

An aerial photograph of a construction site, likely for a large-scale infrastructure project. The central focus is a large, circular concrete structure, possibly a water treatment tank or a large storage silo, which is currently under construction. The interior of the circle is filled with earth and construction materials. Surrounding the central structure are various pieces of construction equipment, including cranes, scaffolding, and smaller structures. The overall scene is a mix of grey concrete, brown earth, and the blue-grey tones of the construction equipment. The image has a high-contrast, slightly desaturated aesthetic.

2025

Impact Report



Acknowledgment of Country

The Infrastructure Sustainability Council (ISC) acknowledges the deep connection of Traditional Custodians to Country. We recognise that the relationship between Australia's Aboriginal and Torres Strait Islander communities and their land, water and sky has endured for millennia, and we pay our respects to Elders past, present and future.

ISC endeavours to promote the development of infrastructure that is inclusive and meets the needs of present and future generations of First Nations peoples in Australia, Aotearoa New Zealand and all the Asia-Pacific countries in which we operate.



Message from the Chair and CEO

Welcome to the Infrastructure Sustainability Council (ISC) Impact Report for 2025.

This year's report reflects a period of challenge, growth and transformation across the infrastructure sustainability sector in Australia and Aotearoa New Zealand. Despite economic headwinds and shifting policy landscapes, our community of members, partners and practitioners have continued to deliver meaningful impact.

In FY25, ISC certified 29 As Built projects across rail, road, energy and water, achieving a combined emissions reduction of nearly 3.5 million tonnes of CO₂e. These projects also delivered significant financial value, with avoided costs equating to approximately 10% of total CAPEX, or just over \$1,274 million. These outcomes reinforce the tangible benefits of sustainability, not only for the environment but also for project owners, delivery partners and the broader community.

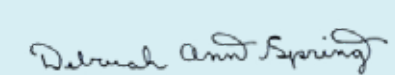
We've made important strides in the nature space and biodiversity impact highlighted by our recently released alignment notes and thought leadership paper, recognising the deepening connection between climate and nature. Our work in this space is becoming more urgent, and we are proud to contribute to shaping a nature-positive future.

FY25 also saw the evolution of our tools and services. The IS v2.2 Design & As Built Tool was updated to improve responsiveness, flexibility and ease of use—particularly for smaller-scale projects. We launched a new membership offering and 10 new member committees to foster collaboration and drive market transformation. We presented a comprehensive program of events, offering the accessibility and range of content our members need. Our accreditation, training and mentorship programs continue to grow, demonstrating the value we bring to the sector.

At the close of FY25, we are pleased to announce that our new Strategy 2030 is in place to build on past achievements and guide our future progress. The updated strategy 2030 expands our activities into new sectors including water and energy. It codifies our

intention to collaborate, innovate and lead – further strengthening our partnerships with government and industry, while working closely with the financial sector to unlock sustainable investment. It reflects our purpose: to enable connected infrastructure that supports people to thrive on a healthy planet.

We invite you to explore this report and celebrate the achievements of our community. Together, we are shaping infrastructure that is inclusive, resilient and restorative—laying the foundations for a better future for communities across Australia and Aotearoa New Zealand.



Deborah Spring, Chair



Toby Kent, CEO

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1.

Building a sustainable future.



Why it matters

Infrastructure investment must respond to society's immediate needs and also to societal and environmental challenges, including population growth, climate change, increased urbanisation, resource constraints and issues related to equity and economic participation. Infrastructure is central to sustainable development in terms of what is built, how it supports society and how it can be provided in ways that are sustainable, resilient and compatible with a future that is net zero, equitable and nature positive.

The infrastructure sector must work together to transform our infrastructure systems to safeguard the future for generations to come. The ISC provides a platform for its members and partners to collaborate and support each other on this journey. Our community of practice, our services and our tools are designed to drive sustainable outcomes and build industry capability across every level, from individual projects to connected assets and, ultimately, the entire infrastructure system.



The infrastructure sector
must work together
to transform our
infrastructure systems to
safeguard the future for
generations to come.



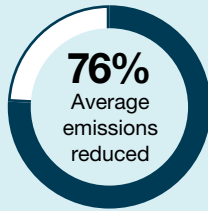
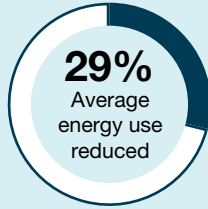
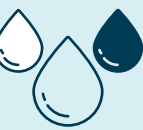
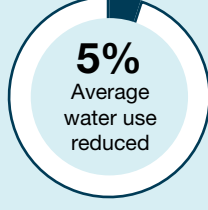
FY25 Snapshot

29 IS-certified projects across rail, road, energy and water sectors delivered measurable sustainability outcomes



\$1.274B avoided
(~10% of \$13.071B CAPEX)

Demonstrating measurable financial and environmental return on sustainable infrastructure

Emissions	 3,415,713 tCO₂e total emissions reduced*	 76% Average emissions reduced	Actual emissions: 1,066,541 tCO ₂ e	0.082kg tCO ₂ e per \$ spend
Energy	 31,735,863,057 MJ total energy use reduced*	 29% Average energy use reduced	Actual energy use: 77,332,342,994 MJ	5.92 MJ per \$ spend
Water	 21,603 ML total water use reduced*	 5% Average water use reduced	Actual water use: 418,267 ML	32L per \$ spend
Waste	 3,543,437 tonnes total waste diverted from landfill	 95% Average waste diverted from landfill	Actual waste generated: 3,716,972 tonnes	0.28kg per \$ spend

* In FY25, ISC certified 29 As Built projects across rail, road, energy and water. This overview provides a snapshot of the sustainability outcomes achieved by the IS As Built certified projects in FY25. It highlights the scale of investment (capex) alongside verified reductions in emissions, energy, water and waste, and the associated financial value of these improvements compared to business as usual. The data illustrates how infrastructure projects are delivering environmental and economic benefits beyond business-as-usual practices, independently verified using IS Ratings.

