



United Nations Global Compact (UNGC)

Communication on Progress (COP) - Year 3

March 2013

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2 March 2013

United Nations Global Compact (UNGC) Communication on Progress (COP) – Year 3 – March 2013

Our third year as a signatory of the UNGC is now complete and we would like to take this opportunity to communicate our progress across our broad range of global stakeholders.

We have continued a period of discovery to better understand how we can grow and strengthen our business through active engagement with other companies and institutions within the UNGC. During 2012, our company has been an active member of the Australia UNGC Australian Network.

GHD is a major international, professional services company built around strong core staff values and a sustainable business model which align very readily to the 10 Principles of UNGC. Our annual progress against these principles is contained in our 2012 Annual Review and 2012 Sustainability Report, both included as part of this document.

The table below is a COP 'road map' that correlates the Annual Review and Sustainability Report to the UNGC 10 Principles. This year, we have also included in the COP, a measurement of actions (ie, the degree to which targets/performance indicators are met), relative to performance in 2011.

Highlights of Year 3

- Further development to enhance the GHD Integrity Management System to strengthen our business practices around the globe as part of Principle 10 – Anti-corruption.
- Improved sustainability reporting and measurement of performance.
- Continued sponsorship and resources support for 'MSABI' Community Water and Sanitation Program in Tanzania as part of Partnerships in Development.

Statement of Continued Support for UNGC

GHD remains strongly committed to our alignment with the UNGC 10 Principles while acknowledging the resilience to be achieved in striving for Corporate Sustainable Leadership within our sphere of influence. This commitment includes an ongoing process of continuous improvement and open communication with stakeholders from all our people and management.













Yours faithfully
GHD Pty Ltd









A handwritten signature in black ink that reads 'Ian Shepherd'.


Ian Shepherd
CEO

GHD Pty Ltd ABN 39 008 488 373
GHD House 239 Adelaide Terrace Perth PO box 3106 Perth WA 6832 Australia
T 61 8 6222 8222 F 61 8 6222 8555 E permail@ghd.com.au W www.ghd.com

1. COP Road Map

UNGC Principles		GHD 2012 Annual Review	GHD 2012 Sustainability Report	Indication of Outcomes		Comments
				2011	2012	
Human Rights						
1	Businesses should support and respect protection of internationally proclaimed human rights	Our People (p7)				Sustainability Policy strengthened in March 2012 to better reflect UNGC principles.
2	Make sure that they are not complicit in human rights abuses	Our People (p7)				
Labour						
3	Business should uphold the freedom of association and the effective recognition of the collective bargaining	Our People (p7)				
4	The elimination of all forms of forced and compulsory labour	Our People (p7)				
5	The effective abolition of child labour	Our People (p7)				Explicit policy on prohibition of child labour.
6	The elimination of discrimination in respect of employment and occupation	Our People (p7)				GHD continues to recruit a greater percentage of female graduates than the industry norm (35% versus 30%). There is also a focus on continued recruitment of people from diverse cultural backgrounds. 2012 saw the appointment of two additional female executives. In addition a further female Board member has been appointed.

UNGC Principles		GHD 2012 Annual Review	GHD 2012 Sustainability Report	Indication of Outcomes		Comments
				2011	2012	
Environment						Improved and more focussed sustainability. Improved and more focussed sustainability reporting implemented with benefits expected to crystallise in 2013.
7	Businesses are asked to support a precautionary approach to environmental challenges	CSR HSE (p7) Environment (p12)	Project Opportunity Assessment (p3)			Sustainability Policy strengthened.
8	Undertake initiatives to promote greater environmental responsibility	CSE HSE (p7) Environment (p14)	Sustainability performance summary (p2-4)			Sustainability Policy strengthened.
9	Encourage the development and diffusion of environmentally friendly technologies	Innovation program (p6) Environment (p14)	Innovation (p3)			
Anti-Corruption						Integrity Policy strengthened in March 2012.
10	Business should work against corruption in all forms including extortion and bribery	CSR (p9)				Integrity Management Guidelines formalised. China Gift and Entertainment Guidelines. eLearning completion: Australia/New Zealand 82% Asia 97% and Americas 94% Incident Reporting System (IRIS) is effective.

UNGC Principles		GHD 2012 Annual Review	GHD 2012 Sustainability Report	Indication of Outcomes		Comments
				2011	2012	
Partnerships in Development						
	MSABI Community Water & Sanitation in Tanzania	Chairman's message (p4) CSR (p8)	GHD in the Community (p1)			
	Indigenous Communities in Australia	CSR (p8)				

Legend



Red: Serious deficiencies identified and corrective actions required immediately.



Amber: Minor deficiencies identified and corrective actions in place



Blue : Satisfactory but areas for improvement identified



Green: Excellent

2012 Annual Review



GHD at a glance

GHD works with clients in a way that
is collaborative, timely and reliable

Who we are

Established in 1928, GHD is one of the world's leading engineering, architecture and environmental consulting companies.

Wholly-owned by its people, GHD has a long tradition of combining global reach, local capabilities, technical skills and innovative approaches to solve our clients' toughest challenges.

What we do

Our global network of engineers, architects, planners, scientists, project managers and drafters collaborate to improve the built, economic and social environment of the communities in which we operate.

We provide multi-disciplinary services covering the full life cycle of projects such as water treatment plants, mines, buildings and roads amongst many others.

How we benefit clients

GHD is a client-centred company. We are dedicated to understanding and helping our clients achieve their goals. Having successfully completed thousands of projects around the globe, we have the relationships, knowledge and ability to meet our clients' needs.

Extensive training, robust systems and a culture of idea generation and collaboration underpin our commitment to quality, safety and innovation.

How we operate

GHD's business model is to operate globally and deliver services locally.

Today, more than 6500 people work in 100+ offices across five continents. They are united by the core values of Teamwork, Respect and Integrity.

The cornerstone of our business is our client-centred culture and teamwork-based approach known as One GHD.

We serve clients in the global markets of water, energy and resources, environment, property and buildings, and transportation



1

team

5

continents

5

market sectors

70+

services

100+

offices

5000+

clients

6500

people

\$1.12

billion AUD

Chairman's message

Our strategic positioning, solid performance and global reach gives us confidence in the future



The past year has seen GHD continue to be a leader in the five markets in which we operate. This is the result of a clear strategy, our resolute client focus, and the discipline of our people.

Client-centred

GHD enjoys strong, long-standing relationships with our clients. While the past year has been challenging for many, we continue to innovate and provide the capabilities and resources our clients require, and in the process cement these relationships further.

We thank our clients for their confidence in our abilities and respect their feedback, which encourages us to improve our services further.

One GHD

GHD operates as an integrated business. We leverage our strength and experience to grow our technical capabilities and provide opportunities for our people.

Today we have an inspired and motivated workforce that lives the values of Teamwork, Respect and Integrity. We are proud to be 100 percent employee-owned and every day I see great examples of our people's passion, thirst for knowledge and commitment to our clients.

We work hard to attract, retain and develop impressive people to help them achieve their full potential. In 2012, we sustained our investment in technical development through the GHD Business School, with a clear focus on leadership development and succession planning.

GHD in the Community

With a business model built on supporting our client-facing people, it makes sense that our community engagement follows the same principle. Over the years, GHD has stood behind our people and supported them in their charitable and community endeavours with financial and in-kind support.

We are particularly proud of the outstanding success of the MSABI program, which has brought safe drinking water and sanitation to more than 40,000 people in Tanzania. Led by one of our water engineers, Dale Young, this initiative has been supported by GHD since inception.

More recently, we have made great inroads into providing career pathways for Indigenous people. We have supported hundreds of local fundraising and not-for-profit activities around the world as a way of contributing to the communities in which we live and work.

Future

GHD remains focused on growth and investment in our clients, people and communities. We are dedicated in our approach and will continue to capitalise on opportunities to deliver significant value to our clients in the years ahead.

In my first year as Chairman, I have enjoyed connecting with our people and sharing meaningful dialogues with many of our clients. I admire their passion and commitment and am excited by what the future holds.

A handwritten signature in black ink, appearing to read 'Russell Board', written in a cursive style.

Russell Board
Chairman

A passion for serving clients and building on our competitive strengths has delivered a record turnover



In 2012, GHD realised the value of embedding key success factors into our business. Focused organic growth, strong alignment with clients and the momentum of numerous mergers enabled us to grow our turnover by 12 percent, setting a new record for the company.

