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**2017  
SUSTAINABILITY  
REPORT**  
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# Chief Executive Officer Statement

**“GHD supports the United Nations Sustainable Development Goals for 2030. The challenges facing the population and our planet require innovative thinking and bold actions. Through our professional services, we will assist our clients on this mission, whilst also acting in a manner that aligns our own operations to the 17 Goals that affect us most.”**

– Ashley Wright, CEO



Welcome to GHD's 2017 Sustainability Report.

The report provides an overview of Sustainability related performance for the period from 1 July 2016 to 30 June 2017 and serves to demonstrate our support of the 10 principles of the United Nations Global Compact (UNGC).

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 volunteering 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, the 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 our UNGC Communication on Progress. You will find the icon below throughout this Report. It indicates where we are providing information on our progress in implementing the United Nations Global Compact principles and Sustainable Development Goals (SDG's).

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 client, suppliers and shareholders.

We will continue to refine our sustainability efforts 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**

Yours faithfully

**Ashley Wright**

CEO





# About us



## Why we exist

GHD's purpose is to create lasting community benefit.

Together with our clients, and united by our core values of Safety, Teamwork, Respect and integrity, we aim to make a difference by how we operate, what we deliver and who we are. Founded in 1928, GHD has been creating lasting benefit for communities around the world for nearly 90 years.

## How we operate

GHD is a global organisation rich in diversity of thought, background, skills and experience. Our connected global network enables us to operate across the world and deliver services locally, for the benefit of our clients. We continually empower our people to deliver greater responsiveness to our clients, and encourage them to adopt personal accountability and ethical behaviour, role modelled by our leaders. This financial year, we grew to 9000 people across 200 offices.



## What we do

GHD provides engineering, architecture, environmental, advisory and construction services around the world to private and public sector clients of all sizes. We deliver services seamlessly across geographies, markets and clients, connecting the knowledge, skill and experience of our people with innovative practices, technical capabilities and advanced systems.

In 2017, we delivered more than 39,000 projects for 11,800+ clients.

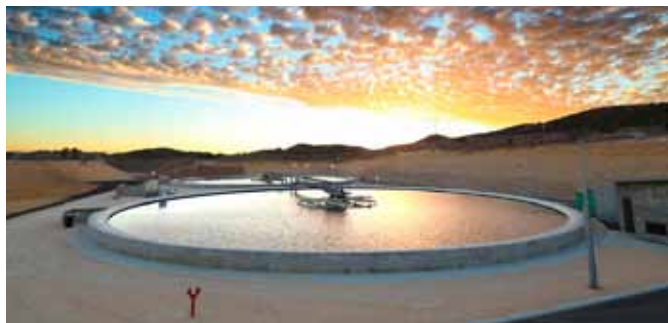


## Who we are

We are proudly 100 percent owned by our employees, giving them the opportunity to build their stake in the company and pass it on to the next generation. Our employee-owned status is a powerful point of differentiation and helps drive our passion and accountability in how we serve our clients, deliver projects, and pursue new opportunities.



# Our markets



## Energy & Resources

The issues underpinning energy and resources today and in the future - for industry, business and communities - involve a complex array of factors, including digitisation, automation, productivity and capital efficiency.

We understand these issues and their impacts, and work with clients to deliver solutions that are appropriate for the project, business, location and outcomes.



## Property & Buildings

Through integrated design and successful delivery, GHD has become a respected leader in the built environment.

We deliver seamless solutions that incorporate planning, economics, engineering and project management to help maximise return on investment.

Our designs incorporate inspiration, flair, enthusiasm and aesthetic function. Our project management and delivery approach is well organised, planned, managed and controlled.



## Water

To fully address the challenges and exploit the opportunities in the water sector, it is vital to take an integrated management approach.

GHD goes beyond the planning, design and delivery of water, wastewater, stormwater and alternative water sources, to consider the impacts of climate change, population growth, infrastructure, urbanisation, financial risk and uncertainty, the regulatory environment, stakeholder engagement, and new and emerging technologies.



## Environment

We help our clients investigate, plan, develop, design, build, maintain and improve the natural, built and social environment in an economically viable, environmentally responsible and socially acceptable way.

From supporting clients in approvals and permitting, to contaminated land remediation and redevelopment, we have earned a reputation for excellence by offering integrated, practical and innovative solutions.

