



# SUSTAINABILITY REPORT



# Chief Executive Officer Statement



I am delighted to introduce GHD's Sustainability Report.

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*GHD is creating an organisation that is more responsive to our clients needs, fostering a committed and connected future, that is adaptive and technologically driven. We remain focused and committed to the United Nations Global Compact and Sustainable Development Goals, especially those we believe through our professional services, we have the ability to positively influence.*

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Our annual Sustainability Report is also our UNGC Communication on Progress. You will find the SDG icons throughout this Report, indicating how our sustainability efforts connect with those of the SDG's.

We will continue to review and improve our sustainability efforts across our business, to ensure that our programs are as effective and efficient as possible in delivering value to the communities we support.

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

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# Geography

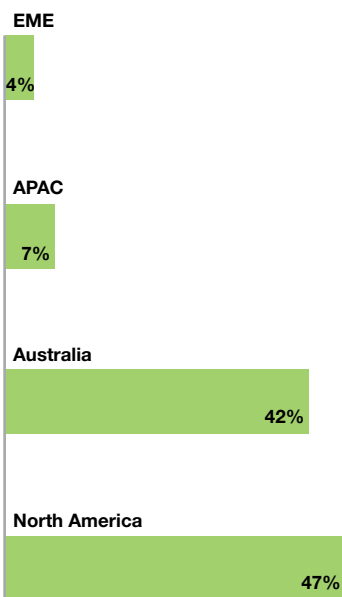


**AUD 2.2B**  
Total Revenue

Earnings are increasing globally

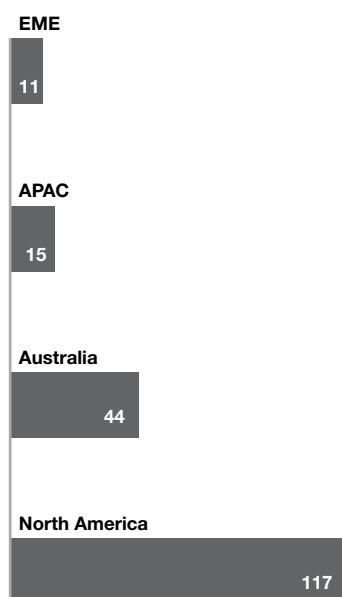
## People

Local people, global reach



## Offices

Our people are our greatest resource



## Awards

Award-winning projects abound



**Comprehensive large-scale wetland restoration**



**Water for Women**



**Sustainable catchment management for a megacity**

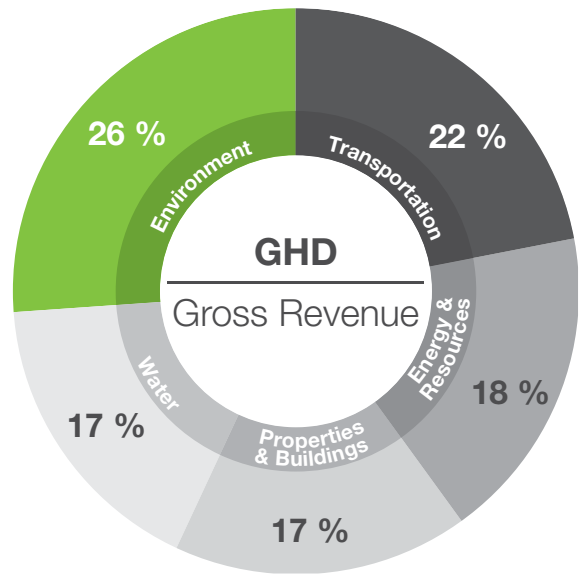


**Facilitating return of site to Indigenous owners**

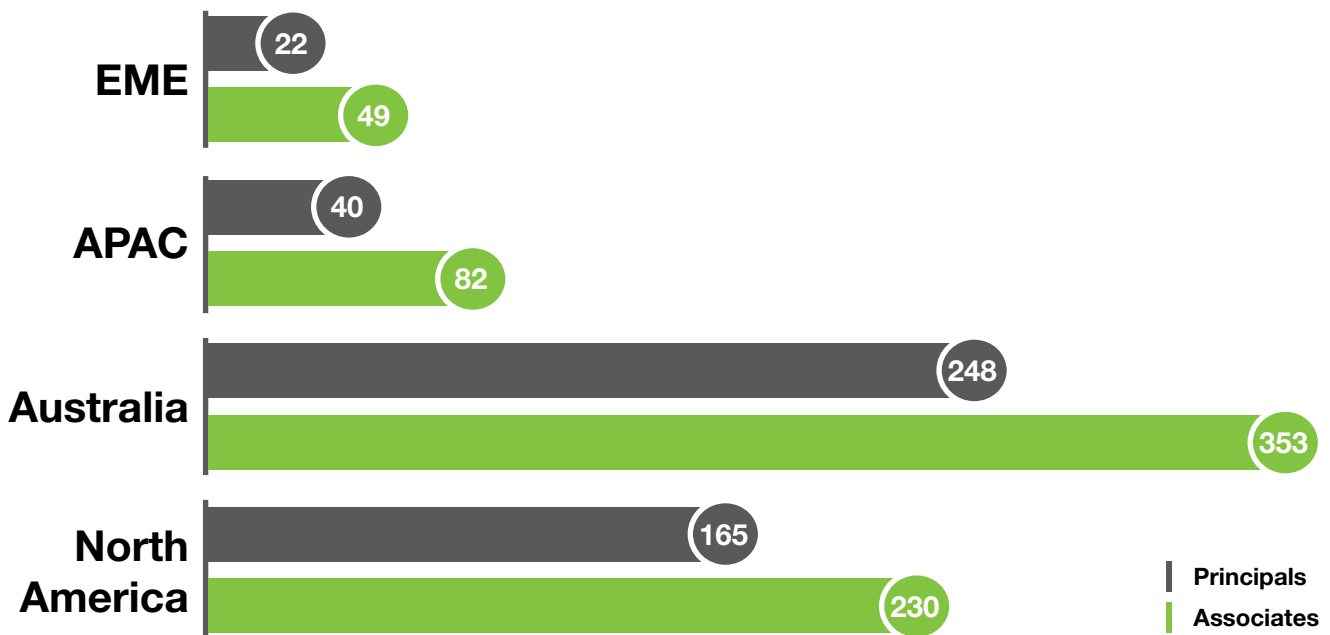
## Revenue



Revenue in AUD billion



## Total Principals and Associates





# Sustainability Goals



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

“Encourage and support our clients and other business partners in their efforts to achieve sustainable outcomes. In an organisational context this means integrating social, economic and environmental issues into core business processes to achieve environmentally and socially responsible operations.”

01

# 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 principles require that businesses should:

<b>1</b>	Support and respect the protection of internationally proclaimed human rights
<b>2</b>	Make sure they are not complicit in human rights abuses
<b>3</b>	Uphold the freedom of association and the effective recognition of the right to collective bargaining
<b>4</b>	Uphold the elimination of all forms of forced and compulsory labour
<b>5</b>	Support and respect the protection of internationally proclaimed human rights
<b>6</b>	Uphold the elimination of discrimination in respect of employment and occupation
<b>7</b>	Support a precautionary approach to environmental challenges
<b>8</b>	Undertake initiatives to promote greater environmental responsibility
<b>9</b>	Encourage the development and diffusion of environmentally friendly technologies
<b>10</b>	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.

