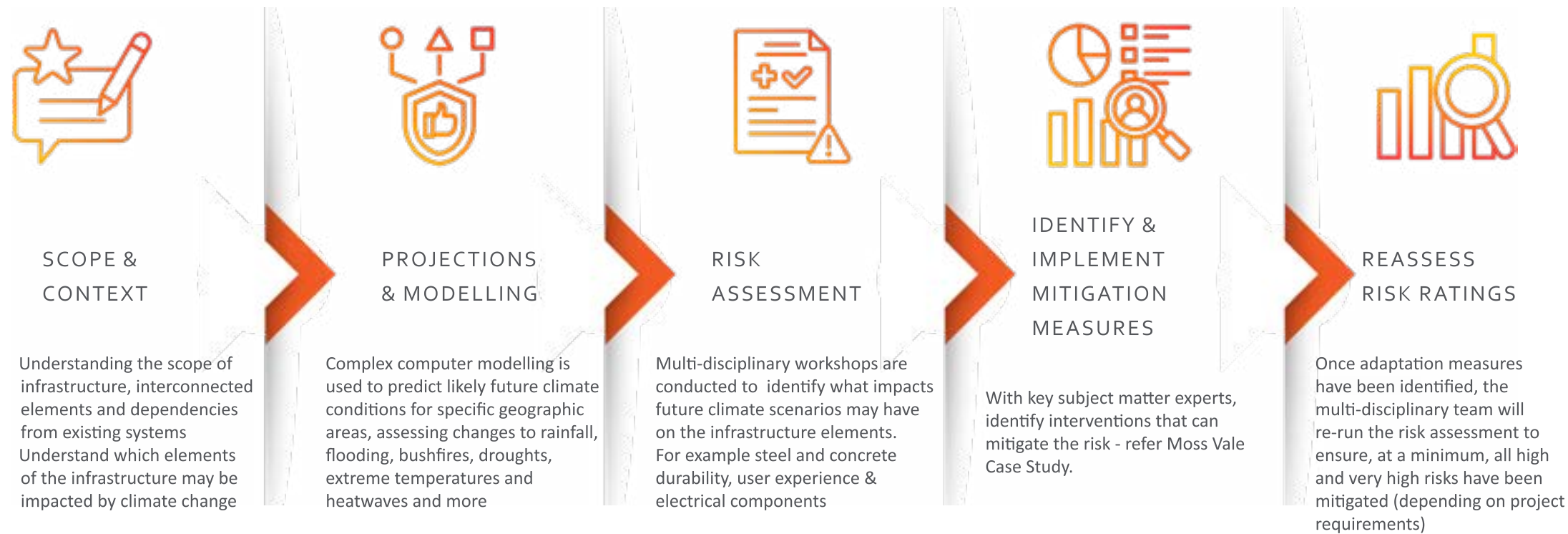
Infrastructure development requires proactive and strategic planning to address future climate scenarios effectively. This requires comprehensive consideration of potential hazards, including increased bushfire risks, extreme temperature fluctuations, sea-level rise, and other environmental challenges. By prioritising resilience and safety, we ensure that infrastructure components and systems are robust, secure, and designed to safeguard users while minimising associated risks.



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Infrastructure lasts longer than a lifetime, decision we make today can shape communities for generations. Degnan delivers infrastructure designed to be safe, resilient, and sustainable for decades.





Unanderra Station Upgrade
To address flooding from extreme rainfall, lifts were raised above maximum flood levels and a new drainage system was installed to manage excess water and mitigate future flood impacts.



Unanderra Station Upgrade
Native, drought-tolerant landscaping was used to withstand higher temperatures. Thermal-resistant asphalt, shaded canopies, and water bubblers were introduced to reduce heat exposure and improve comfort.



Towradgi Station Upgrade
Upgraded stormwater systems and elevated platforms protect the station and surrounding paths from flooding. Flood barriers now prevent water ingress, ensuring accessibility during heavy rainfall.



Towradgi Station Upgrade
Designed and built canopies to provide shade and cooling for customers and staff, and installed water bubblers to support hydration. A perforated concourse and bridge façade was selected to minimise heat absorption, improve airflow, and reduce thermal stress.

Degnan is proactively preparing for Australia’s upcoming climate-related disclosure requirements.

In September 2024, the Australian Accounting Standards Board (AASB) finalised the Australian Sustainability Reporting Standard – Standard 2 Climate-related Disclosures (ASRS S2), introduced through amendments to the Corporations Act 2001. The standard mandates consistent, transparent climate-related disclosures covering governance, strategy, risk management, and metrics relating to climate risks and opportunities.

