



Barker Ryan Stewart

Sustainability Report

FY23-24

Our Performance

"At Barker Ryan Stewart, we believe in creating a better future for the environment and our communities. This understanding plays a fundamental role in guiding our business operations and by releasing our inaugural sustainability report, we hope to take an important step towards championing our sustainability commitments."



Innovating Change, 2024
Jordan Lovegrove
Ngarrindjeri

Acknowledgement of Country

We would like to acknowledge the Traditional Custodians of the land we stand upon today, and pay our deepest respects to Elders past, present and emerging for they hold the culture, dreams, and memories of Aboriginal and Torres Strait Islander peoples. We recognise and respect their culture, beliefs, history, and enduring relationship with the land.

CEO Statement

At Barker Ryan Stewart, we believe in creating a better future for the environment and our communities. This understanding plays a fundamental role in guiding our business operations and the release of our second annual sustainability report, we continue to champion our sustainability commitments.

The aim of this report is to outline how we can achieve this vision by analysing our current performance and identifying areas for future improvement. The report includes our Sustainability Action Plan which encompasses our short-term goals to be achieved over the next financial year, and our medium-term goals to be achieved over the next 2-5 years – both of which will ensure we achieve net carbon neutrality by 2030 for our stage 1 and 2 carbon emissions.

In FY24, Barker Ryan Stewart experienced 8.1% revenue growth and an increased net profit which is expected to remain steady over the upcoming financial year. We have experienced an overall employee retention rate of approximately 94% over the past two years. In FY24, we continued to invest a portion of our revenue and time into making a difference in our community by supporting a wide range of charities and organisations that advocate for positive change.

In FY24, we calculated our scope 1 and 2 carbon emissions across our business operations, which comprise seven offices and a team of over 76 people. Our total scope 1 and 2 emissions that formed part of our carbon footprint for FY24 were 115.6.00 tonnes CO2.

To ensure that we hold ourselves accountable and minimise our carbon footprint in the upcoming year, our ESG working group which comprises of passionate individuals with diverse experience centred around sustainable practices in the property development and infrastructure industry will continue to monitor and implement the strategies and actions of this Sustainability Report.

Some of the key goals our ESG working group will champion over the next 12 months include:

- Implement the actions outlined in our recently endorsed Reconciliation Action Plan.
- Continuing to improve our calculation methods to more accurately calculate and offset our carbon emissions.
- Ensuring the BRS Foundation supports to charities and organisations that advocate for sustainability and/or First Nations communities.
- Utilising BRS services to be more involved in renewable energy, sustainable or ESG centred projects.

In FY25, I look forward to providing an update on the improvements we have made in our journey towards achieving carbon neutrality, to ensure we help create a better future for the environment and our communities.



Andrea McDonald
Chief Executive Officer
Barker Ryan Stewart

Introduction

At Barker Ryan Stewart (BRS), we plan, manage, survey, design, and certify projects to create better communities and deliver high-quality infrastructure. We're a team of property development and infrastructure experts who specialise in providing infrastructure and civil engineering, traffic engineering and transport planning, town planning, surveying, project management, subdivision and strata certification, and TfNSW project verification services to various projects.

This Annual Sustainability Report outlines our support of the UN Sustainable Development goals we support, and our performance against our Financial, Environmental, Social and Governance goals for the year.

We also present our team performance, our client's satisfaction with our services, and feature some of our client's projects that have made a positive impact on our housing and community needs by supporting client resilience and sustainability, supporting job growth, and providing essential infrastructure.

Our Core Beliefs

Our Purpose

At Barker Ryan Stewart, we believe in better. We believe in delivering better outcomes for our clients, better service to our communities, and a better future for the environment. For our team, believing in better encompasses all we do from our culture to our operating practices. We continually strive to provide a better workplace for our team.

Our Core Beliefs

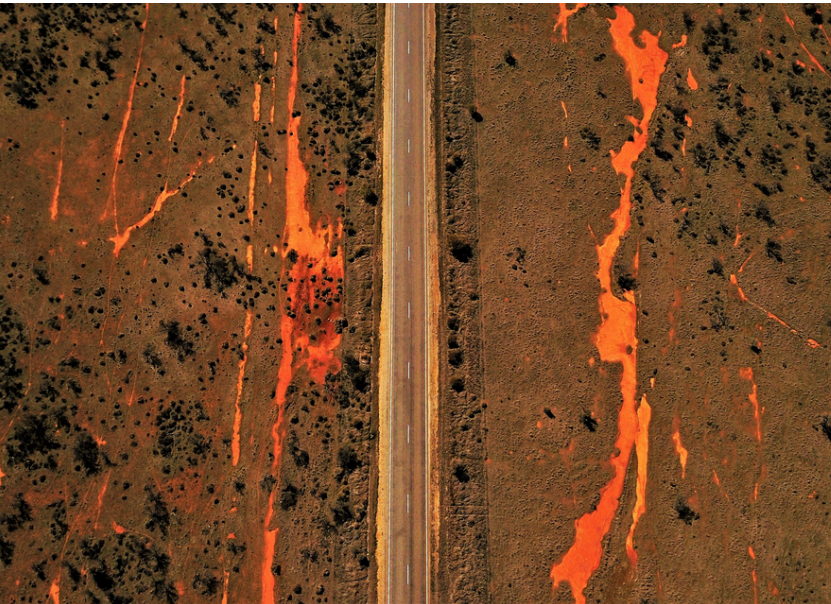
- We believe building genuine relationships and providing great customer service is the key to success.
- We believe fostering a great culture enables everyone to work at their best, feel secure, be respected and enjoy their work.
- We believe leading by example, setting clear goals and supporting the team, drives the culture and positive outcomes for staff and customers.
- We believe that with a clear strategy a business can grow and identify new opportunities and markets.
- We believe environmental and social considerations should be balanced with economic growth.
- We believe that embracing the right technology is essential to being at the forefront of the industry.



