



Projence Profile

Providing integrated project management and commercial services to leading companies across a range of industries.

Director's Welcome



Gavin Heydon

Managing Director

As we reflect on 2025, I am incredibly proud of what Projence has achieved over the past year. It has been a year of growth, opportunity and meaningful impact, underpinned by strong partnerships, trusted relationships and a continued focus on delivering quality outcomes for our clients and communities.

Throughout the year, we have expanded our capability and regional footprint, delivering more projects than ever before across infrastructure, transport, energy, resources and local government. The integration of Western Project Services enhanced our service offerings, particularly in project verification and disaster recovery, and reinforced our presence across Bathurst, the Central West and surrounding regions.

We made strong strategic progress within the energy transition sector, supporting major programs and clients including Snowy Hydro, AGLM, the Hunter Transmission Project and the Central West Orana Renewable Energy Zone. This work reflects Projence's ability to support complex, future focused infrastructure that will play a critical role in Australia's energy transition.

Behind the scenes, we also strengthened the way we operate. The appointment of Brenden Bates as General Manager has been a key

milestone for Projence, providing dedicated leadership to support the continued development of the business and position us for future growth. This strengthens our ability to deliver consistent, reliable and high-quality outcomes for our clients while supporting our teams as the business continues to evolve.

Equally important has been maintaining a strong and positive culture. We believe that great outcomes come from teams who are connected, supported and engaged, and we continued to prioritise collaboration and enjoyment in the work we do together.

Giving back to the communities we work in remains central to who we are. In conjunction with the multiple charities and initiatives we have supported in 2025, through donations and events, we have again chosen to continue our Lifeline donation in lieu of client gifts, reflecting our belief in supporting causes that make a genuine difference.

As we look ahead, Projence is well positioned for the future. We remain committed to building long-term partnerships, supporting our clients through complex challenges and continuing to deliver practical, high quality solutions across the regions we serve.

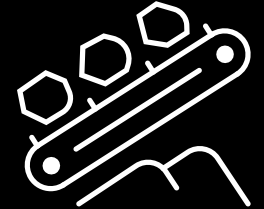
Thank you for your continued trust and support.

-Gav

Recent wins

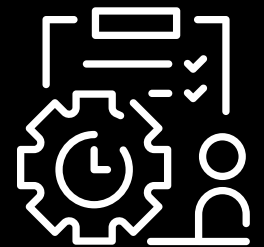
John Holland Group

Projence has joined the Illabo to Stockinbingal Inland Rail project as the Utilities and Service Relocation Manager, supporting John Holland with the coordination, planning and delivery of all utility adjustment works required along the alignment. The role includes managing stakeholder engagement with service providers, overseeing design and relocation activities, resolving conflicts early and ensuring all utility works are delivered safely, efficiently and in line with project requirements.



Rous County Council

Projence is providing PM services to advance the Rous County Councils Future Water Strategy. This includes coordinating planning activities, supporting technical assessments, managing schedules and deliverables, and assisting with stakeholder engagement to ensure key program elements progress efficiently. The role focuses on helping Rous Water strategically plan for long-term water security while ensuring alignment with regulatory requirements, organisational priorities and community needs.



Coonamble Shire Council – Roadwork REFs

Projence is currently supporting Coonamble Shire Council through the preparation of multiple Review of Environmental Factors (REF) documents to facilitate regulatory approvals for a series of upcoming culvert and roadwork packages. These works are intended to improve road safety, resilience and long-term asset performance across the local road network.

The scope of services includes the Tallegar and Megometon REF, as well as the Pilliga Road culvert REF. Projence's involvement ensures that potential environmental impacts are appropriately assessed and managed, supporting Council in progressing these projects efficiently and in accordance with statutory requirements.



Blayney Shire Council – Construction Verification

Projence was previously engaged to deliver project verification services for Council's Richards Lane works. Projence has now completed verification of the project design. Construction is scheduled to commence in early 2026, during which Projence will continue its involvement by providing construction phase verification services.

Project highlight

Snowy Hydro - Hunter Power Project

The Hunter Power Project is a major gas-fired power station delivered at Kurri Kurri in New South Wales. The project supplements Snowy Hydro's generation portfolio by providing dispatchable electricity capacity during periods of peak demand, supporting reliability across the national energy market.