Operations

Solid progress in building a sustainable international business was achieved by:

- Growing the revenue of our non-Australian operations by 20 percent, in alignment with our global reach strategy
- Expanding our business in Australia, which reflects the sustained demand for multidisciplinary services
- Deepening our footprint in the Americas with nearly 1000 people, many of whom joined in the past year through company mergers
- Facilitating projects for expanding Asian companies
- Diversifying our services in the Middle East and capitalising on our overall technology strengths
- Broadening our rail business in the UK

Markets

Our vision of delivering integrated services to our clients has supported GHD's growth during the year in our five market sectors. This is clearly illustrated by our achievements in the energy and resources sector, where our emerging engineering, procurement and construction capabilities are in demand. In transportation, we continue to be appointed on road, air, rail and port projects as we partner with clients and stakeholders to drive asset efficiency.

Growth in the water sector, particularly the USA and Canada, is helping us leverage our deep experience and deliver technology on a global scale. In addition, our leadership in asset and logistics management is assisting utility operators to realise greater value from their assets.

In property and buildings, our industry based approach to multidisciplinary projects is helping clients understand how we can add value through simplification of design and integration of documentation. Finally, we have strengthened our environment business with major wins for environmental impact assessments together with new projects in the USA, Middle East, Chile and Asia.

Highlights

- Improved our health, safety and environment initiatives achieving a 24 percent reduction in total incident frequency rate
- Developed the Innovation Interchange initiative (see page 6), which is facilitating the connection of many organisations around the world
- Continued embedding sustainability principles in our service delivery
- Applied resources and technologies that support our clients' objectives of improving their return on investments through our diverse geographical presence and service delivery

A handwritten signature in black ink that reads "Ian Shepherd".

Ian Shepherd
Chief Executive Officer

Clients



Around the world, 6500 committed GHD professionals collaborate extensively and work closely with private and public organisations of all shapes and sizes, and in all sectors. Every year, they complete thousands of projects with one objective in mind: to deliver successful outcomes.

While our clients are diverse, they all are united in their expectations of GHD. They rely on us to provide quality services in a timely manner and seek innovative answers to complex questions. Put simply, they expect us to get the job done, on time and on budget.

For GHD, engaging with our clients is all about developing and maintaining close relationships. Rather than work for our clients, we partner with them to execute projects in line with their brands and goals. We are passionate about understanding their challenges and provide holistic solutions that deliver value not just today, but well into the future.

Because the client engagement journey continues well after a project is completed, we take feedback seriously and look for ways to continuously improve our performance.

In 2012, we simplified our business processes and streamlined our systems to provide greater integration of services and easier access to information. These changes are an important part of our focus on delivering high quality services in a timely and reliable manner and communicating with our clients every step of the way.

Innovation

At GHD, innovation is a highly focused discipline that enables us to deliver added value to our clients. It is critical for improving service delivery, streamlining processes and boosting efficiency. More importantly, it allows us to solve our clients' challenges in a way that differentiates them from the competition.

During the year, we became the principal supporter of the Innovation Interchange, an exclusive global business community that drives solutions to infrastructure challenges. As part of our support, we provided technical and commercial advisory services to Technology Provider members.

The University of Melbourne engaged us to develop urban water research priorities for Carlton Connect, an entrepreneurial environment for research and collaboration. In addition, we are working with Sydney Water to assess the feasibility of using the Annamox bacteria and process in its wastewater treatment plants to leverage international progress in this area.

Highlights

- Received a grant from the Australian Government's Enterprise Connect to host a clean energy forum
- Recognised for our work on the Water Atlas project with a Service Provider Innovation Award from Australia's Smart Water Fund
- Rewarded with a financial innovation bonus for our work on the City East Alliance - alongside Leighton Contractors, NRW and Main Roads Western Australia - where more than 100 qualifying innovations were generated
- Patented a GHD-developed technology that enables clients to continuously monitor water pump efficiency in real-time

(innovations)"



At the heart of our success is GHD's client-centred culture and a network of talented, diverse and creative people. It is this 'One GHD' approach, backed by a commitment to our core values, that allows us to assist our clients in achieving their goals.

The GHD difference

- We are committed to our clients' goals of building community infrastructure, economic and social wellbeing
- The One GHD network provides a sense of belonging and helps resource projects irrespective of geographic borders
- Our core values of Teamwork, Respect and Integrity underpin how we work together and with our clients
- Private ownership of GHD instills a distinctive culture of leadership, responsibility and accountability
- We pride ourselves on the diversity, depth and quality of our technical services and ability to contribute to projects
- Our business model of operating globally and delivering services locally allows us to be where our clients need us most

Highlights

- Increased engagement and retention of our people by 3%
- Achieved strong tenure levels, with 39% of our people being employed by GHD for more than five years
- Recognised by Randstad Australia as the fourth most attractive employer in Australia
- Validated our approach to gender equality with Equal Opportunity for Women in the Workplace Agency
- Attracted a range of leading professionals to join us in a range of sectors and disciplines
- Enhanced our recruitment of graduates year-on-year to 220, 68% of whom are engineers and 34% are women
- Provided extensive coaching, mentoring and professional development opportunities as part of our career and leadership development model
- Supported mobile working practices with 60 international and 120 domestic transfers involving relocation completed
- Delivered more than 140 programs and 3000 face-to-face learning opportunities through the GHD Business School

Technical leadership

One of the hallmarks of GHD is the technical leadership we bring to our clients' projects. To enable our people to continue providing the guidance and insights our clients value, we have developed a technical leadership model. This approach provides a visible career pathway that recognises excellence and achievement, cultivates a sense of belonging and facilitates a collaborative network of technical and professional people. More importantly, it enables us to mobilise and resource 'best-for-project' teams from our global network to deliver quality services to our clients.

Highlights

- Established technical partnerships with key international organisations to optimise the services we deliver
- Presented a broad range of technical papers at prestigious international conferences

- Supported the appointment of GHD people to board and committee positions in industry organisations including Intelligent Transport Systems Australia, National and International Standards Organisation, the Institute of Sustainable Infrastructure USA, International Water Association, Permanent Way Institute UK, Infrastructure Partnerships Australia, the Warren Centre for Advanced Engineering, the International Society for Soil Mechanics and Geotechnical Engineering, amongst many others
- Continued to work collaboratively with technology providers such as ESRI, Autodesk and Bentley Systems to enhance the use of technology for design, documentation and collaboration across the company
- Enhanced our structured succession planning framework to ensure coverage of our technical capabilities and skills

Governance & community engagement



Board

GHD is committed to high standards of corporate governance with clearly defined roles and responsibilities for both the board and management. The board is responsible for overall governance and establishes GHD's core purpose as well as fostering our culture. The Executive Management Group is led by the CEO and tasked with developing and implementing strategy. It also manages the company's operations with the support of the leadership team.

Directors (see photo above)

- **Russell Board**, BE (Civil), FAICD, FIEAust, CPEng
- **Ian Shepherd**, Assoc (Civil Eng) Grad Dip Bus, FIEAust, CPEng, MAICD
- **Nick Apostolidis**, BE (Civil Hons), MEng Sc, FIEAust, GAICD

- **John Baird**, BE (Civil Hons), FIEAust, CPEng, GAICD
- **May Ngui**, BAppSc (ElecEng), MIEAust, GAICD, CPEng
- **Rob Knott**, BE (Elec), FIEAust, MAICD
- **Michael Muntisov**, BE MEng, CPEng, MAICD
- **Warren Traves**, BE (Hons), MEng Sc, Grad Dip Eng, FIEAust, CPEng, GAICD
- **Peter Wasow**, B Com, Grad Dip Mgt, FCPA

External Committee Members

- **Rob Kella**, B Ac (Hons), CPA (USA), CA
- **Stephen Skulley**, MBA, M Petroleum Engineering, BE (Mech)
- **Kerry Smith**, B Ec (Syd), CA

The board is also supported by Company Secretary, **Lisa Elbourne**, BBus, CPA, ACIS, GAICD.

GHD in the Community

While GHD is an international company operating across five continents, we act like a local business - caring for our clients, people and communities. Under the umbrella of our GHD in the Community program, we contribute to a range of not-for-profit organisations, support the volunteer activities our people, provide pro-bono services and respond to natural disasters.

