



**cma**  
contracting

**industry  
reimagined.**

# SUSTAINABILITY PRACTICES

2026-27

## AT A GLANCE

# SUSTAINABILITY

Climate change; ageing or redundant plant and facilities; legacy contamination liabilities; and rapidly changing political, societal and regulatory landscapes are key challenges facing global industrial markets and operators, as well as specialist contractors like CMA Contracting.

We understand what it means to deliver on zero harm principles; to effectively engage with local communities; respect Indigenous culture and heritage; and to strengthen our client's social licence to operate.

CMA has a proven team with the technical and managerial capabilities to maintain environmental, social and governance standards that meet the highest levels of integrity for a privately-owned enterprise.

Aspiring to achieve zero harm – to our people, our environment and the communities in which we work – is a fundamental driver of our business

# 0

## HARM

For our people, our customers  
and the environment

# 0

## WASTE

Identifying and eliminating  
waste in everything we do

# 1%

## IMPROVEMENT

Living in a continuous improvement mindset,  
striving to be that little bit better every day

# 100%

## SUSTAINABLE

Building long-term value through relentless innovation  
and unwavering commitment to our stakeholders

# Social



- VIC 65%
- NSW 15%
- QLD 8%
- SA 5%
- WA 4%
- ACT 2%

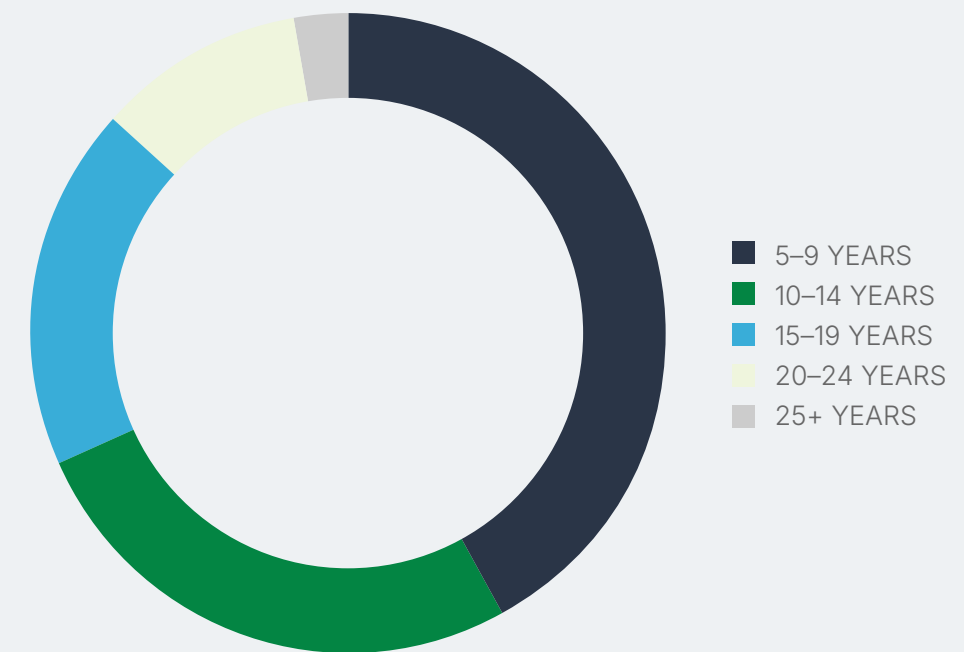
- Labourers & Operators 64%
  - Corporate Services 16%
  - Engineers 8%
  - Foreman & Supervisors 8%
  - Management 5%
- Apprentices & Trainees 4%
- Interns, Cadets & Graduates 3%

- Male 92%
- Female 8%

Our people are what set us apart and why our clients trust us to deliver high risk, complex work programs on time, on budget and without incident.

They don't just benefit from exciting and diverse projects with blue chip clients, they benefit from a culture of collaboration and innovation that allows them to make the most of their remarkable skills and talent.

