



—
**2016
SUSTAINABILITY
REPORT**
—

Contents

Section	Page
CEO statement	3
GHD at a glance	4
Achievements & awards	5
Support for the UNGC & SDGs	6-7
Managing our risk profile	8-11
Demonstrating good governance	12-13
Developing our people	14-15
Contributing to our world positively	16-17
Assisting our clients to be more sustainable	18-19

CEO Statement

“GHD supports the United Nations Sustainable Development Goals for 2030. The challenges facing our planet require innovative thinking and bold actions. Through our professional services, we assist our clients respond to this challenge, whilst also acting in a manner that aligns our own operations with the Sustainable Development Goals that affect us most.”

– Ashley Wright, CEO



Welcome to GHD's 2016 Sustainability Report, which provides an overview of sustainability related performance for the period from 1 July 2015 to 30 June 2016 and serves to demonstrate our support of the 10 principles of the United Nations Global Compact (UNGC) and the Sustainable Development Goals.

While we delivered progress across a number of identified focus areas throughout the year, I am pleased to see volunteer hours for internal programs and community skilled programs has again prominently featured throughout our global operations. The associated social impact of this effort and many of our other activities can be found in the case studies throughout this report. Highlights from this year include our work on improving diversity and inclusion, GHD in the Community, and health and safety performance.

GHD is committed to making the Global Compact and its principles part of our strategy, culture and day-to-day operations. It is our intent to continue our engagement in collaborative projects that advance the broader development goals of the United Nations and aid the communities in which we work.

Our annual Sustainability Report is also our UNGC Communication on Progress. You will find the icon (see below) throughout the 2016 Sustainability Report. It indicates where we are providing information on our progress in implementing the United Nations Global Compact principles and Sustainable Development Goals (SDGs).

We recognise GHD's core values of Safety, Teamwork, Respect and Integrity are key business assets and critical factors in our continued success. All of GHD's people strive to maintain the standard of ethical behaviour expected by our clients, suppliers, stakeholders and communities.

We will continue to refine our sustainability initiatives across our business, in an effort to ensure that our programs are as effective and efficient as possible in delivering value to the communities we support.

Full copies of GHD's Annual Review and Sustainability Report are available on ghd.com

Your feedback is greatly appreciated. We invite our readers to share comments, suggestions and thoughts on this report by emailing news@ghd.com

Thank you to all our clients for your continued support and confidence, and to our people for their dedication and commitment.



Ashley Wright
CEO

SUSTAINABLE DEVELOPMENT GOALS



GHD at a glance



Together with our clients, we create lasting community benefit.

GHD is one of the world's leading professional services companies operating in the global markets of water, energy and resources, environment, property and buildings, and transportation. We provide engineering, architecture, environmental and construction services to private and public sector clients.

Information on our business focus and financial performance can be found in the 2016 Annual Review: www.ghd.com

Across the world, GHD operates in diverse and complex communities. As our reach broadens, our corporate responsibilities expand. Our architects, engineers, project managers and advisory professionals collaborate across four regions – Australia, North America, Asia pPacific and Europe/Middle East.

We continue to implement our Strategy to 2020, focusing our business on a client-service led culture and a connected

network of professionals who collaborate to provide services, support and outcomes to benefit our clients, people and the communities in which we operate.

Values

Our business is built on four core values:

- **Safety** – We intrinsically value the safety of ourselves and others affected by our operations and services.
- **Teamwork** – We collaborate within our global community by helping and supporting each other to achieve personal, client and company goals.
- **Respect** – We value each individual and nurture both internal and external relationships through listening and understanding.
- **Integrity** – We embrace honesty and trustworthiness through professional and ethical behaviour with our clients, communities and ourselves.

GHD Advisory

To address our clients' needs for outcomes that are beyond engineering, we established GHD Advisory in 2016. Through a unique integration of new thinking, deep technical expertise, sound business acumen and practical real-world experience, GHD Advisory helps drive efficiencies and growth for our clients across their business and asset life cycle – from strategy and planning through to closure and divestment.

Employee-owned

As a 100 percent employee-owned professional services company, GHD stands out from the competition. Our people have a proprietary interest in our performance, and it results in higher retention rates for key personnel. Many of our people have been with the company for 20+ years.

Achievements & awards



Kevin Castro presented at ACE 16 (AWWA)



Jo Metcalfe (left), Life Member, Property Council of Australia

“Our talented and passionate professionals are regularly recognised for their technical excellence. They are diverse, results-oriented and take pride in meeting client needs.”

Jill Hannaford, Technical Services Leader, Australia

Rankings & recognition

- **Above and Beyond Award** (2016) US Department of Defense Employer Support of the Guard and Reserve
- **Best Large Waste Consultant in Australia** (2016, 2015, 2014, 2013, 2012) Inside Waste Magazine
- **Employer of Choice for Gender Equality** (2014, 2015) Workplace Gender Equality Agency, Australia
- **Gold Medal – GHD Livgunn** (2016) Royal Society for the Prevention of Accidents UK
- **Large Sustaining Member Firm of the Year and Five-Year Sustaining Member Award** (2016) Society of American Military Engineers
- **#5 most attractive employer to work for in Australia** (2016) Randstad Australia
- **#6 in Top 100 Architecture Practices in Australasia & #90 globally – GHDWoodhead** (2016) Building Design World Architecture
- **#9 in Architecture, #8 Interior Design, #15 Town Planning and #6 Landscape Architecture – GHDWoodhead** (2016) Business News WA
- **#18 Top 500 Private Companies in Australia** (2016) Ibisworld
- **#20 Top Engineering Firm** (2016) Portland Business Journal US
- **#23 in Top 225 International Design Firms, #7 in Canada and #10 for USA** (2016) Engineering News Record (ENR)

- **#26 Top Civil Engineering Company** (2016) New Civil Engineering
- **#26 in Top 200 Environmental Firms, #11 for hazardous waste, #18 for firms working in non-US locations** (2016) ENR
- **#27 in Top 500 Design Firms, #11 in Pure Design Firms, #6 in Hazardous Waste, #15 in Sewer and Waste** (2016) ENR
- **#30 in Top 150 Global Design Firms, #3 in Hazardous Waste, #7 in Sewer and Waste** (2016) ENR
- **#80 Top 100 Best Performing Australian Enterprises** (2016) Ibisworld
- **#91 in Construction Management for Fee Firms List** (2016) ENR

Achievements – People

- **Chantelle Bailey**
President's Silver Medal, Institute of Professional Engineers (2016) New Zealand
- **Shelly Deitner**
Director, Ontario Society of Professional Engineers (2016) Canada
- **Tim DeRuyscher**
Fellow, Society of Protection Engineers (2016) USA
- **Steven Grace**
Outstanding Service Award, CSX Corporation (2016) USA
- **Jo Metcalfe**
Life Member, Property Council of Australia (2016)
- **Aman Singh**
Bregman Award, University