As a Group 3 entity*, Degnan is conducting a comprehensive review of ASRS S2 requirements and undertaking a gap analysis to ensure full compliance. This includes assessing current data collection systems, refining risk assessment methodologies, and planning scenario analyses that address both physical and transition risks associated with climate change.

** Under Australia’s new Australian Sustainability Reporting Standards (ASRS S2), organisations are divided into three groups for phased mandatory climate related disclosure based on size and revenue. Group 3 entities are required to begin climate-related financial disclosures for reporting periods starting on or after 1 July 2027.*

COMMITMENT TO SUSTAINABILITY

Beyond compliance, Degnan remains committed to embedding sustainability across all aspects of its operations. As a future-focused organisation, Degnan is implementing initiatives that prepare for future climate conditions and support Australia’s transition to a low-carbon economy.



EXPANDING ENERGY EXPERTISE

Growing specialist engineering and construction services to deliver renewable energy, storage, and grid stability projects that support the shift away from fossil fuels.



LEADERSHIP IN RAIL INFRASTRUCTURE

Leveraging on Degnan’s extensive experience in rail and station environments to strengthen climate adaptation and resilience outcomes across the transport sector.



INNOVATIVE ENERGY SOLUTIONS

Trialling and deploying solar photovoltaic (PV) and battery storage technologies on construction sites and at Degnan’s Sydney head office. On-site renewable generation reduces greenhouse gas emissions that would otherwise result from fossil fuels.



SUPPORTING STAFF TRANSITION TO ELECTRIC VEHICLES (EVS)

To encourage sustainable practices, Degnan provides free EV charging for our staff at our Sydney head office, supporting employees in transitioning their personal vehicles to electric models.

Degnan’s proactive measures reflect our dedication to sustainability, ensuring we contribute meaningfully to a resilient, low-carbon future while delivering value to our clients, stakeholders and the communities we serve.

ENVIRONMENTAL PERFORMANCE

During the reporting period (1 July 2024 to 30 June 2025), Degnan recorded strong environmental performance, achieving all environmental targets set for the year. There were no Penalty Infringement Notices (PINs), fines, prosecutions, or notifiable environmental incidents recorded, meeting the organisation’s goal of zero across all categories.

This clean record demonstrates not only compliance, but a culture of environmental responsibility embedded across our teams and operations.



BIODIVERSITY, ECOLOGY & HABITAT

Many of Degnan’s projects take place in urban areas, where land and ecosystems have already been developed. In these settings, protecting the often-limited number and variety of socially and ecologically valuable trees is essential. Wherever possible, Degnan designs infrastructure around existing trees, safeguarding them during construction and throughout the life of the project. This approach was applied in the recent Moss Vale Station and Stabling Yard Upgrade Project in NSW. See Case Studies pages 62 and 63.

NOISE AND VIBRATION

Degnan often delivers projects in urban environments where residents and other sensitive receivers are key stakeholders. Their needs are carefully considered throughout planning and construction.

Detailed noise modelling is carried out during the planning phase to guide construction methods and keep works within approved noise and vibration limits. During delivery, Degnan undertakes both source and receiver monitoring, including live monitoring that enables immediate response and mitigation when required.

WATER QUALITY

Degnan is committed to protecting local waterways and ecosystems on every project. Construction activities are carefully planned to minimise the risk of sedimentation, contamination, or other impacts on receiving water quality.

Baseline testing, or a review of existing conditions, is carried out before works to establish reference points. Ongoing monitoring of water discharges continues throughout construction to ensure compliance. Erosion and sediment controls, spill prevention measures, and tailored water management plans are in place to prevent pollutants from entering waterways. These proactive measures not only ensure regulatory compliance but also support the long-term health and resilience of surrounding environments.

Water Use and Reuse: Recognising water as a precious resource in Australia’s variable climate, Degnan reduces reliance on mains supply by installing rainwater tanks at all major project sites. Harvested rainwater is reused where regulations allow, including bathroom amenities, hand-washing facilities, dust suppression, and stockpile management. This approach supports both resource efficiency and environmental stewardship.

AIR QUALITY

Degnan applies a structured hierarchy of controls to manage air quality impacts: avoid, reduce, and control. Where possible, projects are designed to minimise excavation and demolition, which are the main sources of dust and particulate matter.