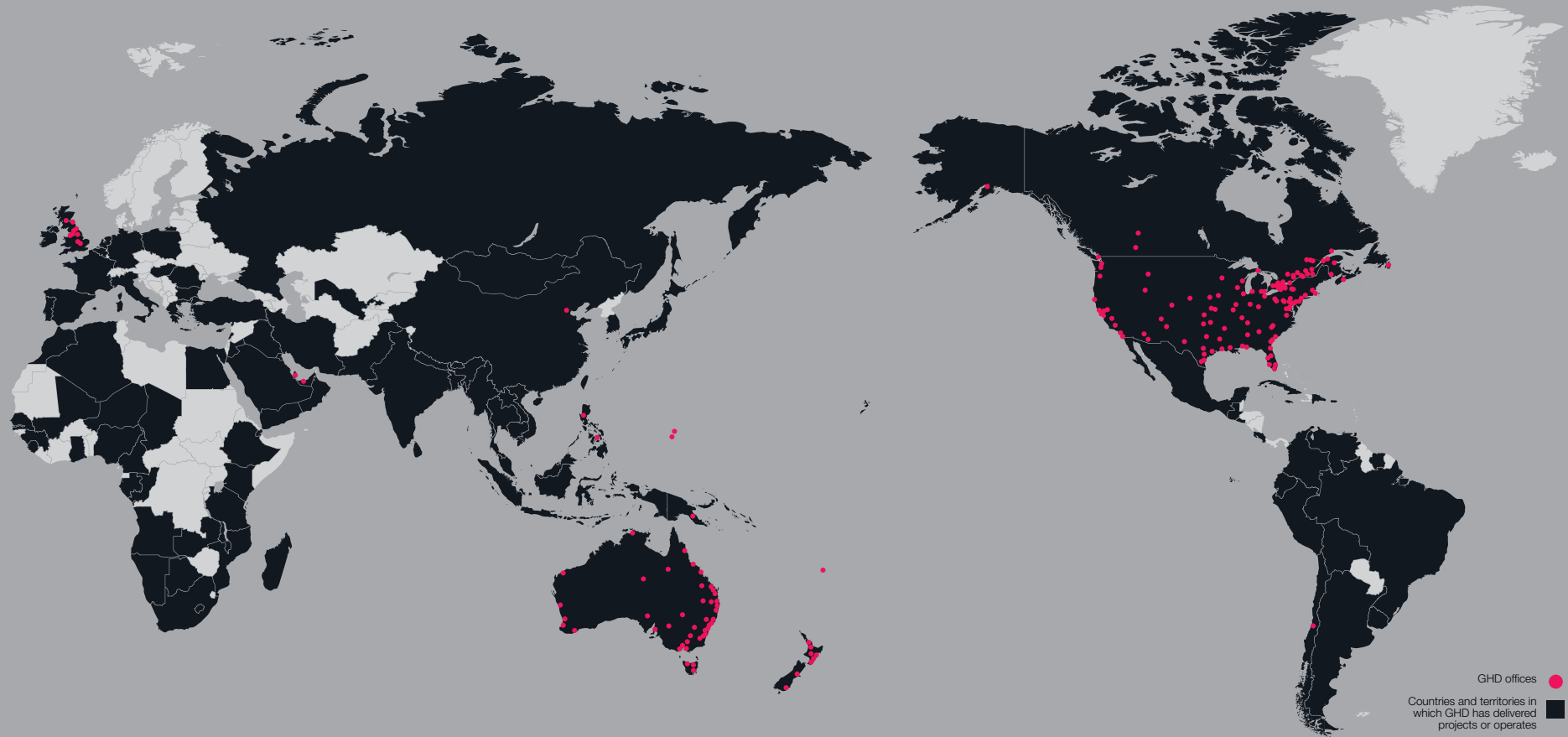


## Transportation

With growing populations, increasing urbanisation, the demand for more mobility, ageing infrastructure, new technologies and pressure for greater return on investment, owners and operators of transportation assets are seeking new ways to solve current and emerging issues.

At GHD, we understand these challenges and seek to deliver tailored, innovative solutions that improve return on investment for asset owners; advance safety, sustainability and the use of smart technologies; and make a valuable contribution to communities.

## GHD around the world



**AUD1.7**



**USD1.3**



\*FX rate is AUD1.00 = USD0.753. This was GHD's average USD rate for FY17.



**75+**  
services

**200+**  
offices



**9000+**  
people



**200+**  
countries



**1** connected  
global  
network



# Achievements & awards

## Awarding technical excellence



As part of GHD's Technical Conference program, we recognise superb client solutions with Technical Excellence Awards.

### In FY2017, the winners were:

- **Dan Copelin** - A new method of simulating stormwater networks on large urban scales
- **Alain Plaisant** - Novel techniques for data collection and numerical modelling for geotechnical site investigations
- **Ken Mierzwa** - Using industry-leading habitat restoration and compensation techniques to achieve airport runway safety improvements in an environmentally sensitive and highly regulated area
- **Stephen Waldvogel** - Emergency algae toxin action plan for two communities in upstate New York

## Global recognition

Our work on the Ordot Dump Closure in Guam earned the Special Recognition Award at the Bentley Be Inspired Awards in London, UK in November 2016.