Innovations in FY25



Regional:
19

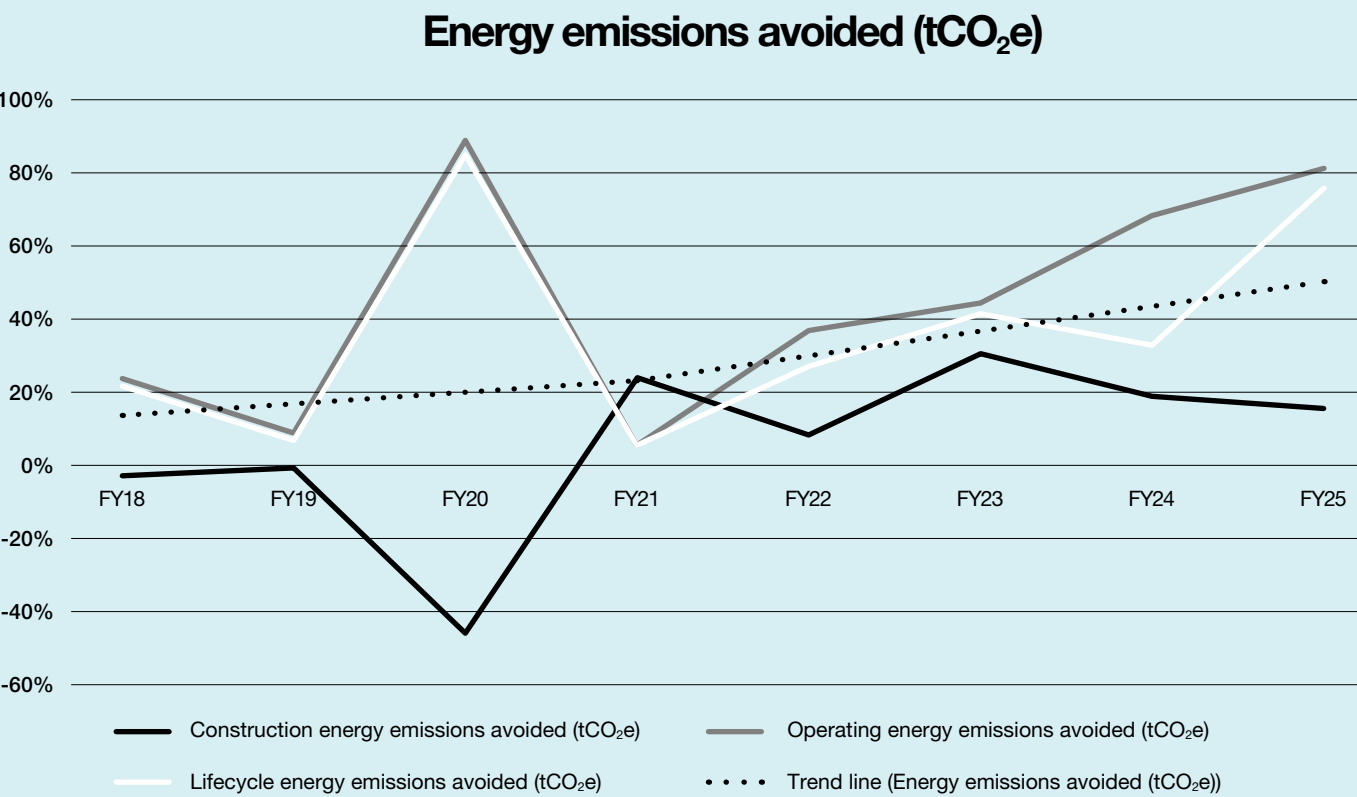


National:
21



Global:
1

Impact over time



The graph shows trends in energy-related emissions avoided, expressed as percentage reductions compared to business-as-usual scenarios, across IS As Built certified projects from FY18 to FY25. It compares construction, operational, and lifecycle impacts. Construction-related outcomes vary significantly year to year due to differences in project size, type, and location, while operational and lifecycle trends demonstrate steady improvement. This reflects the growing influence of sustainable design and enhanced operational efficiencies over time.

PROJECT SPOTLIGHT

Case study:
Union Road and Mont Albert Road
Level Crossing Removal Project
[Read the case study >](#)

PROJECT SPOTLIGHT

Case study:
Te Ahu a Turanga Manawatū
Tararua Highway
[Read the case study >](#)

2.

People and organisations driving change

ISC membership

Proponents & Policy Members



Supply Solutions Members



Delivery Partners Members

Consultants

Contractors



Knowledge & Network Members



Membership model changes

After extensive research, the membership business unit launched a new membership model in 2025. In response to the market wide consultation across Australia and Aotearoa New Zealand, the new model has reduced complexity and better segments the value chain ensuring benefits and value are more aligned with shifting priorities, interests, and needs.

The new model is also highly responsive to the request for additional committees and working groups; increased advocacy work powered by thought leadership; and more opportunities for executive engagement and policy leadership.

In November 2024, ISC recognised the sustainability initiatives of 2 ISC members with an Award for Excellence. Read the two case studies below.

MEMBER SPOTLIGHT

Arup and sustainable concrete solutions

In the lead-up to 2024, Arup took a leading role in addressing one of the most challenging contributors to greenhouse gas emissions for our sector: concrete. Concrete accounts for nearly 9% of global emissions. By collaborating with academia, suppliers and government agencies, Arup applied its technical expertise to research, develop and adopt sustainable concrete solutions on live projects, with immediate impacts.

[Read the full case study >](#)

MEMBER SPOTLIGHT

OMTID drives transformation through outcomes-led prioritisation

The Office of Major Transport Infrastructure Delivery (OMTID) was established in 2020 as a centre of excellence for major transport project delivery in Western Australia. Since then, OMTID has become a leader in embedding sustainability across road and rail projects, achieving multiple IS Ratings and recognition as early adopters of new and evolving IS frameworks, notably Design & As-Built v.2.1, Planning and IS Essentials.

[Read the full case study >](#)

Committees and working groups

IS Energy Advisory Group

Over the past year, the IS Energy Advisory Group reviewed ISC's role and suite of products in the context of the renewable energy sector. The group of energy experts and practitioners provided targeted feedback and strategic recommendations to ensure ISC's tools and services are fit for purpose and aligned with the rapidly evolving energy landscape. These contributions helped ISC

better understand stakeholder priorities and identify opportunities to enhance the cultural, social, environmental and economic outcomes of renewable energy infrastructure in Australia and Aotearoa New Zealand. We have begun incorporating the feedback into our tools and engagement, and will continue to do so in the coming year.



The participation of representatives from a broad cross-section of the energy infrastructure development industry was a clear strength of the IS Energy Advisory Group - the input from the cross-section of industry professionals definitely contributed to collation of relevant and useful recommendations.

We all need to ensure that the development of energy transition infrastructure not only improves the long-term sustainability of our energy network, but that this infrastructure is also planned, designed and constructed in a way that achieves positive sustainability outcomes such as embodied emission reductions and securing social licence. The IS Energy Advisory Group activities focused on this objective and I believe the Group's recommendations will support industry in achieving it.



Simon Hooper, Head of Sustainable Infrastructure, Perspektiv

ISC Trainers

Modern Slavery Coalition

ISC’s Modern Slavery Coalition was established in 2019 in response to the introduction of Australia’s Modern Slavery Act 2018 (Cth). The coalition aims to accelerate the eradication of modern slavery from infrastructure supply chains by shifting the industry from reactive compliance to transformational leadership.

In FY25, the coalition continued to work collaboratively on initiatives in knowledge sharing, capacity building and due diligence. These included:

- Progressing opportunities to drive collaboration and align due-diligence approaches across the infrastructure sector. This included developing a self-assessment questionnaire for suppliers
- Undertaking a deep dive on labour hire in Australia’s infrastructure sector to support members’ understanding of modern slavery and human rights risks in labour hire and subcontracting arrangements
- Providing input into modern slavery related questions for a draft supplier assessment questionnaire being developed by an overseas government
- Discussing learnings from a member organisation’s supplier mapping project. This work considered the supply chains of bitumen, the prevalence and nature of modern slavery, and how to manage risks
- Discussing members’ on-site worker practices, including training, ID checks and white card requirements, to inform modern slavery due diligence

- Sharing a member’s experience of an audit process focused on promoting safe and fair working conditions and responsible social and environmental management
- Providing members with regular updates on key global and local developments relating to modern slavery and broader human rights.

Technical Working Groups

The 6 Technical Working Groups (TWGs)¹ played an important role in updating the IS v2.2 Design & As Built Tool by providing valuable feedback. The groups also created user notes and templates for the broader industry and a document for proponents that supports them in setting the contract-related requirements for an IS Rating.

The TWGs were retired in July 2025 to make way for new technical committees, and ISC thanks the TWG members for their valuable contribution.

The future of member committees

In FY25, in response to member requests, ISC introduced 10 new member committees to strengthen collaboration and build capability. Each committee is aligned to a specific area of practice or a strategic priority. The 3 technical committees, Planning, Design & As Built and Operations, provide input into the ongoing development of the IS Rating Tools. The 7 advocacy committees are Policy and Advocacy, Capability, Contractors, Sustainable Procurement, Modern Slavery, AI and Digital, and Sustainable Finance. Each committee focuses on market transformation through shared insight and action.

In FY25, ISC delivered industry-leading training to over 1,000 professionals across the sector, directly supporting 82% of them in implementing and managing an IS Rating.

Our trainers bring extensive industry expertise as sustainability consultants, IS verifiers, accredited infrastructure sustainability professionals (ISAPs) and sustainability leaders, ensuring that professionals learn from practitioners with first-hand experience. They facilitate virtual and in-person training that is practical, impactful and responsive to the industry’s evolving needs.

Our trainers also play a critical role in developing and improving ISC’s programs through course design, content development and integrating participant feedback.

We thank our trainers for their dedication and commitment to building the capability of IS professionals and advancing sustainability across the infrastructure sector.