The UN Sustainable Development Goals

We support all 17 of the UN Sustainable Development Goals, however the goals that we have the most opportunity to positively impact through our operations and the projects we work on include:

- 5 Gender Equality - Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.
- 9 Industry, Innovation and Infrastructure - To build resilient infrastructure, promote sustainable industrialization and foster innovation.
- 11 Sustainable Cities and Communities - Making cities and human settlements inclusive, safe, resilient and sustainable.
- 13 Climate Action - To limit warming to 1.5° Celsius above pre-industrial levels, as set out in the Paris Agreement, global greenhouse gas emissions will need to peak before 2025. Then they must decline by 43 per cent by 2030 and to net zero by 2050.
- 15 Life on the Land - Conserving life on land. It is to protect and restore terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and stop biodiversity loss.



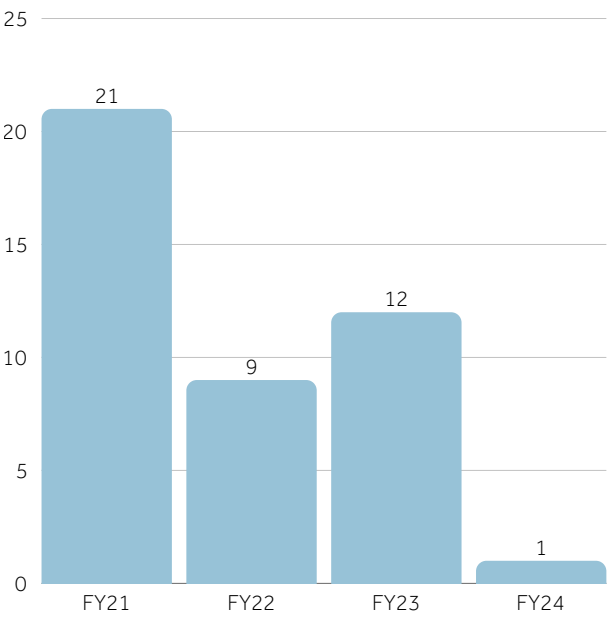
Our People

Our culture is extremely collaborative, and we work closely together as a team and constantly communicate with one another, our clients, and consultants we work with to ensure we deliver effective solutions for our client's projects.

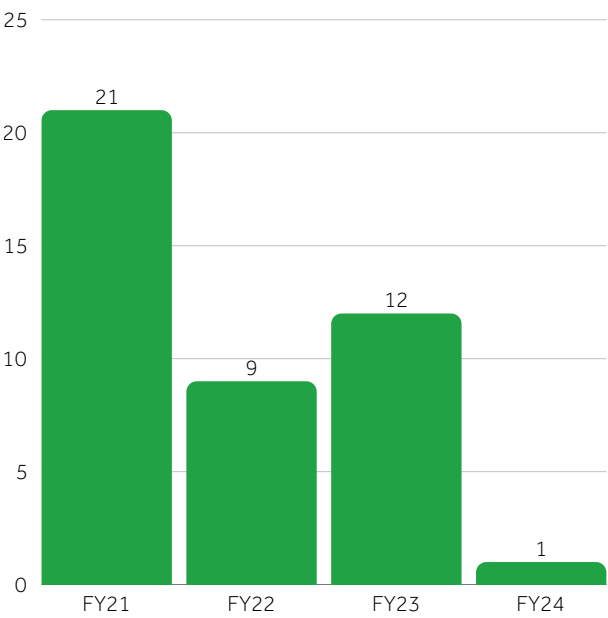
We believe that prioritising our team's wellbeing and growth ensures that we can continue to have such high levels of retention and a successful recruitment strategy to attract future employees. We achieve this by providing the opportunity to join our Employee Share Ownership Plan, offering a Graduate Program and tailored professional development programs, and by continuing to prioritise a healthy work-life balance.

We currently have a highly engaged and motivated team of over 76 people split between our engineering, town planning, surveying, traffic engineering, certification, project management, and administrative teams. Since FY23, we have had an overall retention rate of approximately 94%.

We have an Employee Share Ownership Plan (ESOP) in place. Currently 27 (this is an increase of 13 on our previous year) of our 76 strong team are part of the ESOP. This represents 36% of the BRS Team; when also considering the 5 Directors, this equates to 32 people or 42% of the BRS Team who are now owners of BRS.



Annual Staff Turnover by %

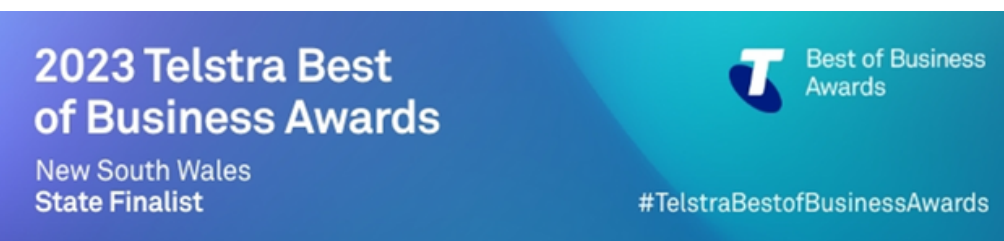


Team Growth

Every year, we utilise an independently run Employee Opinion Survey which provides our team with the formalised opportunity to have their say in making Barker Ryan Stewart a better place to work. The results from this year’s survey were benchmarked against data from over 450 Australian companies across a range of industries, including our own.

The results indicate that we are in the top 2% of companies Australia-wide, with a high average score of 82%, and that 82% of our team would not leave our organisation if offered an opportunity elsewhere – a sentiment we’re very proud of.





As a company, we are fully committed and passionate about diversity, inclusion, and gender equality within our organisation as we strongly believe that having a diverse and inclusive team allows us to create the best workplace possible and is a key determinant to our success.

We believe in creating a better workplace for our team, which is why we're committed to becoming a bigger player in the gender equality movement in our industry to help create more equity for women and close the gender gap within our historically male dominated industry.

We are strong supporters of the UN Sustainable Development Goal 5 Gender Equality - Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous, and sustainable world.