When dust generation cannot be avoided, effective measures are implemented, such as misting systems to suppress dust and prevent it from dispersing offsite. Continuous visual monitoring is also carried out during high-risk activities, including soil excavation, concrete cutting and demolition, to ensure proactive management and compliance with air quality standards.

ARCHAEOLOGICAL HERITAGE

Degnan has extensive experience managing and upgrading heritage-listed infrastructure while maintaining compliance with strict archaeological and heritage requirements. During projects, unexpected heritage finds are carefully identified, recorded, and managed to ensure their preservation. These can include historic brick structures, remnants of former road surfaces, and other culturally significant items.

All discoveries are handled under strict procedures, with archaeological monitoring and recording carried out by qualified personnel. Findings are documented in final reports, which can inform updates to the State Heritage Inventory (SHI) and Conservation Management Plans, ensuring ongoing protection and maintenance of heritage assets.



Degnan is accredited to ISO 14001: Environmental Management Systems (EMS), the internationally recognised standard for effective environmental management. This accreditation demonstrates Degnan’s commitment to systematically identifying, managing, and reducing its environmental impacts across all operations, while meeting regulatory requirements and driving continuous improvement in environmental performance.



MOSS VALE STATION AND STABLING YARD UPGRADE | URBAN TREE IMPROVEMENT WORKS
PROTECTING A HERITAGE TREE



The tree, planted in 1905 by the former Governor of NSW, the Earl of Jersey, is now listed on the National Register of Big Trees.

As part of the Moss Vale Station and Stabling Yard Upgrade in NSW, Degnan collaborated with Wingecarribee Shire Council to deliver soil improvement works for a significant Canary Island Pine (*Pinus canariensis*) located at the heritage-listed Leighton Gardens. The tree, planted in 1905 has over time, cumulative impacts from surrounding infrastructure and site conditions had contributed to a decline in its health.

To support its long-term vitality, Degnan and Council implemented a program of soil restoration works. These are expected to improve soil structure, nutrient availability, and overall tree health, helping to preserve an important cultural and ecological landmark. This initiative also demonstrates Degnan's commitment to working with Council to ensure construction activities protect the environment and deliver positive community outcomes.

Key works included:

- Conducting soil testing to identify nutrient deficiencies
- De-compacting topsoil with an AirSpade to improve infiltration and soil structure
- Applying green waste compost and mulch to boost nutrients and retain moisture
- Deep aeration and nutrient injection using the VOGT system, which creates deep channels with high-pressure air to reduce compaction, increase oxygen flow, and improve root access to nutrients; particularly beneficial in urban environments where soil quality has been compromised.

MOSS VALE STATION AND STABLING YARD UPGRADE | OFFSETTING TREE REMOVAL
NEW PLANTING WITH COMMUNITY

Degnan planted more than 230 new trees in partnership with Wingecarribee Shire Council and local stakeholders. This initiative offset the removal of 51 trees required for the Moss Vale Station and Stabling Yard Upgrade and exceeded project requirements.

The collaborative planting day took place at Anembo Park, transforming a previously vacant lot into a future community space. Planting beyond the offset requirement also supported the project's goal of achieving a Platinum rating under Transport for NSW's Sustainable Design Guidelines (Version 4), which set a target of reducing carbon emissions by 15% compared with a business-as-usual scenario.

The day brought together a wide range of participants, including the Transport for NSW project team, students and teachers from local schools, workers from disability support organisation Challenge Southern Highlands, and representatives from the Southern Highlands Landcare Network, Watson

Tree Planting, and Welby Garden Centre.

Adding a creative touch, children from Wingecarribee Out of School Hours Care in Mittagong decorated more than 70 temporary tree guards, turning them into colourful artworks that will brighten the park as the young trees establish.





CALDER PARK LIGHT SERVICES FACILITY | SAFEGUARDING THREATENED SPECIES
PROTECTING THE GROWLING GRASS FROG



Photo by Matt Clancy licensed under CC BY 2.0

The Growling Grass Frog, a threatened species listed under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), had previously been recorded at the Calder Park Stabling Yard site. Because of the potential for significant impacts on the species, the project was referred under the EPBC Act and assessed as a 'controlled action' (EPBC 2012/6439).

As part of the approval conditions, a Growling Grass Frog Conservation Management Plan was developed and implemented. Specialist zoologists provided on-site supervision during four separate work periods to ensure no frogs were harmed.

While no Growling Grass Frogs were observed during construction, the presence of trained ecologists ensured that, if any had been encountered, they could be safely managed in line with the approved plan. This approach provided both compliance with environmental legislation and confidence that biodiversity values were protected throughout the project.