## THE RANKS OF PERSONNEL WHO HAVE WORKED WITH DELTA GROUP FOR FIVE OR MORE YEARS HAVE SWELLED TO 617, OR 44% OF OUR NATIONAL WORKFORCE



- 5-9 YEARS
- 10-14 YEARS
- 15-19 YEARS
- 20-24 YEARS
- 25+ YEARS

**44%**  
5+ YEARS

**23%**  
10+ YEARS

**14%**  
15+ YEARS

Nothing matters more to us than safety. It is our most important business practice and we demand visible leadership at every stage of a project and from everyone involved.

Our Safety Commitments are purpose built for our diversified and integrated contracting services and apply to everyone on site or in our offices – our people, contractors and visitors.

### **Psychological Health & Safety**

We remain committed to the psychological health and safety of our workforce and ensure our frontline management and supervisors have the skills to effectively manage all psychosocial hazards and risks in our workplace.

### **Employee Assistance Program**

Our Employee Assistance Program is designed to support our employees' wellbeing and fitness for work, including references to medical professionals, and extends to direct family members of our workforce.

**CMA have embedded social procurement practices and processes into our national operations, in accordance with Commonwealth, State and/or Territory policy frameworks**

## **Social Procurement**

We have identified the following key principles to guide the implementation of our social procurement commitments across our business and in the projects we deliver:

- Use an evidence-based approach to identify priority groups we believe should have access to opportunities created by each individual project we are delivering
- Incorporate social and sustainable outcomes that benefit the communities in which we are working into our value-for-money considerations when engaging with suppliers
- Support the growth and development of the Social Benefit supplier market
- Encourage our entire supply chain to deliver sustainable and social outcomes
- Leverage existing Federal, State and Local Government programs to support the delivery of our social procurement commitments
- Maintain a reporting and governance framework to oversee the implementation of our social procurement plans



## Monitoring & Reporting

CMA uses SocialPro to monitor and report on social procurement outcomes at an organisational and project or site specific level.

SocialPro is a powerful cloud-based reporting tool that is purpose built for the Australian construction industry, with digital capabilities to measure and manage social impact and sustainable procurement performance, including:

- Social benefits supplier expenditure
- Local content expenditure
- Apprentice and trainee workhours
- Intern, cadet and graduate workhours
- Female workhours
- Indigenous workhours

Our engagement of SocialPro reflects our commitment to measure the social impact of our operations and to optimise future opportunities to increase social value across our businesses.

**18**  
**PROJECTS**

**79M**  
**LOCAL CONTENT VALUE**

**1M**  
**SOCIAL BENEFITS  
EXPENDITURE**

**24K**  
**PRIORITY JOBSEEKER WORKHOURS**

**18K**  
**APPRENTICES, TRAINEES &  
CADETS WORKHOURS**

**19K**  
**FEMALE WORKHOURS**

**6K**  
**INDIGENOUS WORKHOURS**



## Women in Construction

As a key entity of Delta Group, CMA is compliant with the Commonwealth Workplace Gender Equality Act and our Senior Leadership Team (SLT) is responsible for overseeing gender equity across our national workforce.

While strengthening organisational capacity to facilitate gender equality across our diverse operational entities and divisions, Delta Group welcomed 58 new female recruits in 2024-25, including 9 young females into our national Graduate and Cadet Project Engineer programs.

58

new female recruits FY25

9

female graduate and cadet  
engineers FY25

8%

national female workforce

## Sustainable Procurement

With more than 3,800 prequalified subcontractors across Australia we have the capacity and scale to maximise whole-of-life project costings and social or sustainable procurement outcomes through the recruitment, selection and appointment of the most qualified trades and specialist suppliers or consultants to execute the scope of works.

To achieve prequalified status subcontractors must adhere to best practice governance and risk management protocols:

- Financial Performance
- Insurances
- Licenses & Accreditation
- HSEQ Systems
- Safety Statistics
- Risk Management
- Relevant Experience
- Key Personnel
- Plant & Equipment
- Workplace Gender Equality
- Social Inclusion & Procurement
- Modern Slavery
- Carbon Management
- Regulatory & Statutory Compliance

## Baan Group

Delta Group is a growth ally of Supply Nation and Kinaway certified Baan Group.