According to Engineers Australia, despite engineering being the largest employer within STEM (Science, Technology, Engineering and Maths) professions, it has the lowest representation of gender equality within the industry with women comprising of only 16% of the engineering workforce in Australia. Similarly, data from the Association of Consulting Surveyors NSW indicates that only 3% of Registered Surveyors are women. These statistics demonstrate that significant change needs to be made to increase in the participation and retention of women within our industry.

Currently, 30% of our team is comprised of women and we are continually looking for ways that we can increase this figure by attracting more women to join our team. We also want to ensure that we are empowering the women within our team to work at their best, feel secure and included, be respected, and enjoy their work.

Our success in driving equality in our industry was acknowledged by BRS being recognised as a finalist in the Telstra Best of Business Awards in the Accelerating Woman category in 2023.



Our Clients

We are primarily a business-to-business consultancy firm and currently have over 1,000 active clients, all of whom are unique and require different outcomes on their projects. To describe our customers more succinctly, we work closely with a diverse range of property developers, publicly listed companies, consultants, NGOs, and all levels of government.

Within the past year, we have undergone a thorough customer persona insight gathering process to ensure that we continue to have a strong understanding of who our target customers are and how we can best service and support their individual needs.

In FY 2023-24 we:



Worked with 682 clients



Worked on 1,045 projects

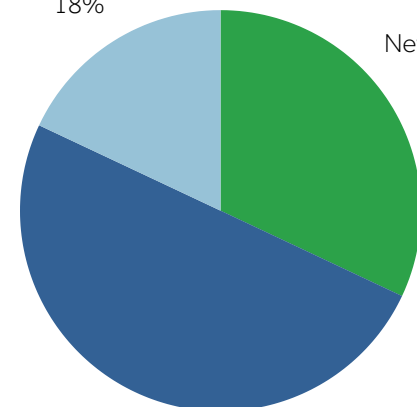


Created 1,264 new projects in Total Synergy

LGP/Tender
18%

New Business
32%

Repeat Business
50%



FY23-24 Revenue



Innovation

We believe our value proposition is enduring as it ensures we are continuously looking to grow as an innovative company by making small, incremental improvements on a consistent basis, with the belief that these small steps will add up to significant change. We understand that taking leaps and bounds to reach our goals is unsustainable, which is why we strongly believe implementing a strategy to improve by just one percent each day is the best way to create better outcomes for our company in the long run.

We support the UN Sustainable Development Goal 9 Industry, Innovation and Infrastructure - to build resilient infrastructure, promote sustainable industrialization and foster innovation.

To help align our resources, we primarily use cloud-based software including our practice management system, Total Synergy, our Customer Relationship Management system, HubSpot, and Office365 programs including Microsoft Teams, SharePoint, and Planner.

We use 12d Synergy, which has improved our document management capabilities and enhance our ability to remotely access data and files. Microsoft PowerApps and Power Automate enables us to automate numerous processes, including our current quality assurance system.

We also use Power BI, a data visualisation program which will assist in providing project and performance metrics through dashboards, reports, and analytics for our team. The implementation of Power BI has enabled our leadership team and staff to make informed decisions with near real time data on business performance.

The utilisation of cloud-based software applications enables our team members to access the information they need to undertake tasks regardless of where they are located and the time of day. This contributes to overall project efficiencies as well as an improved work-life balance for our team.

Our Integrated Management System has been independently assessed and certified as meeting the requirements of ISO 9001:2015 Quality Management Systems to assure the quality of our work.

Financial Performance

Over a period of significant growth, Barker Ryan Stewart has been able to maintain a strong financial position and balance risk associated with growth and entering new markets with financial stability to ensure future success.

We have experienced consistent revenue growth over the past three years, which has included an 18% revenue growth for the financial year ending June 2021, a 20% revenue growth for the year ending June 2022 and a 34% revenue growth for the financial year ending June 2023, and a 8.1% revenue growth for the financial year ending June 2024. Furthermore, our forecast revenue growth is 50% over the three-year period remaining of our strategic plan ending June 2027.

Our historic revenue growth has been a mix of organic growth and acquisition. On top of this, our revenue streams have grown across all our disciplines which has significantly strengthened our financial position.

The monthly analysis of revenue includes analysis by discipline (engineering, surveying, planning, certification and project management), analysis by private v government clients to ensure a balanced mix is achieved, and tender v non tender projects. Analysis is also undertaken to review repeat v new clients to ensure we are both servicing our existing clients and attracting new clients through our marketing activities.