2012 support

- **MSABI** - Since 2009, GHD has been a core donor of this safe water, sanitation and hygiene initiative in Tanzania. Established by one of our water engineers, Dale Young, MSABI has delivered 230 water points and 25 environmentally safe sanitary points to date, benefiting more than 40,000 people in local communities and schools. It also conducts education meetings in many villages and has established a local filter pot manufacturing facility in collaboration with a local women's group. Today, MSABI has evolved into a respected non-governmental organisation, that has created a replicable and expandable model for the implementation of cost-efficient community based water, sanitation and hygiene programs.
- **United Nations Global Compact** - As a signatory, GHD has adopted an established and globally recognised policy framework for the development, implementation, and disclosure of environmental, social, and governance policies and practices.
- **Indigenous communities** - We continue to partner with Engineers Without Borders, in Australia and the USA, to assist developing and Indigenous communities improve water quality. As part of our involvement with CareerTrackers, we have provided employment opportunities for 14 Indigenous university students in Australia. We also participated in the 2012 World Indigenous Business Forum and the 2012 Yutjulwala Garma Key Forum, an important gathering of Australian Indigenous, government and industry stakeholders.
- **Not-for-profits** - We supported a range of vital causes including the Box Appeal (Middle East), Redwood Empire Food Bank (USA), Multiple Sclerosis Association, World Vision, Royal Flying Doctor Service, Movember and more. We contributed to initiatives to benefit schools in Australia and the Philippines, and disadvantaged communities in New Zealand and Nepal through Habitat for Humanity.



GHD's approach to corporate social responsibility is aligned with our strategy to develop long-term growth for the firm in a manner that is socially and environmentally responsible.

We are focused on refining and implementing our systems and standards to protect our people and clients. We aim to maximise positive outcomes for the communities in which we operate.

Highlights

- Certified our Health Safety and Environment (HSE) management system across our operations to Lloyds Register Quality Assurance standards OHSAS 18001 and ISO 14001
- Expanded our HSE management system to include delivery of Engineering, Procurement, Construction, Maintenance (EPCM) projects
- Continued to perform company-wide analysis of HSE risk to identify risk-based improvement strategies and assist clients to improve the way they manage and mitigate environmental risks
- Achieved a 24 percent reduction in our total injury frequency rate, and reduced our energy consumption by 7 percent across all our operations
- Refined our plans for potential crises and emergencies throughout our operations

Health, Safety and Environment

During the year, we deepened the integration of our HSE systems across the company and simplified core business processes to enable continued performance improvements.

We also achieved high levels of engagement amongst our people with GHD's HSE culture which promotes a 'SAFE you, SAFE me, SAFE GHD' message.

Risk

Leveraging 80+ years of experience, GHD applies systematic approaches and proactive programs to help our clients better manage the risks of their activities.

During the year, we enhanced our risk management framework to provide a structured and consistent approach to risk across all business activities - that align strategy, systems and people - to deliver on our clients' objectives.

In addition, we continue to refine our 'Safety in Design' framework to enhance project outcomes.

Quality

GHD's core strength is derived from the integrity, capability and enthusiasm of our people. Along with teamwork, these are the elements that inspire a passion for quality in the services we deliver.

Since 1993, GHD has operated under a Quality Management System (QMS) which is certified by Lloyds Register Quality Assurance (LRQA) to international standards ISO 9001: 2008.

Integrity management

In our role as one of the world's leading engineering, architecture and environmental consulting companies, GHD has embedded the principles of integrity across its operations.

Our Integrity Management System is aligned to the ten principles of the United Nations Global Compact - of which we are a signatory - and our people are committed to a core set of values in the areas of human rights, labour standards, the environment and anti-corruption.

Financial highlights



Report

2012 was a year of solid growth for GHD with revenue rising by almost 12 percent to AUD1.12 billion.

Our growth was underpinned by increased workflow from major energy and resources clients and from the addition of seven new firms that joined GHD. The largest mergers took place in the USA and Canada, while other important integrations were completed in the UK and Australia. The key benefit to our operations has been the addition of many wonderful people, clients and capabilities that make GHD a more diverse, talented and ultimately more competitive firm.

Overall, GHD has retained a very buoyant financial position. We concluded our mergers while maintaining very low net debt levels. This was the result of prudent financial decision making and effective working capital management by teams in all parts of our business.

We also expanded and extended our debt facilities during the year. At the time of writing this report, we have in excess of AUD150 million in unused facilities.

Our strong performance and financial standing places GHD in a robust position to capitalise on further growth opportunities with our clients around the world.

Phillip Bradley
General Manager Finance

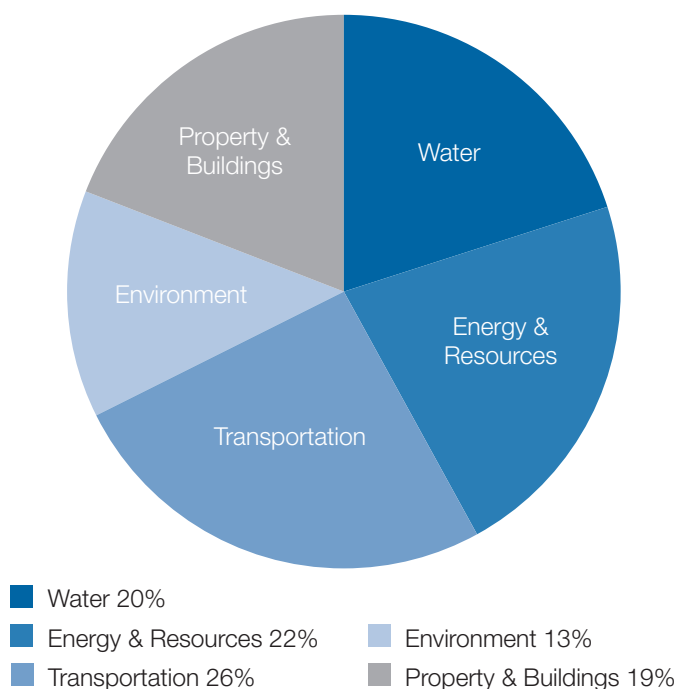
Consolidated Balance Sheet

As at 30 June 2012
AUD millions

	2012	2011	2010
Current Assets	289.3	251.7	260.2
Non Current Assets	189.1	140.1	145.4
Total Assets	478.4	391.8	405.6
Current Liabilities	190.0	164.5	171.1
Non Current Liabilities	107.5	63.3	76.3
Total Liabilities	297.5	227.8	248.0
Net Assets	180.9	164.0	157.6
Equity	180.9	164.0	157.6

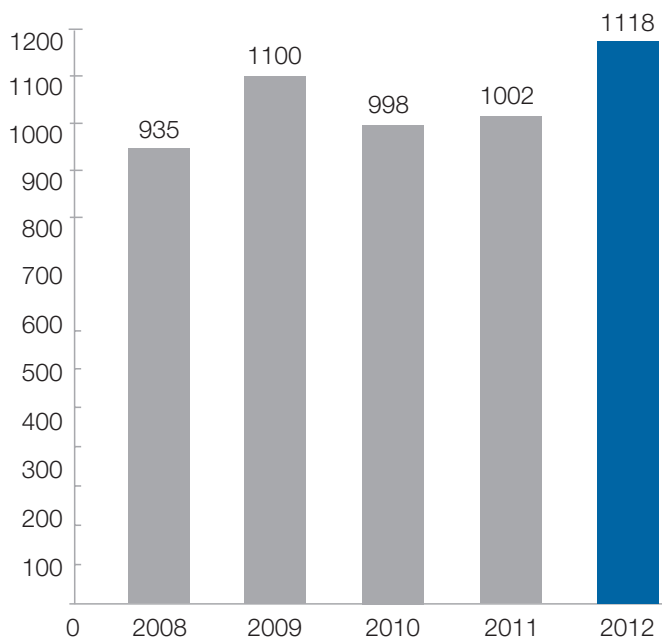
Source: Consolidated Financial Statements as at 30 June 2012 for GHD Group Pty Ltd.