ISC Trainers:

Jon Panic	Paul Davies
Kat O’Mara	Rebecca Pickering
Ken Lundy	Rob Turk
Meg Wrixon	Simon Hooper
Patrick Illott	Tim Clark



¹ The 6 TWGs are: Proponent TWG, Planning TWG, D&AB TWG, IS Essentials TWG, Operations TWG and Sustainable Materials TWG.

Governance and leadership

Board directors

Deborah Spring, Chair

Jeremy Stone, Non-Executive Director

Amelia Linzey, Member Director, Beca

Bethia Gibson, Non-Executive Director

Craig McGrory, Member Director, ACCIONA

Finton Robertson, Non-Executive Director

Glenn Hedges, Member Director, CPB Contractors

Kerry Pronk, Company Secretary

Paul Plowman, Member Director, Sydney Water

Philip Helberg, Non-Executive Director

Co-opted committee members

Alex Osti, Mott MacDonald

Berenize Peita, Link Alliance

Adam Roberts, Australian Ethical Investment

Douglas Logan, Certis

Jody Williams, MolinoCahill

Brett Joyce, GHD

Brad Sherringham, Actuaries Institute

Julie Morgan, Independent

Executive team

(as of 1 July 2025)

Toby Kent, Chief Executive Officer

Brendan Lucas, Chief Financial Officer

Jane Nicholls, Chief Engagement and Communications Officer

Kris Fumberger, Executive Director, Product Solutions

MORE INFORMATION

[To read more about our directors and executive team click here >](#)



3.

A year of impact

IS Rating Scheme

Evolving our tools

The IS v2.2 Design & As Built Tool incorporates refinements built on industry feedback and project experience. The updates improve clarity and enhance flexibility.

Updates were made to 25 out of 37 credits, 12 rulings were incorporated into the manual and 109 ‘must statements’ were removed. Overall, the changes focus on reducing the administrative burden while enhancing consistency, accessibility and performance outcomes. The changes also include a new screening process for projects under \$500 million to improve the verification pathway for smaller-scale projects.

ISC has formally transitioned to our new verification procedure, designed to strengthen alignment with ISEAL principles, enhance the quality of feedback and deliver more consistent turnaround times. Specifically, we continue to see independent verification as critical to the credibility of IS Ratings but we have established an internal quality control function to ensure consistency in verification and adherence to the Technical Manual, which will work with a single external verifier rather than two.

FURTHER DETAILS

Further details are available on the [ISC Website >](#)

We acknowledge the valuable contributions from the following organisations in shaping IS v2.2 Design & As Built Technical Manual Updates:

ACCIONA	Ghella Abergeldie Joint Venture	Spark – North East Link
AECOM	Infrastructure Canberra	Suburban Connect
Arcadis	Inland Rail	Suburban Rail Loop Authority
Beca	J Fathers Consulting	Suburban Rail Loop Authority (on behalf of contractors)
BG&E	John Holland	Sydney Metro
Brisbane City Council	Laing O’Rourke Australia	TasWater
City Rail Link	Losee Consulting	TfNSW
CleanCo	Malo Sustainability Consulting	Tim Clarke Consulting
CmdrKat Consulting	Mott MacDonald	Water Corporation
Cundall	Nation Partners	WaterCare
Department of Transport and Main Roads	NZ Transport Agency Waka Kotahi	Westport
Fulton Hogan	Perspektiv	WolfPeak
Georgiou Group	Seymour Whyte	Wrixon Consulting
GHD	SMEC	WSP
Ghella		



FY25 Project Certifications

59 project certifications in FY25

By Region



By Asset



By Award Level



VIDEO

Western Sydney International Airport – Asphalt Runway Project by BORAL

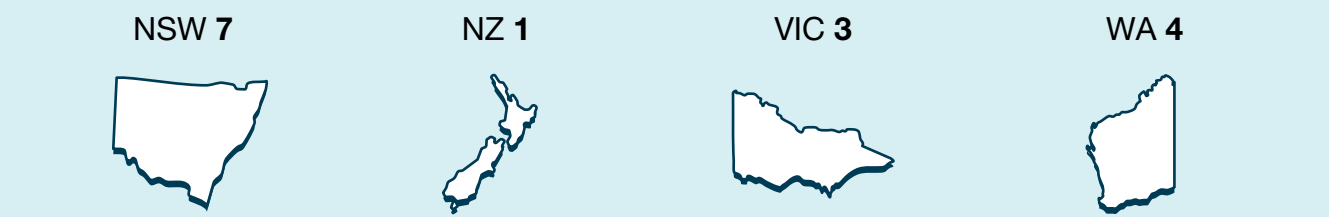
Boral was selected as the supply partner responsible for producing, delivering, and laying the asphalt for the runways, taxiways, and airside roads and pavements at Western Sydney International (Nancy-Bird Walton) Airport (WSI). As part of Boral Asphalt’s contribution to the build of WSI, the team implemented an Australian first through the extensive use of a biogenic bitumen binder on an airfield. In addition, it is the first use of biogenic binder in asphalt in permanent infrastructure in NSW.

[View the video >](#)

FY25 Project Registrations

15 project registrations in FY25

By Region



By Asset



FY25 Project Certifications

Project name	Version	Region	Certified as	Score	Award level	Asset type
Botany Rail Duplication	v1.2	NSW	As Built	70.24	Excellent	Rail
Brisbane Metro Project – Inner City Infrastructure Works	v1.2	QLD	Design	82.86	Leading	Road
Bruce Highway – Edmonton to Gordonvale	v1.2	QLD	As Built	75.85	Leading	Road
Bruce Highway – Maroochydore Rd and Mons Rd	v1.2	QLD	As Built	62.41	Excellent	Road
Bruce Highway (Rockhampton – St Lawrence) – Rockhampton Ring Road	v1.2	QLD	Design	49.31	Commended	Road
Cabramatta Loop Project	v1.2	NSW	Design	51	Excellent	Rail
Cabramatta Loop Project	v1.2	NSW	As Built	57.08	Excellent	Rail
Cherry St, Werribee Street, Old Geelong Road	v1.2	VIC	As Built	53	Excellent	Road
Chisholm Road Prison Project	v2.0	VIC	As Built	45.6	Silver	Prison
City Rail Link – Contract 3 – Link Alliance	v1.2	NZ	As Built	81.34	Leading	Rail
Coffs Harbour Bypass	v1.2	NSW	Design	86.39	Leading	Road
Djarindjin–Lombadina Water Treatment Upgrade Project	v2.1	WA	Essentials Design	27.3	Bronze	Water
Drury Rail Stations – Main Works Package	v1.2	NZ	Design	26.71	Commended	Rail
Gold Coast Light Rail Stage 3	v1.2	QLD	Design	75.43	Leading	Rail
Haughton River Floodplain Upgrade	v1.2	QLD	As Built	60.1	Excellent	Road
Kangaroo Point Bridge	v1.2	QLD	Design	71.02	Excellent	Cycleway
LXRP – SPA – Additional Works Package 4 (AWP4)	v1.2	VIC	As Built	81.77	Leading	Rail
LXRP – SPA – Parkdale – AWP6	v1.2	VIC	Design	68.6	Excellent	Rail
M6 Stage 1	v1.2	NSW	Design	60.69	Excellent	Road
Malabar Biomethane Project	v2.1	NSW	Essentials As-Built	22.8	Bronze	Energy
METRONET – Victoria Park–Canning Level Crossing Removal Project	v2.1	WA	Design	73.7	Gold	Rail
More Trains More Services 2 – South Works Package	v1.2	NSW	As Built	75.18	Leading	Rail
MRPV Barwon Heads Road Upgrade	v1.2	VIC	As Built	54	Excellent	Road
Narrabri to North Star (Inland Rail)	v1.2	NSW	As Built	58	Excellent	Rail
NELP – Early Works	v1.2	VIC	As Built	82.8	Leading	Road
Niagara Park, Ourimbah, Beecroft TAP3	v1.2	NSW	As Built	52.36	Excellent	Rail
O Mahurangi (Penlink)	v1.2	NZ	Design	65.92	Excellent	Cycleway/ Footpath
Parramatta Light Rail Stage 1 – Supply, Operate and Maintain Contract	v1.2	NSW	Design	70.16	Excellent	Rail
Perth Airport ASP	v2.1	WA	Essentials Design	27.1	Bronze	Road