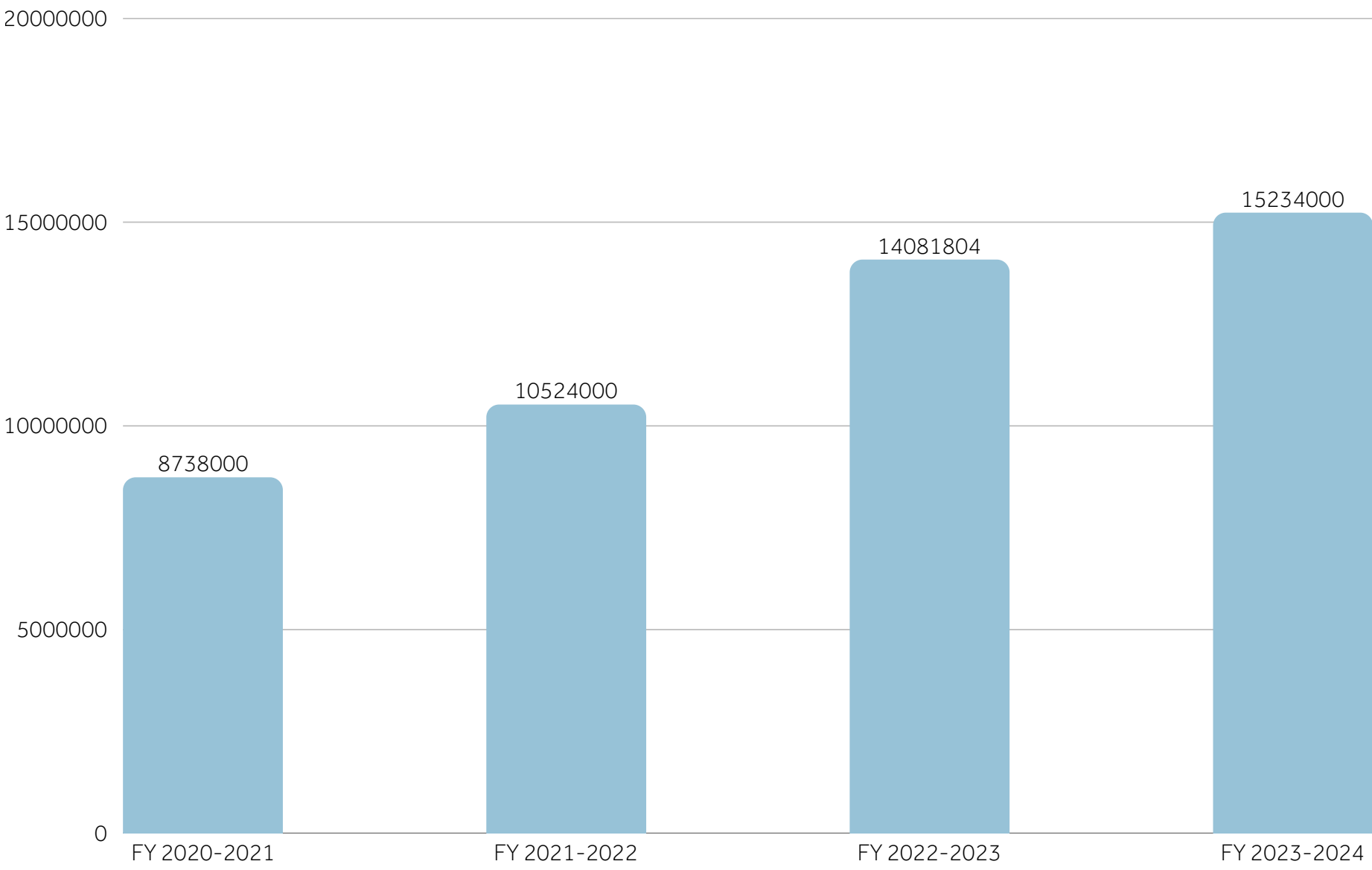
The top 50 clients by revenue and profit are analysed monthly to ensure these clients are well-served. We also have a robust revenue projection done within Total Synergy to ensure the continuity of our pipeline of work.

We had a dip in net profit in FY24, this was a result of a bit of consolidation, upgrades to four of our offices, improved IT systems and boosting our management and support team. The net profit margin forecast is conservative to ensure our focus is on maintaining key employees with competitive market salaries and expenditure on innovation to ensure we stay ahead in the market. A forecasted 16% profit margin is above the industry average and reflects the spread of service offered and overheads controlled to ensure continued success. Overheads are reviewed against budget monthly and variances identified.

Historically, we have a robust balance sheet, and this is not forecast to change with the liquidity ratio >1.5 in FY24 and forecast is to remain at this level. Historically, the company has had a low debt to equity ratio and is well positioned to take advantage of future potential acquisitions if considered desirable. We have a strong relationship with our bank who is willing to support growth through lending.



BRS Gross Revenue



Environmental Performance

We support the UN Sustainable Development Goal 13 Climate Action - to limit warming to 1.5° Celsius above pre-industrial levels, as set out in the Paris Agreement, global greenhouse gas emissions will need to peak before 2025. Then they must decline by 43 per cent by 2030 and to net zero by 2050.

Our Integrated Management System has been independently assessed and certified as meeting the requirements of ISO 14001:2015 Environmental Management Systems, to assure we are protected the environment and achieving our sustainability goals.

At the end of the 2023-24 financial year, we calculated and set our baseline measure of carbon emissions across our operations which includes seven offices and a team of over 76 people at the end of the financial year.

To calculate our scope 1 emissions, we applied the average emissions intensity of heavy SUVs and light commercial vehicles of 212.5 g/km (determined by the Federal Chamber of Automotive Industries Australia) to cover our vehicle fleet. For scope 2 emissions, we have applied the average use 0.91 tonnes of CO2 per full time equivalent employee per year (determined from The Chartered Institution of Building Services Engineers UK) for our energy use and office operations.

Due to the difficulties associated with determining our scope 3 emissions, we have not included them in this report. We are aiming to have a method of calculating these emissions and provide them for our FY28 Sustainability Plan.

The resulting emissions (tonnes CO2) that form our carbon footprint for FY23-24 are:

Scope 1 Emissions

- Direct greenhouse gas emissions from our vehicle fleet = $(278,023\text{km} \times 212.5)/1,000,000 = 59.1$ tonnes

Scope 2 Emissions

- Indirect greenhouse gas emissions from energy use and office operations = 62.1 average FTE \times 0.91 = 56.5 tonnes

Scope 3 Emissions – to be determined in 2024-25

- Employee home working
- Employee commuting
- Business travel
- Purchased goods, services and capital goods.

Therefore, our total scope 1 and 2 emissions for the FY2023-24 were estimated at 115.6 tonnes, which is similar to our estimated FY2022-23 emissions.

BRS will offset our 2023-24 emissions, 115.6 tonnes, using the services of Greenfleet which planted an equivalent of approximately 462 trees on our behalf.

It is our intention is to reduce our overall scope 1 and scope 2 emissions to reduce the amount of carbon offsets required to achieve our aim of being carbon neutral for scope 1 and 2 emissions by 2030. We are also looking to gain a more comprehensive understanding of how to determine the scope 3 emissions, and then identify ways that we can sustainably reduce these emissions.

Social Engagement

We're a team who understands that everything we do personally and professionally has an impact on the communities in which we live, work and play. We don't just want to be involved in exceptional architecture or significant projects; we also want to make a positive impact on people's lives. One of our founding principles was to ensure that our entire team not only has a sense of purpose working on our client's projects but also takes pride in supporting our local communities.

We know that our team is a small part of a much larger community who we don't always reach through our day-to-day projects, which is why for us it's important to give back to our community by supporting a diverse range of charities and not-for-profit organisations.