2012 Revenue by Global Market Sector



Statement of Revenue

AUD millions



Auditor's Statement

We have audited the accompanying summarised financial information of GHD Group Pty Ltd (the "Company"), comprising the summary Consolidated Balance Sheet as at 30 June 2012 and the summary Statement of Revenue for the year ended 30 June 2012 which were derived from the financial report of the Company for the year ended 30 June 2012. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 29 August 2012. The financial report and the accompanying summarised financial information do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

The responsibility of Directors for the summarised financial information

The Directors of the Company are responsible for the preparation and fair presentation of the summarised financial information in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations).

Auditor's Responsibility

Our responsibility is to express an opinion on the summarised financial information based on our procedures which were conducted in accordance with Auditing

Standard ASA 810 Engagements to Report on Summary Financial Statements.

Auditor's Opinion

In our opinion, the information disclosed in the summarised financial information is consistent, in all material respects, with the financial report from which it was derived. For a better understanding of the scope of our audit, the summarised financial information should be read in conjunction with our report on the financial report.

DELOITTE TOUCHE TOHMATSU

Deloitte Touche Tohmatsu ..

J A Leotta ..

J A Leotta

Partner
Chartered Accountants
Sydney, 28 September 2012

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Water



Market snapshot

Global Market Leader

Chris Hertle

Global Technical Leader

Rip Copithorn

Key services

- Asset Management
- Dams
- Irrigation
- Industrial Water & Waste
- Integrated Water Management
- Wastewater Collection
- Wastewater Treatment
- Water Efficiency
- Water Treatment & Desalination
- Water Sciences
- Waterways & Coastal
- Water Transmission & Distribution

Outlook

Our water business continues to help clients achieve their goals, particularly in water and wastewater infrastructure including desalination, as well as asset management and water services for the energy and resources sector.

The year ahead will see us working on a wide range of water projects in traditional geographies and in China, India and the Middle East. Our recent expansion in the USA and Canada has broadened our footprint and we are undertaking projects to benefit communities across the Americas including Chile.

Recent projects

Australia

- Proserpine & Bowen WTPs, Whitsundays Regional Council, QLD
- Mundaring WTP, Water Corporation, WA

- Water Management Programs, Santos and Centennial Coal
- Water Roadmap, Australian National Water Commission

Asia

- Boracay Island Wastewater Study, Philippines

Middle East

- Abu Dhabi Water Efficiency Project, UAE

New Zealand

- Rebuild of Christchurch Horizontal Infrastructure

The Americas

- Computerised Maintenance Mgt. System Yorktown, USA
- Desalination Plants in Huntington Beach, Carlsbad and Pendleton, USA
- Total Phosphorus Study, City of Barrie, Canada

Case studies

Mundaring Water Treatment Plant, Western Australia

As part of our work on this project, GHD has provided tender design, detailed design and construction support services to ACCIONA TRILITY JV and Brookfield Multiplex Engineering and Infrastructure. Delivered as a Public Private Partnership project, this biological activated carbon and dissolved air flotation/ filtration plant will ultimately treat up to 240 MLD to supply the vast goldfields and agricultural regions, from Perth through to Kalgoorlie.

Desalination, the Americas

The development of Seawater Reverse Osmosis (SWRO) plants in Carlsbad, Huntington Beach and Camp Pendleton (San Diego) is benefiting from GHD's considerable experience in this area. A feasibility study for desalination is also under way in Rosarita, on the border of Mexico and California, and our people are assisting BP with a unique SWRO project in the Gulf of Mexico.

City of Barrie, Canada

A comprehensive study has been undertaken by GHD to investigate alternatives and develop recommendations for increasing phosphorus removal to meet a total phosphorus limit of 0.04 mg/L at the City Water Pollution Control Center. A tertiary membrane filtration system was selected and following a successful phosphorus pilot study, the City has a plan to meet reduced effluent limits under the Lake Simcoe Protection Plan.

Boracay Island Wastewater study, Philippines

Known for its pristine beaches and clean waters, Boracay is addressing its rising infrastructure and environmental protection needs. GHD was engaged by the Boracay Island Water Company to complete a wastewater planning study and provide reference designs for the existing 6.50 MLD Sewage Treatment Plant (STP) as well and two new ones with a combined capacity of 24 MLD. These STPs will cater to more than one million tourists (per annum) projected to visit the island - which was voted as the world's best island destination for 2012.



Case studies

Moranbah South Underground Coal Mine, Australia

The Anglo American Metallurgical Coal & Exxaro Resources Joint Venture engaged GHD to prepare the underground mining and infrastructure design for the pre-feasibility study of the proposed Moranbah South Underground Coal Mine. Our team analysed the mining operation using two longwalls, investigating geotechnical issues, materials handling options, underground services and surface infrastructure alternatives including drift and services locations. The final deliverables included capital and operating cost estimates as well as execution plans for the feasibility and project execution phases.

Interoil, Papua New Guinea

The Napa Napa Oil Refinery near Port Moresby has benefited from a range of engineering services from GHD. These include design of mercury removal beds, process and steam production modifications, refinery HAZOP services, water treatment

facilities, fire water systems, storage tank overfill protection, as-building services and risk assessments. Our team has also assisted with managing crude tank turnaround and improving power system reliability together with power supply upgrades. A key part of our engagement was the transfer of knowledge to Interoil employees.

Codelco Power Study, Chile

A study of operational and maintenance services has been carried out for the high and medium voltage assets of Codelco's Andina mine facilities. As part of this project, our team undertook an audit of the organisational structure including Codelco employees and the external contractors in charge of operation and maintenance activities. Maintenance plans of the electrical grid and associated patterns of the power network are being developed with a view to reformulating existing plans. A critical equipment and spare parts list of the power network has also been created comprising the transmission, transformation and distribution networks.

Market snapshot

Global Market Leader

David Luscombe

Global Technical Leader

Richard Fechner

Key services

- Hydrocarbons Processing & Transportation
- Industrial & Electrical Engineering
- Materials Handling
- Minerals Processing
- Mining Engineering
- Mining Geosciences
- Resource Evaluation
- Power Generation & Delivery
- Renewable Energy
- Tailings
- Environmental Services

Outlook

We experienced significant growth in energy and resources this year, driven in part by the mining sector in Australia, Chile and the Philippines. We are focused on helping our mining clients re-prioritise their capital expenditure efforts to maximise return on investment and improve the efficiency and productivity of existing operations.

In terms of power, the need to upgrade ageing generation and distribution assets is a key part of our future growth in developed countries.

On the oil and gas front, we continue to play a key role in significant onshore projects in Australia, while developing opportunities in the USA and Canada.

Recent projects

Mining

- BHP MAC 32 Expansion Selection Phase Study, Australia
- St Ives Gold Mine, EPCM New Tailings Storage Facility, Australia
- Vale, Exploration and Resource Evaluation, Australia

Power

- Sino Iron 220 KV Port Substation Energisation, Australia
- Yap Island Renewables Feasibility Assessment, Philippines
- Biomass gasification, Morrisville, USA

Oil & Gas

- Santos GLNG, Engineering & Procurement, Australia
- Arrow Energy, Moranbah Gas Project, Australia
- Metrogas LNG Storage & Regasification, Chile

Environment



Market snapshot

Global Market Leader

Christine Wyatt

Global Technical Leader

Fouad Abo

Key services

- Air & Noise
- Climate Change
- Contamination Assessment & Remediation
- Environmental Impact Assessment & Approvals
- Forestry Management
- Health, Safety & Environment, & Audits
- Natural Resources
- Spatial Sciences
- Stakeholder Engagement
- Waste Management
- Water Sciences

Outlook

Our environment business grew in 2012 driven by the buoyant conditions in the mineral resources and energy markets, particularly in Australia, South America and the Middle East. With our expanding presence in the USA and Canada, demand for our services is increasing as new regulations, rising environmental awareness and clean energy requirements continue to stimulate growth. Looking ahead, our extended global reach is providing us with greater capability to respond to existing and emerging environmental issues for our clients.

Recent projects

Australia

- Mt Todd Gold Mine Environmental Impact Statement, NT
- Oran Park Town Social Plan Implementation, NSW
- Toowoomba Gasworks Clean Up, QLD

Asia

- Climate Change Adaptation in the Pacific - Tonga, Vanuatu and Papua New Guinea

Middle East

- Offshore Oil & Gas Projects
Marine Monitoring Programs, Doha, Qatar

New Zealand

- Tui Mine Rehabilitation

The Americas

- Landfill Expansion, Broome County, New York, USA
- Antofagasta South Desalination Plant Environmental Impact Statement, Chile

United Kingdom

- Low carbon strategy, National Health Service

Case studies

Emirates Foundation for Youth Development, UAE

An Environment, Health and Safety Management System has been developed for the Emirates Foundation, an independent UAE organisation that uses venture philanthropy to help young people in the country reach their full potential. Our team is also providing training for system awareness and risk assessment as well as internal auditing advice.