Baan Group was established to deliver Construction Site Services, providing everything construction projects need to run smoothly—from waste management and temporary fencing to portable toilets and more.

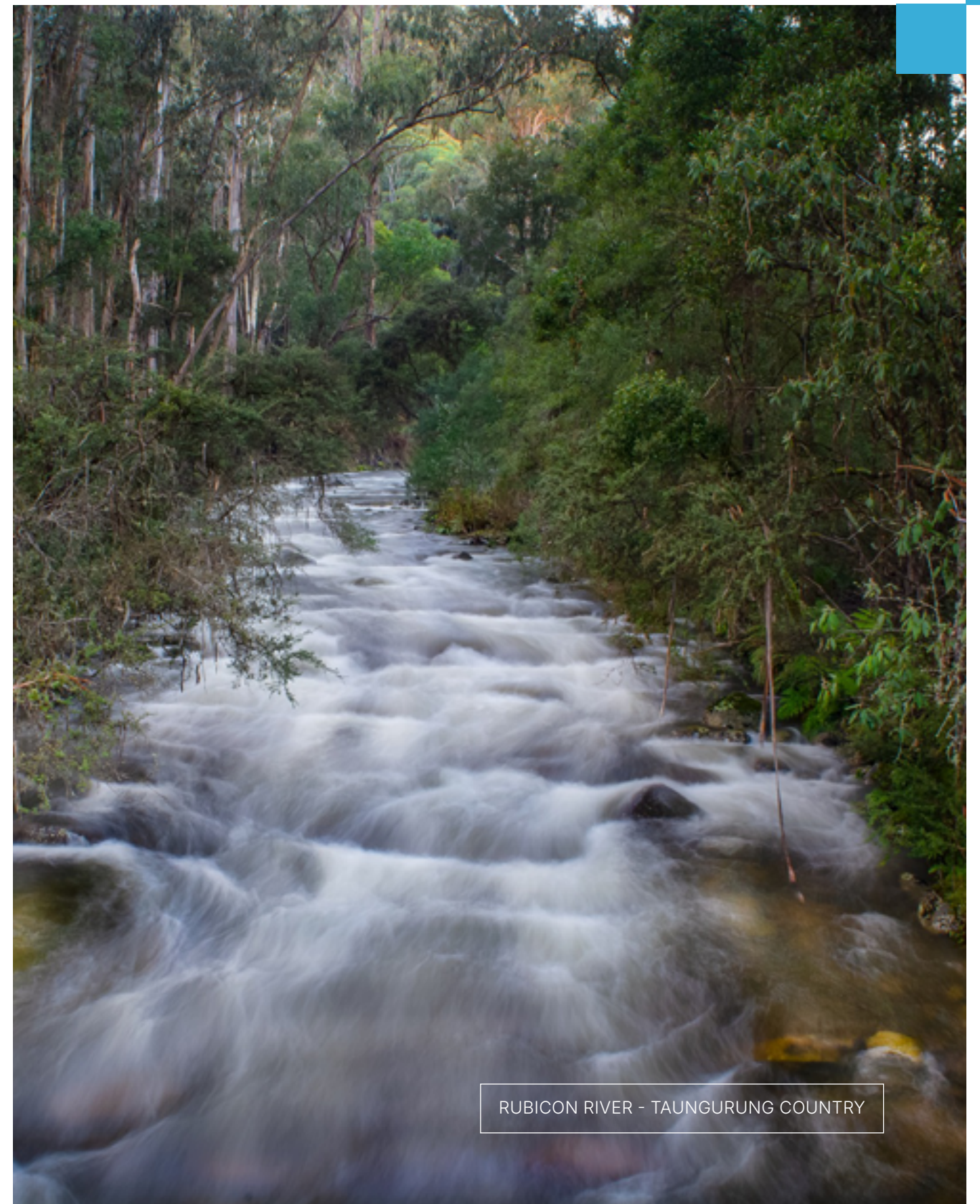
Baan Group supply, hire, and manage essential services on behalf of clients and according to site or project specific requirements, including social and sustainable procurement objectives.

Now operating in Victoria and Queensland, Baan Group plans to expand into New South Wales with the support and backing of Delta Group and related entities.