- of Toronto, Rotman School of Management (2016) Canada
- **Catherine Startari**
National Committee for Gender Equity, Australian Institute of Architects (2016) Australia
- **Jeremy Stone**
Australia's Most Innovative Engineers, Engineers Australia (2016) Australia
- **Adrian Spencer**
Young Professional Engineer of the Year, Engineers Australia (2016) South Australia
- **Frederick Tack**
Engineer of the Year, American Water Works Association, AZ (2016) USA
- **James Taylor**
Operations Supervisor of the Year Large Systems, American Water Works Association, AZ (2016) USA
- **Alice Varkey**
Chair, Florida Water Environment Association (FWEA), West Coast Chapter (2016) USA
- **Jeremy Svehla**
Engineer of the Year, American Society of Civil Engineers (ASCE) – San Francisco Section, North Coast Branch (2016) USA

You can view the full list of our project awards and people's achievements:
www.ghd.com/awards

Support for the UNGC and SDGs



GHD team protecting biodiversity in New Zealand by removing wilding pines in association with Environment Canterbury

The GHD Sustainability Policy provides strategic direction to our achievement of:

Improving human wellbeing without compromising the local or global environment over the long term. In an organisational context this means integrating social, economic and environmental issues into core business processes to achieve environmentally and socially responsible operations.

United Nations Global Compact

GHD has been a signatory to the UN Global Compact since 2007.

The UN Global Compact supports companies to do business responsibly by aligning their strategies and operations with 10 Principles on human rights, labour, environment and anti-corruption:

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.
- **Principle 2:** Businesses should make sure they are not complicit in human rights abuses.
- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- **Principle 4:** Businesses should uphold the elimination of all forms of forced and compulsory labour.
- **Principle 5:** Businesses should support and respect the protection of internationally proclaimed human rights.
- **Principle 6:** Businesses should uphold the elimination of discrimination in respect of employment and occupation.
- **Principle 7:** Businesses should support a precautionary approach to environmental challenges.
- **Principle 8:** Businesses should undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** Businesses should encourage the development and diffusion of environmentally friendly technologies.
- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

Sustainable Development Goals (SDGs)

Launched in September 2015, the United Nations Sustainable Development Goals (SDGs) consist of 17 ambitious goals dedicated to improving the wellbeing of present and future generations.



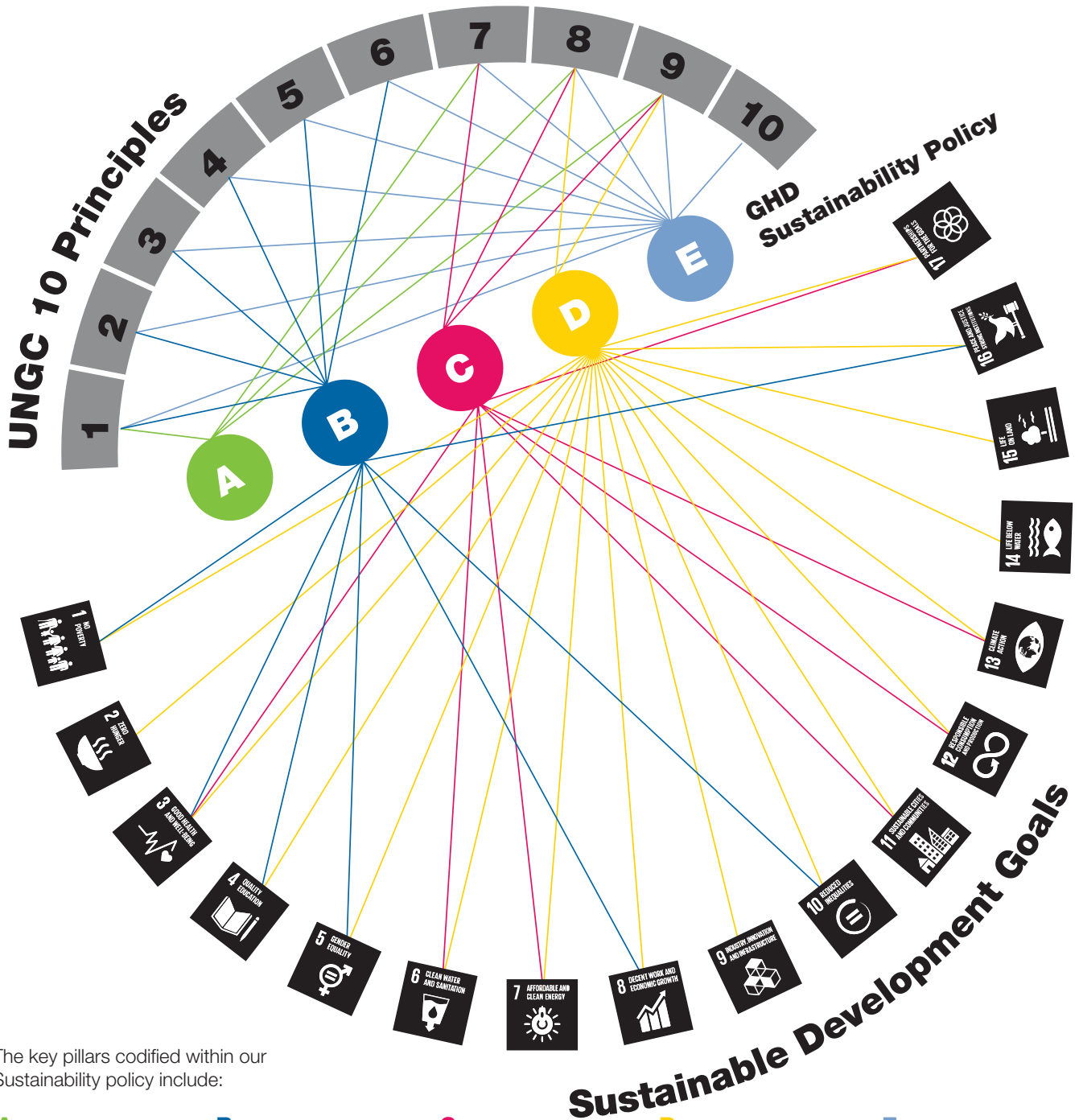
The SDGs aim to tackle the world's most pressing challenges through the promotion of sustainable development over the next 15 years.