We provide pro bono services for an array of not-for-profit organisations who help create better outcomes for our communities. We also support charities that support and advocate for important causes such as North West Disability Services, Cancer Council, The Mark Hughes Foundation, Push for Better Foundation, OzHarvest, Good Samaritans Foundation, and Pink Ribbon Day – just to name a few.

The following are some other examples of the community work we have been involved in this year:

- Competing in the Evolution Charity Cup surfing competition
- Providing reduced fees for a project to support a local business affected by the Northern Rivers flooding



Governance

Barker Ryan Stewart is led by our Chief Executive Officer and Director, Andrea McDonald, who is responsible for proactively leading our team and managing the overall operations of Barker Ryan Stewart through the development, delivery, and continual refinement of our business strategies and actions.

Alongside Andrea, the Board of Directors is comprised of fellow Directors Glenn Barker, Garry Ryan, Ian Stewart, Glenn Jameson, and our Senior Associate Chris Borg – all of whom have a civil engineering, town planning, certification, or project management background. The Board of Directors is responsible for the overall governance, management, and strategic direction of Barker Ryan Stewart as well as delivering accountable corporate performance in accordance with our company's goals and objectives.

Craig West from Succession Plus has been engaged as an independent advisor to the board. Our board members have a wide range of technical, financial, marketing, and business development skills, knowledge and experience which ensures that there is a diversity of perspective and a well-rounded decision-making process that helps contribute to the success of Barker Ryan Stewart.

Our leadership team also consists of our discipline managers, who are responsible for mentoring and leading their respective teams and providing expert technical advice on our projects, as well as our office managers, who are responsible for driving, maintaining, and enhancing our team culture within each office.

On top of this Annual Sustainability report which reports on how we performed against our Environmental, Social, Governance and Financial goals, we also have a number of policies which guide us to ensure we are applying our core belief of, 'We believe in better'.

In the 2023-24 Reconciliation Australia has endorsed our Reconciliation Action Plan which we are now implementing through our RAP working group.

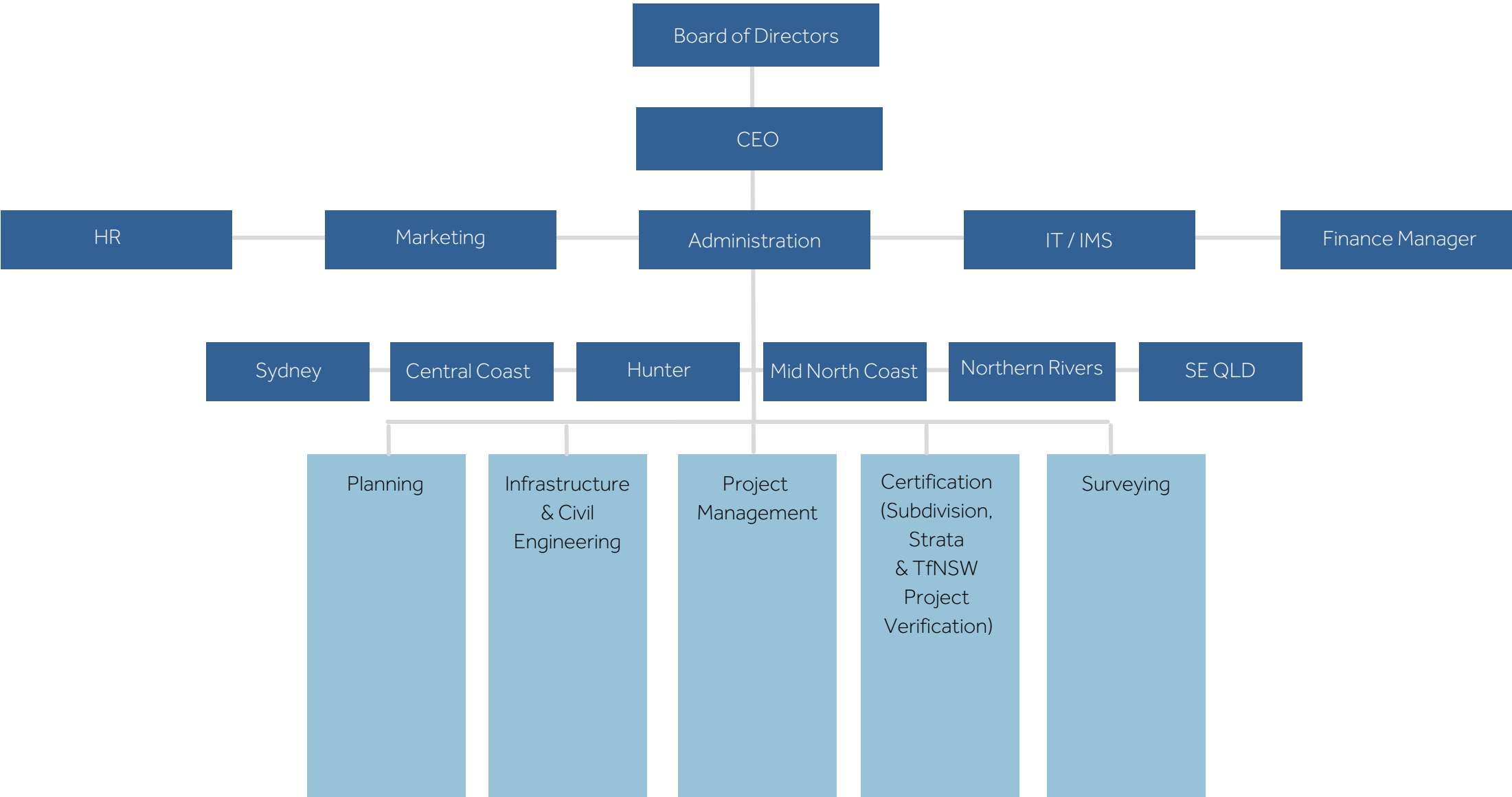
Our Integrated Management System has been independently assessed and certified as meeting the requirements of ISO 9001:2015 Quality Management Systems, ISO 14001:2015 Environmental Management Systems and ISO 45001:20018 Occupational Health and Safety Management Systems, to assure the quality of our work, the safety of our people and protection of the environment and achieving our sustainability goals.