A panel of distinguished industry experts acclaimed the project for "uniquely innovative and visionary achievements".

GHD was engaged by the receiver as construction manager for the closure of the dump, including the construction of a network of environmental safeguards. Collaboration with numerous contractors and specialty subcontractors was crucial to successfully delivering this project in a harsh and remote tropical environment.

The project was also awarded by the Construction Management Association of America and the Construction Management Association of Korea.

## Rankings and recognition

### #33 in Top 150 Global Design Firms

(2017) Engineering news-Record

### #32 in Top 200 Environmental Firms

(2017) Engineering News-Record

### Best Provider to Mining, Oil & Gas

(2017) Beaton Research & Consulting, Australia - Client Choice Awards

### #19 Australia's top privately owned companies

(2017) IBIS World

### Best Large consultant in Waste

(2017-2012) Inside Waste magazine

### #30 in NCE100

(2017), a list of top contractors and consultants, New Civil Engineer



**Sonia Adams, Market Development - Australia** accepting the Beaton Award



**Ordot Dump closure** in Guam

## Achievements - People

### Acushia Burden

2017 Celebrating Engineering Leadership Awards, Engineers Australia, Victoria Division

### Barry Hancock

2017 Professional Engineer of the Year, Engineers Australia, Newcastle division

### Dan Copelin and Edgar Johnson

2017 Australia's Most Innovative Engineers, Engineers Australia

### Damian Drain

2017 Conspicuous Service Medal, Military Division, Australia Day Honours

### Dawn Negus

2017 Invitation to participate in Canada C3 expedition to celebrate Canada's 150th anniversary

### Matthew Munz

2017 Young Professional of the Year, Florida Engineering Society

### Mohammed Ali

2017 Life Member, Australasian Corrosion Association

### Rob Knott

2017 Honorary Fellow, Engineers Australia

### Rob Lowther

2017 Winner - Gender Diversity Champion Award, women in Resources, Tasmania

### Sean Tucker

2017 Finalist - Gender Diversity Champion Award, women in Resources, Northern Territory

# Illustrative support for the UNGC and SDG's



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 2010. 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. These include:

- **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

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.



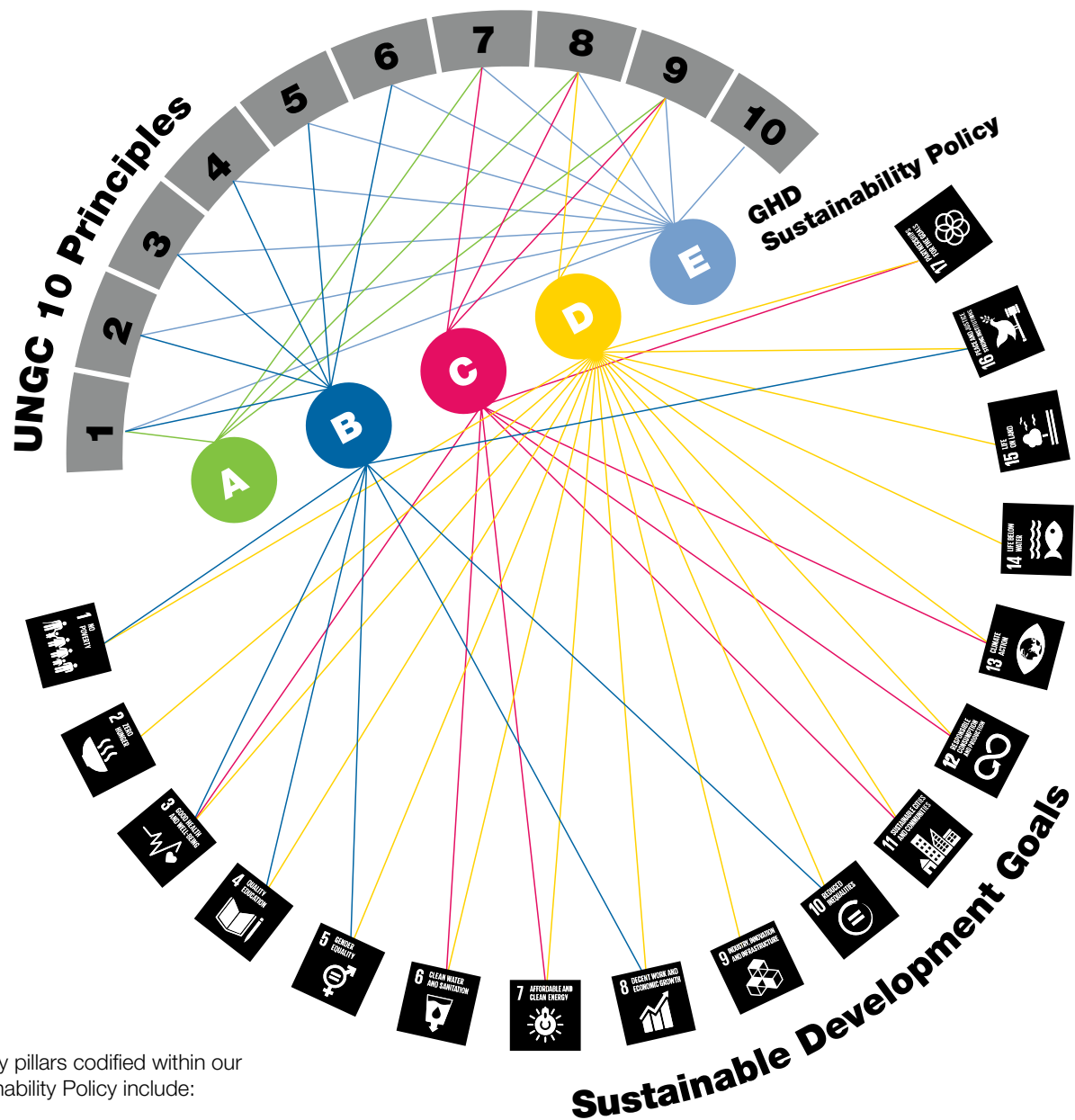
The introduction of the SDG's provide GHD the structure for continual improvement of our Sustainability approach and identify opportunities to further lift our contribution to the SDGs in partnership with other organisations. We have mapped the SDGs that we can most directly help to achieve, against our material issues in the following table.