Project name	Version	Region	Certified as	Score	Award level	Asset type
Redfern Station Upgrade – Stage 1	v1.2	NSW	As Built	81.26	Leading	Rail
Regional Rail Fleet Project – Dubbo	v1.2	NSW	As Built	87.06	Leading	Rail
RPV – MTP – Rail Infrastructure Alliance	v1.2	VIC	As Built	92.59	Leading	Rail
RPV – Warrnambool Line Upgrade	v1.2	VIC	Design	77	Leading	Rail
RPV – Warrnambool Line Upgrade	v1.2	VIC	As Built	44.94	Commended	Rail
SM City and Southwest-Central Station	v1.2	NSW	As Built	84.7	Leading	Rail
SM City and SW – Line-wide Works	v1.2	NSW	As Built	82.67	Leading	Rail
Smart Freeways – Mitchell Southbound Reid Highway to Vincent Street Alliance	v2.1	WA	Essentials Design	27.7	Bronze	Road
South Australia Road Maintenance Services	v1.2	SA	Ops 2 Year	36.3	Commended	Road
SRAP Contract – Harbour Zone	v1.2	NSW	Ops 3 Year	47.3	Commended	Road
SRAP Contract – Parklands Region	v1.2	NSW	Ops 3 Year	46.53	Commended	Road
SRAP Contract – River Zone	v1.2	NSW	Ops 3 Year	52.47	Excellent	Road
Sydney Gateway Stages 1 and 3	v1.2	NSW	As Built	63	Excellent	Road
Sydney Harbour Tunnel Motorway	v1.2	NSW	Ops 1 Year	52.51	Excellent	Road
Sydney Metro – City & Southwest – (TSOM)	v1.2	NSW	As Built	50.11	Excellent	Rail
Sydney Metro West – Western Tunnelling Package	v1.2	NSW	Design	96.84	Leading	Rail
Sydney Metro Western Sydney Airport Station Boxes and Tunnelling Works	v1.2	NSW	Design	73	Excellent	Rail
Takitimu North Link	v1.2	NZ	Design	40.63	Commended	Road
TAP 3 – Erskineville, St Peters, Normanhurst, Thornleigh, Pymble, Doonside Stations Upgrade	v1.2	NSW	As Built	75.2	Leading	Rail
TAP Denistone and Stanmore Station	v1.2	NSW	As Built	77	Leading	Rail
TAP3 – Towradgi Station Upgrade	v1.2	NSW	As Built	82.66	Leading	Rail
TAP3 – Unanderra Station Upgrade	v1.2	NSW	As Built	84.06	Leading	Rail
TAP3 Killara Station and Turrella Station	v1.2	NSW	As Built	77.21	Leading	Rail
TAP3 Waitara Station	v1.2	NSW	As Built	70.93	Excellent	Rail
Transport Access Program 3 – Birrong, Wollstonecraft, Roseville, Banksia and Canley Vale Stations Upgrade	v1.2	NSW	As Built	66.63	Excellent	Rail
Transport Access Program Tranche 3	v1.2	NSW	Design	67.22	Excellent	Rail
Warringah Freeway Upgrade	v1.2	NSW	Design	78.78	Leading	Road
Western Sydney (Nancy Bird-Walton) International Airport Terminal Precinct	v1.2	NSW	Design	71.53	Excellent	Airport
Western Sydney Airport Airside Civil and Pavement Works	v1.2	NSW	Design	82.22	Leading	Airport

Financial value

Using data from IS As Built certified projects in FY25, we have benchmarked a selection of projects against their Base Case. These third-party verified results span key impact areas: emissions, energy, water, waste, and materials.

To bring these outcomes into financial focus, we’ve applied average dollar values to each reduction. This enables a clear comparison of the estimated economic value of avoided resource efficiencies and circular economy outcomes (expressed as ‘\$ avoided’ across key categories) – such as reductions in emissions, energy use, water consumption, material use and waste to landfill – across certified projects as illustrated by Figure 2 and Figure 3.

The resulting ‘\$ avoided’ figures highlight the economic upside of sustainability, reinforcing

the value of IS Ratings for project owners, delivery partners, and the broader community with energy use reductions representing the largest share of savings, alongside significant contributions from emissions, materials and waste management (total \$ avoided across IS As Built certified projects in FY25 is \$1,274 million).

Collectively, they demonstrate how sustainability outcomes deliver environmental benefits and significant economic value for infrastructure projects.

Figure 2: Costs avoided by category (%)