St Barbara Limited Gold mines, Western Australia

As part of its business and compliance management requirements, St Barbara Limited has engaged GHD to prepare mine closure and rehabilitation plans along with subsequent closure cost estimates for its gold mining operations. Our team developed 'domain' closure and rehabilitation plans for the mines' various site features, tailings storage and waste rock facilities. The plans include consideration of new regulatory needs and St Barbara's consultation with their stakeholders.

Adobe Gulch Grasslands Habitat Restoration, USA

GHD is playing a key role in helping the San Francisco Public Utilities Commission restore a 66 acre watershed protection area in San Mateo County known as the Adobe Gulch Grasslands.

Our team developed a Mitigation and Monitoring Plan, produced design drawings and outlined specifications to restore the site to a diverse mosaic of native grassland, oak woodland, wetland and riparian habitat for species protected under the US Endangered Species Act. This includes the California Red-Legged Frog, San Francisco Garter Snake, Mission Blue Butterfly and the Bay Checkerspot Butterfly.

Once restoration is complete, the project will feature two seasonal wetlands and will contribute to improved water quality. It will closely resemble the landscape reported by surveyors in the mid-1800s.



Case studies

Porsche Facilities, India and Middle East

As the Regional Architect for Porsche in the Middle East and Africa, GHD is providing concept designs for more than 27 new showrooms and servicing (after sales) facilities across the UAE, Qatar, Oman, Lebanon and Egypt as well as India.

In India, we are designing 12 of these facilities using Building Information Modelling (BIM) to facilitate development efficiency and assist Porsche in understanding the design challenges that some sites present. These facilities are located in a range of greenfield sites and tenancies within newly constructed buildings in prominent retail developments.

In delivering these projects, our team is committed to providing well-designed facilities that integrate corporate architecture with functional design.

Fraser Coast Cultural Centre, Australia

Australia's whale watching capital will soon boast a new cultural centre designed by GHD. The facility will house the new Fraser Coast Discovery Centre, Hervey Bay Regional Gallery and an administration area. Our team delivered a range of integrated services underpinned by BIM including planning, architecture, engineering (civil, structural, mechanical, electrical and hydraulic), interior and landscape design, tender and construction management, project delivery and structural steel workshop drawings to optimise and fast-track construction.

Tianjin Cuijinhu Residential Area, China

GHD is providing master planning and architectural design services for Phase one of this residential development which is located in the Wuqing district of Tianjin. It spans 93 hectares and features 450 Mediterranean style villas and 5000 garden apartments as well as recreational and commercial facilities. The project has received the 2012 Habitat Scroll of Honour Award.

Market snapshot

Global Market Leader

Paul Morris

Global Technical Leader

Paul Murphy

Key services

Our planners, architects, engineers, scientists, economists and project managers service the sectors of:

- City & Community Development
- Defence & National Security
- Resources & Industrial Facilities
- Social Infrastructure
- Transport Facilities
- Workplace & Lifestyle

Outlook

We delivered a solid performance for 2012, underpinned by our diversified markets and focus on integrated service delivery. Although some

segments of the market remain tight, GHD's ability to deliver complex projects, especially those that require integrated building and infrastructure solutions, has permitted us to adapt and respond quickly to emerging client needs. In 2013, growth will be realised in most sectors, particularly in emerging geographies including China and the Middle East, in addition to our growing presence in North America.

Recent projects

Australia

- Cultural Centre, Fraser Coast Regional Council, QLD
- Victoria Harbour, Lend Lease, VIC
- Starlight Express rooms in hospitals, Starlight Children's Foundation, SA
- Indigenous developments, Cairns, Cape York, and Torres Straits, QLD

China

- Tianjin Cuijinhu Residential Area
- SNPTC Science and Technology Base, Beijing
- New campus, Hunan Railway Professional Technology College

Middle East

- Showrooms and servicing facilities, Porsche, UAE
- Automated car park, Doha City Centre, Qatar

New Zealand

- Structural assessments of buildings in Christchurch

The Americas

- Campus-wide steam and chilled power loop, Portland State University, USA
- Expansion of Ninkasi Brewing Company barrel brew house, USA

Transportation



Market snapshot

Global Market Leader

Ian Dawson

Global Technical Leader

Bernard Shepherd

Key services

- Asset Management
- Airports
- Bridges
- Strategy & Economics
- Intelligent Transport Systems
- Maritime & Coastal
- Pavement Engineering
- Railways
- Roads & Highways
- Road Systems
- Supply Chain Logistics
- Tunnelling
- Transport Planning & Traffic Engineering

Outlook

Our integrated transport business - planning and investment, aviation, marine, rail, roads and highways - performed strongly in 2012, driven in part by the need to renew ageing assets and provide efficiencies to support economic development. Opportunities in the Middle East, the Americas and the UK are on the rise and recent GHD mergers are delivering added value to our clients.

Recent projects

Australia

- Regional Rail Link, City to Maribyrnong Alliance, VIC
- Pacific Highway, NSW
- Perth Gateway, WA
- Adelaide Superway, SA
- Intermodal initiatives, Lincoln Gap, SA
- Northern Freight Corridor, NSW

Middle East

- Light Rail, Qatar

New Zealand

- Central Hawkes Bay Road Network Management
- Puhoi to Warkworth Roads of National Significance Motorway Extension Alliance

The Americas

- Transportation Research Board USA - Primer & Guidebook on Asset & Infrastructure Management Airports
- Vergara Pier Restoration, Chile
- Halton Transportation Masterplan, Canada

United Kingdom

- Swiss Federal Railways, Fleet Asset Management
- Doncaster to Water Orton rail network

Case studies

City East Alliance, Western Australia

A 4.2 km stretch of Perth's Great Eastern Highway is being upgraded from four to six lanes with GHD's assistance. Key improvements include a widened central median, on-road cycle facilities, continuous pedestrian paths and bus priority lanes.

The City East Alliance, of which GHD is a member alongside Leighton Contractors, NRW and Main Roads Western Australia, generated more than 100 qualifying innovations during the costing phase of the project spanning technological, process, methodology and delivery improvements. This included the development of a 3D model of all underground elements which enabled collaborative development and reduced the project schedule by almost 18 months.

Doncaster to Water Orton (D2WO), United Kingdom

D2WO is the latest part of the UK rail network to be tackled as part of the gauge enhancement programme to clear the route for large container freight traffic. GHD is collaborating closely

with the contractor, Carillion, to provide design management service. As the vital link between design and delivery, GHD is managing the development, review, submission and approval of designs against a very tight programme of track possessions whilst driving efficiencies and value engineering initiatives.

Michael Herbert Bridge, South Australia

A new traffic and pedestrian bridge designed by GHD is benefiting the community by providing safe and efficient access to the tourist destination of Glenelg in Adelaide. It has received a Commendation in the Project Infrastructure Category of Engineers Australia's 2012 Engineering Excellence Awards (SA).

Rebuilding Christchurch, New Zealand

Following recent earthquakes, the Stronger Christchurch Infrastructure Rebuild Team (SCIIRT) is rebuilding resilient infrastructure. As one of the four lead design organisations, GHD is providing concept and detailed design for roading projects incorporating innovative techniques to fasten delivery.