The introduction of the SDGs has enabled GHD to re-energise our Sustainability Strategy in 2016. We will continue refine our approach to the SDGs, and identify opportunities to further lift our contribution in partnership with other organisations. We have mapped the SDGs that we can most directly help to achieve, against our material issues – see Page 7.

Communicating progress

Our annual Sustainability Report is our communication on progress. The following table indicates the connectivity between the UNGC 10 Principles, the SDGs and the key pillars of our Sustainability efforts.

Support for the UNGC and SDGs



The key pillars codified within our Sustainability policy include:

<p>A</p> <p>Managing our risk profile</p> <p>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</p>	<p>B</p> <p>Developing our people</p> <p>We connect our people with a healthy, safe, diverse and rewarding career path. Our people feel valued and secure in their workplace.</p>	<p>C</p> <p>Contributing to our world positively</p> <p>We care by minimising our ecological impact through resource efficiency and nature conservation initiatives, and by supporting communities through development initiatives and our GHD in the Community program</p>	<p>D</p> <p>Assisting our clients to be more sustainable</p> <p>We create opportunities for our clients to enjoy prosperity and achieve sustainability goals with innovative ideas that embrace our sustainability principles</p>	<p>E</p> <p>Demonstrating good governance</p> <p>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</p>
---	---	---	---	---

Materiality



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

Materiality assessment

A materiality assessment was conducted to understand the current material issues affecting our business. A comprehensive analysis was performed using employee engagement and safety surveys, shareholder and investor reports, and group risk reports.

Three main stakeholder engagement groups were identified: our people, our clients and our shareholders. Applying a materiality assessment to determine what economic, environmental and social issues are most important to our business and stakeholders enables us to:

- **Inform** our sustainability strategy and operational programs to develop targeted programs to improve business sustainability
- **Identify** emerging sustainability trends and issues
- **Improve** internal decision-making using risk based thinking
- **Respond** to expectations of our stakeholder

During 2016, our materiality assessment consisted of three phases as shown in the next column.

Materiality assessment phases:

ANALYSIS

Potential business issues and impacts identified from internal and external sources (shareholder reports, employee engagement surveys, external trends, group risk assessment).



ENGAGEMENT

- >5600 employees in People Survey
- >4000 employee in Safety Survey
- 600 Clients in eSurvey program
- Participation in Beaton Research
- UNGC performance reporting
- Review of peer reporting



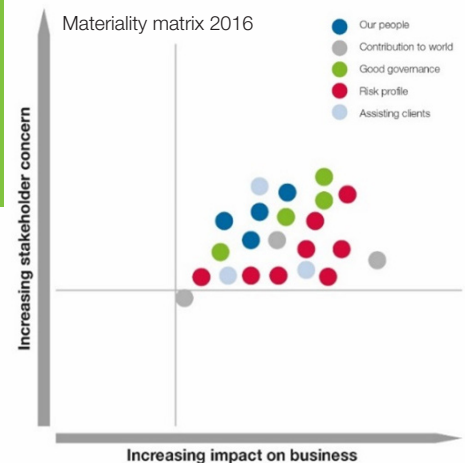
REVIEW

Prioritised items identified in the Materiality Matrix feature in the Board and Executive performance reports. And, they are validated by senior management on regular basis.

Materiality matrix 2016

The analysis phase resulted in a consolidated list of 23 economic, environmental and social issues. The engagement phase sought feedback through surveys from our people (many of whom are shareholders) and clients, which were quantified via risk assessment and plotted on a Materiality Matrix. The material issues have been consolidated, providing greater clarity for our efforts going forward. This led to the creation of key pillars listed in GHD's Sustainability Policy, which can be found on Page 7 of this report.

Detailed information on each of these risks, and how we are managing them are detailed with the GHD Risk Register and status against each is reported to Executive and Board Risk Committee monthly.



Managing our risk profile



GHD Technical Services Conference, Auckland, New Zealand, 2016

The General Manager – Operational Support and Risk is responsible for the design, implementation and continuous improvement of the risk management framework.

This accountability extends to the development of the GHD risk management culture and the capability of our people to identify, understand and treat risk.

As such, the General Manager monitors and reports on the GHD risk profile in addition to providing independent assurance on the effectiveness of key risk management and internal controls in the business to the CEO, Executive Management Group (EMG), the Board and its Risk Committee.

In addition, the General Manager Operational Support and Risk participates

in annual strategy discussions with the Board Risk Committee to discuss and align the continuous improvement plans for the framework with the expectations of the Board.

The company's activities are shaped by our management system and culture. Guided by four governing policies, the principles of sustainability are embedded in all aspects of our operations and relayed to new and existing employees through our e-learning and on-boarding programs.

Relevant corporate teams (eg Business Services, Finance, HSE, Quality etc.) engage with the business to monitor and review the implementation of the risk management framework to identify gaps in the effective management of risk and opportunities to continuously improve the framework and its implementation.

Quality management



GHD's Quality Management System was first certified to ISO 9001 in February 1993. Since that time it has evolved and improved as GHD has grown and expanded.

Lloyds Register Quality Assurance (LRQA), has been part of GHD's journey since the beginning and provides independent auditing of GHD's Quality Management System.

The company's maturity in quality management is illustrated by award of a three-year certification cycle.

Health, safety and environmental management

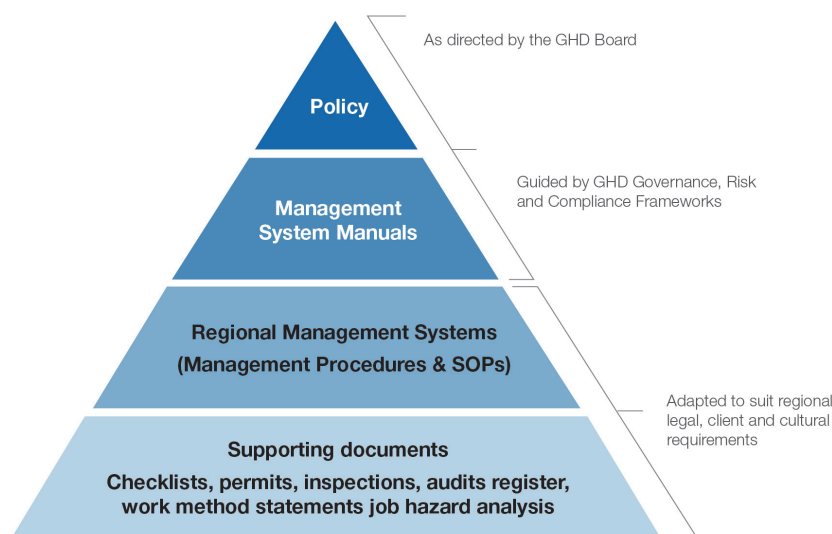
Our goal is to be one brand, renowned for client service and a culture of safety.