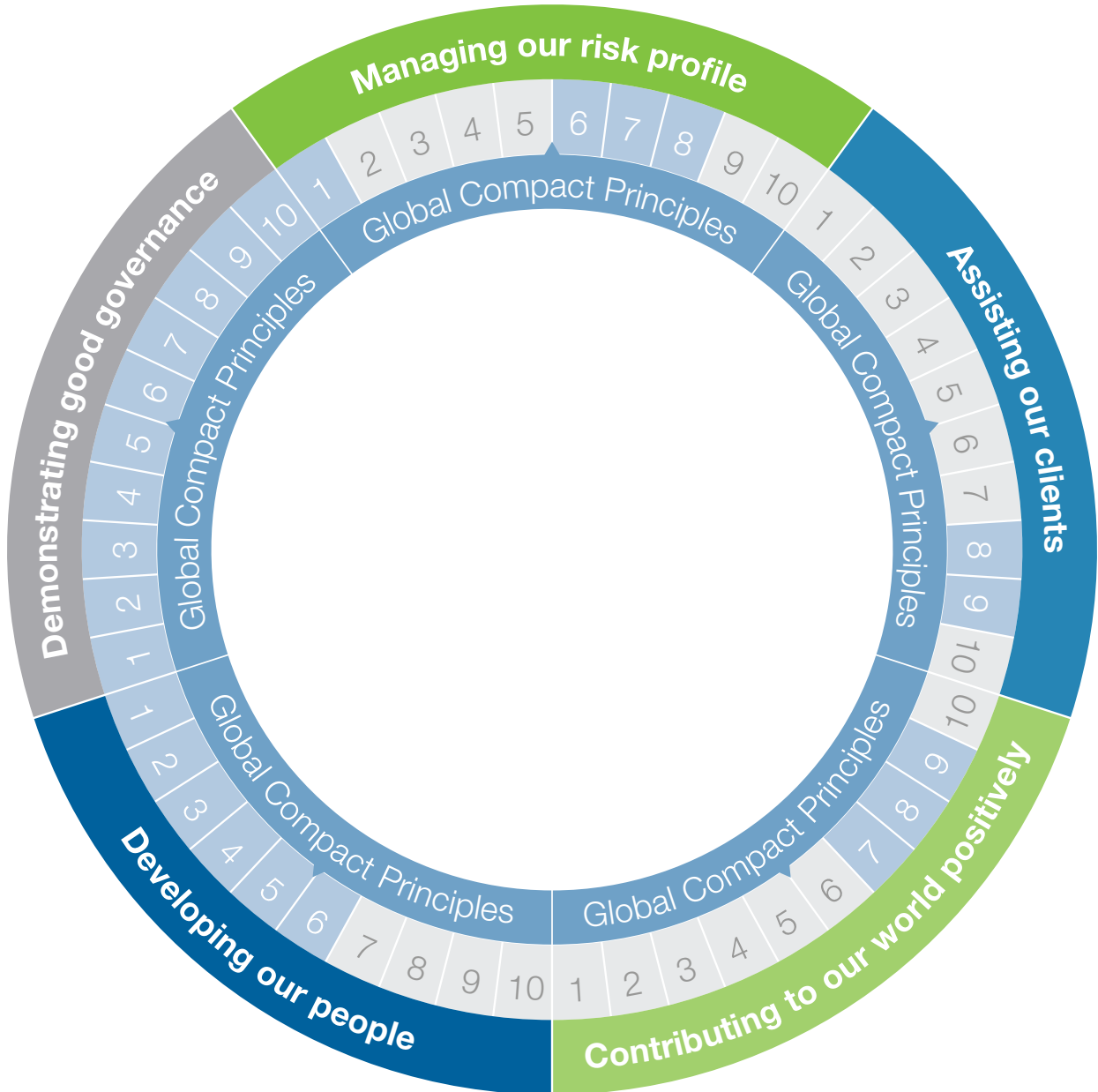
The introduction of the SDGs provides GHD the structure for continual improvement of our Sustainability approach and identify opportunities to further lift our contribution to the SDGs in partnership with other organisations. We have mapped the SDGs that we can most directly help to achieve, against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

Sustainability@GHD describes our approach to sustainability, illustrates our annual performance against specific criteria and also acts as our UNGC Communication on Progress.



# Communicating 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

### Managing our risk profile

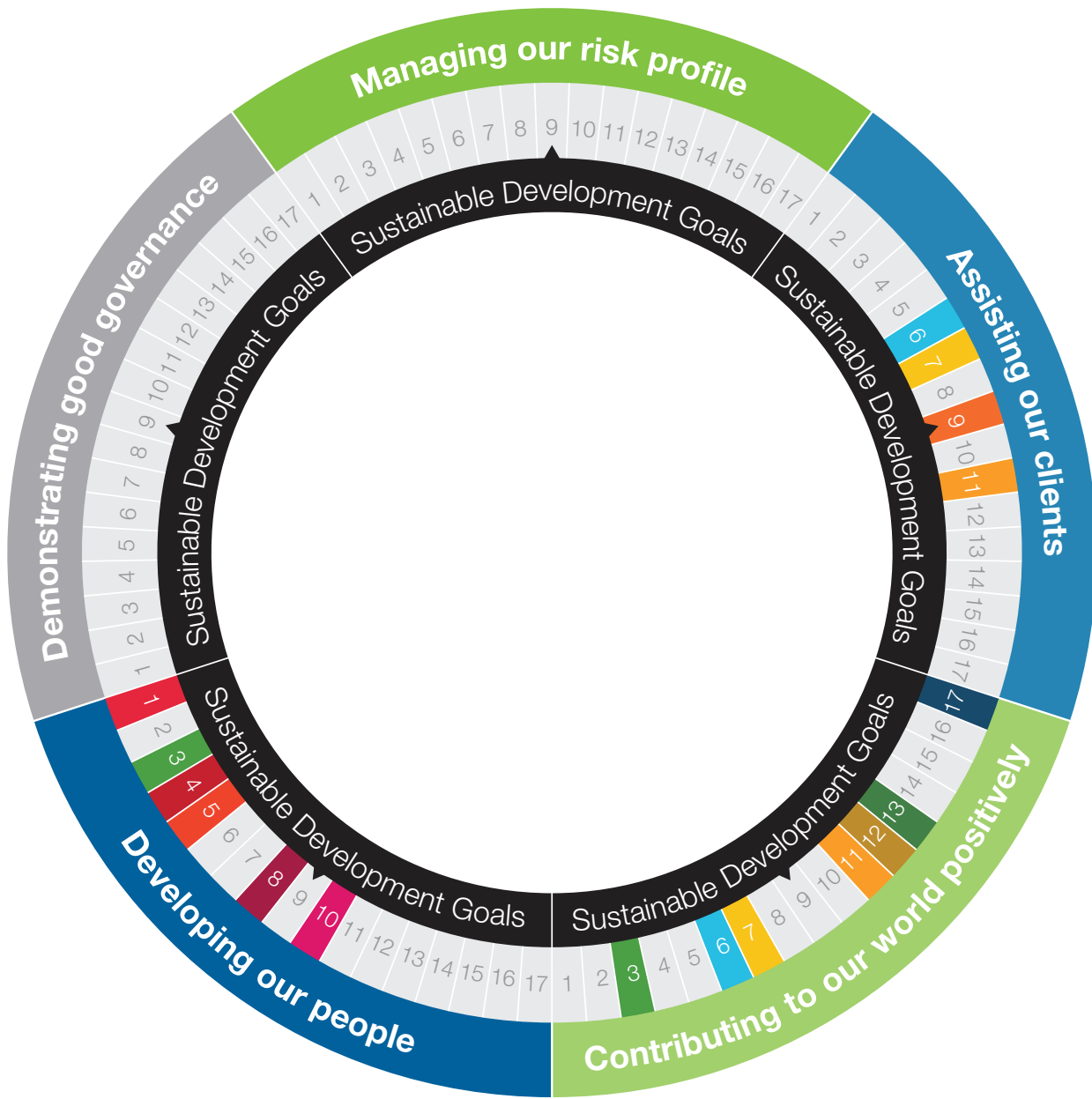
We understand our risk appetite and manage our business to maximise opportunities by identifying and managing material risks to an acceptable level in accordance with a risk management framework

### 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

### Developing our people

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



GHD Sustainability Policy

**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.

**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.



# Managing our risk profile



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

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

02

# Materiality Assessment

The 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.

## Analysis

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

## Engagement

- 1149 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.

# 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
- Demonstrating good governance
- Contributing to our world positively
- Assisting our clients to be more sustainable

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.