GHD provides a comprehensive range of services to help our clients investigate, plan, develop, design, build, maintain and improve the natural, built and social environment of communities around the world



- Air & Noise
- Airports
- Architecture
- Asset/Facilities Management
- Bridges
- Climate Change
- Communication Systems
- Contamination Assessment & Remediation
- Dams
- Drafting
- Electrical Engineering-Building
- Electrical Engineering-Industrial
- Engineering Procurement & Construction Management (EPCM)
- Environmental Impact Assessments & Approvals
- Food Processing
- Forestry Management
- Geology
- Geotechnical
- Health, Safety & Environment (HSE) & Audits
- HVAC
- Hydraulics-Buildings
- Hydrocarbons Processing
- Hydrocarbons Transportation
- Hydrogeology
- Industrial Water & Waste Management
- Instrumentation & Control
- Integrated Water Management
- Intelligent Transport Systems
- Interior Design
- Irrigation
- Land Development
- Landscape Architecture
- Light Rail
- Maritime & Coastal
- Materials Handling
- Materials Technology
- Minerals Processing
- Mining Engineering
- Mining Geosciences
- Natural Resources
- Pavement Engineering
- Planning
- Plant Engineering
- Power Delivery
- Power Generation
- Project Management
- Rail
- Renewable Energy
- Resource Evaluation
- Risk Management
- Road Network Management
- Road Systems
- Security
- Spatial Sciences
- Stakeholder Engagement
- Structural
- Tailings
- Transport Planning & Traffic Engineering
- Transport Strategy & Economics
- Tunnels
- Waste Management
- Wastewater Collection Systems
- Wastewater Treatment & Recycling
- Water Efficiency
- Water Treatment & Desalination
- Water Sciences
- Water Transmission & Distribution
- Waterways & Coastal
- Water & Wastewater Strategy & Planning

To find out more about our services, visit www.ghd.com or 'like' our Facebook page: www.facebook.com/GHDGroup

Achievements and awards



Rankings

GHD is ranked:

- **37th** in Australia's Business Review Weekly Top 500 Private Companies Listing for 2012
- **41st** in Engineering News Records' (ENR) Top 150 Global Design Firms in 2012
- **53rd** in ENR's Top 200 International Design Firms in 2012
- **8th** in ENR's global water market list in 2012
- **9th** in ENR's international sewerage and waste market list in 2012
- **16th** in ENR's Top 20 construction management/program management list (company of non-US origin)

Recognition

- **Best** waste consultant in Australia 2012 - Inside Waste Magazine
- **4th** most attractive company to work for in Australia in 2012 - Randstad Australia
- **Recommended** Spatial Employer in Queensland, Australia in 2012 - Spatial Industries Business Association's Excellence Spatial Awards
- **GHD** - 2011 Award for Enterprise - Australian Business Awards
- **GHD Business School** - 2011 Be Inspired Special Recognition Award - Australian Business Awards

Project awards

Australia

Alkimos Wastewater Treatment Plant Stage 1

2012 Award for Excellence (WA), Infrastructure and Buildings Category - Engineers Australia

Broome North

2012 Excellence Award, Hard Won Victory Category - The Planning Institute of Australia

Cotter Dam Discovery Trail

2012 Design Award - Australian Institute of Landscape Architects

Mardi-Mangrove Link Project - Water Transfer Scheme

- 2012 Infrastructure Excellence Award (Newcastle), Regional Communities Category - Engineers Australia
- 2012 Award for Excellence (Newcastle), Highly Commended - Engineers Australia

City East Alliance

Leighton Contractors Western Australia Awards:

- 2012 Innovation Excellence
- 2012 Safety & Health Excellence
- 2012 Community Excellence
- 2012 Environmental Excellence

Gateway WA

2012 Award for Excellence (WA), Control Systems, Reports and Procedures Category - Engineers Australia

Glenfield to Leppington Rail Line

2011 Design Steering Group Safety in Design Award - Transport Construction Authority (NSW)

Health Screening Levels for Petroleum Hydrocarbons in Soil and Groundwater

2012 CEO Award - Centre for Contamination Assessment and Remediation of the Environment (CRC CARE)

Horizon Alliance

Australian Master Builders' Brisbane Housing and Construction Awards:

- 2011 Innovation and Environment Management Award
- 2011 Sporting and Community Services Facility Award

Highlands Source Project

2012 Award for Excellence (Sydney), Regional Communities Category - Engineers Australia



Certified by the
Carbon Reduction Institute



Hoxton Park Recycled Water Scheme Stage 1

2012 Award for Excellence (Sydney), Infrastructure Category, Highly Commended - Engineers Australia

Melbourne Main Sewer

- 2012 Earth Award for Infrastructure Projects over AUD75 million - Civil Contractors Federation
- 2012 Project of the Year (new installation) - Australian Society for Trenchless Technology

Michael Herbert Bridge

2012 Commended Award for Excellence (SA), Infrastructure Category - Engineers Australia

Reservoir West Primary School

2012 Steel Design Award, Buildings, Small Projects Category - Australian Steel Institute

SA Aquatic & Leisure Centre

- 2012 High Commendation Steel Design Award - Australian Steel Institute
- 2011 High Commendation Award (SA) - Engineers Australia
- 2011 Design Award (SA) for the 10 m dive tower - Concrete Institute of Australia

Water Atlas

2012 Service Provider Innovation Award - Smart Water Fund

Middle East

Matajer Al-Quoz Project (Shopping Mall)

2012 Leisure and Tourism Project of the Year (UAE) - Middle East Economic Digest Awards

New Doha International Airport, Qatar

2011 Award for Safety Performance in a Long Term Environmental Monitoring Program - Overseas Betchel

New Zealand

Kopane Bridge Replacement, Horizons Regional Council

2012 Highly Commended Ingenium Award - Association of Local Government Engineering New Zealand

Royal New Zealand Infantry Regiment (Linton Military Camp)

2012 Western Architecture Award - New Zealand Institute of Architects Inc.

TetraTrap Stormwater Catchpit Device, Auckland Transport

- 2012 Project Innovation Award - International Water Association
- 2011 Arthur Mead Award for Environment and Sustainability, Institute of Professional Engineers New Zealand

The Americas

City of Santa Rosa Utilities Field Office

2012 Outstanding Architectural Engineering Project of the Year State Award (Region 9) - American Society of Civil Engineers