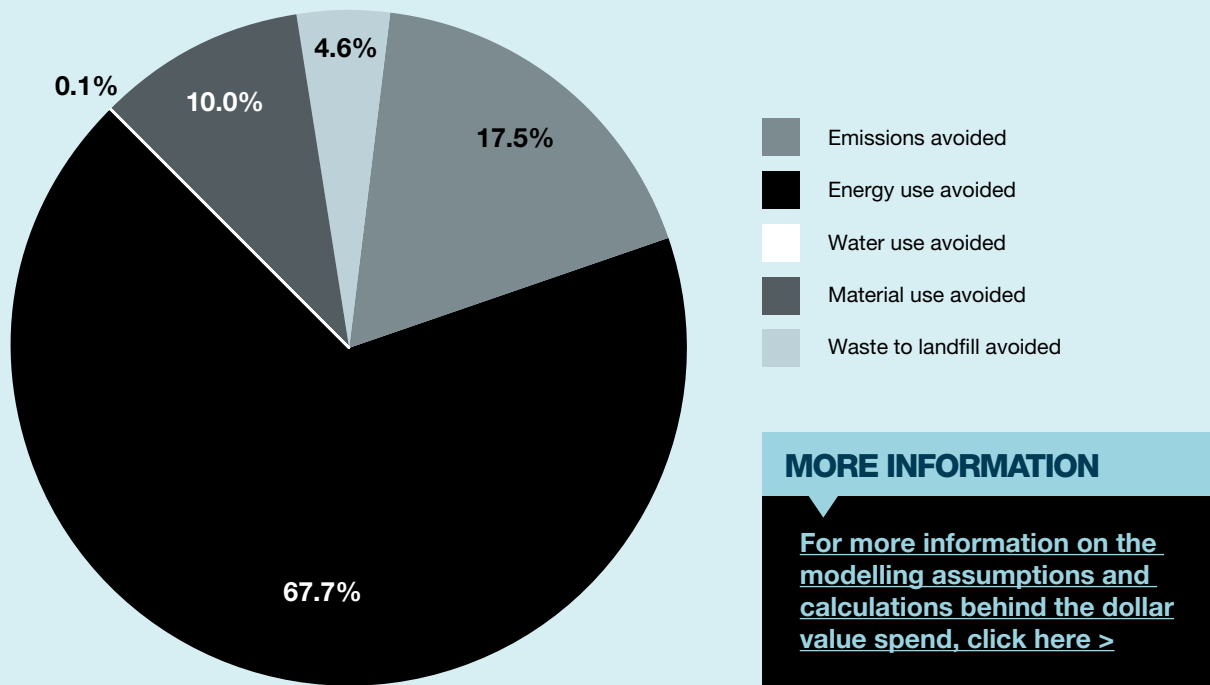
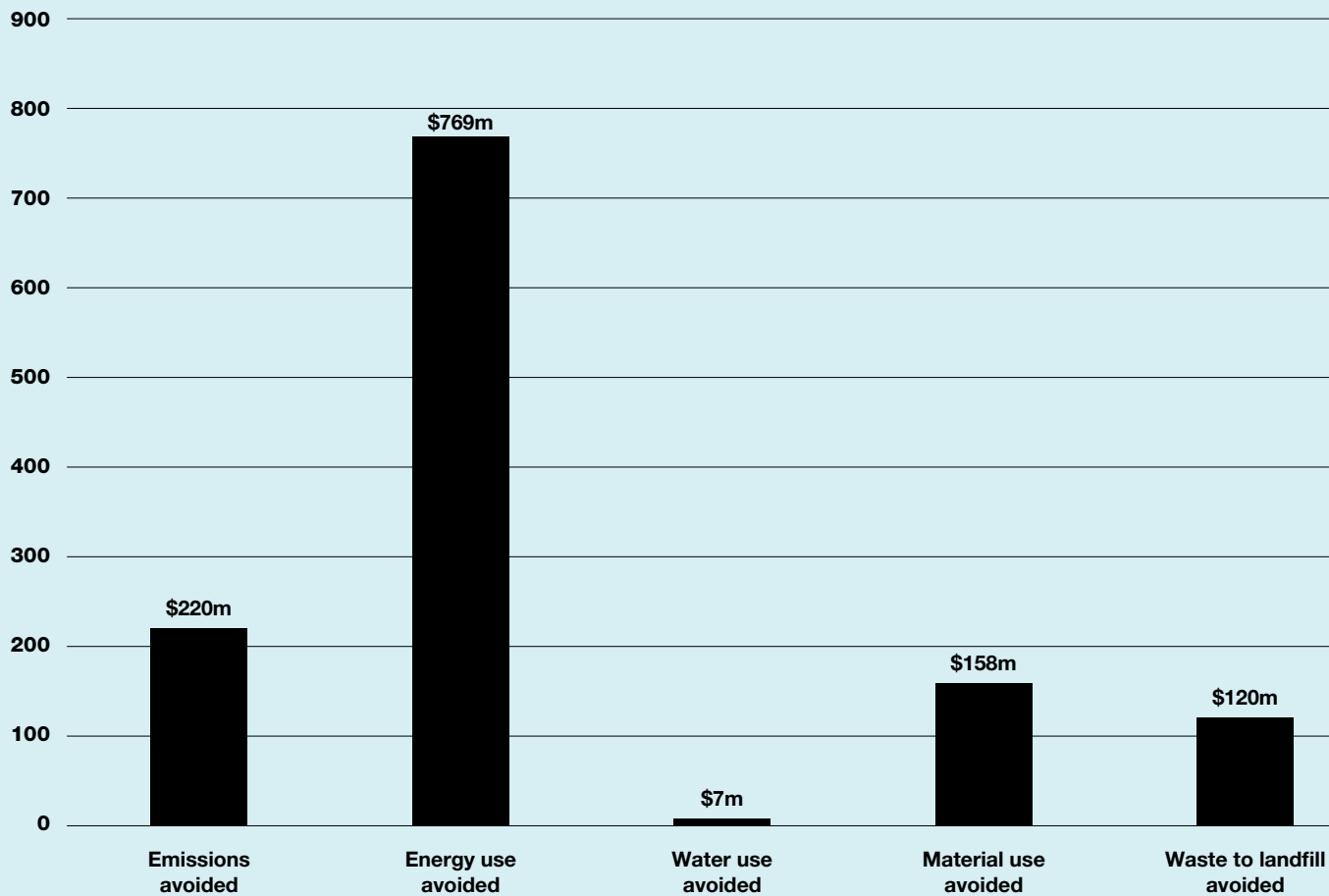


Figure 3: Costs avoided by category (million \$)



Efficiency achievements

From a longer-term perspective, Table 3 tracks resource efficiency achievements across all 128 IS As Built certified projects delivered between FY18 and FY25. It details annual and cumulative reductions in lifecycle materials, energy and water use relative to business-as-usual scenarios, highlighting both year-to-year variability and overall performance trends.

These results demonstrate how sustained adoption of sustainable practices has delivered significant cumulative benefits over time, even as outcomes per year vary depending on project size, type and location.

Table 3: Resource efficiencies across IS As Built certified projects FY18 to FY25 (128 projects)

Outcome	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	ALL (%)	ALL
Lifecycle materials emissions avoided (tCO ₂ e)	29%	7%	5%	10%	16%	30%	20%	12%	13%	1,878,120
Construction energy emissions avoided (tCO ₂ e) ²	-3%	-1%	-46%	24%	8%	31%	19%	16%	4%	173,703
Operating energy emissions avoided (tCO ₂ e)	23%	9%	89%	5%	37%	44%	68%	81%	61%	25,666,334
Lifecycle energy emissions avoided (tCO ₂ e)	22%	7%	85%	6%	27%	41%	33%	76%	56%	25,840,038.43

Construction energy use avoided (MJ)	6%	-7%	37%	40%	16%	16%	15%	17%	23%	5,274,167,342
Operating energy use avoided (MJ)	79%	8%	23%	4%	29%	37%	17%	29%	28%	106,073,213,125
Lifecycle energy use avoided (MJ)	74%	3%	23%	12%	28%	32%	16%	29%	28%	111,347,380,467

Construction water use avoided (ML)	0%	10%	47%	55%	18%	25%	20%	6%	8%	22,325
Operating water use avoided (ML)	47%	73%	49%	41%	25%	42%	12%	4%	10%	22,278
Lifecycle water use avoided (ML)	36%	52%	49%	49%	24%	36%	16%	5%	9%	44,603

IS As Built certified projects also demonstrate strong performance in material sourcing, efficiency and resource outputs. Table 4 summarises FY25 outcomes, detailing the uptake of materials with sustainability credentials, reductions in asphalt, concrete and steel use, and the extent to which resources were reused or diverted from landfill.

These results highlight how projects are embedding circular economy practices, reducing reliance on virgin materials and maximising the recovery of resources.

² Includes additional sources, such as land use change and fugitive emissions

Table 4: Circular economy outcomes across As Built certified projects FY25

	Outcome	Tonnes (FY25)	% (FY25)
Sourcing / Use	Materials with sustainability credentials	-	71% of projects; range <1% to 57% of material spend)
	Reclaimed asphalt pavement content	-	5.3%
	Supplementary Cementitious Material content in concrete binder	-	29.4%
	Recycled aggregate content	-	16.4%
Efficiency	Reduction in asphalt from base case	362,264	14.5%
	Reduction in concrete from base case	151,202	5.1%
	Reduction in steel from base case	35,396	13.7%
Resource outputs	Resources (waste) diverted from landfill	3,543,437	95.3%
	Spoil reused on or off site	2,890,028	99.9%
	Material (inert & non-hazardous) reused or sent for further treatment	651,253	79.3%
	Office waste further processed	2,156	64.0%

Figure 4. Resource outputs outcomes in tonnes (t) across As Built certified projects FY25