The IMS Manual comprises policies and procedures that provide our employees and subcontractors with a clear understanding of the requirements to be complied with, to ensure that our products and services meet all client and best practice requirements, and record forms and instructions, which are used to verify activities and provide evidence that the specified requirements have been met. The IMS Manual also defines the company objectives, structure and the responsibilities and authorities of our people.

In accordance with our Work Health and Safety requirements, we record all our WH&S incidents, lost work hours and to come up with the best ways to improve our systems and operations to ensure a safe and healthy workplace in our offices, at home and the projects we work on.



BRS Organisation Chart



Our Projects

We currently have approximately 1,000 active projects spread across a wide range of disciplines, locations, market sectors, and clients, which means that we need to utilise different collaborative digital tools, software, and technology to ensure we not only meet but exceed our client's expectations.

The UN Sustainable Development Goals we support through the delivery of the projects we are involved in:

- 11 Sustainable Cities and Communities - Making cities and human settlements inclusive, safe, resilient and sustainable.
- 15 Life on the Land - Conserving life on land. It is to protect and restore terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and stop biodiversity loss.



Climate Resilience and Sustainability



NSW Flood Levee Surveys

Barker Ryan Stewart was engaged by the NSW Public Works Department of Regional NSW for the provision of surveying services associated with several flood levees across the Northern Rivers region.

The project forms part of NSW Public Work's Flood Levee Repair and Maintenance Program, which was formed following the significant and devastating flooding events that occurred across NSW in early 2022.

The Program included a review of the existing urban levees protecting local communities and aimed to identify any necessary repair and maintenance work.

The information captured by the surveys, inspections and conditions assessments was utilised by NSW Public Works to prioritise planned maintenance and repair works required throughout the region.

Barker Ryan Stewart completed detail surveys of several levees within the Byron Shire Council, Tweed Shire Council, and Kyogle Council LGAs.

The project included the following flood levees:

- South Golden Beach Levee
- Murwillumbah CBD Levee
- Murwillumbah South Levee
- Murwillumbah East Levee
- Murwillumbah – Dorothy-William Street Levee
- Tweed South Levee
- Kyogle Levee

We are proud to have been involved in a project that will help improve the resilience of infrastructure and protect communities against potential future flooding events.



Ngambaa Feral Predator Fence Water Crossing Design

Barker Ryan Stewart assisted NSW Public Works and National Parks and Wildlife Services by providing civil engineering services required for the design of a feral predator fence water crossing in Ngambaa Nature Reserve.

Feral predator free areas provide native wildlife with essential protection from the devastating consequences of invasive species including cats, foxes, boars and goats. Since European colonisation, 26 native mammal species have become extinct in NSW, whereas 50–60% risk endangerment.

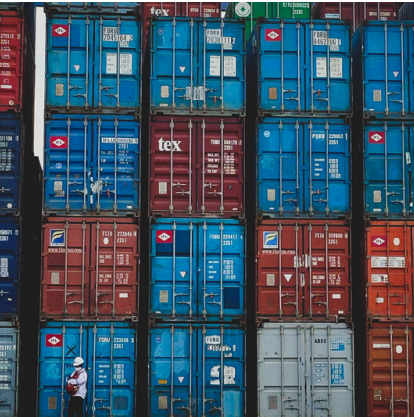
Ngambaa Nature Reserve specifically, is home to the threatened species of the long-nosed potoroo and the eastern chestnut mouse.

Native protection is achieved by erecting conservation fencing surrounding perimeters of the determined ecological restoration area which prevents such feral fauna from entering, and native wildlife from leaving.

Our civil engineering team proudly worked in collaboration with the NSW Public Works and National Parks and Wildlife Services to develop the Ngambaa fence water crossing design which was successfully completed in May of 2024.

This project aligns closely with our aim to create a better future for our environment, and we are proud to play a role in helping important conservation efforts.

Supporting Job Growth



Moorebank Logistics Park

Moorebank Logistics Park is a 243-hectare logistics and intermodal precinct set to become Australia's largest freight infrastructure project.

The well-connected logistics precinct will offer 850,000 sqm of onsite large format warehousing and auxiliary services, including 23 warehouses ranging in size from 20,000 to 60,000 sqm. It also features multiple retail areas and other amenities to support a thriving onsite community. Over the next 30 years, Moorebank Logistics Park is set to deliver approximately \$11 billion in economic benefits, including \$120 million per year for the local economy in Sydney's south-west.

Due to its sheer size and scope, the Moorebank Logistics Park will set a new standard for sustainable outcomes in Australian industrial developments. The precinct is targeting a 5 Star Green Star Design and Build Certification, alongside the installation of Australia's largest rooftop solar and micro-grid which will provide 60 MW of rooftop solar across the precinct.

Once operational, the precinct is expected to remove more than 3,000 heavy truck movements from Sydney's roads daily, helping to reduce 111,000 tonnes of carbon transport emissions annually.

Barker Ryan Stewart is acting as the Principal Certifier for the State Significant Development and has been involved in conducting the compliance inspections and issuing Compliance Certificates for the construction of the ring road in the Western Precinct. Barker Ryan Stewart will also be responsible for issuing the Subdivision Certificates across the development.



Northern Beaches Surf Life Saving Clubs

Barker Ryan Stewart was engaged by the Northern Beaches Council for the provision of traffic engineering services associated with the redevelopment of the Long Reef and Mona Vale Surf Life Saving Clubs.

Development approval has been granted for both the Long Reef and Mona Vale Surf Life Saving Clubs, and both clubs will soon be given a significant facelift.

The \$6.9 million development at Long Reef will include the demolition of the existing surf club and the construction of three new buildings, including a two-storey clubhouse, gym, training room, function room and a proposed new amenities block.

Similarly, the \$6.6 million development at Mona Vale will include the demolition of the existing surf club, and the construction of a new surf club building, including a café, restaurant, and function space.