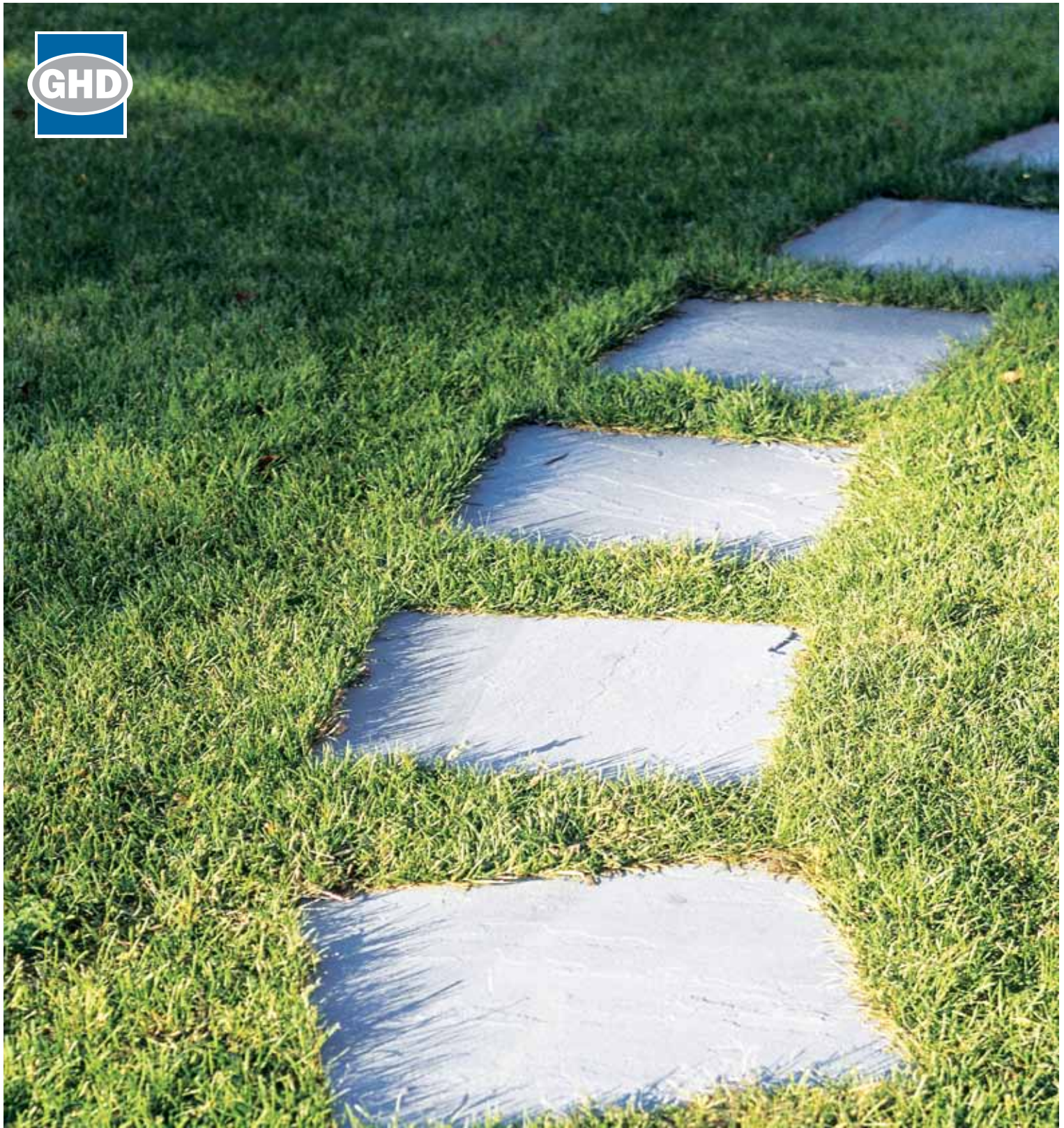
Otisco Lake Water Treatment Plant

2012 Platinum Award, Resources Category - American Council of Engineering Companies Excellence Awards

Portland State University Campus (Infrastructure for Steam and Chilled Water Utilities)

2012 Grand Award, Building/Technology Systems Category - American Council of Engineering Companies Excellence Awards

This is a small selection of GHD's awards for 2012. To view a complete list visit www.ghd.com/awards



Sustainability at GHD

2012

“Delivering quality services in balance with the evolving needs of the environment”

Ian Shepherd, CEO

As one of the world's engineering, architecture and environmental consulting company operating in the global markets of water, energy and resources, environment, property and buildings and transportation, GHD recognises the importance of sustainability to our business.

We actively collaborate with our clients, offering solutions to reduce energy consumption and greenhouse emissions; increase water efficiency; protect biodiversity and respond to community concerns.

Corporate responsibility

GHD aims to enhance business success through our contribution to sustainable development. We aspire to assist our clients with their projects without compromising the environment or impacting communities. We seek to make sustainability part of every project, and continuously improve our operations to reduce their impact and maximise positive outcomes.

Sustainability at GHD

GHD manages the sustainability of its operations through a Health Safety and Environment (HSE) management system certified by Lloyds Register Quality Assurance Standards OHSAS 18001 and ISO 14001.

This system includes processes to measure the impact of our operations according to ten sustainability indicators which are aligned to the Global Reporting Initiative's C standard.

For example, in 2012, all new GHD offices require a minimum building energy rating of 4.5 stars, while vehicle emissions represent less than 5 percent of the company's total emissions.

As the major impacts arising from GHD are related to our clients' projects, we are committed to:

- Collaborate with our clients to define sustainability on their terms, and aim to meet or exceed their goals.
- Provide assistance to manage the sustainability impacts of our clients' projects and businesses.
- Equip our technical leaders with state of the art tools to help them develop innovative responses to our clients' challenges.

Policy

Our Sustainability and Environment policy reflects GHD's commitment to being a responsible corporate citizen.

As a signatory of the United Nations' Global Compact, GHD has adopted an established and globally recognised policy framework for the development, implementation and disclosure of environmental, social and governance policies and practices.

We contribute to the goals of sustainable development and are committed to managing the social, economic and environmental impacts of our operations, and assisting our clients to manage theirs in the provision of our professional consulting services. We recognise innovation as the key to realising this aspiration.

Leadership

GHD provides technical leadership in many forums, focused on achieving sustainable outcomes for our clients' projects. We have a range of Service Line and Business Leaders to assist our people and clients meet this objective.

In addition, many of our people bring a wealth of experience and unique skills, as well as a deep understanding of current and emerging technical issues to realise our clients' sustainable vision. For example, GHD's Lynn Sorrell, was recently appointed as a judge for the 'Keep Australia Beautiful National Sustainable Cities Awards'. In the USA, Howard LaFever, a Board Certified Environmental Engineer, chairs the nine-member board of directors of the newly-formed Institute of Sustainable Infrastructure.

Initiatives

GHD in the Community

For many years now, we have engaged in Corporate Social Responsibility initiatives under the umbrella of our 'GHD in the Community' program. These include contributing to not-for-profit community organisations, supporting the volunteering activities of our people, providing pro-bono services and responding to natural disasters.

Since 2009, GHD has been the core donor for a safe water, sanitation and hygiene initiative in Tanzania. Known as MSABI, this project uses local materials, local skills and adapted low cost technologies to install safe water points and environmentally safe compost pit latrines.

We are committed to assisting Indigenous and developing communities around the world. As part of our partnership with Engineering Without Borders, we help Indigenous communities in Australia and the USA improve water quality. And, we are providing employment opportunities to 14 Indigenous university students as part of our involvement with CareerTrackers in Australia.

Every year, we lend our support to a range of vital causes including the Box Appeal (Middle East), Redwood Empire Food Bank (USA), Multiple Sclerosis Association, World Vision, Royal Flying Doctor Service, Movember and more. We contribute to initiatives to benefit schools in Australia and the Philippines, and disadvantaged communities in New Zealand and Nepal through Habitat for Humanity.



ment and community is fundamental to our long-term performance.”

Carbon Disclosure

In Australia, GHD has been accepted as a Carbon Disclosure Project (CDP) Silver Consultancy Partner. The CDP is an independent not-for-profit organisation that has developed the largest database of corporate carbon disclosure information in the world. We are one of only five consultancy partners in Australia and are assisting clients wanting to report to the CDP.

For example, we have been engaged by PanAust Ltd to undertake a carbon baseline assessment for one of its mines in Laos. We will prepare a carbon information management plan to assist the organisation measure and report its Greenhouse Gas (GHG) emissions to the CDP.

Project Opportunity Assessment

Instead of identifying the ‘negative’ of impacts, we have developed a unique and powerful tool which focuses on highlighting ‘positive’ opportunities. This holistic approach is naturally aligned with our sustainability principles, and is used from project inception.

The POA process often includes working with our clients to develop innovations together. In one case, we identified a solution for a water authority, with a new pipe route saving on capital and operating costs, thereby reducing energy use and impact from construction.

Innovation

Throughout our history, GHD has focused on developing innovations to help our people deliver better results for our clients. Many of these directly impact sustainability, including:

- **Innovation Interchange** - GHD is the principle supporter of the Innovation Interchange, an exclusive global business community that drives solutions to infrastructure challenges. As part of our support, we provide technical and commercial advisory services to Technology Provider members.
- **GHD Pump Efficiency Meter System** - Developed and patented by GHD, this technology continuously monitors water pump efficiency in real time. The system has the potential to save millions of dollars in wasted energy at municipal water and wastewater facilities globally.
- **TetraTrap™** - Developed to help Auckland City Transport achieve its environmental and sustainability goals, the TetraTrap is a stormwater treatment device that prevents the entry of road pollutants to the city’s waterways and harbour. This low-cost, low-maintenance device has a projected asset life of 25 years, can be retrofitted and is proven to increase the capture of gross pollutants by 75 to 175 percent. It won the 2011 Arthur Mead Award for Environmental Sustainability and the 2012 Project Innovation Award from the international Water Association.
- **Integrated Water Management (IWM) Toolkit** - GHD has developed this award-winning water balance software tool, which helps stakeholders to assess the complex interrelationships between different quality source waters and end uses, to arrive at more holistic sustainable solutions.

Helping deliver sustainable client projects

Our vision is to assist our clients with innovative solutions and new approaches to meet the challenges of sustainable development.

Water

Our clients around the world are seeking to further understand water management issues. We have assisted in the delivery of a range of projects that address all elements in the water cycle including:

- **Water loss management:** GHD released an innovative Water Loss Management Toolkit that is helping water utilities minimise water losses.
- **Roadmap of Australia’s water future:** Our team has produced two industry reports for the Australian National Water Commission. The Australian Environmental Water Management Report 2012’ and companion ‘Framework Criteria Report’ present a comprehensive roadmap of Australia’s current environmental water management arrangements.
- **Guidelines for energy and GHG:** GHD has helped the Water Services Association of Australia (WSAA) set a benchmark for energy and Greenhouse gas (GHG) reporting practices.
- **Phosphorus removal:** In the Canadian City of Barrie, GHD has played a key role in helping investigate alternatives and develop recommendations for increasing phosphorus removal to meet reduced effluent limits under the Lake Simcoe Protection Plan.