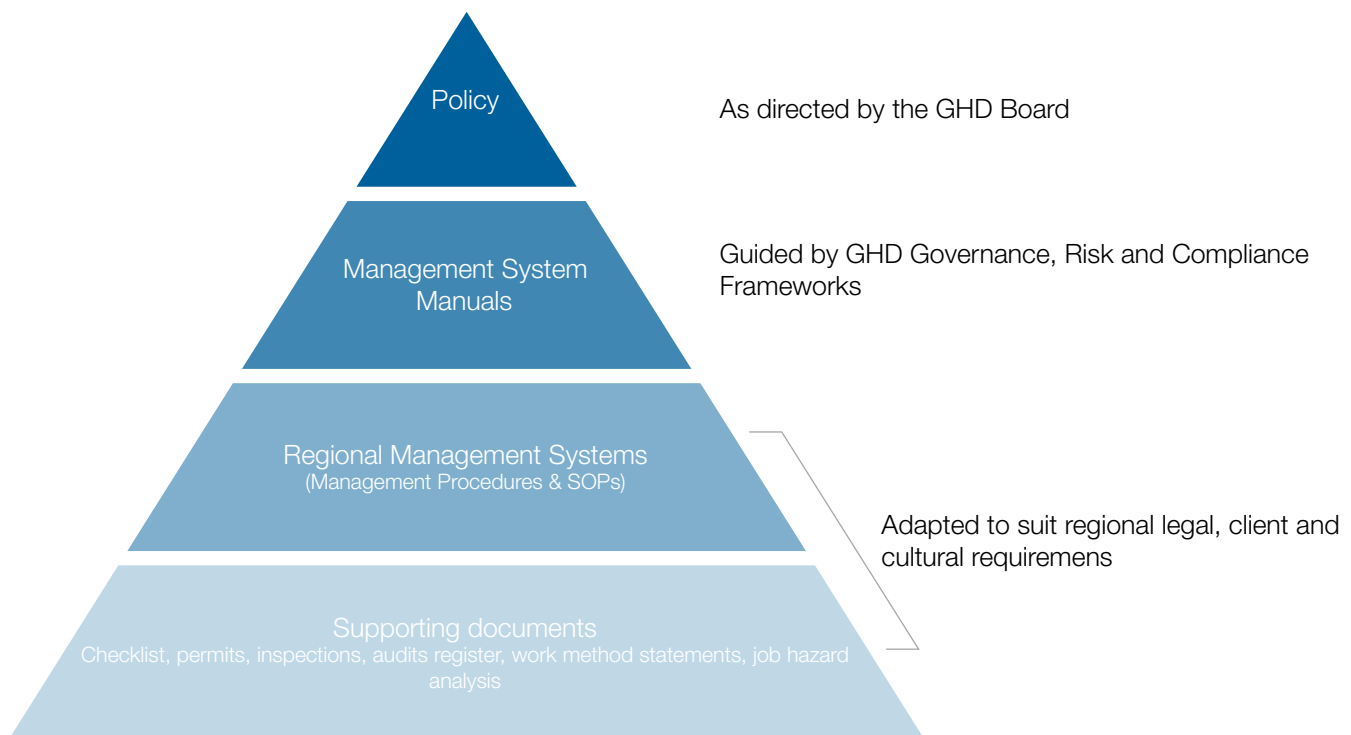


# Managing our operations

The Executive General Manager - 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, Executive Management Group, the Board and its Risk Committee.

In addition, the Board Risk Committee hold annual strategy discussions with the Executive General Manager - Risk to align the continuous improvement plans for the framework with the expectations of the Board.

All decision making within GHD should involve explicit consideration of risk to the degree appropriate to the criticality of the decisions being made. The Risk Management Framework provides a structured and consistent approach to risk management across all business activities that aligns strategy, systems and people in order to deliver on GHD's strategic objectives.





# 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.

Significant effort has been afforded to creating a single Quality Management framework during FY18/19. These foundations will guide the delivery of improvements in our electrifying project management systems - iConnect.

# Health and Safety



We embed the key objectives of GHD's HSE strategic Plan into every aspect of our operations. This enables us to promote the delivery of our cultural objective: 'Safe You, Safe Me, -Safe GHD'.

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.

Our health and safety performance continues to be extremely credible. Applying a fresh focus to better understand the human factors that directly impact safety behaviours and also undertaking critical risk analysis of identified high risk operations globally, we achieved significant improvement in our Total Recordable Incident Rate (200,000 multiplier) against the previous year. The 2018/19 rate reduced from 0.24 to 0.21.

We continue to maintain International certification for Health & Safety management. And during 2018/2019 we transitioned our certification to the new ISO45001 standard.

A major initiative of FY 2018/2019 has been the creation of GHD's new web-based HSE Portal, and overhaul of incident and investigations systems. This has enabled a single source of truth and practice globally for our operations.

Our efforts to simplify and improve effectiveness of our HSE project management activities, including training, has rewarded us with significant improvement in incident rates.



# Safety Performance

## Why do we measure Positive Interactions?

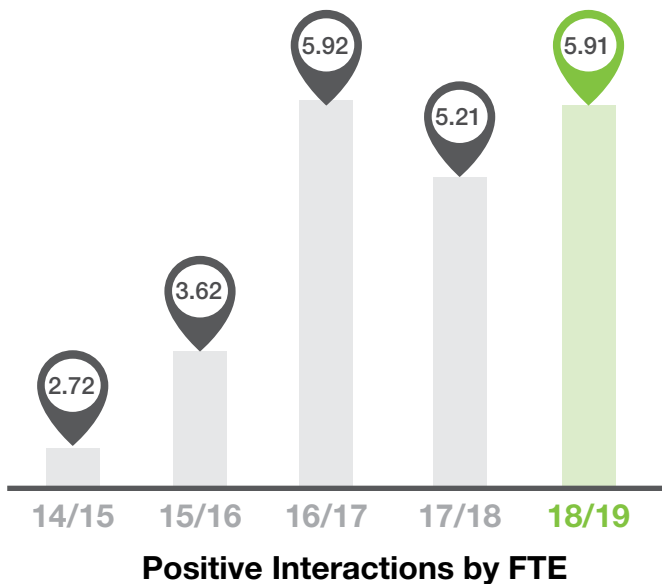
Traditionally, predictions about a workplace's ongoing health and safety performance have been made based on past track records (e.g. incidents). Current research suggests that more effective predictions can be made by focusing on the active steps a workplace takes to prevent future incidents.

Referred to as "lead indicators," these active steps towards incident prevention include any action, behaviour, or process undertaken by a workplace to actively improve health and safety.

Industry and policy stakeholders around the world are increasingly using lead indicators to formally predict future workplace health and safety performance, and consequently reduce workplace injury rates.

GHD is ahead of the curve in this respect, having been recording and monitoring lead indicator performance for many years.

GHD's combined individual "lead indicator" activities (e.g. project reviews, inspections, behavioural observations) are called "Positive Interactions". We encourage our 10,000+ people to undertake three Positive Interactions per year and achievement against this target is measured monthly. The rate illustrated in the diagram (5.21) is the average per FTE achieved during the reporting period.



# 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 are 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.

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 our people, vendors and volunteers engaged within the GHD group of companies on international development assistance projects and its implementation facilities. It reaffirms our commitment not to use – directly or indirectly – forced labour or child labour.

During FY 18/19, GHD via our global e-learning platform re-communicated expectations via our global e-learning platform. We held our annual Integrity Day with the focus on “empowering our people to resist bribery and corruption wherever in the world they are doing business”. We have strengthened our Privacy Policy and employees are now able to lodge an online report of suspected or actual data privacy breaches.



# Human Rights Statement



At GHD, we are guided and sustained by our core values of Safety, Teamwork, Respect and Integrity, a set of core principles that serve as a moral compass for how we conduct business and a common value set that the fundamental rights and dignity of all people must be respected. As mandated by GHD's Board in our Sustainability Policy, we are committed to respecting human rights in our own operations and complying with the laws of the countries in which we do business.

Through our Professional Services we believe we have an opportunity to positively impact the protection of human rights within our sphere of influence. To this end, we encourage and support our clients and other business partners in their efforts to act in accordance with internationally recognized human rights standards.

In delivering our services, we:

- expect our people and suppliers to comply with this statement, in the context and spirit of GHD's values and Code of Conduct
- respect and support human rights as set out in the Universal Declaration of Human Rights and the ten principles of the UN Global Compact
- comply with applicable legislation that supports human rights wherever we operate. Where our statement goes further than local laws, we will operate to our statement. If our statement conflicts with local law, we will follow local law while trying as far as possible to act in accordance with the spirit of our statement.
- do not tolerate bribery and corruption in any form. Bribes, pay-offs, facilitation payments, secret, unjustified or inflated commissions, kickbacks and any like payments are strictly prohibited.

- are committed to providing a fair, safe and healthy working environment for our people that is free from unlawful discrimination, harassment, bullying or victimization.
- do not tolerate or support the use of child labour, forced or compulsory labour in our operations, as further articulated in our Child Protection Policy and Modern Day Slavery Statement
- respect and support the right of people to establish, join or not join trade unions or other associations, and we recognize any local rights to collective bargaining.
- are committed to being an inclusive employer, promoting and valuing diversity within our workforce, among our customers, suppliers and in the communities in which we operate.
- respect our people's privacy and protect their personal information.
- care about the way our suppliers do business and we will work with them to continuously improve. Our Supplier Code of Conduct outlines our expectations of working with GHD.

Our people are encouraged to assist GHD sustain this commitment by reporting any behaviour which is inconsistent with this statement, via the GHD Integrity Management Reporting System.

We will report on our performance in GHD's annual sustainability report and UN Global Compact Communication on Progress.

# Modern Day Slavery Statement



Across our value chain, GHD supports the United Nations Global Compact Principles on Business and Human Rights and the United Nations Sustainable Development Goals. This includes the commitment to work towards eradicating the many forms of Modern Day Slavery that exist. Read link for a GHD's Modern Day Slavery Statement in full or respective sections within links below.