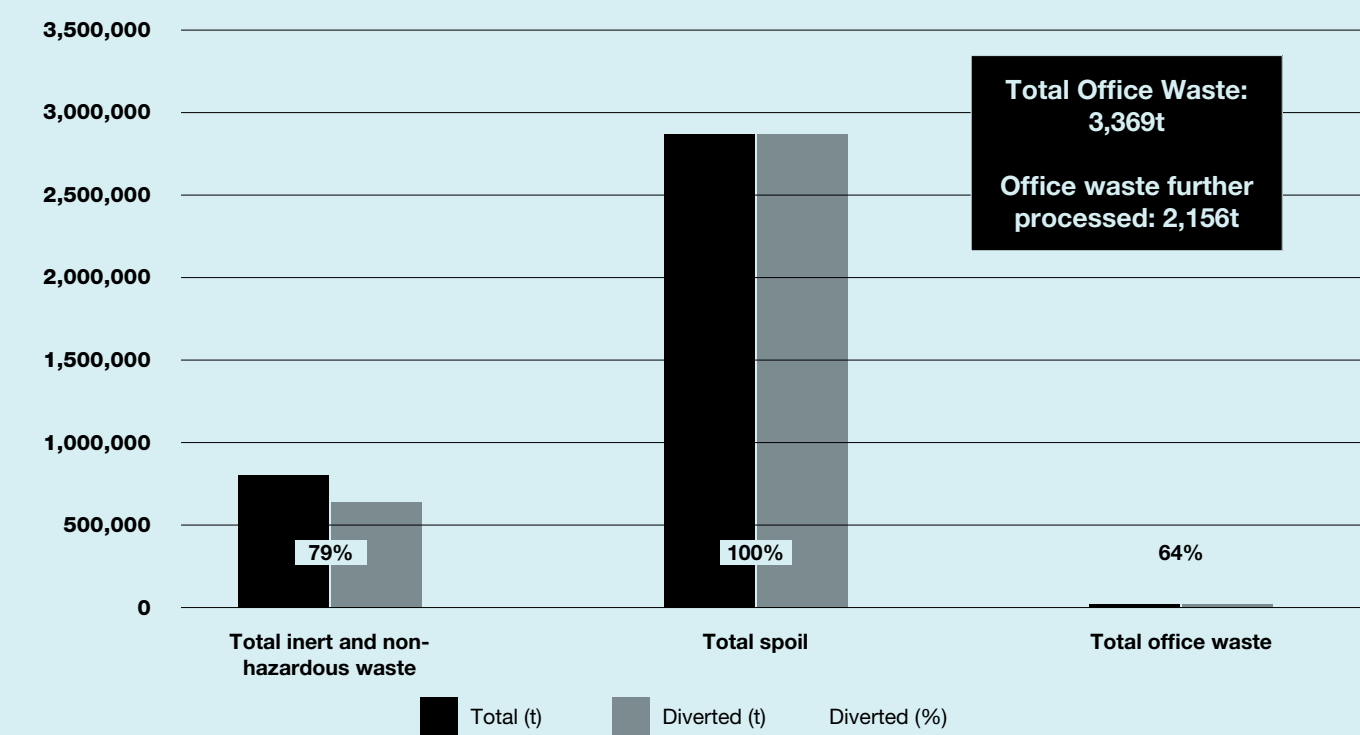
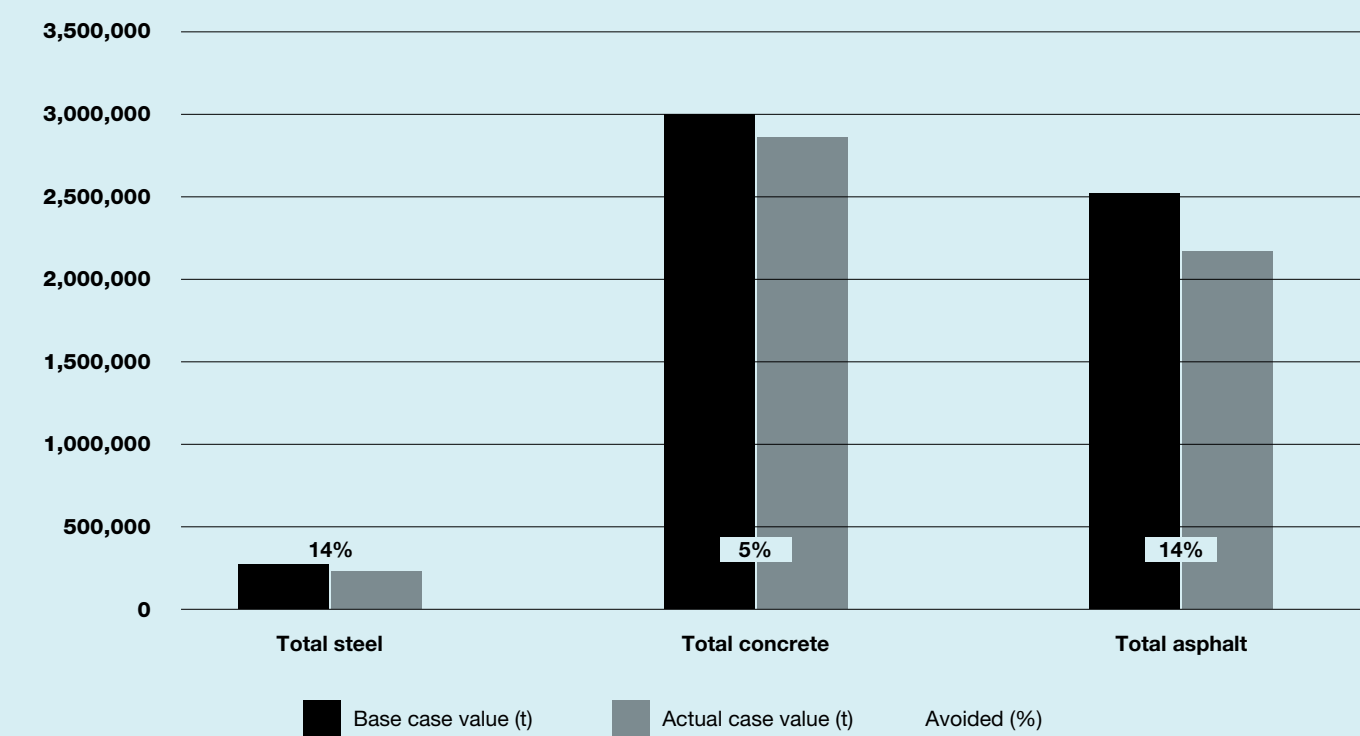


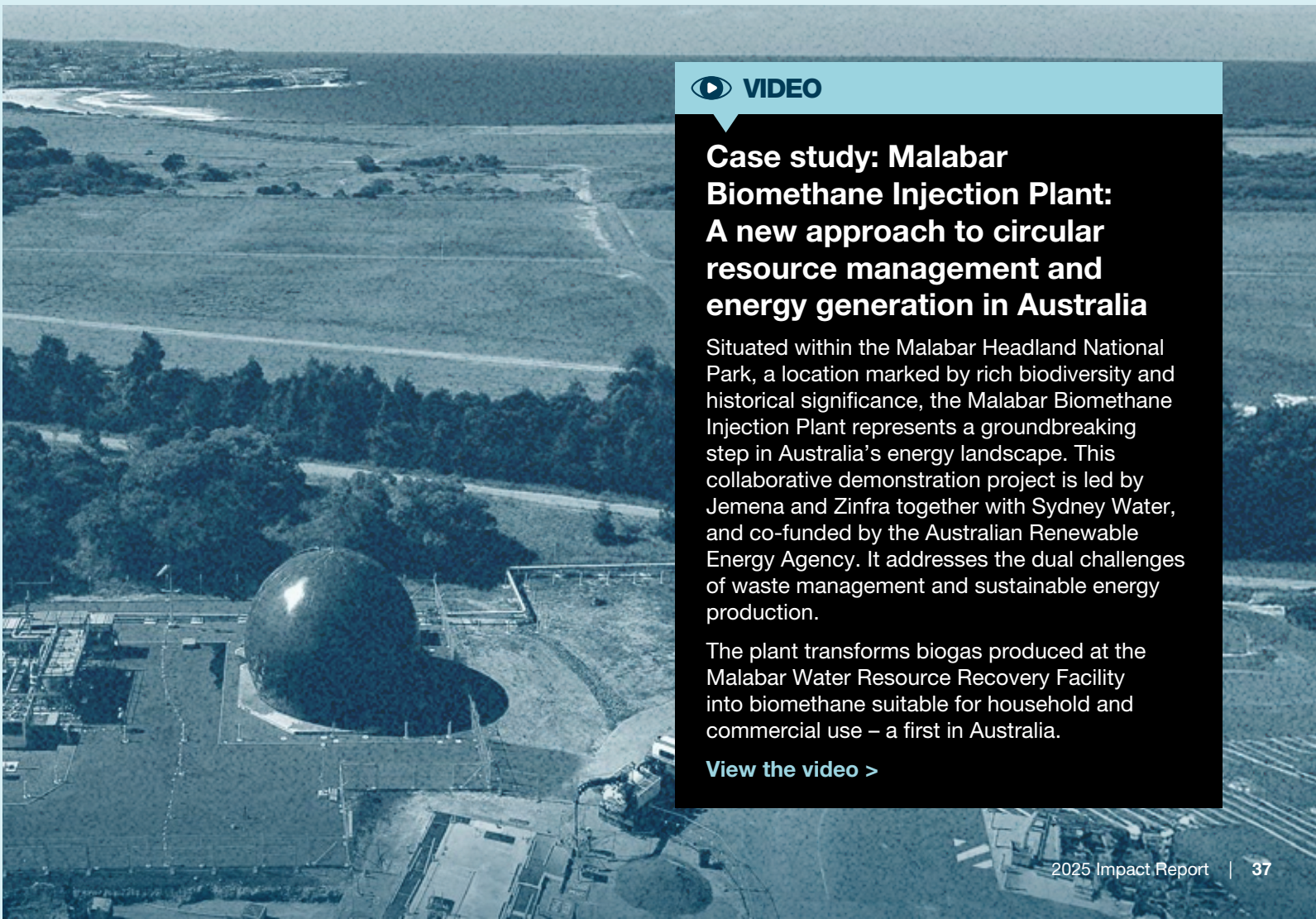
Figure 5. Efficiency outcomes in tonnes (t) across As Built certified projects FY25