Founding Director, Kane Ellis, is a proud Taungurung man and a highly respected leader of his community.

He is committed to breaking the cycle for Indigenous Australians by creating real opportunities for growth and empowerment. Kane believes lasting change starts with strong role models and clear pathways that empower individuals with confidence and self-reliance.

Through employment, training, and community initiatives, Kane helps First Nations communities overcome challenges, equipping individuals with the tools to succeed and inspire future generations.



RUBICON RIVER - TAUNGURUNG COUNTRY



## Widi Ngaruwa

Delta Group is also growth ally of Supply Nation certified contractor, Widi Ngaruwa, another majority owned, managed and controlled Aboriginal business.

With a mission to provide long term Aboriginal job prospects and trade apprenticeships, as well as to provide clients with a practical and meaningful pathway for engaging Aboriginal Australians and small Aboriginal businesses - Widi Ngaruwa offers civil, demolition and remediation services in Western Australia and South Australia.

Widi Ngaruwa means "Black Duck" in the language of the Wajarri people and tells the story of (Director) Robby Mallard and his journey and continued growth as an Aboriginal business owner. Through consultation with the Elders and Community, Robby was granted the use of these Wajarri words to represent the business.

The logo is a contemporary interpretation of an artwork created for Robby, by Yamatji woman, Loretta Egan. At the heart of the brand is the "Black Duck" - symbolic of vigilance, protection, balance, adaptation and strength. It is simplistic in its application and the design showcases movement. Widi Ngaruwa is in flight; powerful and commanding attention.

The three feathers (in the logo) are also a shout-out to Delta Group, representing the enabling strength of the alliance in achieving business growth, Aboriginal economic empowerment, and the Widi Ngaruwa mission.



## Flicker of Hope Foundation

In August 2018, Delta Group joined the Petropoulos Family as a foundation partner of the Flicker of Hope Foundation.

Flicker of Hope was established to support the Murdoch Children's Research Institute in Melbourne, Victoria, and to raise funds for research into new and more effective treatments for Neurofibromatosis (NF).

NF is a debilitating genetic disorder that can cause tumours, cancer, epilepsy, disfigurement, blindness and learning difficulties, including autism. One in 2,500 people are affected and there is no cure.

The Flicker of Hope Foundation has been inspired by Zoe Petropoulos who was diagnosed with NF at just four months of age.

Zoe loves to dream big and she dreams of a bright future for all those affected by NF.

In 2018 Zoe and the Petropoulos family established The Flicker of Hope Foundation to raise much needed funds to support researchers in their quest to find positive treatments and improve the quality of life for those impacted by NF.



# Environmental

CMA Contracting is at the forefront of generational change as the world transitions to a low carbon, clean energy future



## YANMAR SV17e

Delta Group is the first Australian contractor to take delivery of Yanmar's electric mini-excavator. With a battery capacity of 18.3 kWh, the 1.9t SV17e features smart charging cables fitted with the most common adapters for fast and slow charging onsite.

## HITACHI ZH210 HYBRID

In partnership with Hitachi we have deployed capital in 21t hybrid excavators to reduce our carbon footprint and save on fuel costs. To date, the hybrid excavators use up to 34% less fuel while emitting 33% less CO2.



## SANY SY215E

SANY is a leading multinational heavy equipment manufacturer that has released its first medium-sized e-excavator outside China. With a rated battery capacity of 422 kWh and a battery life of 5 to 7 hours, Delta Group has placed an order with Australian distribution partners to purchase the SY215E electric excavator.





## Carbon Management

We aspire to play an active role in Australia's transition to Net Zero emissions by 2050.

To help inform our own emissions reduction targets, as well as to meet our (and our client's) obligations under the Australian Government NGER Scheme, CMA Contracting has established an emissions monitoring and reporting system encompassing our diversified contracting services.

We currently monitor and report on Scope 1 and Scope 2 emissions, with ongoing development of Scope 3 emissions monitoring in step with government policy settings.



## Resource Recovery

Delta Group is one of the largest processors of C&D waste streams in Australia and diverts more than 2m tonnes from landfill each year.