## Communicating Progress

Our annual Sustainability Report is our UNGC Communication on Progress. The following table indicates the connectivity between the UNGC 10 Principles, the SDG's and the key pillars of our Sustainability efforts.



# GHD Sustainability Policy



The key pillars codified within our Sustainability Policy include:

A	B	C	D	E
<p><b>Managing our risk profile</b></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>Developing our people</b></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><b>Contributing to our world positively</b></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><b>Assisting our clients to be more sustainable</b></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><b>Demonstrating good governance</b></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>

# Managing our risk profile - Materiality



**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.**

## Materiality Assessment

A materiality assessment assists GHD understand the current issues affecting our business and stakeholders. This comprehensive analysis utilises employee engagement and safety surveys, shareholder and investor reports, and group risk reports. There are three main stakeholder groups identifiable: our people, our clients and our shareholders. Undertaking the materiality analysis to determine what economic, environmental and social issues are most important to our business and stakeholders enables GHD 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 stakeholders.

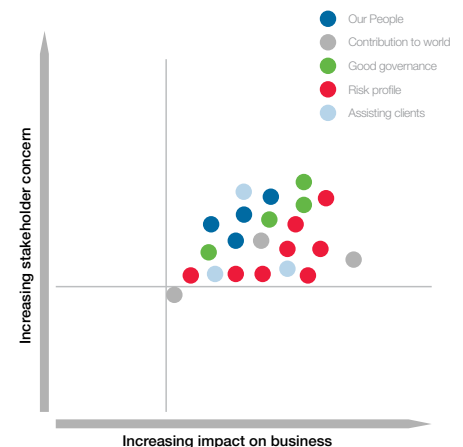
## Materiality Matrix

The analysis is a consolidated list of 23 economic, environmental and social issues. The engagement phase seeks feedback through surveys from our people (many of whom are shareholders) and clients, which are quantified via risk assessment and plotted on a Materiality Matrix.

The identified material issues have been consolidated, providing greater clarity for our efforts going forward. This consolidation, led to the creation of the following pillars that guide our sustainability efforts. These pillars are codified within our Sustainability Policy and include:

- Managing our risk profile
- Developing our people
- Contributing to our world positively
- Assisting our clients to be more sustainable
- Demonstrating good governance

Detailed information on each of these risks, as well as the strategies implemented to mitigate risk are actively managed using the GHD Risk Register. Status is reported to Executive and Board Risk Committee monthly.



## The materiality assessment consists of 3 phases:

### ANALYSIS

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

### ENGAGEMENT

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

### REVIEW:

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

# Managing our risk profile



The General Manager, for 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 managers and staff to identify, understand and treat risk. Delivering this accountability, 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, EMG, the Board and its Risk Committee.

In addition, the Board Risk Committee hold annual strategy discussions with the General Manager Operational

Support and Risk to 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 staff through our e-learning and induction programs.

Relevant corporate teams (e.g. 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.