## Our business

GHD is a professional services company, privately owned by our people, providing engineering, architecture, environmental and construction services in global markets to private and public sector clients.

We have a diverse range of clients operating in the global markets of water, energy and resources, environment, property and buildings, and transportation. We provide engineering, architecture, environmental, construction and advisory services to private and public sector clients.

Through our professional services we believe we have an opportunity to positively impact the protection of human rights and eradication of Modern Day Slavery within our sphere of influence. To this end, we encourage and support our clients and other business partners in their efforts to act in accordance with internationally recognized human rights and Modern Day Slavery standards.

GHD will:

- comply with the UN Guiding Principles on Business and Human Rights
- comply with all relevant local and national laws and regulations with regard to Modern Day Slavery, employment practices, benefits, health and safety and anti-discrimination. Where national law and international standards differ, we expect them to follow the higher standard.
- not use any form of child, forced, bonded or prison labour.
- respect workers' rights, in particular the right to form or join trade unions and to safe and healthy working conditions

While it is the duty of governments to protect the rights of their citizens, we recognize that businesses also have a critical role to play. As a global company, GHD is committed to respecting human rights in our own operations and complying with the laws of the countries in which we do business.

## Our governance framework

We are committed to excellence in corporate governance, transparency and accountability. This is essential for the long-term performance and sustainability of our company and to protect and enhance the interests of our shareholders and other stakeholders.

## Governance and oversight

This commitment illustrates the measures that GHD implements, with the aim of eradicating Modern Day Slavery from its operations and supply chains. Practical support is provided by our internal systems and processes to promote and monitor compliance.

We understand we are at the beginning of our Human Rights and Modern Day Slavery journey and we will be reviewing this commitment every two years to ensure it is effective.

## General rights and obligations

- **Fair Employment Practices**

GHD employment will act in full compliance with all applicable laws and regulations, including those concerning hours, compensation, opportunity, and working conditions. For more information, see our Equal Employment Opportunity Policy.

- **In our Supply Chain**

We expect our business partners, including vendors, to share our commitment to respect human rights and Modern Day Slavery. All vendors must comply with our Supplier Code of Conduct, which establishes our expectations around business practices. We also establishing processes to assess and monitor compliance of our vendors with labour, employment and business ethics provisions of the Standards.

- **In the Community**

As an employer and a corporate citizen, we are aware of our role in the communities in which we operate. Our belief in respecting human rights and eradicating Modern Day Slavery in our global and local communities is embodied in our Core Values.

We respect the rights of local communities and those that live and work in them, consistent with international standards. We continuously monitor and address the environmental impacts of our business operations and strive to create positive impacts on adjacent communities through local engagement and charitable programs, facilitated through our GHD in the Community program.

## Risk management and due diligence

We are a diversified, international business with a large workforce and, where appropriate, a vendor base that assists in delivering projects on behalf of our clients. Our commitment to identifying and eradicating Modern Day Slavery from our supply chains applies to all GHD locations worldwide.

We recognize that due diligence is a continuous process and we have policies and processes in place in furtherance of this commitment.

GHD has identified that Modern Day Slavery has the potential to exist:

- **In our Operations**

We expect each GHD employee to act lawfully toward other employees, colleagues, business partners and those in local communities as outlined in our Code of Conduct and other related enterprise-wide policies. All new and current employees are required to complete GHD's training related to Integrity Management and People policies relating to Human Rights issues and undertake refresher at pre-determined intervals. Employees with roles and responsibilities relevant to aspects of Modern Day Slavery in our operations or in the supply base receive general awareness training on human rights and Modern Day Slavery.

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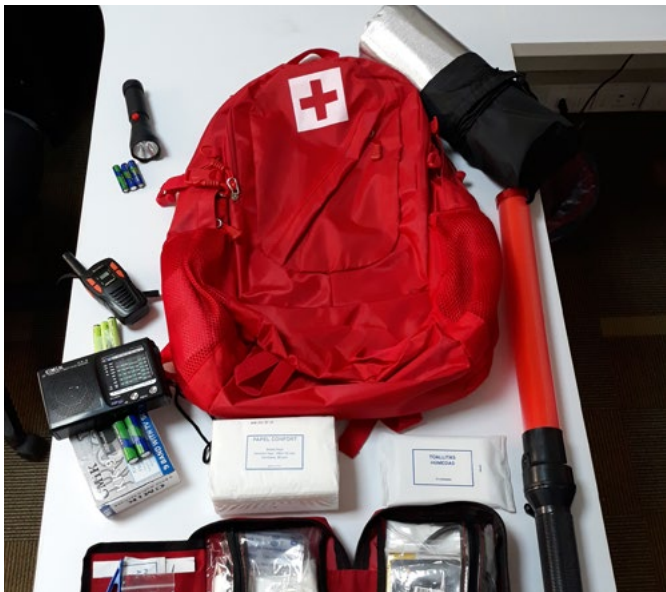
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## Information Security



GHD maintains information security management systems certified to ISO 27001. Our approach provides a 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. This includes effort embedding our Business Continuity and Disaster Recovery plans, training and processes.

## 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.

GHD identifies the credible pathways for emergency or crisis events that may detrimentally affect our business. Crisis Management and Emergency Response Teams are trained and rehearse scenarios on regular basis.

During the FY 18/19 a major review of GHD's crisis management process occurred to enable closer alignment of threats such as Cyber Attack





# Demonstrating good governance



03

**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.**

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.

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 Group Board

The Board is made up of eight directors and a company secretary (of which four are women). Together with the CEO they have the 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 (left).

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.

## 01 **Determination of purpose**

Exploration of and approving GHD's core purpose, goals and strategy to achieve these goals.

## 02 **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.

## 03 **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.

## 04 **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.

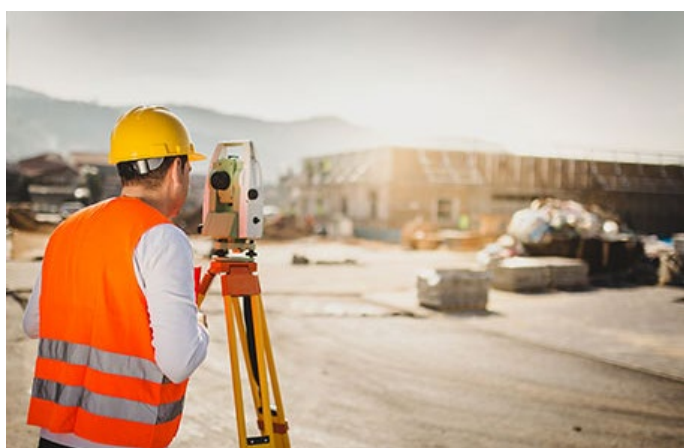
## Material Risks and Internal Controls



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## Board Committees



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

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

Engaged and empowered people are a fundamental strength of GHD's organisational culture. The last People Survey was conducted in 2017 and GHD will adopt a new approach in the next People Surveys planned for the second half of 2019. Instead of a one-off engagement survey, the surveys will be conducted once a month over a period of time and involve the use of 'chatbot' technology to probe feedback from employees. This approach aims to allow GHD to conduct check-ins with people more regularly, gain a deeper understanding of engagement levels and experiences of employees, as well as to take timely actions.

In the most recent People Survey in 2017, 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 North America. In other regions, Asia Pacific and the UK/Middle East have continuing high levels of engagement and Australia showed marked improvement from previous years in the areas of vision, communication and empowerment.





# Developing our people



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.

04

# Developing our people

Our 100 percent employee-owned business means our people have a vested interest in delivering and caring for clients. Additionally, GHD's operational model that supports a connected global environment focussed on supporting our clients and markets provides for our ongoing 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.





# Diversity and inclusion

At GHD, we want our people to feel comfortable to share all aspects of themselves at work. Our commitment toward diversity in the workplace is driven by a strong conviction that genuine inclusion will deliver greater productivity, creativity, and diversity from deeper pools of talent and through fairer processes for all.

Our people are as diverse as the communities we serve across five continents. Embracing diversity of thought, background and experience helps us develop imaginative and responsive solutions for our clients that create lasting community benefit.

GHD's commitment to diversity and inclusion is embodied within our global strategy and includes: championing gender equality, cultural diversity, reconciliation with Indigenous peoples, adapting to the needs of generational workers as well as flexible working arrangements for our people. Our regionally specific actions continue to position us as an industry leader.

We have established a Global Diversity & Inclusion Council to continue to improve the diversity of our business. We continue to see advances in this area with the diversity of new starters in our business (women made up 34 percent of our graduate intake) and initiatives (such as involvement in Career Trackers) being activated across multiple regions.