We are at the forefront of 21st century treatments and technologies that reduce our reliance on finite virgin construction materials by turning C&D waste streams into high quality, high value and custom engineered building materials.

All Delta Group and CMA sites operate under approved conditions which maintain the highest level of quality control for incoming materials, reprocessing and finished product sales.

# 2M

tonnes diverted from landfill

# 60+

crushers and screens

# 70+

bin truck fleet

# 90+

heavy vehicle fleet

## Waste Separation & Transfer

Once separated, waste is classified and removed to approved landfill and/or cleanfill sites, including:

- Concrete, Bricks, Asphalt & Dirt
- Paper & Cardboard & Soft Plastics
- Ferrous & Non Ferrous Steel
- Timber
- Rubber & Plasterboard
- PVC Wiring

## Reclaimed Building Materials

Our range of eco-products are independently NATA tested and certified to conform to VicRoads Specifications:

- Class 2, 3 & 4 Crushed Concrete
- General Concrete Aggregate
- General & Gabion Fill
- Road & Sub-base Material
- Architectural & Furniture Grade Timber
- Timber Mulch

## Sustainability Reporting

CMA Contracting is compliant with the relevant Commonwealth and State or Territory legislation, as they relate to our diversified contracting services and sustainable business practices.

- Climate-related financial disclosures
- Scope 1 and Scope 2 CO2 emissions monitoring
- Green Star and NABERS aligned reporting systems
- Green Star certified waste transfer facilities
- Comprehensive waste stream tracking, docketing, tipping and invoicing systems
- NATA tested and certified eco-products
- GPS vehicle tracking
- Licensed landfill and cleanfill disposal



# Governance

CMA Contracting is committed to maintaining governance standards that meet the highest levels of integrity for a privately-owned enterprise in Australia



## Group Organisational Structure

Established in Victoria since 1988, Delta Group - of which CMA Contracting is a related entity - is privately owned, incorporated and domiciled in Australia.

Our organisational structure is based upon operational and geographical contracting divisions, with specific market sectors differentiating them from other group divisions.

Our Founder and Managing Director, together with an executive management team, is responsible for group wide culture and performance.



**Con Petropoulos**

FOUNDER & MANAGING DIRECTOR

Con founded Delta in the late 70s and has been relentless in his pursuit of innovation ever since, especially for better and safer work methods. Renowned for his leadership and the quality of his people, he is still 'hands-on' today in support of major projects, industrial relations and key client relationships.