To achieve this goal, we have created a five year GHD HSE Strategic Plan – SAFE You, SAFE Me, SAFE GHD. By regularly reviewing our achievements against the HSE Strategy's goals, we will continually improve our safety performance.

Our global HSE Framework, including Management Standards, creates company-wide consistency and a platform for improvement.

GHD management systems are certified to OHASAS 1800 and ISO 14001 and accredited with a range of industry 3rd party providers (eg ISN Achilles).



Managing our risk profile



Integrity management

GHD's Integrity Management System (IMS) is integrated within the Management System Framework of the GHD governance model.

At its core, is our Business Code of Conduct (our Integrity Management Guidelines) which establishes the standards of business behaviour and conduct, and associated principles of operation in order to give effect to the commitments in the Board's Integrity Management Policy. The operational procedures and compliance requirements are embedded in the various Management Systems, primarily the Quality Management System, People Management System and Financial Management System.

Reporting and investigation of integrity related matters is facilitated through GHD's electronic Incident Reporting System and refreshers of these guidelines are undertaken every two years by all employees.

Our Integrity Management System is benchmarked against international standards such as ISO 37001:2016 – Anti-Bribery Management Systems.

Anti-slavery

GHD is committed to upholding human rights, including the protection of children and the prevention of human trafficking, slavery and forced labour, consistent with international conventions and laws. This commitment is codified in GHD's Anti-Slavery statement.

Practical implementation of this commitment is provided through GHD's Integrity Management System and Quality Management System. These expectations (along with Quality, HSE and wider Integrity requirements) flow down to our suppliers through our Supplier Registration Scheme.

Information security

GHD's Information Security Management System (ISMS) has aligned with the ISO 27001 standard since its inception in 2006.

Our Strategy to 2020 includes an enterprise-wide initiative to certify the GHD ISMS against the ISO/IEC 27001:2013 standard which is currently underway.

This executive-level commitment to the continuous improvement of the GHD Information Security Program ensures that GHD has and continues to identify and manage information security risks in accordance with our risk profile.

Client satisfaction

GHD's Strategy to 2020 inspires us to become the recognised industry leader for client service.

A key focus is a commitment to client service excellence from all our people.

One way we measure this is feedback from our clients via our eSurvey process with a set of questions that reflects our focus on client service excellence, and:

- Improve GHD's client service and project delivery and building a business development element to our culture.
- Demonstrate GHD's commitment to listening to our clients and providing a medium for clients to provide honest and constructive feedback.
- Encourage direct communication between clients and GHD teams on performance, issues resolution and improvements.
- Measure client satisfaction levels against specific project performance criteria.
- Provide a reporting mechanism to operating centre managers for client satisfaction on individual projects.

Performance highlights 2016



Quality

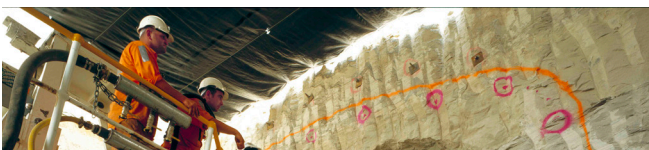
We have completed our recertification audit and LRQA has recommended an upgrade to ISO 9001:2015 (excluding North America). This upgrade calls for more focus on leadership and risk-based thinking. Our North American operations will seek to have their regional quality system upgraded in FY17.



Smart behaviours

The introduction of our SMART Behaviours Model is an evolution in our approach to safety. It encourages and empowers our people to demonstrate positive safety behaviours, avoid undesired actions, and cease work if risks to human safety or the environment occur.

The proactive management of safety behaviours in this fair, transparent and repeatable manner will serve to greatly increase accountability and trust, while strengthening our overall safety culture.



Crisis management

Refresher training for 12 of our major operations was undertaken under the GHD Crisis Management framework training, and scenario testing occurred for 12 of our major operations.

Our Crisis Management processes were again tested in 2016 with major earthquakes again occurring in New Zealand, with our people responding accordingly. We also completed a review of our processes to include provisions for injury of GHD employees travelling or living overseas.

Information security

Significant progress has been made during 2016 in mapping GHD ISMS against ISO/IEC 27001:2013 in preparation for certification audit.

Health and safety

A 25% improvement in Positive Interactions was achieved compared to this time last year (3.62 per Full Time Equivalent (FTE) interactions against a target of 3.0).

A 15% reduction in Total Recordable Incident Rate (TRIR) was achieved compared to FY15 results. Actual rates can be seen below. In summary, our efforts over the past year have resulted in both lead and lag indicators trending in a positive direction.

Lead v Lag Indicators (1 million hours) - Global



Anti-slavery

In response to the enacted Modern Slavery Act 2015, we have developed an annual statement for the 2015-16 financial year, which is published on GHD's website. The statement reflects our position in the supply chain, is Board approved and our position is reported annually.

Client satisfaction – target = 4.4/5

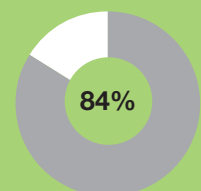
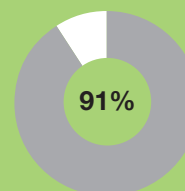
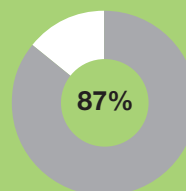
For 2015/16 we received eSurvey responses from 600 clients. Encouragingly, compared against our target of 4.4, our weighted average eSurvey score was 4.33 out of 5.0 which is an improvement over the previous two years.

Client satisfaction ratings

Overall performance

Team accessibility & responsiveness

Timeliness



Source: GHD's client satisfaction ratings are produced from our FY16 client eSurvey results in response to our clients' satisfaction towards GHD on project deliverables including overall performance, team accessibility & responsiveness, and timeliness. For every eSurvey completed by our clients, GHD donates AUD10 to UNICEF.

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.

On behalf of the Board and Executive responsibility for the coordination, analysis reporting of organisational sustainability strategies rests with the Group Manager Health and Safety and Environment, with practical implementation of the strategies the responsibility of General Managers responsible for the specific disciplines.

Governance structure

The GHD Board has ultimate authority over the company and regards corporate governance as a critical element in achieving our objectives. Accordingly, the Board has adopted appropriate standards and policies and established a number of committees to discharge its duties.

The CEO reports directly to the Board. The Executive Management Group (EMG) is the senior management leadership team for GHD. The EMG advises the CEO with regard to the effective and efficient functioning of our global organisation.

Respective corporate teams (eg Business Services, Finance, HSE, Quality, etc.) provide independent, objective assurance and advisory services on GHD systems of risk management, internal compliance, and control.