## Consistent systems

To achieve this vision, People teams across GHD have been working collaboratively on a wide range of initiatives designed to modernise our human resources systems. Our first priority in this program of work was to build a globally consistent systems infrastructure, that will enable us to better support our people across the globe to grow, perform and achieve their full potential. During the past 12 months, we completed the development phase of our new Global People System (GPS), and are looking forward to the global deployment by November 2019.

## Diversity and inclusion

Our second priority is to continue supporting, encouraging and building on our culture of inclusivity. It is our fundamental belief that a culture of inclusiveness that celebrates all aspects of diversity allows us to create an environment in which our people feel that they belong. With inclusion and belonging comes a sense of empowerment and inspiration that can create innovative solutions for our clients that benefit all stakeholders.

Over the last year, we continued to build on the great work that is already happening across GHD in areas such as championing gender equality, cultural diversity education programs and celebration days, reconciliation with Indigenous peoples, adapting to the needs of generational workers as well as innovative flexible working arrangement programs such as Career Relaunch. To further strengthen and support this work we established our Global Diversity and Inclusion Council. The purpose of the council to ensure that we share best practices across our business and support the development of thought leadership that will enable GHD to become the industry leader and role model in this space, further demonstrating our commitment to our vision of becoming an employer of choice.

## Developing our talent

The world is changing at a remarkable and exhilarating pace and for us to navigate this change requires that we continue investing in the development of our people. We need to create new and more innovative ways in which our people can take greater personal ownership for their own learning and development. With that in mind launched the Mindtools platform that gives our people access to key learning opportunities and content that they can do at their own pace. We also continue to invest in initiatives that are enabling our leaders to think differently and more proactively. Over the last 12 months we have refreshed the content and delivery methodology of all our leadership programs and are looking forward to the implementation of these in the next financial year.

Another of our key priority focus areas for the 2019 financial year was the strengthening and development of our internal talent pipeline. This work program focused on the redesign of our talent review process to focus on potential, capabilities, and performance.

These examples are a small glimpse into all the hard work that our people community with the support of our leaders and people have accomplished in 2019. We are proud of the significant strides made in achieving our vision: Thriving@GHD, and look forward to delivering more gains in this pivotal part of our business.

# The diversity of our people helps us grow



## Jack Lyons

GHD is an official network partner of the Neurodiversity Hub that supports and provides ongoing opportunities globally for neurodiverse students who may never make it into the workforce due to lack of opportunities, differences in communication skills or other factors.

Jack Lyons has autism spectrum disorder and has been recruited as a participant in the program working from our Melbourne office in Australia. Jack is currently gaining skills in the use of design documentation modelling software which is helping further his passion for 3D modelling. Next year Jack will become part of the 2020 Graduate program.

Our neurodiversity program will soon be expanded into North America in a move to embed a fresh approach to attracting diverse talent, improve the employability of neurodivergent students like Jack and deliver strong technical solutions to our clients.



## Nipa Basu

With more than 25 years' experience in transforming data into actionable insights for Fortune 500 companies globally, Nipa Basu is the Global Practice Director of Digital Intelligence at GHD Digital. She has proven expertise in enterprise-wide transformation utilising advanced data management and application of analytics to generate significant revenue from data monetisation.

Prior to joining GHD Digital, Nipa was Chief Analytics Officer with Dun & Bradstreet Inc., driving the success the analytics practice.

A digital insights expert, Nipa is noted by clients and colleagues for her ability to communicate effectively to business and technical audiences alike. Equal part scholar and businesswoman, Nipa received her Ph.D. in economics from the State University of New York at Albany, specialising in econometrics.



### **Tai Hollingsbee**

The diversity of our people's thinking is exemplified by Tai Hollingsbee who first joined GHD in 2010. In 2015 he co-founded a technology company that develops prefabricated, zero carbon, community-built housing for remote regions in Australia and around the world. Tai returned to GHD this year as our National Building Engineering Leader.

Based in Melbourne, Australia, Tai is widely recognised for his work in building physics, sustainability and the application of technology to improve performance outcomes across a diverse range of complex engineering projects. He has led complex, multi-million dollar projects in China, United States, United Kingdom, Africa, Qatar, Canada, Hong Kong, Vietnam and Australia.

Tai is driven to deliver high-performance built environments that strive toward a zero carbon footprint, he says, "Through evidence-based design that goes beyond traditional design approaches, I am passionate about using our breadth of services to help our clients achieve rational, cost-effective buildings that enhance the experience of the people who use them."



### **Sioban Hartwell**

Passionate about all things water, Sioban's career has been truly global having worked on projects across the United Kingdom, Australia, North America and New Zealand.

As Market Leader - Water, New Zealand it is the diversity of the role she enjoys most, "I can be on the west coast of NZ one day working with long term mining clients to solve a specific site issue and the next day sitting in a governance meeting for one of our major water panels".

A Fellow of Engineering New Zealand, and former President of Water New Zealand, Sioban's clients regularly call on her experience in water infrastructure, with mine water and urban stormwater being particular focus areas. However, it is the ability to work across regions, and draw on GHD's diverse pool of talent to support all of GHD's water teams and clients that she really values, "I feel genuinely connected and supported by the wider global community – while growing and diversifying our business to support our clients in New Zealand."

# Growing an engaged workforce



Our employee numbers have grown by more than 11 percent in FY2018, with more than 2500 people joining our business globally. In line with our workforce renewal targets, we also achieved a record for graduate recruitment, with 475 people accepting graduate roles globally. The percentage of female graduates, as a proportion of total graduates, has also increased steadily over the past seven years.

Importantly, this growth has been matched by strong employee engagement levels at 76 percent, up 6 percent from the previous engagement survey and also above the global IBM benchmark of 73 percent. These figures show that GHD is a place for aspiring people to thrive, achieve their career goals, and make a lasting impact.

We are placing increasing emphasis on best practice talent management at GHD. This year we introduced a global talent management team, who are tasked with implementing an improved succession planning process across our global business, enabling our leaders to better understand and improve the health of our talent pipeline.

Our recruitment of talent is aided by exciting new tools such as augmented writing applications that are helping us attract diverse candidates, and we are continuing to invest in the global and local leadership programs that help us develop our future leaders, as well as globally consistent assessment tools that provide our employees and managers with the insights they need to help focus their career development.

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. In North America, we streamlined our recruitment strategies and identified focus areas that will ensure a strong talent pipeline into the future

## Employee ownership



The sustained growth year on year in total shareholder return in FY 18/19 has continued to underpin a strong demand for employee ownership. Driven by our global Principal and Associate model, GHD continues to attract and retain outstanding professionals who are highly motivated to invest and lead and as a result, inspire others to become owners. The global recognition of our owner leaders as Principals and Associates, reinforces the distinctive ‘owners mindset’ culture in which more than 25 percent of people are material owners of the business.

## Connected Network



Mobility opportunities across countries, disciplines, and markets provide career advancement and job enrichment, as well as a multicultural, diverse experience across our globally connected network. Our TalentX talent exchange program targets high-performing Early Career Professionals (Young Professionals) with 2-4 years’ experience.

A significant step forward in making international career opportunities more widely available for our people, the aim of TalentX is to develop broad skills in a new cultural and business context.

Successful TalentX candidates are placed in teams with a strong forward workload and matched with experienced managers who are committed to mentoring and making the placement successful. Participants bring new capabilities or ways of doing things to their host locations and take back new learnings and experience back home.

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



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.

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# Our Commitment



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 and United Nations Global Compact community committees. 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' vendors via procurement processes requirements including Registration of Subcontractors, and Terms of Engagement. Project Impact Assessment 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.





# Environmental Stewardship

GHD is internationally certified to ISO14001 and implements a range of initiatives to reduce its environment footprint. GHD's approach to Environmental Stewardship is based on proactive identification of measures that will positively affect our environmental footprint. In early 2018, we set ambitious 4 year targets for all of our operations. Select each of the key result areas below to see our targets and how we are tracking.