Photo by Catching the Eye licensed under CC BY 2.0

LOGANLEA STATION RELOCATION | REDUCING BIOSECURITY RISKS ON SITE
PROTECTING AGAINST FIRE ANT SPREAD

At the Loganlea Station Relocation Project, the Martinus Degnan Joint Venture (MDJV) has taken a proactive approach to fire ant biosecurity, protecting biodiversity while delivering critical infrastructure. In line with the National Fire Ant Eradication Program and the Queensland Biosecurity Act 2014, MDJV has implemented measures to minimise the risk of spreading Red Imported Fire Ants (RIFA).

Key actions include staff training, clear site signage, pre-clearance inspections, and chemical treatments where required. Soil is managed under strict controls, with stockpiles placed on impermeable surfaces and movement restricted within Biosecurity Zone 2 unless permitted.

Detailed records, including treatment logs and photographic evidence, ensure transparency and accountability. This approach supports resilient project delivery while safeguarding local ecosystems and communities.



Photo by Meghan Cassidy licensed under CC BY 4.0



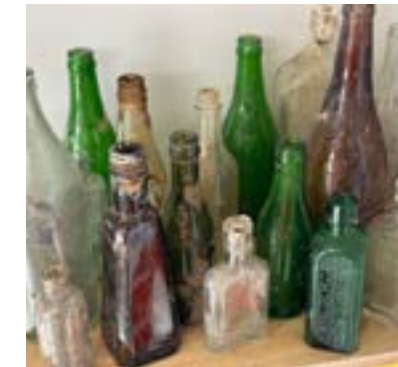
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MOSS VALE STATION AND STABLING YARD UPGRADE | ARCHAEOLOGICAL FINDS

MONITORING AND RECORDING HERITAGE FINDS

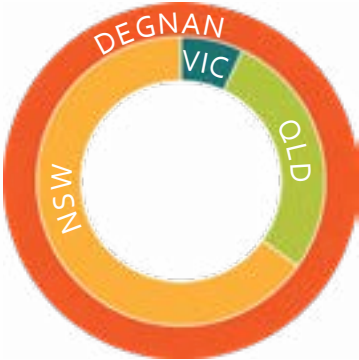
During the Moss Vale Station Upgrade, twelve unexpected heritage finds were uncovered. These included historic brick structures associated with the original station platform and former police station, a wood stave water pipe, and remnants of former road surfaces. The project's Excavation Director carried out further archaeological monitoring and recording, with results documented in the final Excavation Report to support continued heritage management.



PEOPLE AND COMMUNITIES



Degnan is proudly Australian owned and family oriented.
As of 30 June 2025, the company employs 135 people across Australia.



Own safety responsibility, prevention and accountability to ensure a safe workplace for all

Notice safety; recognise, observe and report to ensure a safe workplace for all

Engage to enable learning and discussion, sharing your thoughts and ideas ensure a safe workplace for all

Our people are our culture, and we embody ONE Safe Workplace

SAFETY IS LIFE

Safety is not just a priority; it’s a way of life at Degnan. We promote a proactive safety culture where everyone takes ownership. Our exceptional reporting culture ensures hazards are identified and addressed swiftly.

We operate in high-risk environments where safety is our unwavering priority. From this foundation, we established the ONE Safe Workplace framework – a clear, actionable, and measurable commitment to safeguarding the health and well-being of our employees, subcontractors, customers, and communities.

ONE Safe Workplace is a visible commitment from everyone at Degnan to protect the health and safety of all who work with or alongside us. Every person in a Degnan workplace or site is accountable, vigilant, prepared, disciplined, observant, and responsible for achieving zero incidents. This ensures safety across all sites and workplaces.





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Our **Ideas Hub** is an easy-to-use online portal where workers submit suggestions, complete surveys, and propose improvements. Integrated into SharePoint, it’s visible and accessible, empowering every team member to support our One Safe Workplace vision.

SAFETY FRAMEWORK



SAFETY STATISTICS

Degnan is proud of our strong reporting culture and measurable safety outcomes. **There were no safety related prosecutions or fines during the FY24/25 year, reflecting our ongoing commitment to a safe workplace.**

Degnan’s key safety metrics for FY24/25 further demonstrate this performance: the Lost Time Injury Frequency Rate (LTIFR) was 0 per million hours worked, and the Total Recordable Injury Frequency Rate (TRIFR) was 44.4 per million hours worked.