Energy & Resources

Worldwide, there is growth in energy demand as populations increase and nations improve living standards. GHD is working with clients to:

- Reduce the reliance on fossil fuels, such as helping to implement solar power sources in Hidden Valley Lake Community in Australia, Sonoma County in the USA (California), Napa New Technology High School (California), and the Bruce R. Thompson Courthouse in Reno, Nevada.
- Reduce Yap Island’s dependency on imported diesel fuel for power generation, through expansion of renewable power - a combination of wind and solar technologies.
- Help our mining clients with mine closure and rehabilitation plans.



Environment

GHD's environmental professionals play a key role in each of our projects. We integrate these people into our design teams, so that our solutions incorporate social and environmental considerations at the outset. For example, our engineers and environmental scientists are helping to:

- Remediate various sites including the former Gasworks in Toowoomba (Australia).
- Rehabilitate a 66 acre watershed protection area in San Mateo County known as the Adobe Gulch Grasslands in California, USA.
- Develop a low carbon strategy for the UK's National Health Service (NHS). This multifaceted approach to carbon reduction is being implemented through the participation of numerous regional and organisational functional units, and targets a diverse range of emission sources.
- Undertake a range of Environmental Impact Assessments. Our focus is to provide an integrated approach to EIA, working hand-in-hand with our designers and environmental specialists to find holistic solutions.



Property & Buildings

GHD is delivering on the vision that sustainability is a core feature of well designed buildings and cities and that the key to success is to ensure architecture, engineering, planning and sustainability services are integrated. Recent project that showcase this approach include our work to:

- Renovate a building in downtown Syracuse in the USA to cater for students attending the Upstate Medical University. We delivered a range of design services, facilitated the LEED certification process and created a roadmap to guide the inclusion of sustainable concepts and processes into the project.
- Develop a large new urban area in Broome North, Western Australia. This master-planned residential area will provide subdivisions, schools, public open space and commercial development for around 15,000 people. Our people provided a range of services in the environment and hydrology areas including environmental advice during the development process and public consultation periods.

Transport

Sustainable transport is about finding ways to move the growing number of people and goods efficiently in ways that reduce the impact on the environment. Rail is emerging as an opportunity for our clients to reduce congestion and carbon emissions.

GHD has played an integral role in:

- The development of the Australian Green Infrastructure Council's Infrastructure Sustainability (IS) rating scheme, launched in 2012 which has been adopted by some major road projects.
- Rebuilding Christchurch in New Zealand, following recent earthquakes. As one of the four lead design organisations, GHD is providing concept and detailed design for roading projects incorporating innovative techniques to speed delivery.
- Helping the UK rail network with its gauge enhancement program from Doncaster to Water Orton, which will clear the route for large container freight traffic.

About GHD

GHD is one of the world's leading engineering, architecture and environmental consulting companies.

Established in 1928, GHD employs more than 6500 people across five continents and serves clients in the global markets of water, energy and resources, environment, property and buildings, and transportation.

The cornerstone of our business is our client-centred culture and teamwork based approach known as One GHD. Operating globally and delivering services locally, we are united by the core values of Teamwork, Respect and Integrity.

Wholly-owned by its people, GHD is dedicated to understanding and helping our clients achieve their goals. Our global network of engineers, architects, planners, scientists, project managers and drafters collaborate to improve the built, economic and social environment of the communities in which we operate.

GHD is committed to sustainable development, safety and innovation. We care for the wellbeing of our people, assist communities in need and conduct business in an ethical and environmentally responsible manner.

GHD operates under a Practice Quality Management System, ISO 9001:2008 and an Environmental Management System, ISO 14001:2004 which are certified by Lloyds Register Quality Assurance.

For more information, visit www.ghd.com



Quality Policy

GHD Group Quality Policy

At GHD, we harness the experience and capability of our talented global network to become the preferred partner of our clients.

Our goal is to position GHD as a leader in each of our global markets of water, energy and resources, environment, property and buildings, and transportation. Our people embrace a client-centred culture that actively nurtures and maintains industry networks, develops a comprehensive understanding of our clients' businesses, cultivates long-term partnerships and fosters a collaborative environment.

We are committed to the continual improvement of the effectiveness of our management system, which encompasses all professional services undertaken for our clients.

We are proud of the fact that all operations within the GHD Group comply with ISO 9001. The overall objective of this policy is to accomplish more with our clients.

A stylized, handwritten signature in black ink, appearing to read 'Russell Board'.

Russell Board
Chairman

A stylized, handwritten signature in black ink, appearing to read 'Ian Shepherd'.

Ian Shepherd
Chief Executive Officer

March 2012



HSE Policy

GHD Group

Health, Safety and Environment (HSE) Policy

At GHD, the health and safety of our people, clients, visitors and business partners are key priorities, as are the identification and management of our potential environmental impacts.

We seek to create an outlook and culture in which HSE principles are front of mind and part of everyday business. We are committed to minimising injury and ill health, and to minimising our impact on the environment in order to achieve leading industry practice.

With these goals in mind, the effective delivery of our services will be achieved through the development, implementation and ongoing review of a robust health, safety and environment (HSE) management system, comprising:

- Objectives and measurable targets that promote a strong HSE culture
- Defined responsibilities for our people including those that work on our behalf as subcontractors and subconsultants
- Consultative mechanisms and proactive communication throughout the organisation
- Risk management processes that exceed minimum compliance with relevant legal and non statutory requirements
- Safety in design principles that encompass the full project lifecycle
- HSE training to enable our people to safely undertake their work activities and ensure environmental impacts are managed
- Incident management and injury rehabilitation
- Monitoring and reporting performance against HSE indicators
- Internal review for continual improvement

We seek the cooperation of our people in satisfying their duty to health and safety, and the management of environmental impacts.

We are committed to implementing continual improvement strategies and allocating resources in our drive towards risk minimisation and lasting HSE benefits to our stakeholders.

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Chairman

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Ian Shepherd
Chief Executive Officer

March 2012



Sustainability Policy

GHD Group Sustainability Policy

At GHD, we deliver innovative and responsible business solutions.

We have a responsibility to ourselves, our clients, our business partners and present and future communities to embed sustainable practice in how we operate. For us, sustainability means:

Developing our people

We connect our people with a safe, diverse and rewarding career path. Our people feel valued and secure in their workplace.

Contributing to our world positively

We care by minimising our ecological impact through resource efficiency and nature conservation initiatives and by supporting communities through development and GHD in the Community Programs.

Demonstrating good governance

We commit to our values and policies. This is reflected in the way we manage our business and interact with our clients and our people.

Managing our risk profile

We understand our risk appetite and manage our business to maximise opportunities by identifying and managing material risks to an acceptable level in accordance with a risk management framework.

Assisting clients in being more sustainable

We create opportunities for our clients to enjoy prosperity and achieve sustainability goals with innovative ideas that embrace our sustainability principles.

We have made a group-wide commitment to foster sustainable business practices which are enabled by:

- Monitoring, reporting and verifying key business performance targets
- Working with stakeholders across our supply chain to enhance sustainable business practices
- Continuing to improve resource efficiency
- Providing leadership through ongoing research and industry engagement

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Russell Board
Chairman

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Ian Shepherd
Chief Executive Officer

March 2012



Integrity Management Policy

GHD Group

Integrity Management Policy

At GHD, we commit to ethical business behaviour in regard to both the internal conduct of our business and our engagement with external stakeholders and the public.

The core values of Teamwork, Respect and Integrity will guide all our activities.

We will only seek professional services work and participate in business transactions under high standards of corporate ethics and with complete integrity.

We will act in the best interests of the client and community at all times, undertaking our services with professional integrity. We will not conspire with any party to defraud a client or any other party or act in an improper manner in our operations. An approach of 'zero tolerance' applies towards any unethical business practices.

We foster an open environment in which our people can report any suspected, fraudulent or other improper practice without fear of reprisal. All reported incidents will be treated in confidence and investigated independently with appropriate follow-up.

We will cooperate fully with external agencies investigating corrupt practices within any legal parameters.

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Russell Board
Chairman

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Ian Shepherd
Chief Executive Officer

March 2012



www.ghd.com