GHD Board FY16

The Board is made up of nine representatives (of which three are women) and together with the CEO have an appropriate balance of skills, experience and expertise, and bring independent judgement to bear in decision making.

The role of the Board is to add value through furthering the achievement of GHD's core purpose. This is achieved in four critical areas:

- 1. Determination of purpose** – exploration of and approving GHD's core purpose, goals and strategy to achieve these goals.
- 2. Governance culture** – operating within a high performance culture that celebrates debate, thoughtful challenge, commitment, candor and trust. This requires effective relationships within the Board, and with management, shareholders and other stakeholders.
- 3. Accountability** – effective demarcation of responsibilities through delegated authorities and policies, providing informed, astute and effective oversight of management, and ensuring senior management selection and succession processes are effective.
- 4. Compliance** – ensuring the company is and remains solvent, probity of financial reports, compliance with the regulatory environment, operating ethically and consistently with its risk management framework.

The election of both executive and independent non-executive directors is undertaken by GHD shareholders. When appointing new directors, the Board and its Nominations Committee seek an appropriate balance of skills, experience, expertise and diversity.

Material risks and internal controls

GHD has processes to systematically identify, assess and report on both financial and non-financial business risks.

A strategic and operational Risk Report is prepared and analysed by both management and the Audit and Risk

Committee of the Board four times a year. The report addresses impacts, risks and opportunities with respect to health and safety, reputation, business practices and ethics.

The Board receives regular reports including: risk, corporate responsibility, HSE, diversity and inclusion, unethical practices and other matters that may affect our reputation.

Board Committees

The GHD Board Committees (Audit and Risk) are responsible for assisting the Board in fulfilling its corporate governance responsibilities, including:

- Integrity of GHD's financial reporting
- Compliance with legal and regulatory obligations
- Effectiveness of GHD's enterprise wide risk management and accountability structures
- Oversight of the independence of external and internal auditors

The CEO is responsible for the day-to-day management of GHD, with all powers, discretions and delegations authorised from time to time by the Board. GHD's executive management team is known as the EMG. The group is chaired by the CEO and meets monthly to review the performance of the company and make decisions that impact the overall operations of the business.

Transparency and disclosure

Effective communication and collaboration assist GHD to deal with change. We use our internal website and emails to deliver important messages.

In addition, 'Staff Briefing' sessions are presented by senior management

Demonstrating good governance



in our regions on 'headline' issues facing the business – often using video conferencing. Local office information sessions inform our people and location specific updates. GHD supports and encourages our people to voice their opinions and concerns as part our communication strategy.

In 2007, GHD implemented its first independently-managed global employee engagement survey. Every year, the survey results are shared with our people and programs are implemented to manage any shortfalls.

To create a comfortable and motivated work environment, senior leaders are encouraged to relay key messages on strategy and vision to all employees.

Ethical behaviour

GHD regards good corporate governance as a critical element in our business practices and culture. We are committed to ethical business behaviour. This includes both internal conduct, and our engagement with clients, and the community.

We have an established Integrity Management System. At its core sits an Integrity Management Policy and Integrity Management Guidelines. The pivotal element of our approach to integrity is a zero tolerance towards unethical or unacceptable business conduct.

Our commitment to ethical business behaviour means that:

- Compliance with the law is fundamental, even in the face of contrary accepted local business practices or customs.
- We compete fairly for our commissions based on quality, price and innovative services, not by offering improper benefits to others.
- No GHD representative may directly or indirectly offer, promise, grant or authorise the giving of money or anything else of value to client and government officials to influence official action or obtain improper advantage. Facilitation fees are not acceptable.
- All charitable donations must be transparent and clearly documented including the recipient's identity and confirmation that it was used for the intended purpose. We do not make direct political contributions including donations to politicians, parties or candidates.
- Developing and maintaining client relationships is fundamental to sustainable business. By nature, these relationships can include opportunities for entertainment and gifts. Gifts must also comply with applicable laws and recognised local customs.
- All transactions and payments must be transparent and able to stand the scrutiny of an audit.
- It is expected that our people make business decisions in the best interests of GHD and our clients, and not based on their personal interests. Any potential conflict of interest must be disclosed.
- The safety of our people and those around us is paramount, as is the protection of the environment from harm. We will not tolerate any abuse of human rights, any form of discrimination, or the use of child labour.
- We foster an open environment where all our people can report any suspected, fraudulent or other improper practice without fear of reprisal.
- We will cooperate fully with external agencies investigating corrupt practices within legal parameters.

Performance highlights 2016

Diversity & inclusion

Increase in female board membership up to 3 out of 9.

Engagement – People Survey

Engaged and empowered people are a fundamental strength of GHD's organisation and culture.

We have conducted annual conduct regular People Surveys globally that seek input on our business.

In the first People Survey conducted in North America following our merged operations, our commitment to clients and conducting work safely were seen as two of our greatest strengths, and engagement levels were pleasingly high.

Engagement – Safety Culture Survey

This was GHD's first Safety Culture Survey and the results were very encouraging if not excellent, achieving IBM (Survey Facilitator) world class results in several criteria and provided confidence our efforts are recognised and accepted.

Integrity

Aligning with our corporate governance initiatives including anti-fraud, we continued our journey to heightened levels of integrity in FY16.

Our efforts are guided by the GHD Integrity Management System Refresher e-learning for our people.

Developing our people



Through our connected global network, we enable people to have a healthy, safe, diverse and rewarding career path. Our people feel valued and secured in their workplace.

At GHD, people are at the heart of our success, culture and enduring client relationships.

Our connected global network comprises a talented group of professionals who are known for their technical prowess, business acumen and long-term commitment to our clients and GHD.

Great place to work

Our 100 percent employee-owned business means our people have a vested interest in delivering and caring for clients.

Additionally, our flat, regionally-focused operational model provides active involvement in shaping the company's direction, growth and success.

To achieve this, we focus on the key elements of a great place to work. That is, we aim to create a high performing workplace by embedding organisational behaviours, developing our leaders and investing in our people for today and tomorrow.

Policies

GHD maintains a suite of policies which outline minimum requirements for conducting business and the standards to be upheld by all of our people.

Our values of **Safety, Teamwork, Respect** and **Integrity** reflect the collective behaviours, values, expectations and attitudes of the company. They reflect 'the way things are done around here' and determine how we relate to our clients, both internal and external, and our role as a responsible corporate citizen.

A commitment to our **Health Safety Environment (HSE) Policy** is a hallmark of GHD's approach.

We embed HSE into every aspect of our operations, and protecting the safety of our people, our clients and the communities and environments in which we operate. This enables us to promote the delivery of our cultural objective: '**Safe You, Safe Me, Safe GHD**'.