At Degnan, we promote a strong safety reporting culture, ensuring every site and office reflects our One Safe Workplace commitment. Employees are empowered to prioritise safety, confident that their voices are heard and valued.

Safety statistics are shared monthly with Senior Leadership, providing transparent, real-time insights into performance. This open communication reinforces accountability and drives continuous improvement across the organisation.

To further boost engagement, we launched an Ideas Hub – a user-friendly online portal where workers can submit suggestions, participate in surveys, and propose improvements. Seamlessly integrated into our SharePoint sites, this digital suggestion box ensures accessibility and visibility, encouraging every team member to contribute to our One Safe Workplace vision.

FEDERAL SAFETY ACCREDITATION

Degnan recently achieved accreditation from the Office of the Federal Safety Commissioner (OFSC) under the Work Health and Safety Accreditation Scheme, a testament to its commitment to superior workplace health and safety (WHS) standards on Australian construction sites. To earn this, Degnan implemented a robust WHS management system meeting stringent FSC Audit Criteria, actively applied and maintained on-site. This accreditation highlights Degnan’s dedication to safety excellence, enabling it to serve as head contractor on Australian Government-funded projects. Ongoing FSC audits ensure compliance, reinforcing Degnan’s position as a leader in safe construction practices.

OPEN REPORTING

We maintain a strong safety reporting culture, ensuring every site and office reflects our commitment to One Safe Workplace. Employees are empowered to prioritise safety, knowing their voices are heard.

Safety statistics are shared monthly with Senior Leadership, providing clear, real-time insights and reinforcing accountability.

TRAINING

At Degnan, we empower our employees and onsite teams with comprehensive training to maintain the standards of ONE Safe Workplace. Through specialised internal programs, such as the Degnan Health Risk Assessment Process, we demonstrate an unwavering commitment to the holistic health, safety, and wellbeing of our people. Our approach goes beyond traditional construction hazard mitigation, fostering a culture where every individual thrives in a secure and supportive environment.

At Degnan, our wellbeing strategy is subsidiary to our Workplace Health and Safety / Occupational Health and Safety Management Plan and our ONE Safe Workplace framework, aiming to create a conscious and noticeable change to how mental health is approached in our workplace, reaffirming a healthy and caring environment by accepting that mental health is equally important as physical health. Our strategy is supported by initiatives in the following areas:



Degnan provides confidential, individualised support for all employees, promoting wellbeing in every aspect of work and life. Our initiatives include:

- Employee Assistance Program (EAP), is available to all employees. This platform provides confidential, individualised counselling and information sessions.
- RU OK Ambassadors - Four employees from a range of areas within the business, are ambassadors and provide support on site or in the office to anyone who may need a chat or guidance.
- Mental Health First Aiders – we have four team members from a range of areas within the business, with Mental Health First Aid Certification who provide support on site or in the office to anyone who may need it.
- Regular physical wellbeing checks, skin, flu shots and hearing tests.
- Birthday leave – Degnan offer an additional day of leave in the month of each employee’s birthday – a day to rest and relax.
- \$200 Wellbeing Allowance to help kick start a new activity or continue an existing activity.



Degnan equips employees with the knowledge to support themselves and others. Our programs include:

- Mates in Construction Awareness: Targeting 80% of our workforce to complete this accreditation each year.
- Mates in Construction Connector: Training on how to safely assist someone in crisis, available to all employees.
- Mental Health First Aid: Available to leaders and Mental Health Champions across the business.

Four Degnan team members, certified in Mental Health First Aid, offer on-site and office support to anyone who needs it.



Awareness and engagement are embedded at Degnan through regular activities, communications, and events that encourage connection across our teams. Initiatives include:

- Recognising – Rail RU OK and RU OK day events on site and in the office, bringing employees and partners together to provide the opportunity to encourage social conversation & ask RU OK.
- Monthly Safety Focus communications - highlighting different themes each month, e.g., Psychosocial focus.
- April Wellbeing Month - Team Get Moving Challenge, \$200 employee contribution to wellbeing activities and highlighting resources available.



Community engagement, charity, and sponsorship are central to Degnan, helping to strengthen employee connection and a sense of belonging through involvement in community and charitable initiatives.

- TrackSAFE - educational awareness to schools, and community groups on track safety and Mind the Gap.
- Sponsorship and attendance at Wheelchair Rugby
- Partnering and financial support to Mates in Construction & TrackSAFE and Heartbeat of Football Healthy Heart Awareness.
- Supporting employees in personal fitness based challenges to raise money and awareness such as the annual Push up Challenge, Autism Awareness, May50K for Multiple Sclerosis and Dry July.