The Northern Beaches Council has been working closely with both clubs and the local community to ensure the new developments will provide elite facilities for club members and the community, whilst at the same time fitting in with the natural environment.

Our scope of services included the provision of Construction Traffic Management Plans required for the construction phase for both clubs, which is set to commence towards the end of this year.

The Construction Traffic Management Plans will help to ensure the safe and controlled movement of traffic at each site during the demolition, excavation and building works to address potential traffic, access, car parking and pedestrian issues generated by the works.

Housing and Community Needs



Huntlee

Located in the heart of the Hunter Valley, Huntlee is a thriving master planned community with a focus on education, employment, and enjoyment.

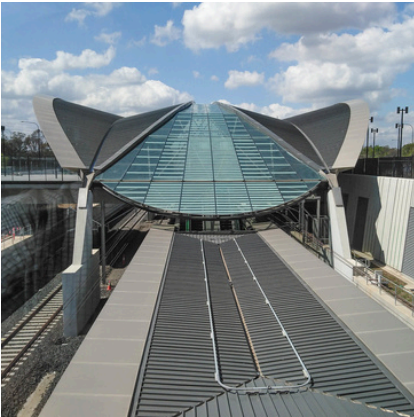
Huntlee is the first new town to be built in the Hunter region in over 50 years and will be home to 20,000 people once completed. The masterplanned community comprises of 7,500 homes spread across four villages and surrounding a 200ha town centre, to create a connected and thriving community. The town centre includes a market-style Coles supermarket and 11 speciality stores, alongside a childcare centre, medical centre, and the Huntlee Tavern.

The estate caters for a range of retail and commercial precincts, and features a recreational lake, sporting oval, parks and playgrounds, and an education precinct.

Barker Ryan Stewart has been involved in the development of Huntlee from its initial construction phase, having worked closely with LWP over the past decade to help create better outcomes for the masterplanned community.

Our involvement has included acting as the Principal Certifier for the subdivision over multiple stages, and as the TfNSW Project Verifier for the entry road. This has included the provision of:

- Subdivision Works Certificates
- Compliance Certificates
- Subdivision Certificates
- TfNSW Construction works verification
- TfNSW design verification
- TfNSW Monthly Progress Reports and Construction Certificates
- TfNSW Final Verification Certificate



Tallawong Station Precinct South

Barker Ryan Stewart was engaged by Deicorp for the provision of traffic engineering and town planning services to assist with obtaining development consent for the proposed Tallawong Station Precinct South development.

The proposed mixed use development will include up to 16 buildings varying in height to a maximum of eight storeys. These buildings will include up to 1,100 residential dwellings, alongside a variety of commercial, retail, and community spaces. A minimum of 5% of the residential dwellings will be allocated for Affordable Rental Housing, which will be managed by Bridge Housing Group.

Our full scope of services for Deicorp included:

- Traffic and Parking Impact Assessment Report
- Traffic counts and SIDRA analysis
- Crime Prevention Through Environmental Design Report
- Construction Management Plan
- Construction Traffic Management Plan
- Waste Management Plan

The development is located in close proximity to the new Tallawong Station, providing residents access to convenient transport services and other great facilities. There will also be car parking and bicycle parking available for residents contained within basement parking areas.

The development forms part of the wider Sydney Metro Northwest Places Program, a Landcom and Sydney Metro partnership which will deliver up to 11,000 new dwellings around the Sydney Metro Northwest stations. The Tallawong Station Precinct South will be the first site to be developed under the program.

Essential Infrastructure



Wollombi Road Upgrade

Barker Ryan Stewart assisted Cessnock City Council with the provision of surveying, civil design and traffic engineering services required for the Early Works within Stage 1 of the Wollombi Road upgrade. The Wollombi Road upgrade will deliver high-quality infrastructure to improve capacity, safety and traffic congestion for the local community.

Stage 1 of the project includes an upgrade to a 2.9km section of Wollombi Road between Abbotsford Street, Bellbird and West Avenue, Cessnock. It also includes Early Works to construct a new intersection at Bellbird North.

The investigation and preliminary design phase of the project will consider a range of upgrade options including new and improved intersections, road pavement and kerb improvements, additional lanes, shared pathways and renewed utilities.

Barker Ryan Stewart delivered an Issued for Construction set of drawings and construction specifications for the new intersection at Bellbird North as part of the Early Works.

The full scope of services includes:

- Project management
- Cost modelling
- Technical specifications
- Bill of Quantities
- Safety in Design Report
- Topographic survey
- Preliminary design
- Detailed design
- Issue for Construction Design
- SIDRA modelling and Traffic Impact Assessment



Inland Rail Independent Verifier Panel

Spanning over 1,700km, the Inland Rail will complete our national freight network by connecting Melbourne and Brisbane via regional Victoria, New South Wales, and Queensland.

As the largest freight rail project in Australia and one of the most significant infrastructure projects globally, the Inland Rail is set to transform how freight is transported across the country by connecting regional Australia to domestic and international markets.

The Inland Rail Program comprises 13 individual projects across 36 local government areas in Victoria, New South Wales, and Queensland.

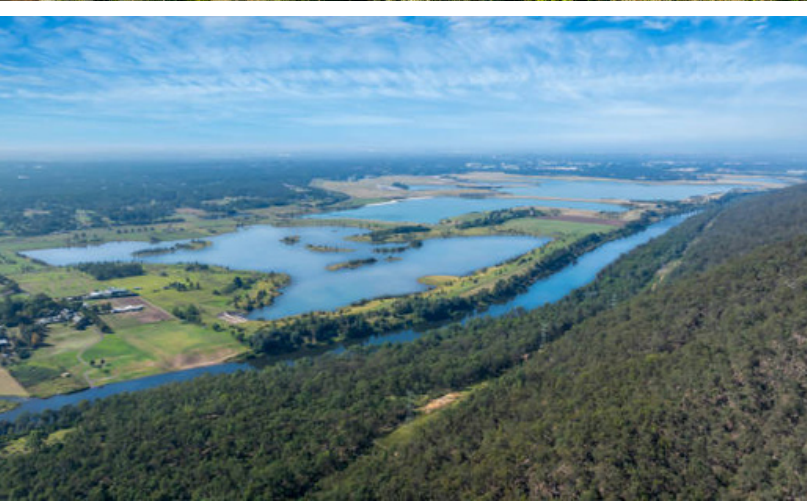
The 1,700km project will include the upgrade of 1,100km of existing rail line and build 600km of new track.