**Mark Welsh**

EXECUTIVE DIRECTOR



**Jatin Rangras**

EXECUTIVE DIRECTOR



**Jason Simcocks**

EXECUTIVE GENERAL MANAGER



**Danny Busatta**

GENERAL MANAGER



**Philip Agius**

GENERAL MANAGER



**Dominic Santullo**

GENERAL MANAGER



**Jason Attard**

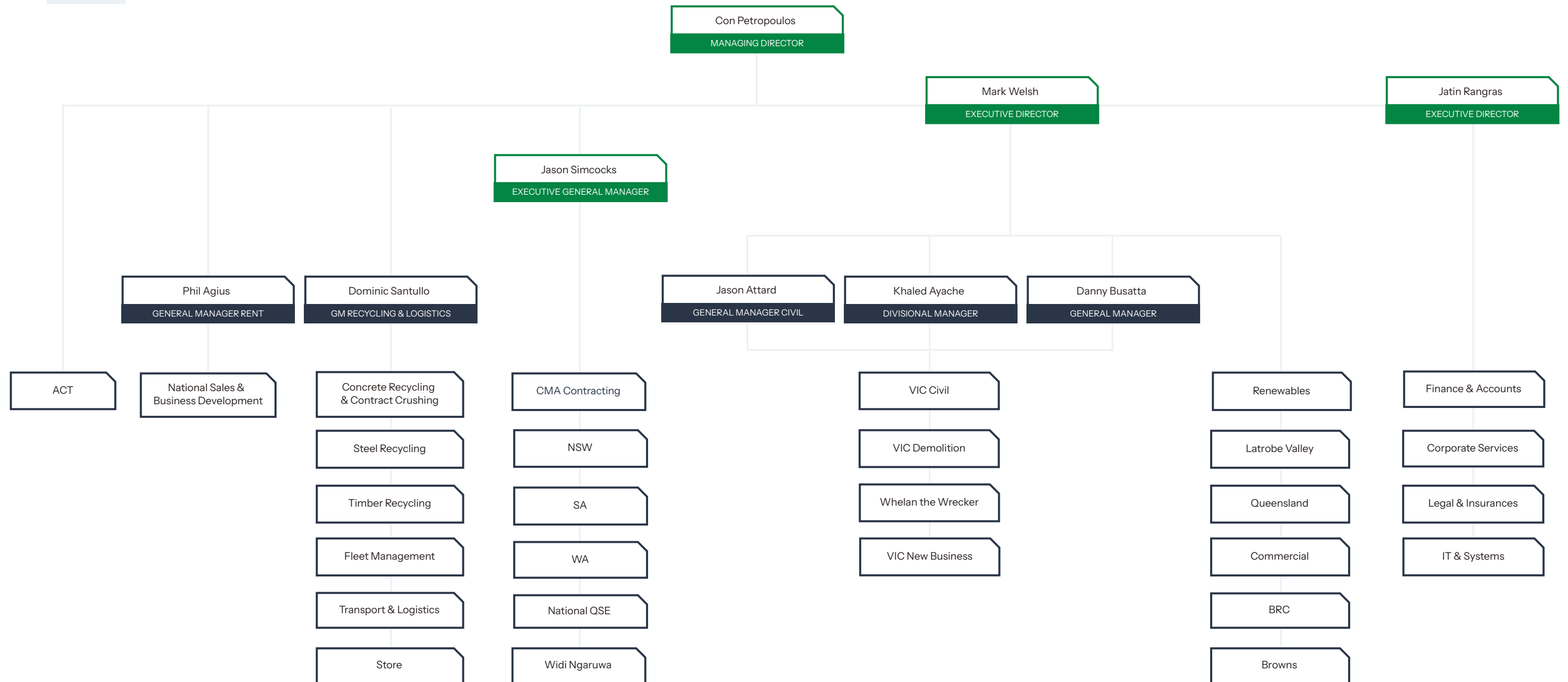
GENERAL MANAGER



**Khaled Ayache**

DIVISIONAL MANAGER





## Industry Leadership

As a key entity of the largest contractor of its type in Australia, CMA are proud to play a leadership role in the continuous development of our industry and remain a long standing and active member of peak industry bodies or associations.

- Civil Contractors Federation
- Master Builders Association
- Waste Management Association of Australia
- Construction Material Processors Association
- Institute of Quarrying Australia
- Victorian Transport Association
- Demolition & Asbestos Industry Association of Victoria

## Management Systems

We maintain triple ISO certified quality, safety and environmental management systems, ISO certified risk management systems, and are accredited under the Australian Government Building & Construction WHS Accreditation Scheme, as well as individual State and Territory Government accreditation and prequalification schemes. A custom built IMS captures and shares commercial IP from CMA project sites across Australia, giving us the capability to aggregate and analyse data relating to quality, health and safety, environmental and risk performance from past and current projects.



## Industrial Relations

CMA Contracting has a long history of harmonious, productive and proactive working relationships with its employees and peak Australian employee organisations for more than 30 years. Our Enterprise Agreements are registered with Fair Work Australia and we have never been subject to direct (protected or unprotected) industrial action at any time or on any project site Australia wide.

## Modern Slavery

We welcome the opportunity to join the Australian Government to eliminate modern slavery in global supply chains and to improving the lives of millions of victims around the world. In accordance with Modern Slavery Act 2018, we are committed to challenging ourselves and all of our supply chains at home or abroad and report on such measures annually.

## Code of Conduct

Everything we do in our offices and on our project sites centres upon our Code of Conduct which sets out the fundamental rules and values that govern the way we operate as a company. It applies equally to our employees as well as subcontractors and identifies three core elements - working in a safe and sustainable manner; acting openly, fairly and with integrity; and believing in our people and teamwork.



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