PEOPLE SKILLS, TRAINING & APPRENTICESHIPS

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Degnan prides itself on having a workforce that is empowered in their roles, achieved through diligent, engaging, and purposeful training. All courses are tailored specifically for Degnan employees and developed by in-house discipline specialists in partnership with content and learning experts.

Key training programs and completion rates for FY25 include: Bullying, Sexual Harassment and Discrimination (100%), Degnan Drug and Alcohol Policy (95%), Degnan Fatigue Management (93%), Degnan Online Induction (98%), and Aboriginal and Torres Strait Islander Inclusion and Cultural Safety (98%).

In total, Degnan provided approximately 1,792 hours of training during FY25, averaging 13.3 hours per employee. These estimates are based on training records and reasonable assumptions of hours per course, divided by the number of employees.

CADETS, GRADUATES AND ENGINEERING MASTERCLASSES

At Degnan, we focus on developing young engineering talent. We engage with local high schools, attending career open days and supporting Vocational Education and Training (VET) programs. In 2025, for example, students visited our Moss Vale Station Upgrade Project for site tours, gaining insights into trades and engineering careers in construction.

We also partner with universities to promote engineering careers and offer cadetship opportunities. Degnan's Engineering Pathway program recruits students across various disciplines into a structured cadetship. In the first two years, cadets rotate through roles in engineering, contract administration, estimating, design management, sustainability, construction, quality assurance, and community engagement. They receive mentoring throughout the program to support professional development and, upon completion, transition into their area of interest within Degnan.

Learning continues beyond cadetship through an ongoing Engineering Masterclass series led by senior engineering leaders. These sessions cover topics such as concrete failure, temporary construction works, construction quality assurance, and earthing & bonding essentials, with engineers invited to suggest topics for the following year. The engineering cohort also receives communications on sustainability focus areas, including water management, waste reduction, innovation, and carbon minimisation in construction.

Degnan further supports engineers in obtaining formal recognition and accreditation, such as the National Engineering Register (NER), Registered Professional Engineer of Queensland (RPEQ), or Chartered Professional Engineer (CPEng). This structured approach ensures a steady inflow of skilled engineering talent and provides clear pathways for career development across the construction sector.



COMMUNITY ENGAGEMENT

Degnan is committed to creating positive social impact through meaningful community engagement, charitable initiatives, and sponsorships. Our projects go beyond construction, strengthening local communities, supporting underrepresented groups, and fostering inclusion. We partner with schools, disability organisations, and local sporting and cultural groups, providing educational opportunities, work experience, and pathways into careers. From supporting athletes with disabilities and promoting STEM education, to sponsoring local clubs and social enterprises, our approach is guided by a dedication to accessibility, diversity, and long-term community benefit. These initiatives reflect our belief that successful projects deliver value not only for clients but for the communities in which we operate.

SUPPORTING INCLUSION THROUGH SPORT

Building on our extensive work in accessibility, Degnan channels support towards individuals and organisations improving the lives of people with disabilities. We actively partner with local sporting teams within our operational regions, such as the Southern District Rugby Club, and provide work placement programs and apprenticeships for regional athletes. These initiatives equip young players with valuable skills alongside their sporting aspirations, helping to remove barriers to participation and career development.

Degnan also supports inclusive school sports programs, including Rugby, Football and Netball, and sponsors Race Run Australia, enabling people with disabilities to actively engage in sport.

We are a proud major sponsor of Wheelchair Rugby Australia, reflecting our commitment to disability inclusion, equality, rehabilitation, and fostering a more accessible and inclusive society. Degnan's sponsorship has supported national tournaments annually from 2022, with further events planned to continue building participation and awareness.

Collectively, these initiatives represent an investment exceeding \$100,000 in disadvantaged groups, highlighting Degnan's ongoing commitment to accessibility, inclusion, and creating meaningful social impact in the communities where we operate. Through these programs, we demonstrate that our approach to projects and community engagement prioritises access and opportunity for all.



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RAIL SAFETY WITH SCHOOLS & DISABILITY GROUPS

Community engagement drives our mission. We believe successful projects strengthen communities beyond construction, so we actively seek input from residents and stakeholders to ensure projects meet both client needs and community aspirations.

We prioritise local business partnerships for supply and trade agreements, work with clients on social procurement, and collaborate with educational institutions. Given our extensive accessibility work, we support disability organisations through partnerships that provide work experience and skills workshops.