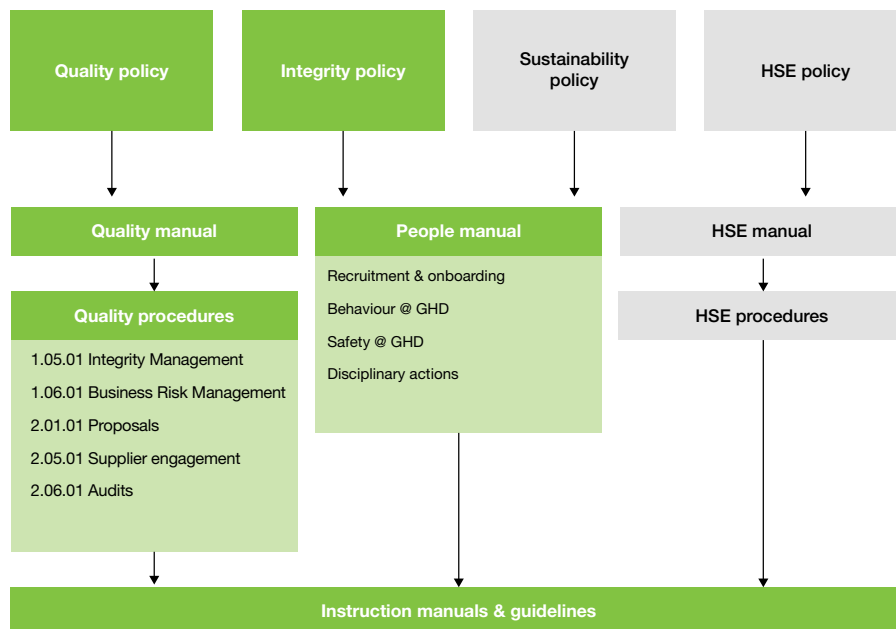
Lloyds Register Quality Assurance (LRQA), has been part of GHD's journey since the beginning and provides independent auditing of GHD's Quality Management System. GHD's maturity in quality management is illustrated by award of a three year certification cycle.

## Health, Safety and Internationally certified Management systems



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.

GHD has an internationally certified HSE Management System (OHSAS 18001, AS 4801 and ISO 14001), whereby our HSE Strategy and Management Standards set the following expectations for all GHD people.





# Managing our risk profile



## Integrity Management

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

- Integrity Management Policy: Commitment of the Board and Executive to ethical business conduct
- Integrity Management Procedure: Administrative processes relating to monitoring of compliance, investigating possible breaches, and reporting to management and the Board
- Integrity Management Guidelines: Policy, principles and rules for our internal conduct and engagement with external stakeholders and public

These Integrity Management Guidelines apply to all our people and personnel contracted to work for GHD with respect to both how we conduct our internal business and treat each other, and how we engage with external stakeholders.

Reporting and investigation of integrity related matters is facilitated through GHD's electronic Incident Reporting System and refreshers of these guidelines are undertaken every 2 years by all staff.

## Human Rights

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.

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

In 2017, we achieved ISO 27001 certification for our company-wide Information Security Management System. This management system will provide solid governance and a foundation for our continuous efforts to improve the security of the information entrusted to us. To serve our clients who do not use ISO 27001, we have also certified a special environment to NIST 800-53, Revision 4. Our goals over the next few years see us actively aligning and certifying with other information security standards in the regions in which we operate, and further embedding information security into GHD's culture.

## 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 will 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.
- Implement the ongoing capture and sharing of client satisfaction levels on GHD projects, against specific performance criteria.
- Provide a reporting mechanism within our organisation for client satisfaction on individual projects.

# Performance highlights

## Global Framework

A major initiative has been finalising a global health, safety and environmental (HSE) framework. It standardises definitions and process for many key aspects of HSE across all regions of GHD. We have also finalised a new enterprise wide HSE Strategic Plan, Manual and Management Standards.

## 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.

## Technology

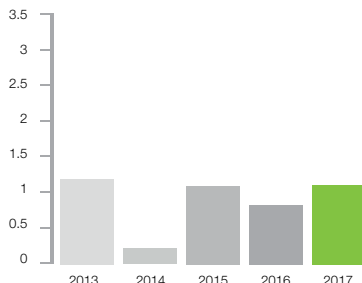
Last year's internal Safety Culture Survey revealed that our people wanted a more effective and efficient way to interact with HSE. As a result, we have developed and implemented our new SMARTapp in Australia and it will be rolled out globally during 2018.

## Positive safety performance

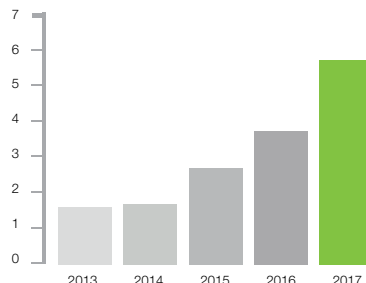
Our focus on leading indicators is strengthening the connection between our people and HSE, with Positive Interactions per FTE increasing from 3.62 in 2016 to 5.92 in 2017. This outcome has unfortunately been offset by an increase in the Total Recordable Incident Rate (TRIR) – calculated on 1 Million Hours – 1.13 in 2017 against 0.91 in 2016.