At the peak of its construction, the Inland Rail is expected to create approximately 16,000 new jobs and will inject \$18 billion into Australia's GDP during both construction and the first 50 years of its operation.

Once complete, the Inland Rail will significantly enhance our national freight and supply chain capabilities, by helping to better connect producers to markets and create new opportunities for regional communities, businesses, and industries.

Barker Ryan Stewart has been selected by the Australian Rail Track Corporation (ARTC) as one of only eight panel members for Independent Verifier services associated with the Inland Rail Project. We are proud to be involved in this landmark infrastructure project which will bring significant long-term benefits to Australia.

Our Action Plan



1) Overview

Our Sustainability Action Plan encompasses our existing relationship with sustainability and the actions we will be committing to over the coming years.

This document outlines our short-term goals (to be achieved throughout the next twelve months), our medium-term goals (to be achieved throughout the coming two-five years), and our long-term goals (including net carbon neutrality by 2030).

This Action Plan also details the changes we will be making to our organisation's structure, including the introduction of a new Sustainability and Climate Resilience discipline and the provision of services targeting protection against, and recovery from climate-change related events.

Our Sustainability Action Plan will also incorporate the formation of an Environmental, Social and Governance (ESG) Working Group, who will be tasked with enforcing and reviewing the policies applicable to sustainability and ensuring our words and good intentions are put into action.

2) Environmental, Social and Governance Working Group

To ensure that we hold ourselves accountable, Barker Ryan Stewart has formed a team of passionate individuals with diverse experience centred around sustainable practices in the property development and infrastructure industry.

This team, our ESG Working Group, will monitor our sustainability progress, ensure that we achieve the goals outlined in our Annual Sustainability Reports and will manage our new Sustainability and Climate Resilience discipline over time.

3) Sustainability and Climate Resilience - Services

To meaningfully contribute toward our end goal of building sustainable communities resilient to the effects of climate change, we have embedded numerous environmentally-conscious services into our repertoire, including:

Civil Engineering

Our existing civil engineering services that focus on sustainability include:

- Water Balance Reports
- Water Sensitive Urban Design
- Water Quality Management Plans
- Wetland Design
- Site Remediation and Rehabilitation
- Riverbank Stabilisation and Rehabilitation
- Soil and Water Management Plans
- Construction Environmental Management Plans

Our existing civil engineering services that focus on climate-resilience include:

- Flood Studies
- Flood Evacuation Plans
- Flood Impact Assessments

Planning

Our existing planning services that focus on sustainability include:

- Construction Environmental Management Plans
- Circular Economy
 - Demolition and Construction Waste and Recycling Management Plans
- Environmental Impact Statements and Review of Environmental Factors
- Crime Prevention through Environmental Design
- Social Impact Assessments
- Heritage Impact Assessments

- Traffic and Transport Management
 - Active and Integrated TMPs & Green Travel Plans
- EnviroDevelopment
 - Renewable energy projects & sustainability projects

Our existing planning services that focus on climate-resilience include:

- EnviroDevelopment
 - Floods, Bushfire and Coastal Erosion

Barker Ryan Stewart is also looking to adopt additional sustainability and climate-resilience services in the coming years to bolster our existing services. These include:

- Greenstar Certification
- Bushfire Planning
- Ecological Services
- Geotechnical Services
- Hydroengineering Services
- Coastal Engineering Services



4) Sustainability - BRS Operations

Below outlines the short-term goals we will be pursuing within the next 12 months, to minimise the impact of our day-to-day operations on the environment:

- Organise general waste, paper recycling, bottle/can recycling, soft plastics and food scrap bins
- Use biodegradable waste bags
- Use green friendly cleaning products (e.g. hand soap, dish soap)
- Encourage use of BRS Keep Cups
- Implement non-pod coffee machines to limit single-use plastic waste
- Switch off the lights in rooms that are not in use (particularly common areas)
- Turn off equipment at the end of the day (e.g. printers, TV, coffee machines)
- Defrost fridges to ensure they run efficiently
- Calculating Scope 1, 2 and 3 carbon emissions using the Emissions Impact Dashboard for Microsoft 365
- Offsetting our emissions using Green Fleet
- Signing fee proposals/contracts electronically
- Transitioning to becoming a paperless office
- Donate portion of BRS Foundation and pro-bono work on sustainable projects
- Work-life balance (i.e. flexible working hours/locations)
- Promote sustainability with respect to our IMS by digitising the system
- Prepare Green Travel Plan for each office
- Bank with Bank Australia or similar bank
- Local Government Procurement Sustainable Choice registration
- Department of Planning and Environment Sustainability Advantage Recognition Scheme registration
- Infrastructure Sustainability Council membership
- Create Sustainability and Climate Resilience capability statement and update CVs to promote services

The following outlines our medium-term goals we are looking to adopt over the next 2-5 years:

- Install solar panels on Beresfield office and connect to grid so we can utilise a charging station
- New company vehicles to be EVs where practical/financially viable
- Independently certified for Scope 1, 2 and 3 carbon emissions via Climate Active

The above actions will be undertaken with the goal of achieving net carbon neutrality by 2030.

Additionally, we are actively working toward acquiring ISAP Accreditation from the Infrastructure Sustainability Council within the next few years.

In implementing our Reconciliation Action Plan, we have also taken on the related goals of:

- Attending First Nations Engineering & Sustainable Design Workshops
- Fostering a culture of connection with Country by attending immersive and educational First Nations led workshops, activities and seminars
- Taking on pro-bono projects for Aboriginal housing initiatives
- Working alongside First Nations owned organisations and stakeholders to take meaningful action toward reconciliation and sustainability in our business operations