Our Rail Safety Week collaboration with schools and disability groups exemplifies this commitment. We partnered with The Flagstaff Group School Leaver Employment Supports to deliver rail safety education and introduce the [Sunflower Hidden Disability Initiative](#), which helps individuals with hidden disabilities access support through discreet sunflower lanyards at stations and public facilities.



MOSS VALE HIGH SCHOOL COMMERCIAL CONSTRUCTION AWARENESS

As part of Degnan's commitment to education, accessibility and community connection, we partnered with Moss Vale High School to provide real-world learning experiences for students studying Technical and Vocational Education and Training (TVET) Construction. The initiative helps students explore diverse career pathways in construction while strengthening local capability and inclusion

Degnan team members delivered presentations on career pathways, essential workplace skills, and emerging technologies shaping modern construction. To complement classroom learning, students joined structured site visits to the Moss Vale Station Upgrade Project, gaining first-hand insights into planning, mobilisation and safe delivery. Degnan representatives, including the Site Manager and Safety Coordinator, explained the project's accessibility objectives and the importance of maintaining safe public access during works.

These visits helped students see how theory translates into practice and provided exposure to real project materials such as work plans and Safe Work Method Statements. The engagement supports Degnan's sustainability goals by promoting education and employment pathways, advancing gender equality and inclusion, and building stronger community relationships in the Southern Highlands.

By providing practical experience, industry insights and mentorship, Degnan is helping to inspire the next generation of builders, innovators and problem-solvers.





LOGANLEA STATION RELOCATION SOCIAL OUTCOMES

On the Loganlea Station Relocation (LSR) Project in Queensland, the Martinus Degnan Joint Venture (MDJV) Team have been working closely with our client Department of Transport and Main Roads (TMR) to meet and exceed the contract targets for Social Outcomes, to (30 June 2025) through focusing on:

- Workforce Diversity and Inclusion: Women 10%, Young People 8%, Local Workers 95%, People from Culturally and Linguistically Diverse (CALD) backgrounds 10%, Disadvantaged Queenslanders 2%
- Local Economic Benefits: Small and Medium Enterprises (SME) 90%, Local Zone 1 90%, Social Enterprise 1%
- Community Engagement and Cultural Support: Indigenous Participation 5%
- Ethical Supply Chain Practices: Indigenous Business Spend 5%
- Skills Development and Training Apprentices, Trainees and Professional Development

Work Experience Wednesdays. For students interested in practical, hands-on experience, the Loganlea Project established a weekly timeslot called “Work Experience Wednesdays”. This program is offered to high school students across the Loganlea Local Government Area (LGA)

Community garden partnership collaboration. The project is partnering with Loganlea High School to support the construction of a new community garden within the agricultural lands of the school – providing students with a connection the environment, a means to learn about agriculture and a strong community spirit.

Tree planting to enhance the school’s Yarning Circle

The Loganlea team is partnering with the local social enterprise, Bulimba Creek Conservation, to deliver a staged tree-planting initiative with the school. A part of this program includes an educational component on native flora and bush tucker, which will enhance the “yarning circle” area in this school. A “yarning circle” is a traditional practice of Aboriginal and Torres Strait Islander people, rooted in oral traditions, where people gather to share stories, knowledge, and experiences.

Trace the Trash Program. [Containers for Change](#) have been set up around the site, with all proceeds going towards the Loganlea State High School recycling program. As part of this, the project is currently taking 15 students who are completing the Certificate 1 in Volunteering to the Bingo Industries depot to understand how these recycled items are processed and what can be utilised at the end of the cycle.

ADHD Assessment Sponsor. The Project has become the annual sponsor for the High School for the Psychiatrist Program, which results in direct access to external, ADHD-specialist psychologists for cognitive behavioural therapy and ongoing support for students.



DEGNAN’S RECONCILIATION ACTION PLAN (RAP)

Degnan’s inaugural Reflect Reconciliation Action Plan (RAP) marks the beginning of our long-term commitment to collaborate with the First Nations people of Australia. As a construction organisation dealing with land, places, culture, history, and the natural environment, it is our duty to understand more about the Traditional Owners of this land and their deep ‘connection to country.’ This insight allows us to appreciate and respect the cultural sensitivities that apply to our work.

Degnan’s RAP has the full support of our executive team and senior leadership, who champion its implementation and ongoing governance. Degnan’s purpose is to foster opportunities for all people and provide a platform for social and economic prosperity. We recognise that we are uniquely positioned through our employment and procurement channels to build stakeholder relationships that impact many lives across various communities.