## Safety

Total Recordable Incident Rate (TRIR) per 1 million hours worked



Positive Interactions (per employee)



## SMART Behaviours

We continue to develop and refine our SMART Behaviours Model, which encourages our people to demonstrate desired safety behaviours in their everyday activities. It enables proactive management of safety behaviours in a fair, transparent and repeatable way and allows us to identify undesired or unsafe behaviours, before they create the catalyst for an incident.

## Crisis Management

Our emergency response and crisis management processes were tested through a number of major events around the world, including fires, earthquakes, floods and hurricanes. We continue to test our response capability to potential business impacting crises through structured case studies to ensure our business continuity during adverse events.

## Anti-Slavery

In response to the enacted Modern Slavery Act 2015, we have developed an annual statement for the 2016-17 financial year, which is published on the GHD's website. The statement reflects our position in the supply chain, is Board approved and our position is reported annually.

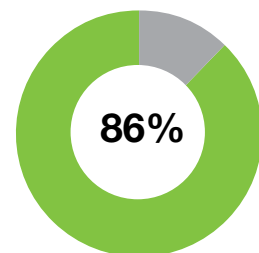
## Client Satisfaction – target = 4.4/5

For 2017 we continued our effort to seek out feedback from our clients around the world.

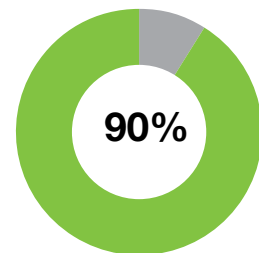
The results of our client survey program have been reported and noted by executive management and a plan established to both consolidate identified strengths and also set in place initiatives to improve in areas requiring improvement.

## Client satisfaction ratings<sup>2</sup>

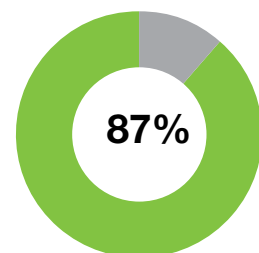
Overall performance



Team accessibility & responsiveness



Timeliness



<sup>2</sup> GHD's client satisfaction ratings are produced from our FY17 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 (e.g. 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**

The Board is made up of eight representatives (of which four 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 and it 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, candour 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 is operating consistent 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 look to ensure that an appropriate balance of skills, experience, expertise and diversity is maintained.

## **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.



# Demonstrating good governance



Work on the Elan Valley Aqueduct, UK

## 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 the EMG. The group is chaired by the CEO and meets monthly to review the performance of GHD and make decisions that impact the overall operations of the business.

## Transparency and Disclosure with Our People

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 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 of 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.

## Integrity Management

GHD regards good corporate governance as a critical element in our business practices and culture. GHD is 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.

# Demonstrating good governance



- 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 and entertainment must be sufficiently modest so that it could not be regarded as attempting to create a business obligation. 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 maintain a working environment that is consistent with GHD's core values and legislative requirements. 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 2017

In 2017, GHD confirmed the election of directors Denise Anderson and Sheryl Cornelius as new Board Members. Significantly, women now comprise 50 percent of the Board. GHD continues to set a clear standard for cultural, professional and gender diversity.

## Engagement - People Survey

Engaged and empowered people are a fundamental strength of GHD's organisational culture. In the first People Survey conducted in North America following our merged operations, our commitment to clients and conduction work safely were seen by our people as two of our greatest strengths and engagement levels were pleasingly high. In other Regions, Asia Pacific and the UK/Middle East have continuing high levels of engagement and in FY16/17, Australia showed marked improvement from previous years in the areas of vision, communication and empowerment.

## Integrity

We are continuously improving GHD Integrity Management System. In 2017, we refreshed our Integrity Management Guidelines to align with ISO 37001: 2016 and have also deployed a new governance, risk and compliance platform to streamline a number of our existing databases globally.

# Developing our people



Andree Maltais, Technologist, GHD



**Connected global network – We connect our people with a healthy, safe, diverse and rewarding career path. Our people feel valued and secure 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 clients and GHD.

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.

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 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 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.

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 these processes.

We measure our people's **engagement** via the GHD People 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



Performance highlights

## A Connected Network

We're developing initiatives to bring our global network of people together; fostering strong working relationships and facilitating knowledge transfer across regions and markets. In 2018, we will launch talent exchange programs to allow GHD employees to live and work in a different country, developing broad skills and capabilities in new cultural and business contexts.

## 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 mitigation support service is also resulting in enhanced employee experience for international transfers.