## Office Accomodation (large offices)

- 01** Achieve above average rating via an Energy Performance Rating
- 02** Offices located near public transport



## Energy Use (all offices)

- 03** 25% renewable component in energy accounts
- 04** Office lighting operation senses movement and natural light
- 05** High performance fluorescent fixtures
- 06** Efficient heating and cooling
- 07** Server Room efficiency



## Office Equipment (all offices)

- 08** Reducing the number of devices
- 09** Energy efficient appliances
- 10** Automatic printer default settings
- 11** Recycling of printer cartridges
- 12** "Vampire Loads" are proactively managed



## Waste (large offices)

- 13** Separation of office generated waste
- 14** E-waste recycled by accredited provider



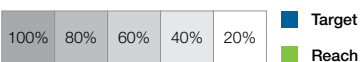
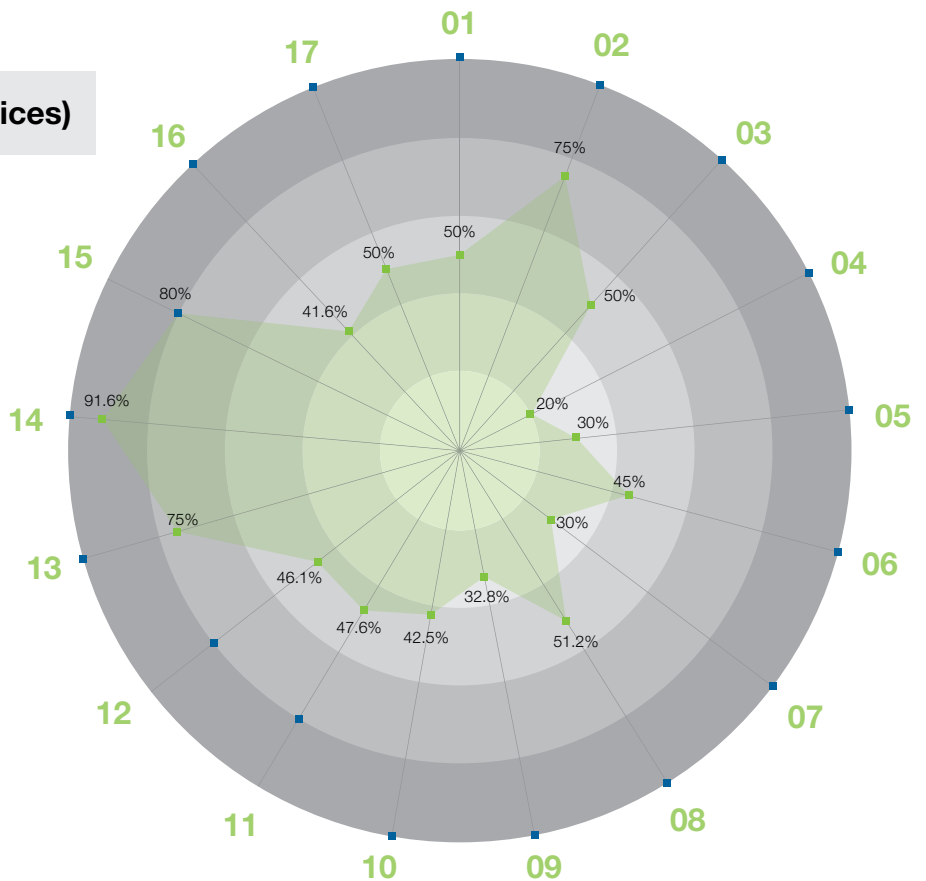
## Paper (all offices)

- 15** Eco-conscious paper



## Commuting (large offices)

- 16** Use of Public Transport for short business travel
- 17** Promote environmentally friendly 'private' travel



# 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 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.



## Melbourne Indigenous Transition School (MITS)

GHD's Melbourne office in Australia has been a long supporter of the MITS, which exists to create greater opportunities for Indigenous students from remote and regional communities. This year, GHD provided a range of pro bono building services including: mechanical, electrical, fire, hydraulic and structural services in order to convert part of an existing three-storey office into 'respite' style accommodation.

Our work has helped to create a place where Indigenous children from remote communities can pursue educational opportunities at Melbourne schools. staff have also been a focus.



## UAE Turtle Beach clean-up

A team of GHD young professionals initiated a clean-up of Dibba Beach, Fujairah, UAE that is known for its wild turtle population.

The GHD volunteers' efforts targeted the plastic pollution of the beach and 152 kg of rubbish was collected from the beach: 50 percent plastics, 20 percent glass, 10 percent varying iron and 20 percent miscellaneous.

This initiative is indicative of many other volunteer efforts by our people globally.



### **Career guidance for future Fiji rugby stars**

GHD's Fiji team is proud to work alongside the Rugby Academy Fiji, which coaches local children both on and off the field. Through teaching rugby skills, theory, and fitness, the Academy opens up options for students' development through education and career paths. While learning to play, students are encouraged to pursue professional careers during and after their competitive rugby days.

Our Fiji team is a long-term sponsor of the Academy, providing training materials and hosting clinics teaching students basic structural engineering principles. Through fun, interactive activities, students learn about engineering in a real-world context, with our team guiding them on the challenges and opportunities of engineering career.



### **Volunteering for Veterans**

A team from our Cameron Park and Roseville, California, offices volunteered with the local chapter of Habitat for Humanity for their first-ever Veterans Build, an initiative focused on providing homeownership to US veterans, military service members, and their families.

Our people contributed 500 hours of 'sweat equity' to help build a veteran's family home and helped with a wide range of tasks, including painting, backfilling the water main trench to the house, putting up siding, attaching trim boards, and cutting brush. The work on this project is indicative of the many projects GHD people across North America contribute to in order to build stronger and lasting local communities.



### **Engineering new opportunities for female school students**

Our Newcastle, Australia office signed a powerful partnership with HunterWiSE, which is a University of Newcastle initiative aimed at increasing the participation of female high school students in Science, Technology, Engineering and Mathematics (STEM). The program opens avenues for women in STEM to liaise, collaborate and mentor each other, as well as create positive perceptions of STEM careers amongst school-aged girls.

As part of our sponsorship, GHD people mentored female Year 8 students from Hunter River High School, which is a comprehensive, co-educational secondary school with over 700 students, in which 15 percent of the school population identify as Aboriginal. During the second term of the 2019 school year, GHD hosted the students, helping them take part in a range of hands-on workshops including bridge and road modelling, visiting a virtual mine site, noise monitoring, ecology under the microscope, and the endless possibilities of drones and data.



### **Client partnership to restore coastal prairie in Texas**

In honor of Earth Day, people from GHD's Baton Rouge, Louisiana; Houston; Texas; and Calgary, Alberta, office volunteered to remove invasive species and help restore the Texas City Prairie Preserve, a 2,300-acre nature preserve home to hundreds of coastal prairie species, such as native ducks and migratory birds.

The event was organized by the Nature Conservancy, a world-leading environmental organization, and Baker Hughes (BHGE), one of GHD's clients. Volunteers from GHD and BHGE collected hundreds of pounds of garbage along the coastline and beach and applied herbicide to the invasive Chinese tallow tree, which grows quickly and covers portions of the native wetlands. Several hundred trees were cut down, and their removal provided the opportunity to add a kayak trail for Texas City Prairie Preserve visitors on teenagers' subject and career choices.



# Assisting our clients to be 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.

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# Assisting our clients to be sustainable

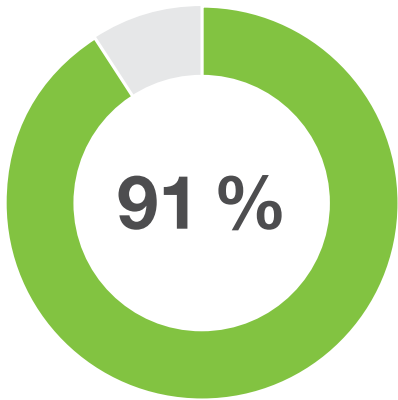


The range of work we do and the clients we assist are broad, and we aim for outcomes that provide a balance of environmental benefits, community advantages and economic prudence.

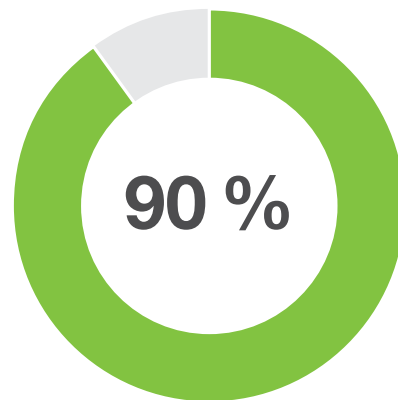
The two key elements of GHD's strategy revolve around leveraging our connected global network to put the best people we have on a project – and a client-service led culture – where we focus on partnering with our clients in the long term.

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.

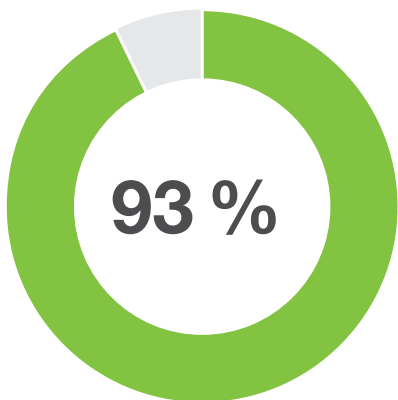
Also, we have a strong interest in having sustainability concepts integrated into real projects. We believe this is the key next step in sustainability worldwide: to make changes in what we build and do.