The development of Degnan’s RAP provides a clear vision and strategy to positively engage and impact Aboriginal and Torres Strait Islander communities within the regions where we operate. This initiative underpins Degnan’s aspirations to improve cultural diversity and fulfil our corporate social responsibility.





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LOCAL ECONOMIC DEVELOPMENT

In delivering our projects, Degnan understand the importance of connecting with local industry and contributing to the local economy – especially in regional areas such as Moss Vale which is situated in the Southern Highlands of NSW. On this project we sought to engage local businesses for supply and trade agreements and actively worked with TfNSW on social procurement priorities. We also established partnerships with local educational institutions for collaboration opportunities.

During the Moss Vale project design phase Degnan and TfNSW facilitated a community briefing on the project delivery at the Moss Vale Services Club. This event was advertised in the local newspapers to promote the event and encourage local suppliers, trades and service providers to connect with the Project Team.

In procurement planning, Degnan completed a sustainability high-impact risk assessment, identifying risks and opportunities for the project. During this assessment, opportunities for local engagement were explored and prioritised. Through the application of Degnan's social procurement processes, local businesses were engaged for:

- Steel Fabrication and Supply
- Glazing
- Landscaping
- Concrete Pumping
- Plastering
- Carpeting
- Cleaning Services

Degnan engaged further with the local community and Wingecarribee Shire Council through a collaborative tree planting day at Anembo Park, Moss Vale. As part of construction works, a number of trees were planted to offset removals necessary for accessibility upgrades. Degnan's Environmental Manager worked closely with Wingecarribee Shire Council to develop a plan that supported both the local environment and future community use of the area. During this event, Degnan proudly donated 420 trees, sourced from Welby Garden Centre, a social enterprise run by Challenge Southern Highlands, to be planted across three sites in Moss Vale. Participating on the day were students from Robertson Public School, Moss Vale High School, and Moss Vale Public School, along with representatives from Challenge Southern Highlands Ltd, Southern Highlands Landcare Network, Watson Tree Planting, Welby Garden Centre, and Council's Tree Management, Bushland, and Biosecurity teams.

To inspire and support the next generation of local trades and professionals, Degnan also connected with Moss Vale High School to support their Vocational Education and Training (VET) program. Through this engagement, Degnan conducted site visits for students, providing a tour of the construction site and construction activities. During these visits, students had the opportunity to interact with various tradespeople, gaining insights into the skills and teamwork required to bring a project to life. A highlight of the visit was hearing from our team about their career journeys and the many pathways available in the construction industry.



TARGETS AND NEXT STEPS

Moving forward, Degnan is committed to advancing sustainability, delivering innovative solutions, and creating pathways to achieve our clients' goals across all aspects of sustainability, including resource efficiency, energy optimisation, and positive social outcomes. The following targets provide a framework for our approach in the coming months and years.

 ENVIRONMENT	Zero notifiable environmental incidents Zero breaches of environmental law	ONGOING
 SAFETY	Zero notifiable incidents to Regulatory Authorities Zero Lost Time Injuries (LTI)	ONGOING
 SUSTAINABILITY MANAGEMENT	On projects, meet or exceed sustainability rating as nominated in the contract On projects, meet or exceed sustainability-related objectives and/or targets as per project contracts Before 31 December 2025: Publish inaugural Degnan Sustainability Report Before 30 June 2026: Complete a double materiality assessment by conducting the first financial materiality assessment, and a review/update of the existing ESG materiality assessment	2025/26
 RESOURCE USE ENERGY & GHG EMISSIONS	On projects, achieve all project-specific energy and/or GHG emissions targets as detailed in contracts Before end of 2026: Establish baseline data for Scope 1 and Scope 2 GHG emissions (tCO2-e) and set "SMART" targets (specific, measurable, achievable, reasonable and time-bound) for energy efficiency and/or GHG emissions reduction targets Before end of 2026: Finalise Scope 3 categories (in accordance with GHG Protocol) Before end of 2026: Establish a consolidated monitoring system for energy and GHG emissions across offices and major projects (Scope 1 and Scope 2)	2026
 WASTE	Monitor landfill diversion for construction waste on all projects Achieve >92% landfill diversion of clean/inert spoil Achieve >95% landfill diversion of non-hazardous construction and demolition waste	ONGOING

DEGNAN

BUILDING TOMORROW TOGETHER

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