VIDEO

Case study: Gamuda and Laing O'Rourke Consortium – Low carbon concrete

[View the video >](#)



VIDEO

Case study: Malabar Biomethane Injection Plant: A new approach to circular resource management and energy generation in Australia

Situated within the Malabar Headland National Park, a location marked by rich biodiversity and historical significance, the Malabar Biomethane Injection Plant represents a groundbreaking step in Australia's energy landscape. This collaborative demonstration project is led by Jemena and Zinfra together with Sydney Water, and co-funded by the Australian Renewable Energy Agency. It addresses the dual challenges of waste management and sustainable energy production.

The plant transforms biogas produced at the Malabar Water Resource Recovery Facility into biomethane suitable for household and commercial use – a first in Australia.

[View the video >](#)

Supplier network



MEMBER SPOTLIGHT

Case study: Innovative technology: HYDI hydrogen-on-demand trial – Reducing diesel use at METRONET’s Byford Rail Extension

As part of the METRONET Byford Rail Extension project in Western Australia, the MetCONNx Alliance trialled hydrogen-on-demand technology developed by HYDI, an ISC member based in South Australia. METRONET is also an ISC member.

The HYDI trial is an excellent example of two ISC members collaborating to develop more sustainable solutions. HYDI specialises in hydrogen solutions for internal combustion engines, offering a compact, self-contained unit that generates hydrogen from demineralised water using proton exchange membrane cells. This hydrogen is injected into diesel engines to improve combustion efficiency and reduce emissions.

A HYDI unit was installed on a Plantech CAT 962 loader operating on the Byford Rail Extension. The trial demonstrated measurable environmental, health, and financial benefits.

[Read the full case study >](#)

“As an ISC supplier and member, we were able to showcase our solution in a Spotlight on the Supplier webinar and enjoyed a great Q&A session where we fielded questions from actual project teams across Australia and New Zealand”.

Adam James, Managing Director, Cerclos

Our events



Total in-person
events:
36



Total
Registrations:
4,600



Total online
events:
12

Event program

During FY25, ISC delivered 36 in-person and virtual events, attracting a total of over 4,600 registrations. The 12 online events included infrastructure project case studies, supplier showcases, the launch of the IS Essentials rating tool and live streams of the annual general meeting and the Connect Conference.

The annual Connect Conference and ISC Awards were delivered in Sydney (November), with additional events in the Connect series taking place in Perth (April) and Auckland (June), ensuring all ISC members had the opportunity to connect and collaborate in person.

To better acquaint our membership with the ISC's new CEO, Toby Kent, stakeholder introduction events were held in seven cities across Australia and Aotearoa New Zealand. These workshop-style sessions also helped to feed into ISC's 2030 strategy. A further eight in-person events brought the community of IS practitioners together to share knowledge, build capability and celebrate achievements.



ISC Awards for Excellence

Each year, ISC presents 9 awards to celebrate organisations and individuals who have delivered outstanding excellence and impact, driving market transformation.

Winners

- **Cathy Chesson**, Enduring Impact, Individual Contribution to a Sustainable Future
- **Heidi Dumesich**, Emerging Leader, Individual Contribution to a Sustainable Future
- **ARUP**, Private Sector, Industry Impact
- **Office of Major Transport Infrastructure Delivery (OMTID)**, Public Sector, Industry Impact
- **Preston Level Crossing Removal Project**, Outstanding Achievement, Sustainability Leadership
- **Northshore Hamilton Street Renewal Program**, Economic Development Queensland, Excellence in Environmental Outcomes, Sustainability Leadership
- **Pound Road West - Frankston-Dandenong Road Bridge Upgrade**, MRPV, Seymour Whyte, SMEC, Excellence in Governance Outcomes, Sustainability Leadership
- **Sydney Metro West - Western Tunnelling Package**, Gamuda and Laing O'Rourke Consortium, Excellence in Social Outcomes, Sustainability Leadership
- **Keon Parade Level Crossing Removal Project**, Excellence in Economic Outcomes, Sustainability Leadership

Highly commended

- **M7-M12 Integration project - The Late-Start program**, John Holland, Excellence in Social Outcomes, Sustainability Leadership
- **MELconnx Alliance (Laing O'Rourke and OMTID) delivering the Morley to Ellenbrook Line Project**, Excellence in Economic Outcomes, Sustainability Leadership



Event Partners

ISC Connect Conference 2024 Partners



WA Connect Conference 2025 Partners



NZ Connect Conference 2025 Partners



Professional development and training



User satisfaction
across training
offerings
7.8/10



User satisfaction of
mentees in RISE
10/10



Participants
1,047 professionals
74 mentoring
participants
(**37** RISE / **37** WiSC)
644 ISAPs

In FY25, ISC delivered a strong year of training and capability building, marked by growth, innovation and industry recognition.

In FY25, ISC delivered a strong year of training and capability building, marked by growth, innovation, and industry recognition. Engagement remained steady, with 1,047 professionals upskilling in leadership and sustainability, and an average satisfaction score of 7.8.

An ISAP accreditation renewal rate of 86% reflected its ongoing value, with 644 ISAPs across Australia and Aotearoa New Zealand. Beyond IS Rating content, professionals engaged in leadership mentoring, workplace culture training, and future executive workshops, extending ISC's impact.

Continuous improvement remained a priority, with 95 enhancements made to IS for Professionals training and 40 items identified for future development. ISC's leadership was recognised through the Women in Sustainable Construction (WiSC) program, featured in Infrastructure Magazine and awarded Platinum and Diamond LearnX Awards for eLearning and Diversity, Equity & Inclusion.

In 2024, WiSC and the RISE Mentoring Program achieved 90% and 95% retention of matched pairs, respectively. Feedback was overwhelmingly positive, with mentees rating the program 10/10 and mentors 8.8/10—highlighting ISC's strength in community-driven capability building and fostering meaningful professional connections.

Innovation was evident in the introduction of digital badging for ISAPs, with 804 badges issued and a 57% share rate—well above the industry average of 47%—boosting ISC's visibility and professional recognition.

Several new programs were also successfully launched this year, including the Future Executives Webinar and a masterclass, opening new pathways for developing the next generation of sustainability leaders.

ISC continues to co-develop learning pathways with members, guided by our capability framework and market insights. We also collaborate with universities to embed infrastructure sustainability into qualifications,

ensuring graduates are job-ready. As part of this, we are establishing a Sustainability Academy to support professionals at all career stages and promote sustainability as a career path.