The development comprises two heavy-duty open cycle gas turbines utilising advanced, high-efficiency technology from leading global manufacturers. The power station delivers up to 750 megawatts of generation capacity, with 660 megawatts supplied to the grid initially. The project represents an investment of more than \$600 million and is a significant piece of energy infrastructure for the region.

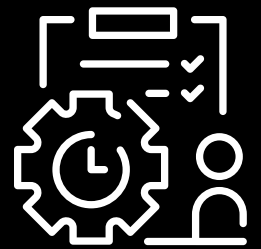
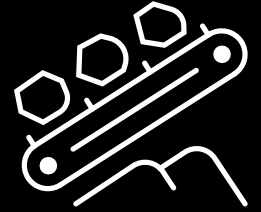
Projence's Role

As the project approaches completion, Projence has provided experienced professional services resources integrated directly into the site-based project team. In recognition of the value delivered, Projence has secured extensions to continue supporting the project through to February.

Projence's involvement has included civil construction management, civil project engineering, engineering support, project engineer RFI management, scheduling services and QA and QC resourcing, supporting the project through its final stages.

Key Outcomes

Delivering a highly technical project on a critical timeline required access to specialised resources with the right skills and experience. Projence leveraged its established network to mobilise personnel efficiently, ensuring seamless integration into the project team and contributing to a successful project close-out.



Project highlight

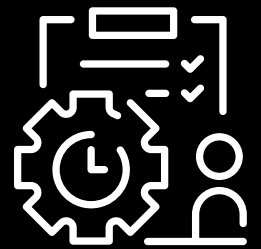
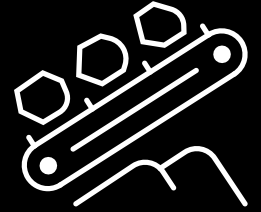
Coonamble Shire Council - Tooraweenah Road Upgrade

Projence is currently supporting Coonamble Shire Council through the preparation of three Review of Environmental Factors (REFs) for culvert replacement projects being delivered by Council and its contractors. The engagement forms a key part of the regulatory approval process required to progress these works.

The REF process is generally required for road infrastructure projects where construction activities extend beyond the existing road carriageway and result in site disturbance. Common triggers include the removal of vegetation, proximity to sensitive receptors such as neighbouring properties, and potential impacts to watercourses. In this case, the proposed culvert replacement works involve interaction with watercourses, which necessitates the preparation of REF documentation to appropriately assess and manage environmental impacts.

Scope of Services

Projence's scope includes the preparation of three REF documents covering separate culvert replacement projects. The REFs assess environmental risks, identify mitigation measures and support Council in meeting statutory and planning requirements prior to construction.

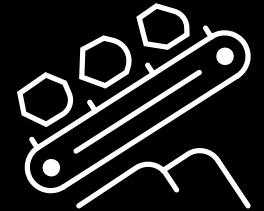


Spotlight on services

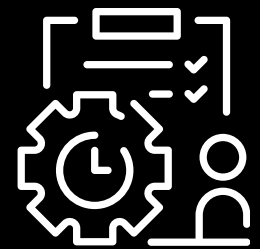
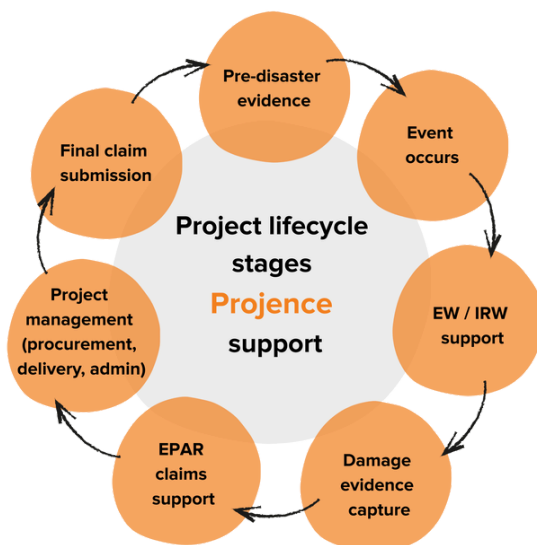
Disaster Recovery & Resilience Support for Councils

Our Disaster Recovery & Resilience Expertise

Projence specialises in supporting councils through the natural disaster cycle, from pre-disaster evidence capture through to final claim submission. Our team has extensive experience working directly with councils and State Government agencies, including Transport for NSW (TfNSW) and the NSW Reconstruction Authority (RA), in the submission, review and approval of Essential Public Asset Restoration (EPAR), Emergency Works (EW) and Immediate Reconstruction Works (IRW) claims.