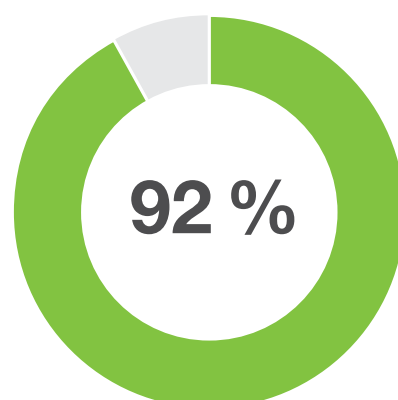
Listen and **communicate** regularly



GHD delivers projects **on-budget**



GHD is **accessible & responsive**



Likely to **recommend**

Source: GHD esurveys, FY 18/19

## Investing in big ideas



GHD is accelerating organic growth by encouraging our people around the world to think big; developing new services, products and partnerships that benefit our clients, while creating new revenue streams for the business.

Our approach recognises that, in order to become successful, new opportunities often require initial funding and a risk appetite to try new things.

An example is the launch of the global GHD Digital business, spanning cybersecurity and risk, digital strategy and transformation, smart technology services, digital innovation, and data analytics.

Other initiatives launched in FY 18/19 include:

- Commercial partnership with a geospatial company to automate land contamination reporting for the property sector
- Development of industry-specific economic benchmarking tools to inform clients' capital investment decisions
- Strategic recruitment of specialists to expand client service offerings in flood modelling and civil infrastructure, coastal and maritime engineering, power, and operational process redesign
- Pioneering approaches to contain and remediate/remove PFAS contamination in partnership with research organisations and equipment suppliers.
- These growth initiatives are contributing to the future success of GHD and, even more importantly, unlocking the creative and entrepreneurial thinking of our people.

## Smart Seeds



Powered by GHD with partners, Smart Seeds is a designed global innovation program focused on complex challenges. What began as an idea to engage GHD's vacation interns in 2012 has blossomed into a multi-national, cross-discipline program bringing together diverse groups of people to co-create integrated solutions.

In 2018, Smart Seeds broadened its reach delivering school and community programs for the first time in Australia, including participants in North Queensland, Central Australia and the Riverina region of New South Wales. These events provided a forum for local communities to collaborate and develop solutions to their most pressing challenges. In New Zealand, Smart Seeds received the 'Christian Dahmen Memorial Award' for



Innovation at the New Zealand Human Resources Awards 2018. The award recognised our innovation program for preparing participants for the future of work and driving collaboration with local industry.

Christchurch became the third city to engage in Smart Seeds in New Zealand joining the ranks of popular programs in Auckland and Wellington. Elsewhere, Smart Seeds successfully continued programs in Canberra, Sydney, Perth and London, UK.

To help realise more great ideas from Smart Seeds in 2019, we are excited to expand the program to provide more opportunities for collaboration and prototyping following Showcase Events in each city.

# Our Projects

Driven by a client-service led culture, we connect the knowledge, skill and experience of our people with innovative practices, technical capabilities and robust systems to create lasting community benefits.



**Facilitating return of site to Indigenous owners**  
Australia



**Designing the future of Sydney's Central Station**  
Australia



**Evaluating effects of climate change on infrastructure**  
Canada



**Comprehensive large-scale wetland restoration**  
USA



**Providing assurance for emission reduction projects**  
Australia



**Sustainable catchment management for a megacity**  
Philippines



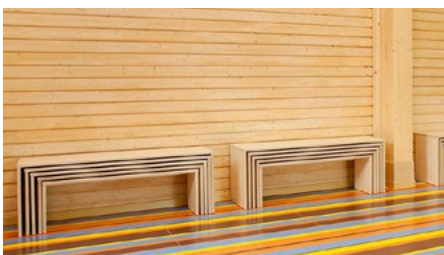
**Establishing a conservation area in Canada**  
Canada



**Designing more sustainable roads**  
Australia



**Enabling farms and renewable energy to coexist**  
Australia



**Making the future of schooling more sustainable**  
Australia



**Water for Women**  
Indo-Pacific





## **Facilitating return of site to Indigenous owners NSW, Australia**

### *UrbanGrowth NSW*

GHD worked alongside Landcom and the Dharug community since 2012 to develop a Plan of Management for the Blacktown Native Institute (BNI) site in Western Sydney. The Draft Plan of Management was developed to guide the appropriate future uses for the site and ensure its protection and recognition, whilst delivering improved social, cultural and economic outcomes for the community.

With a long history of distrust of the government and competing ideas about the use of the site within the community, developing a shared vision and way forward was a key challenge, with previous attempts to progress community use of the site failing.

GHD helped the Dharug Strategic Management Group (DSMG) to incorporate as a non-for-profit organisation. The land for the BNI site was officially transferred to DSMG by the NSW Government's land development agency Landcom in October 2018. The transfer was celebrated at a GHD coordinated event.



## **Designing the future of Sydney's Central Station Sydney, Australia**

*Laing O'Rourke*

The most significant upgrade of Sydney's historic Central Station since its construction in 1906 will create a sustainable, world-class transport node. Engaged by Laing O'Rourke, GHD, in partnership with Aurecon, is conducting detailed design of the works.

GHD is working to create a high-quality, sustainable asset for Sydney Metro by integrating sustainable development considerations into design decision-making.

This is underpinned by the development and delivery of detailed studies covering elements such as climate change adaptation, building energy modelling, carbon footprint, and life-cycle impact assessment of building materials.

The project is on target to achieve both an Infrastructure Sustainability Council of Australia (ISCA) design rating of 'Leading' and a Green Building Council of Australia (GBCA) Green Star Design Rating of at least 5 stars.

We estimate the project has achieved an approximate 40 percent reduction in life-cycle greenhouse gas emissions associated with building materials and a 30 percent improvement in energy efficiency compared to a base case building.



## **Evaluating effects of climate change on infrastructure Calgary, Canada**

*City of Calgary / Calgary Airport Authority*

Engaged by the City of Calgary and Calgary Airport Authority in Alberta, Canada, GHD estimated future climate data and IDF curves to help design infrastructure for climate change conditions.

The analysis included air temperature, evaporation, precipitation, relative humidity, solar radiation, and wind speed and direction. The historical data were collected, submitted to quality assurance and control, and perturbed to general circulation model projections of the future climate.

GHD also developed future Intensity-duration-frequency (IDF) curves, which characterise the relationship between the intensity of rainfall occurring over a specified time period and its frequency of occurrence, based on historical observations of precipitation. The IDF curves will inform planning and infrastructure design decisions.



## **Comprehensive large-scale wetland restoration USA**

### *Border Coast Regional Airport Authority*

GHD led a habitat mitigation and restoration project on 17 acres of protected wetland and four acres of dune habitat, making for one of the largest and most complex endeavors of its kind ever built on the northern California coast.

BRCAA's Runway Safe Areas were not up to design standards. To address the needed improvements (and space for the RSAs) would entail an intimidating breadth of wetland mitigation and habitat restoration/re-establishment. GHD knew the RSA improvements would require a complex permitting process and development of a complicated mitigation package, affecting four sites: On-airport, Point Saint George County Park, the Pacific Shores Subdivision, and the Bay Meadows residential development. Stakeholders covered two states, two counties, two cities, and two Native American tribes, with decisions facilitated by a board comprised of municipal, county, and tribal governments, as well as numerous regulatory agencies. RSA construction was completed within budget and almost two months ahead of schedule.

Over the next five years, building upon the success of this project and the relationship forged with the BCRAA, GHD will continue post-construction monitoring, obstruction removal, terminal replacement support, and other projects for the agency and local community. At Pacific Shores, GHD will continue to monitor success of the site for five years post-project; at the end of that time, the acquired parcels and restored road segments will be turned over to the CDFW and will become part of the Lake Earl Wildlife Area.



## **Providing assurance for emission reduction projects Australia**

### *Multiple*

The Australian Government's Emission Reduction Fund provides incentives for individuals and organisations to reduce their emissions by earning Australian Carbon Credit Units (ACCU) that can then be sold to generate income.

GHD has completed numerous audits of Emission Reduction Fund projects, representing more than 500,000 tonnes of CO<sub>2</sub>-e abated or sequestered. These audits provided reasonable assurance over claims that carbon abatement or sequestration has occurred in line with the requirements of the Clean Energy Regulator. GHD assessed the offsets generated through a range of methods such as land regrowth, savannah burning and landfill gas abatement.