## Diversity and inclusion

As part of our commitment to diversity and inclusion, we support, encourage and empower our people by providing an environment where everyone has an opportunity to succeed. We're making progress towards our 'Strategy to 2020' objective of women comprising 40

percent of the business. We have already achieved this level of diversity at Board level, and the overall percentage of female employees has risen to 31 percent. In Australia, we have been recognised as an Employer of Choice from the Workplace Gender Equality agency for the third year in a row. In the UK, we have joined WISE, a campaign that aims to increase women's participation in science, technology, engineering and mathematics. As a global company, we work in culturally diverse regions around the world. In Australia, we launched our first Reconciliation Action Plan as a public commitment to continue developing strong relationships with Indigenous Australians. Through our longstanding partnership with CareerTrackers, we offer internships for Aboriginal and Torres Strait Islander university students, and our partnership with organisation Tupu Toa is unlocking career opportunities for Maori and Pasifika students in New Zealand. Our pursuit of diversity also includes initiatives for generational and LGBTI inclusion in all our regions.

## Recruiting the Leaders of Tomorrow

GHD is the place for talented people to thrive, achieve their career goals, and make a lasting impact. Importantly, our intake of graduates continues to provide a strong pipeline of talent, with 314 graduates. Women made up 38 percent of our graduate intake, up from 25

percent the previous year. This year, we implemented strategies to reinforce our position in the talent market and optimise our recruitment processes. For example, our People Team in the UK worked hard in hand with our Young Professionals committee to develop a program that highlights the opportunities offered by a career at GHD. And in North America, we streamlined our recruitment strategies and identified focus areas that will ensure a strong talent pipeline into the future

## Global Leadership

Looking to the success of the 'Principal' and 'Associate' organisational framework in our North America Region, we are now adopting it across our global business. Our Global Executive Development Program equips our leaders with high-level strategic skills. We are also developing our Future Managers Program to help grow our future leaders.



# 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 such as Consult Australia. 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.

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

GHD influences 'downstream' suppliers via procurement processes requirements including Registration of Subcontractors, and Terms of Engagement. Additionally, GHD preferences suppliers providing cost effective sustainable products.

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 client organisations.

## **GHD in the Community (GITC)**

In 2011, we established the GHD in the Community 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 recognizes 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

Females on GHD Board	50 % 2017	33 % 2016
<b>Employer of choice for Gender Equality by the WEGA</b>		
 Female workforce	30.6 % 2017	30.3 % 2016
 Females in professional & technical roles (Australia)	23.3 % 2017	22.9 % 2016
 The number of face-to-face and eLearning training activities globally	36,000 2017	25,000 2016
 Committed to the environment – People Survey	84 % 2017	79 % 2016
 Paper consumed (Australia)	25,375 reams 2017	Down 4000 reams 2016
 Major offices (>150 employees) with above average environmental ratings	7 out of 9	
 Commuter Incentive Program (North America)	\$35,070	
 Provided \$**** through our GHD in the Community program	\$370,000	
<b>TOTAL RECORDABLE INCIDENT RATE</b>	1.13 (1 million multiplier) 2017	0.23 (200,000 multiplier) 2017

**RedR** – In Australia, GHD has formalised its partnership with RedR, a leading humanitarian agency for international emergency relief. This enables us to continue the relationship our people began in 1992 to provide financial assistance and support for corporate activities. As part of the partnership, our people have the opportunity to train and pursue humanitarian and disaster relief roles with RedR.

**CareerTrackers** – During 2017, GHD in Australia continued to provide internship placements and support for Indigenous university students through our association with CareerTrackers. This assistance helps them prepare for leadership in the workplace and the community. Today, GHD has 18 interns currently gaining experience in a variety of disciplines across the company.

**MSABI** – Our local initiative in Tanzania continues to change lives. Founded by one of our engineers, MSABI has provided access to safe water and sanitation to more than 85,000 people and educated more than 350,000 people. As one of MSABI's strategic partners, we provide financial support and our people act as technical advisors, donating their time and skills to this respected program.





# Performance Highlights



## Day of Service

Now in its second year, the Day of Service event in North America is proving to be a tremendous success. When we launched this initiative, approximately 300 people provided more than 1100 hours of volunteer service to 33 charities in USA and Canada. As part of our GHD in the community program, the Day of Service provides an inspiring example of our people's compassion, motivation, and commitment to make the world better.



## Partnering with EWB

GHD has partnered with Engineers Without Borders (EWB) to help improve the quality of life for disadvantaged communities around the world. Our people get involved in numerous programs supported by EWB Australia and EWB USA. Recently, Tom Gillespie and Galani Dube were corporate mentors to 50 university students at the Humanitarian Design Summit in Malaysia. Steve Grupico has helped design and implement drinking water systems in Peru.



## Humanitarian & disaster relief

Our partnership with RedR Australia enables our people to train and pursue humanitarian and disaster relief roles in 2017, GHD's Sooi Li Lee, Mike Woods and Chris French assisted with RedR's Water, Sanitation and Hygiene in Emergencies course. GHD also supported Tony Cauchi and Jennifer Spencer to complete the training required to join RedR's roster for deployment in emergencies.