GHD's **Integrity Management Policies and Guidelines** establish our behavioural expectations and conduct requirements.

As part of this commitment, we comply with the laws of the countries in which we operate, and promote ethical business and personal behaviour consistent with our core values of Safety, Teamwork, Respect and Integrity.

Our **Child Protection Statement** applies to employees, subcontractors and volunteers engaged within the GHD group of companies on international development assistance projects and its implementation facilities. It reaffirms our commitment to not use – directly or indirectly – forced labour or child labour.

GHD's **Equal Employment Opportunity Policy** illustrates the company's commitment to women in the workforce, ensuring non-discrimination in personnel practices and making reasonable accommodations for all employees' religious observance and practices.

Anti-slavery statement

We commit to conducting our business in compliance with the law and in the interests of the community. Our statement

sets out our ongoing commitment to the objectives and obligations in the Modern Slavery Act 2015 (UK).

Developing our people

GHD Business School

The iconic GHD Business School is a critical organisational capability that underpins our technical leadership and supports our people's development and career aspirations.

It plays a key part in the high retention rates of our people through the delivery of a combination of internal programs – such as training, seminars, eLearning and conferences – and access to endorsed external training initiatives.

Mobility

Relocation or transfer of our people (permanent or temporary) is guided by the Relocations @ GHD online portal. Access to health, education and housing for our people and their families is considered and managed via this framework.

Engagement

We measure our people's engagement via the GHD People Survey and Safety Survey, which:

- Provides our people with an opportunity to voice their opinions
- Enables identification of areas for improvement
- Supplies sufficient information for development of group and local action plans

Performance highlights 2016



Talent

Our long-standing commitment to organisational renewal and growth is based on recruiting over 5% of our consulting staff each year as new graduates (200+ per annum).

This continuous renewal achieved by attracting and retaining talented university and college graduates is key to developing GHD's future leaders.

During the year, we launched a new recruitment campaign 'my GHD impact' which features people across the business sharing their work experiences and discussing the real difference they are making to the communities in which we operate. See: www.ghd.com/global/careers/graduates/

Encouragingly, GHD is also achieving greater gender balance in its university and college recruits, with most parts of our business approaching a 40:60 ratio of women to men, which is creditable for our industry.

Career opportunities

We offer our people rewarding careers with a wide variety of experiences within their home country and beyond.

Our newly launched Cracking Careers campaign is helping raise awareness of internal job opportunities globally.

We continue to facilitate a mobile workforce to encourage people to seek new challenges across the GHD network of 200+ offices. The introduction of a new migration support service is also resulting in enhanced employee experience for international transfers.

Diversity and inclusion

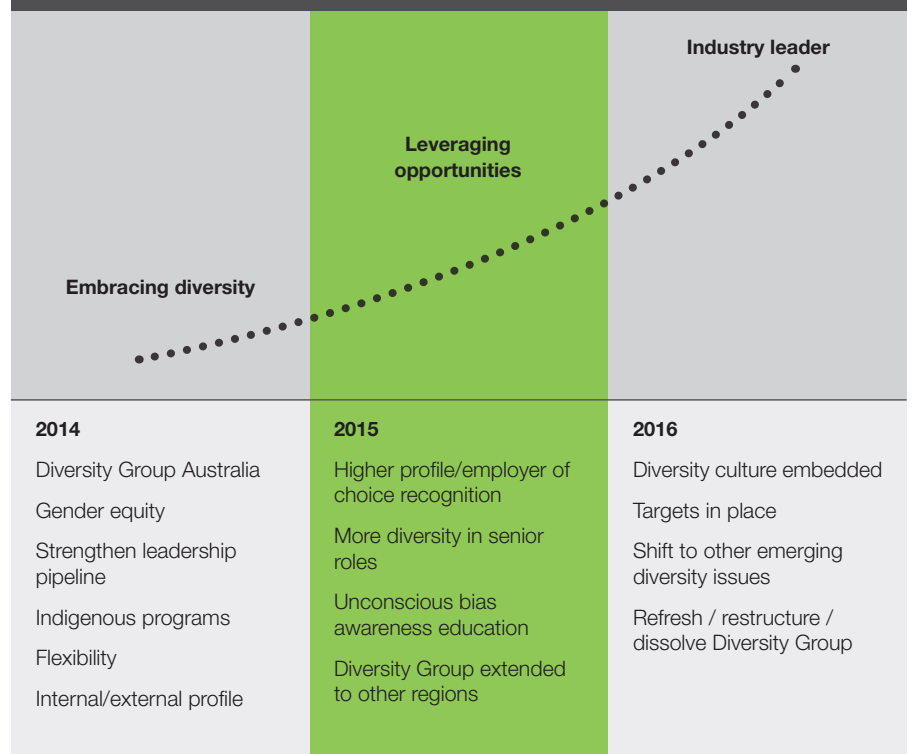
This year, we continued working towards the gender equity goals established in 2015 and embedding initiatives surrounding GHD's Step Up Strategy.

Our continued focus on gender diversity has resulted in a marked rise in female participation overall during 2016 and expected further increases in leadership appointments expected in following years within global, regional and technical executive roles.

Training activities

During the year, we delivered more than 25,000 face-to-face and eLearning training activities globally, including design and delivery of health and safety, leadership and management development, client service skills, as well as environmental awareness programs for North America.

Diversity and inclusion step-up plan 2014-2016



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 initiatives and our GHD in the Community program.

Our Sustainability Policy and HSE Policy confirm our commitment to care for the health and safety of our people and the environment.

Support is provided through the consistent applications of these policies which are internationally certified through GHD's HSE Management System.

The strategic and operational implementation of HSE at an organisational level is the responsibility of the Executive Management Group (EMG) – chaired by the Chief Executive Officer (CEO).

GHD contributes to the public environmental debate through our involvement with industry associations in the countries where we have permanent operations.

We interact with all levels of government in the countries in which we operate on matters within our sphere of influence.

Sustainability targets and indicators (economic, environmental and social) as they relate to GHD are reported on a regular basis through the Executive Reporting System as well as Executive and Operating Centre management structures.

Environmental stewardship

GHD's Environmental Stewardship approach details the environment specific objectives and targets and the reporting requirements for each.

GHD influences 'downstream' suppliers via procurement process requirements including Registration of Subcontractors, and Terms of Engagement.

Additionally, GHD preferences suppliers providing cost effective sustainable products.

Sustainability in design

Focusing on 'designing for sustainability', our people apply the GHD Project Impact Assessment (PIA) process in their projects.

PIA is a methodology used by GHD business development and project teams to evaluate the social, economic and environmental impacts of projects and as a way to brainstorm project improvement strategies.