## **Sustainable catchment management for a megacity Metro Manila, Philippines**

*Maynilad Water Services Inc.*

Water demand in Metro Manila, a city of 21.3 million people, is increasing due to rapid population growth and urbanisation. The issues of degrading infrastructure, low water quality and the influence of climate change have exacerbated water shortages in this Asian megacity.

Ipo Dam supplies 98 percent of the raw water needs for the city. During the wet season, water quality significantly worsens from sedimentation, resulting in treatment plant and water supply outages. Additionally, the dam is losing storage from sediment.

GHD helped Maynilad, which supplies roughly half of the city's water supply, develop a better understanding of the sources of sedimentation in the catchment and the number of years of storage remaining in Ipo Dam, along with a modelling tool for future decision-making.

To support sustainable management of the catchment, GHD carried out the following:

- Bathymetric and topographic survey of reservoir and derived stage-storage curve
- Daily riverbed and suspended sediment, and river discharge measurement
- Establishment of sediment particle size distribution and sediment rating curve
- Estimation of trap efficiency and back calculation of sediment inflow between historical bathymetric surveys
- Continuous hydrologic and hydraulic modelling for a ten year period
- High-level mitigation measures: revegetation, pressure flushing.



## **Establishing a conservation area in Canada**

### **Canada**

#### *Toronto and Region Conservation Authority*

The Toronto and Region Conservation Authority in Canada retained GHD as a representative for the Credit River Conservation Authority and the Region of Peel. GHD prepared detailed designs and updated the hydraulic models for the Applewood and Serson Creek extensions through the Lakeview Waterfront Connection Project (LWCP).

The Lakeview Waterfront Connection Project involved the creation of land lakeward of the Lakeview Wastewater Treatment Plant (WWTP) using clean fill generated by the Region of Peel as part of their capital infrastructure expansion works. Reusing fill converted it from an expensive waste product into a valuable resource, which provided new land base on which to establish a 26 ha conservation area, featuring a cobble beach, rocky island, fish habitat, coastal wetlands and meadows, Carolinian Forest and swamps.

GHD's role in the project was to design the freshwater estuary within the conservation area. The design comprised an enhanced stormwater corridor to increase connectivity to the lake and enhance habitat features, an estuary channel to increase fish passage potential, an outlet through the shoreline revetment to limit sediment and woody debris accumulation, and habitat features within the coastal wetlands and estuary.



## **Designing more sustainable roads**

### **Australia**

#### *Main Roads Western Australia*

GHD is part of the Metropolitan Road Improvement Alliance (MRIA), which was formed to deliver the design and construction of three projects in Perth, Western Australia.

The projects have formally adopted the Infrastructure Sustainability Council of Australia's (ISCA) Infrastructure Sustainability framework.

GHD has provided sustainability services across the job to deliver Infrastructure Sustainability ratings for both Design and As Built. This has involved completing a climate change risk assessment and adaptation process, and developing and implementing innovative ideas such as:

- Adding canopy trees for improved public safety, decreased urban heat island effect and enhanced sense of place
- Donation of hardwood tree root balls to non-profit organisation OzFish, which will install them in local river systems to restore degraded marine species habitat
- Implementation of solar temporary lighting to reduce greenhouse gas emissions and noise
- Trial use of recycled plastic star pickets in place of steel for some applications including delineation, flagging and chainage signage.





## **Enabling farms and renewable energy to coexist NSW, Australia**

### *New South Wales Farmers Association*

GHD developed a 'Renewable Energy Landholder Guide' for the New South Wales Farmers Association in Australia, to help landholders, farmers and communities understand the processes for hosting renewable energy developments on their land.

The six-month-long project was supported by the Department of Planning, Industry and Environment, in line with the New South Wales Government's Renewable Energy Action Plan.

To develop the report, the team consulted with renewable energy developers, existing host landholders and industry regulators to gain a deeper understanding of the development process for renewable energy projects – particularly wind and solar farms.

Talking directly to landholders who already host these developments allowed GHD to provide real and authentic information to help guide others who may be considering doing so.

The report will assist potential host landholders to understand and navigate the process from planning, trials, contract negotiation, approvals, construction, operation and decommissioning, and any issues that could potentially occur along the way.

The guide is structured in a way which steps landholders through legal rights and responsibilities, compensation and operating protocols which can be negotiated with developers to ensure farm businesses and renewable energy developments can coexist within a regional community.



## **Making the future of schooling more sustainable NSW, Australia**

### *School Infrastructure NSW*

GHD worked closely with Schools Infrastructure NSW (SINSW) in Australia to develop a landmark strategy to define the organisation's sustainable development activities over the next 10 years. The strategy is uniquely ambitious and includes commitments to carbon neutrality and climate resilience.

GHD's scope in this project was to author a 10-year sustainability strategy and a four-year action plan which will help SINSW as an organisation achieve its vision for sustainability.

The project achieved SINSW's desired outcomes, and translated the sustainability needs of the organisation into a clear, concise document. It will help to guide SINSW as it invests AUD6.7 billion to deliver 190 new and upgraded schools over the next four years, as the New South Wales public education system prepares for the first major increase in the school-age population since the Baby Boom of the 1950s.

In order to develop these documents, GHD conducted a series of workshops with SINSW stakeholders and personnel to identify sustainability objectives, and realistic actions which would work towards the achievement of these objectives.

The strategy covers emissions, energy efficiency, waste minimisation and selection of building materials, responsible water management, place making, and resilience to climate change and natural disasters.



*Photo credit:  
Aiden Dockery*

## **Water for Women Indo-Pacific**

*Department of Foreign Affairs and Trade (DFAT)*

GHD has been engaged by the Department for Foreign Affairs and Trade (DFAT) as the Fund Coordinator to deliver their flagship WASH program, investing \$110.6 million over five years from 2018 to 2022 as part of the Australian Aid program.

Water for Women aims to support improved health, gender equality and wellbeing in Asian and Pacific Communities through socially inclusive and sustainable Water, Sanitation and Hygiene (WASH) projects.

The benefits of improved, safe access to WASH are clear. Not only does access to WASH prevent disease and death, it also has profound, lasting socio-economic impacts on a community and its ability to prosper, particularly for women and girls.

Water for Women will partner with 10 Civil Society Organisations (CSOs) to deliver 19 Projects in 16 Countries in South Asia, South East Asia and the Pacific. Over the course of the Fund, Water for Women hopes to support an estimated 2.95 Million people including some of the most marginalised within these communities.

GHD, together with our client and our partners will provide innovative solutions to WASH delivery in the Indo-Pacific region, and contribute to global WASH evidence and research through Water for Women.

Water for Women recognises that gender equality will be advanced through the implementation of Sustainable Development Goal 6 – the Water Goal. Addressing the Water Goal will see a world where women and girls do not bear the time burden of walking long distances every day to collect water for their families, where fewer babies die as a result of mothers giving birth in unhygienic health care facilities and girls no longer miss school because there are no appropriate menstrual hygiene management services.



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

## Services

- Advisory
- Agriculture
- Air & Noise
- Aquatic Sciences
- Architecture
- Asset & Facilities Management
- Automation
- Aviation
- Bridges
- Building Sciences / Physics
- Chemicals
- Climate Change
- Communication Systems
- Construction Contracting
- Contamination Assessment & Remediation
- Dams
- Data Management Services
- Decommissioning, Closure & Rehabilitation
- Digital
- Digital Design
- Electrical Engineering (Buildings)
- Electrical Engineering (Industrial)
- Emergency Response
- Engagement, Communication & Communities
- EPCM
- Fire & Life Safety
- Food Processing
- Forensic Engineering
- Forestry Management
- Geology
- Geotechnical
- HSE Systems & Industrial Hygiene
- HVAC
- Hydraulics (Buildings)
- Hydrogeology
- Impact Assessment & Permitting
- Industrial Water & Waste Management
- Information Services
- Integrated Water Management
- Intelligent Transport Systems
- Interior Design
- Irrigation
- Landscape Architecture
- Light Rail
- Maritime & Coastal Engineering
- Materials Handling
- Materials Technology
- Minerals Processing
- Mining Engineering
- Mining Geosciences
- Natural Resources
- Oil & Gas
- 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
- Structures
- Tailings (Mines & Residue)
- Transportation Planning & Traffic Engineering
- Tunnels
- Urban Planning & Land Development
- Waste Management
- Wastewater & Stormwater Collection Systems
- Wastewater Treatment & Recycling
- Water & Wastewater Strategy & Planning
- Water Efficiency
- Water Transmission & Distribution
- Water Treatment & Desalination
- Waterways & Coastal