Project Lifecycle Stages



How we Support Councils

- End-to-end or tailored support - From pre-disaster evidence capture through to reimbursement and close-out.
- DRFA expertise - Ensuring timely, compliant and complete submissions that achieve faster approvals.
- SmartyGrants experience - Extensive hands-on experience to help councils navigate the RA transition efficiently.
- Pre-disaster evidence capture - Cost-efficient, multi-purpose data collection.

Why Councils Choose Projence

- **Trusted regional partner**
Proven results across NSW and seamless integration with council systems.
- **DRFA specialists**
Deep understanding of EPARG, slope restoration, cost estimation and eligibility requirements.
- **Engineering-led expertise**
Decades of roads and transport experience delivering practical, compliant and value-for-money outcomes.
- **End-to-end support**
From expert advice through to full delivery of the disaster recovery lifecycle.



Adding to the team



Michael Wever **Surveillance Officer**

Michael brings over 50 years of experience in large-scale civil construction projects across Australia, with a strong background in works supervision and surveillance on major road and bridge projects. He is currently working with Projence on the Newell Highway Realignment project for Alkane Resources, applying his extensive practical knowledge and expertise to support the delivery of this significant civil infrastructure project.



Phill Hutton **Asset Engineer**

Phil brings a diverse background shaped by a career that began in the mining industry, followed by 20 years living and working in Qatar. Since returning to Australia, he has applied his broad experience across multiple industries. Phil is currently working with Projence as an Asset Engineer on the AGL Macquarie Ravensworth Ash Plant project, where he continues to contribute valuable technical and operational expertise.

Adding to the team



Nick Leaver Project Engineer

We're pleased to welcome Nick to the Projence team.

Nick brings a strong background in major infrastructure delivery, with experience spanning transport, geotechnical engineering and construction. He spent over three years working with Transport for NSW on the Coffs Harbour Bypass project and a further two years with GHD in the Geotechnical team, contributing to significant projects including Snowy 2.0, the Coffs Harbour Bypass and the Warringah Freeway Upgrade.

He is currently supporting Projence on the Armidale Regional Council K2A Project, applying his experience across complex, large-scale infrastructure projects.

Living the values

Zoe Greenwood

Zoe is recognised for her reliability, diligence and the exceptional level of support she provides across the entire business.

She consistently goes above and beyond, proactively developing her knowledge to better support the team and deliver strong outcomes. Her versatility and commitment make a meaningful impact every day, and we're proud to acknowledge her outstanding contribution to Projence.



Projence happenings

RU OK? Day

In September, the Projence team came together with surrounding businesses to mark RU OK? Day - a reminder of the power of connection and the importance of asking the simple but meaningful question: "RU OK?"



It was a powerful morning of conversation, connection, and community. Together, we raised awareness around mental health challenges, the services available, and most importantly - why checking in on each other matters.



We partnered with our friends at Little Black Pony Espresso, who, thanks to generous donations from local businesses, provided free coffee and morning tea. We were joined by an incredible line-up of speakers from Lifeline Hunter, The Primary Health Network and Westpac Rescue, who shared insights into their different services and reflected on their own experiences with mental health in the workplace.



Projence happenings

2025 Christmas Party

We recently came together as a team to celebrate the end of another big year at our Projence Christmas party. With a Happy Hula-Days theme, bright shirts, great food, music and plenty of fun for families, it was a fantastic opportunity to relax, reflect and enjoy each other's company. The event was a great reminder of the people behind the projects and the importance of taking time to connect as we head into the festive season.





PROJENCE™

Our People. Delivering Excellence.