This is also supported by the Environment in Design Guidelines for smaller projects. Coupled with partnerships with industry organisations, our people maintain the currency of their discipline via structured technical forums.

Additionally, GHD makes the 'best available technology' available to our clients.

GHD in the Community

In 2011, we established the GHD in the Community (GITC) program.

GITC provides funding and resources support for worthwhile activities in the global and local communities within which GHD operates its business.

It is designed to promote the ideal that we all like give back to our communities, in a meaningful way, as an organisation and as individuals.

Generally, the nature of GITC activities is philanthropic and humanitarian, combining the resources of GHD with

the enthusiasm, commitment and ideas of our people to engage in beneficial opportunities that make a difference for less advantaged people within our communities and other worthy causes.

The GITC objectives are to:

- Support the execution of high impact strategic community projects
- Become a vehicle for direct corporate investment, fundraising and volunteering
- Expand opportunities for our employees to be directly or indirectly involved in GITC activities
- Raise awareness of GHD corporate responsibility credentials with its stakeholders

GHD recognises and acknowledges employees for their personal contribution in activities that help promote the key themes of education, disaster recovery, skilled volunteering, diversity and inclusion and enterprise development.

Performance highlights 2016



EWB team in Sam M'Bolet, The Gambia

Supporting disaster relief

In the USA, we supported the victims of the Valley Fire in Northern California. In Australia, we partnered with Sydney Water to donate more than 300 bales of hay to drought-stricken farmers. And, as part of our partnership with **RedR Australia**, our people were deployed to Nepal following the earthquake and Vanuatu to assist with drought relief. And, we helped the WHO respond to the Ebola outbreak in West Africa.

Making a difference

Our people in the USA and Canada supported an increasing number of causes: Habitat for Humanity, American Heart Association, Take Your Kids to Work/Earth Day event, Sick Kids Hospital, MS Society, Siena/Francis House, CANstruction, Movember, Pierre Lavoie Challenge, Heart & Stroke Foundation, Vision Research, Never Alone Foundation, Volunteers for Youth Justice, Women's Crisis Services, Sacramento Food Bank & Family Services, and more.

Fundraising for MS in Canada












For the seventh year in a row, GHD people have completed the 150 km (93 miles) Grand Bend to London bike ride in Ontario in support of the Multiple Sclerosis (MS) Society of Canada. Our team raised more than CAD\$36,000 to help people with MS.

Dragon boating in UK

The rouGHDiamonds, a team of GHD rowers, came first in the London Construction Industry Dragon Boat Challenge, thereby contributing to charity CRASH.

Assisting Indigenous people

GHD in Australia continued to provide internship placements and support for Indigenous university students through our association with CareerTrackers. To date, GHD has hosted more than 45 students, helping them gain experience in a variety of disciplines.

	Gender Equality	Employer of Choice for Gender Equality by the WEGA	
	Female workforce (Australia)	31.2% 2016	30.2% 2015
	Females in professional & technical roles (Australia)	25.2% 2016	22.3% 2015
	Females on GHD Board	3 out of 9 2016	
	The number of face-to-face and eLearning training activities globally	25,000 2016	
	Committed to the environment – People Survey	79% 2016	
	Paper consumed (Australia)	13.6% reduction 2016 (25,376 reams)	29,375 reams 2015
	Major offices (>150 ee's) with above average environmental ratings	7 out of 9	
	Commuter Incentive Program (North America)	221 employees involved	\$35,670
	Direct community donations	\$454,500 excluding voluntary community initiative hours	
	Total Recordable Incident Rate	15% reduction 2016 (0.91 rate)	1.07 (based on 1 million multiplier)

Engineers Without Borders (EWB)

As part of our flagship partnership with EWB, our people are involved in various programs to assist communities in Australia, USA, Canada, Asia & Africa. This includes a range of study tours and technical mentoring of volunteers, and a development program in The Gambia, West Africa.

In Australia, we support the Yorta Yorta Indigenous community and have begun helping the Olkola Aboriginal Corporation develop a tourism enterprise.

Assisting our clients to be more sustainable



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

GHD believes that its most significant contribution to sustainability is through the projects we work on with our clients.

The range of work we do and the clients we assist are broad, and we aim for outcomes that provide a balance of environmental benefits, community advantages and economic prudence.

The two key elements of GHD's strategy revolve around leveraging our connected global network to put the best people we have on a project – and a client-service led culture – where we focus on partnering with our clients in the long term.

With the additional economic challenges encountered on many projects, we are finding clients are increasingly interested in innovative concepts, which helps to increase their overall sustainability.

Also, we have a strong interest in having sustainability concepts integrated into real projects. We believe this is the key next step in sustainability worldwide: to make changes in what we build and do.

GHD's award-winning Innovation program is about business growth through delivering new ideas, technology and business models.

Connecting infrastructure

Led by GHD, this initiative provides asset owners with comprehensive end-to-end solutions to adapt to digital infrastructure and respond to the ways it is changing the fundamental nature of common infrastructure assets.

See: www.connectinginfrastructure.org

Innovation and excellence

Now in its third year, GHD expanded the Smart Seeds program to six cities where YPs came together to solve real infrastructure challenges.

See: www.smartseeds.org

GHD Advisory's Innovation team is establishing an Innovation Hub for the Queensland Government to assist with bringing new ideas to the resources, engineering and construction sectors – on a global scale.

"Thank you [GHD] for staying on top of all of these projects and ensuring that we get our reporting – Hazardous Materials (HazMat), Site Remediation (SiteRem) – done in a timely manner."

Traci Rohde, Program Manager
Environmental Operations, Union Pacific
Railroad Operations, USA

"GHD was able to complete the proposed work [Sackville Rivers Floodplain Study - Phase 1] on time and on budget. GHD also managed a relatively major change in the proposed technical approach with no additional costs or schedule impacts."

Cameron Deacock, Environmental
Performance Officer, Halifax Regional
Municipality, Canada

"Overall the project was completed on time and on budget. It also delivered an innovative solution that will be used on other projects across the airport. This has been a great model in project management and design that the Auckland Airport will use again."

David Hall, Infrastructure Reliability
Manager, Auckland Airport, New Zealand

Performance highlights 2016



Water Reclamation Centre, Canada

The Regional Municipality of York is developing one of the most advanced wastewater treatment facilities in Canada. Designed by GHD, the Water Reclamation Centre will help restore the Lake Simcoe watershed by producing ultra-low phosphorus concentration. Following work on the environmental assessment, we will also provide construction administration, water resources modelling and stakeholder engagement services.