## Inspiring students

Kate MacDonald, an electrical engineer in Christchurch, New Zealand, has put the pedal to the metal with local school pupils, helping them to develop their 'Pedal Power' concept as part of the FutureinTech program. The students are designing a stationary bike that can generate electricity for powering laptops and iPads at St Peter's School.



## Insight into engineering

Our people in the UK are mentoring civil engineering students from the University of Leeds. As part of the ongoing partnership with the university, we welcomed a group of undergraduates to our Leeds office to show what a day in the life of an engineer is like. Our future plans include conducting site tours for students and helping the university review coursework projects.



## Cycling for health

Seventeen GHD people took part in La Boucie cycling challenge, the largest health promotion event ever held in Quebec. The 135km course was hosted by the Pierre Lavole Challenge (Le Grand Defi Pierre Lavole). The organisation supports Quebec schools in encouraging physical activity and healthy eating amongst children aged 6-12 years.

# 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.

[www.connectinginfrastructure.org](http://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.

[www.smartseeds.org](http://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.

## Smart Seeds

Our Smart Seeds program has grown to be bigger than ever to support the digital innovation priorities of our clients. This year, we have successfully expanded it to the UK for the first time. We have also offered the program in nine cities in Australia and New Zealand.

This distinctive program brings together young professionals and experienced mentors from a variety of organisations to collaborate across disciplines to develop innovation skills and tackle complex infrastructure challenges facing each city.

Smart Seeds was highly commended at the prestigious Australian Urban Design Awards in 2017.

We have also recently partnered with local government and business to extend Smart Seeds into the North Queensland region of Australia. This project is being co-funded by the Queensland Government through the Advancing Regional Innovation Program.

Additionally, we secured Australian Government grant funding to pilot Smart Seeds in a high school.

## New Technologies

Our people are imagining the traditional delivery of projects across all of our services, creating new tools for collecting and analysing data, inspecting structures with drones, using spatial technology to improve decision making and rapidly modelling large systems like water networks.

We are also partnering with technology providers to access a broad range of new tools, further improve our technologies and reduce geographic boundaries. For example, GHD people presented at Autodesk University events in Sydney and Las Vegas.

To provide a common platform, we have progressively developed and rolled out iConnect, our new Intranet. The system accelerates knowledge sharing, thanks to an active news feed and discussion tools, knowledge communities and extensive metadata for improved search and discoverability.

# Performance highlights 2017



## Healthy Waterways, Australia

The Australia Capital Territory (ACT) Healthy Waterways Initiative will construct wetlands, bioretention systems and ponds and restore select urban creeks to improve water quality in the surrounding lakes and rivers. The ACT Government has engaged GHD to project manage the design and construction of the works, as part of a joint program with the Australian Government.



## Battery storage, Australia

GHD has helped Horizon Power trial emerging energy storage technology in a microgrid.

We have provided engineering procurement and construction management services for the integration of a 2 MW / 2 MWh battery at the 18 MW Mungullah gas-fired power station in Carnarvon, Western Australia. By allowing one generator to be switched off, rather than running as spinning reserve in the event of faults or demand spikes, the battery will enable fuel and cost savings.



## Hornsedale Wind Farm and Power Reserve, Australia

Australia's first and the world's largest grid scale lithium ion battery connection was constructed at Hornsedale Wind Farm in South Australia.

GHD, as Owner's Engineer for the construction of the three stages of the windfarm, was also appointed to manage the registration and licensing process on behalf of client Neoen for the 100 MW/129 MWh battery installation known as the Hornsedale Power Reserve.



## Renewable natural gas study, Canada

The City of Toronto has retained GHD to undertake a landmark review of the Renewable Natural Gas (RNG) potential of its biogas and landfill gas assets.

The project includes a comprehensive study of gas purification technologies, RNG transportation via pipelines, infrastructure cost analysis, quantitative and qualitative biogas and landfill gas potential, and end-markets for RNG.



## Renewable energy in PNG

The New Zealand Ministry of Foreign Affairs and Trade (MFAT) is committed to supporting the Papua New Guinea Government in expanding access to electricity in remote communities and achieving renewable energy goals.

GHD has been engaged to provide advisory and engineering services for MFAT. A feasibility study and detailed design have now been completed for a hybrid photovoltaic/diesel system in East Sepik province.



## Greening the Pipeline, Australia

GHD and GHD Woodhead provided integrated engineering and landscape architecture design to help Melbourne Water convert a section of the historic Melbourne Outfall Sewer into a public park. The new public space at Williams Landing reconnects communities divided by the decommissioned channel and encourages walking, running and cycling. The project was part-funded by the Victorian Government as a pilot for transforming the entire channel.





[www.ghd.com](http://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

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