The Academy will offer discipline-specific and career-wide development, alongside impact pathways to deepen technical expertise. It will draw on insights from the IS Contractor Working Group and support from the NSW Department of Education, which enabled the development of the Infrastructure Sustainability Capability Framework.

In FY26, we are expanding the RISE Mentoring Program and launching a new IS for Professionals Pathway. These flagship programs, developed in partnership with industry, reflect our commitment to building the Academy collaboratively with our members.

Guided by the Member Capability Committee, the Academy will continue to evolve through close industry collaboration. We welcome strategic partners to help shape its future, contribute expertise, and accelerate sustainability outcomes.

LEARNER SPOTLIGHT

Joanne Jeffs, Fulton Hogan

Describe your 'aha' moment. When did you first realise the importance of sustainability in infrastructure?

The fog started lifting for me about 3 months ago. I've always 'known' about sustainability as a concept but never really took the time to understand it until I was recently asked to support an ISC submission for one of our projects. I have a new-found respect for sustainability and see significant benefits applying it with a whole-of-project approach. If we use the Technical Manual as the overarching guide to what 'good' looks like, we set our projects up to achieve great outcomes for the communities we work in and our clients.

What training or professional development have you undertaken in relation to infrastructure sustainability?

I recently completed ISC training and now I am an ISAP.

How do you apply this to your current role?

Coming from a HR background, I am currently focusing on the IS v2.1 workforce credits as part of our innovation credits in an IS v1.2 submission. Having recently undertaken the training to become an ISAP, I now have a good understanding of the overall ISC process, and I am excited to start writing my first Credit Summary Forms. This has been a huge learning curve for me and will add significant value when commencing new projects, as we'll be able to hit the ground running and set everything up for success from day one.

Do you have any tips for success for others in the IS field?

Communicate, communicate, communicate! This is all about bringing other people into the team and breaking down the silos. It all starts with sustainability – driving everything throughout delivery with specific purpose and intent to achieve the desired outcomes at the end.

Thought leadership and policy

In FY2025, ISC partnered with members and other key stakeholders to drive impact through thought leadership publications, conference program design, industry presentations and advocacy for sustainable, connected and resilient infrastructure. Our focus this year has been on decarbonisation and nature.

We worked with the Infrastructure Net Zero initiative, the Australian Sustainable Built Environment Council and the Green Building Council of Australia to publish [Infrastructure Net Zero – A solid foundation](#), providing the industry with a shared understanding of net zero infrastructure and the frameworks, tools and current policies for getting there. We partnered with Mott MacDonald in Auckland and Brisbane to support their successful Carbon Crunch events and reports and our IS Impact Note [Net Zero](#) shows IS Rating Tool partners and users how to drive net zero at both project and organisational levels.

In nature positivity, we partnered with Oliver Wyman to develop a resource for following emerging ESG reporting requirements and applying the Taskforce on Nature-related Financial Disclosures (TNFD) framework. We also partnered with Jacobs to develop the thought leadership paper [Toward a Nature Positive Future for the Water Sector](#),

which draws on natural capital assessment approaches in the United Kingdom to offer lessons for Australia and Aotearoa New Zealand. The paper launched in September 2025. We were excited to launch our podcast [Infrastructure Connections](#) in April, with seven episodes going out this financial year on AI and climate projections, circularity, equity and culture, intelligent infrastructure, sustainable finance, TNFD and the future of infrastructure.

With all FY25's thought leadership and aligned work, multiple communication channels have been engaged to optimise reach, share insight and drive call to action. In addition to the published content featured on our own and partner websites along with prominent articles in relevant trade titles, we have also produced webinars, podcasts and social media content to optimise 2-way conversations.



**In today's world,
embracing nature
isn't just a choice
— it's a necessity.**



4.

Looking ahead

Reflections on Strategy 2020–25

As we launch Strategy 2030, it's important to reflect on the progress made under our previous 5-year strategy. This period was marked by significant growth and transformation for ISC.

We launched the IS Planning Tool, expanding our scheme to support strategic and detailed infrastructure planning stages. Our events program grew substantially, reaching more professionals across Australia and Aotearoa New Zealand and fostering stronger industry connections. We saw a marked increase in rating registrations and welcomed a growing cohort of ISAPs, helping embed sustainability more deeply within projects and organisations.

The RISE Mentoring Program created new pathways for professional development and leadership within the sector. We also evolved our identity and changed our name to Infrastructure Sustainability Council, which better reflects our purpose and reach. Behind the scenes, our team grew in size and capability, enabling us to better serve our members and stakeholders. These achievements laid a strong foundation for Strategy 2030, equipping us with the tools, relationships and momentum we need to take bold steps forward.

Introducing Strategy 2030

We're delighted to introduce ISC's Strategy 2030, a bold and timely roadmap to advance sustainable infrastructure across Australia and Aotearoa New Zealand.

Shaped through engagement with our members and stakeholders, this strategy builds on ISC's proud legacy and responds to the growing urgent need for infrastructure that is inclusive, resilient and restorative. It reflects our purpose: *to enable connected infrastructure that supports people to thrive on a healthy planet.*

Strategy 2030 strengthens our member offering with a more tailored approach, expands into new sectors including water and energy, and supports the growth of our learning community. We intend to amplify our advocacy, strengthen partnerships with government and industry, and work with the finance sector to unlock sustainable

investment. Data will play a central role in setting national benchmarks for all infrastructure projects, and our IS Rating Tools will be more efficient and impactful.

This strategy is a call to action – for all across the many interconnected elements of the infrastructure sectors to collaborate, innovate and lead. Together, we can shape infrastructure that truly helps communities to thrive on a healthy planet.

FURTHER DETAILS

[Read our strategy >](#)



Our strategic framework

Purpose

Enabling connected infrastructure that supports people to thrive on a healthy planet

We build

Industry insights and knowledge

We elevate the industry professionals' knowledge and skills through data, insights and education.

Actions

- Provide trusted insights and actionable intelligence that inspire progress and inform decision-making
- Elevate infrastructure professionals as trusted leaders and advisers
- Attract new learners from different industry segments

Market and community confidence

We grow trust and confidence in sustainable infrastructure by working with industry to set standards that are independently verified.

Actions

- Strengthen and advance the IS Rating Scheme
- Evolve our propositions to adapt to emerging sectors and applications
- Work with the finance sector as a key enabler of sustainable infrastructure

Communities of practice and networks

We catalyse innovation and share best practice by bringing together all parts of the infrastructure ecosystem.

Actions

- Deliver a highly valued membership experience
- Showcase industry excellence to inspire innovation
- Support emerging technologies and innovative sustainability practices so that they become commercially viable

Thought leadership and policy positions

We advocate for powerful changes to policy and practice that deliver benefits at scale.

Actions

- Advocate for positive change, on behalf of our members and the broader sector
- Influence, inspire and elevate thinking through thought leadership
- Be a trusted partner to governments and industry

Core enablers

Digital first

To encourage broad adoption of our tools and services, we make them available digitally. This helps us offer greater insights about the sustainability of infrastructure, to inform strategies, policy and decision-making.

Partnership-led

We unlock value for those we serve by working with organisations and individuals who have complementary skills, expertise and assets.

People-centred

Our organisation has a collaborative, respectful and open culture, and is resourced to help our people thrive.

Disclaimer

The information in this report covers the activities and performance of ISC from July 2024 to June 2025. ISC has compiled the information in this report from a number of sources. ISC has not verified that this information is correct, accurate or complete. While every care has been taken in the preparation of this document, ISC makes no representation or warranty as to the accuracy, adequacy or completeness of any statement in it including, without limitation, any forecasts or forward-looking statements. Historical trends are not necessarily a reliable indicator of actual or future performance. ISC undertakes no duty and accepts no liability or responsibility to any party who relies on or uses this document. This document has been prepared for the purpose of providing general information only, without taking account of any particular person's objectives, situation or needs. You should seek professional advice, having regard to your own objectives, situation and needs, before taking any action. Any person who relies on or uses this document does so entirely at their own risk.