Wetland Condition Assessment, Australia

For Melbourne Water, we have developed a large-scale condition assessment across 1100 stormwater treatment assets – constructed wetlands, sediment ponds and lakes. We used remote sensing technology to assess vegetation cover – as a measure of the condition of the spatially fragmented assets – virtually eliminating the need for fieldwork. As a result, Melbourne Water estimates AUD20M could be saved over five years*.



Reclaimed Water System, USA

In Alexandria, Virginia – one of America's oldest towns – GHD has designed a system to supply reclaimed water to commercial, residential and industrial customers, and reduce nutrients discharged to the Chesapeake Bay watershed. By taking advantage of excellent transmissivity results from the treatment plant and a new in-line UV system, capital costs were greatly reduced.



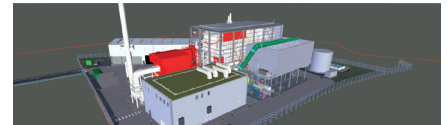
Elan Valley Aqueduct, UK

As part of securing Birmingham's water supply for the next century, GHD is helping rehabilitate a 100-year old aqueduct which brings water from Wales. Joining the Elan Valley reservoirs to Birmingham, the 117 km (73 mile) long aqueduct is showing signs of ageing. With most of it located below ground, GHD is completing temporary and permanent works design for three tunnel sections and a siphon replacement.



Transforming Water Infrastructure, Philip.

With rapid urbanisation putting significant pressure on water and sanitation infrastructure in the Philippines, we are helping a number of clients improve services, including Manila Water Company and Maynilad Water Services. We are also providing technical assistance in financial aid reviews for water supply projects in rural and provincial areas, including Rizal, Cebu, Zamboanga, Pampanga, and Tarlac.



Galliford Try Waste 2 Energy, UK

Our teams in the UK and Australia are collaborating on the detailed design of 3 low carbon Waste 2 Energy power plants that use innovative gasification technology. The plants will use wood waste and potentially refuse-derived fuel to each generate 10MW of low carbon power. Due to the scale of the projects, GHD is using comprehensive 3D modelling and BIM functionality in which all discipline and vendor inputs are represented.



Australia Pacific LNG, Australia

Since 2010, GHD has played a key role in the Australia Pacific LNG project on Curtis Island off the coast of Gladstone in Queensland. Working alongside Bechtel, we mobilised more than 25 services including marine and planning to support the project's growing needs. We assisted with project and regulatory approvals, design and documentation of the early works and support during construction.



Remediation for Petroleum Company, Aus.

GHD has provided environmental consultancy and remediation services for one of Australia's largest petroleum companies at 21 operational sites across 6 states. We developed remediation and contamination management strategies for each site. This helped address regulatory compliance and assess contamination status to confirm suitability for continued operation.



Residual Management & Compliance, USA

Our long-term association with Shell is helping the company better manage environmental compliance. We manage a variety of terminal and pipeline wastes generated from operating activities at 105 locations across the USA. Additionally, we provide environmental compliance training to a range of pipeline sites. Shell uses GHD's WasteManager® Database to track the residuals generated from these sites.



Biodiversity Offsets & Biobanking, Australia

The recent construction of 6 km (3.7 miles) of new and upgraded track within Sydney's rail corridor between Epping and Thornleigh stations is being offset with biodiversity credits. GHD completed the biobanking assessment which has resulted in placing the Sophia Doyle and William Joyce Reserve under a biobanking agreement. Income generated will allow rehab. and management of other natural areas.



Major Annual Criteria Pollutant & Greenhouse Gas Emissions Reporting, USA

We have completed a major annual criteria pollutant and greenhouse gas emissions reporting effort for several oil and gas clients in accordance with state and federal EPA requirements. The inventory projects covered over 4000 exploration and production sites, 79 major gas processing plants, and 71 large compressor stations in Texas and New Mexico.



Anaerobic Digestion Facility, Canada

We are helping develop one of the largest food waste anaerobic digestion facilities in North America for the Regional Municipality of Peel in Ontario, Canada. The facility will process 120,000 tonnes (132,000 tons) of residential food waste bringing the Region one step closer to achieving its 75% waste diversion target. GHD is supporting the planning, procurement, design and construction.



www.ghd.com

Services

- Aquatic Sciences
- Agriculture
- Air and Noise
- Architecture
- Asset & Facilities Management
- Aviation
- Bridges
- Building Sciences & Physics
- Climate Change
- Communication Systems
- Construction Contracting
- Contamination Assessment & Remediation
- Dams
- Data Management Services
- Design Documentation
- Electrical Engineering – Buildings
- Electrical Engineering – Industrial
- Emergency Response
- Engineering Procurement & Construction Management (EPCM)
- Fire & Life Safety
- Food Processing
- Forensic Engineering
- Forestry Management
- Geology
- Geotechnical
- Health, Safety & Environment (HSE)
- Systems & Industrial Hygiene
- Heating, Ventilation & Air Conditioning (HVAC)
- Hydraulics – Buildings
- Hydrocarbons Processing
- Hydrocarbons Transportation
- Hydrogeology
- Impact Assessment & Permitting
- Industrial Water & Waste Management
- Information Services
- Instrumentation & Control
- Integrated Water Management
- Intelligent Transport Systems
- Interior Design
- Irrigation
- Land Development & Municipal Engineering
- Landscape Architecture
- Light Rail
- Maritime & Coastal Engineering
- Materials Handling
- Materials Technology
- Minerals Processing
- Mining Engineering
- Mining Geosciences
- Natural Resources
- Pavement Engineering
- Planning
- Plant Engineering
- Policy & Economics
- Power Delivery
- Power Generation
- Project Management
- Railways
- Renewable Energy
- Resource Evaluation
- Risk
- Road Network Management
- Road Systems
- Security
- Spatial Sciences
- Stakeholder Engagement & Social Sustainability
- Structures
- Tailings (Mines & Residue)
- Transportation Planning & Traffic Engineering
- Tunnels
- Waste Management
- Wastewater & Stormwater Collection Systems
- Wastewater Treatment & Recycling
- Water & Wastewater Strategy & Planning
- Water Efficiency
- Water Transmission & Distribution
- Water Treatment & Desalination
- Waterways & Coastal

Connect with us:

- www.facebook.com/GHDGroup
- www.linkedin.com/company/ghd
- <https://twitter.com/GHDspeaks>
- <https://twitter.com/ghdgraduate>
- <https://twitter.com/GHDwoodhead>
- https://twitter.com/GHD_NAmerica



MIX
Paper from
responsible sources

This publication is printed at an ISO14001:2004 certified plant with Forest Stewardship Council Chain of Custody certification.
© Copyright GHD Group Pty Ltd 2016. All right reserved. ABN 32 118 062 258