

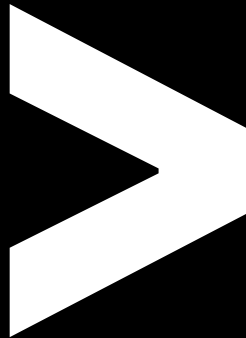


Sustainability Report 2021

→ The Power of Commitment



Chief Executive Officer Statement



Ashley Wright
Enterprise CEO

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. We are committed to achieving carbon neutrality for Scope 1, 2 and 3 emissions by 2025.

The global pandemic in 2020 has illustrated how quickly the landscape can change, affecting governments, business and the community. We are proud to have stood together with our clients and our communities during these challenging times, continuing to deliver projects and refocusing our efforts to respond to new needs in a rapidly evolving global environment.

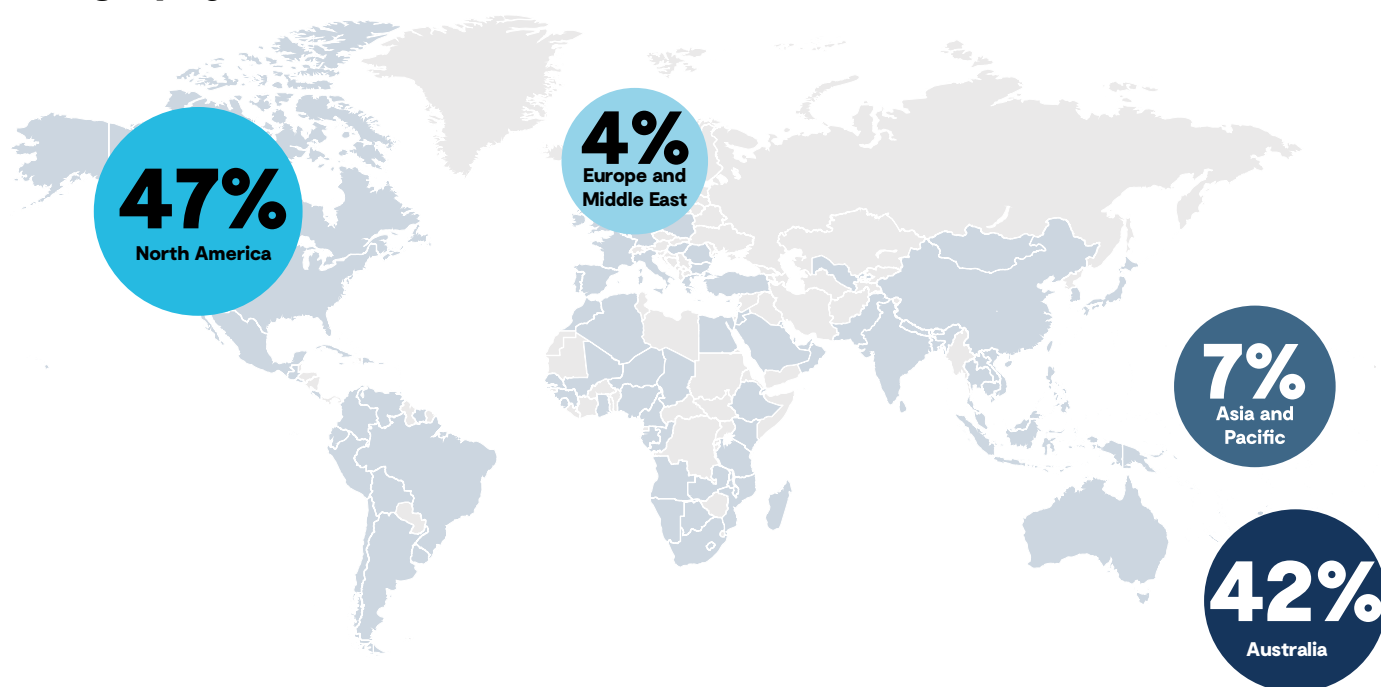
We are pleased to report that our health and safety performance has continued to improve, our community engagement is growing locally and globally driven by the commitment of our people and we have shown strong resilience during the global pandemic, with our crisis management protocols standing up to a test like no other.

Even in times of adversity, we look over the horizon with the establishment of the GHD Foundation in late 2020. Our ambition is to use our technical skills and bring people together across borders, becoming a preferred charity and partner of global organisations – to make an impact that is both measurable and long-lasting.

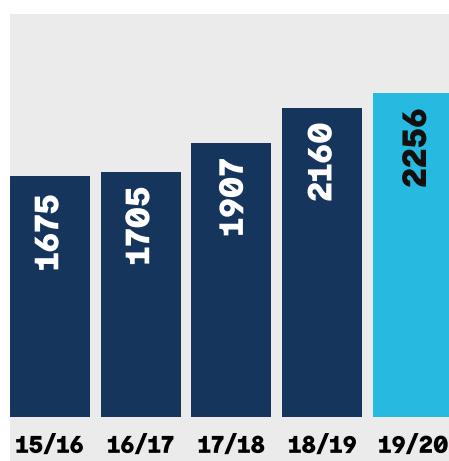
Looking ahead to GHD's 100th Anniversary in eight years, our ambition is for the foundation to be globally recognised as a force for enabling more women, First Peoples and other minority groups to pursue STEAM careers, creating more resilient and cohesive communities, helping many people recover after natural disasters and much more.

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

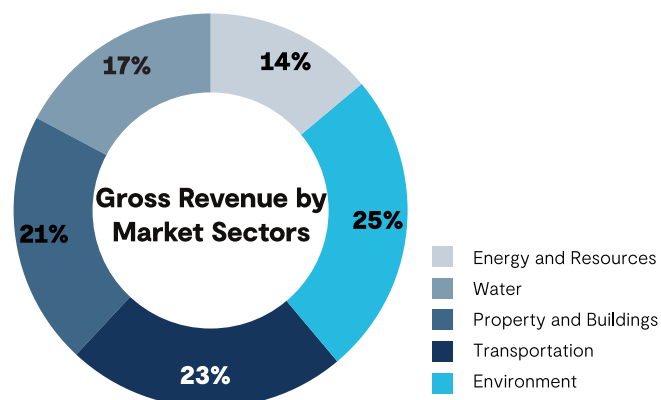
Geography



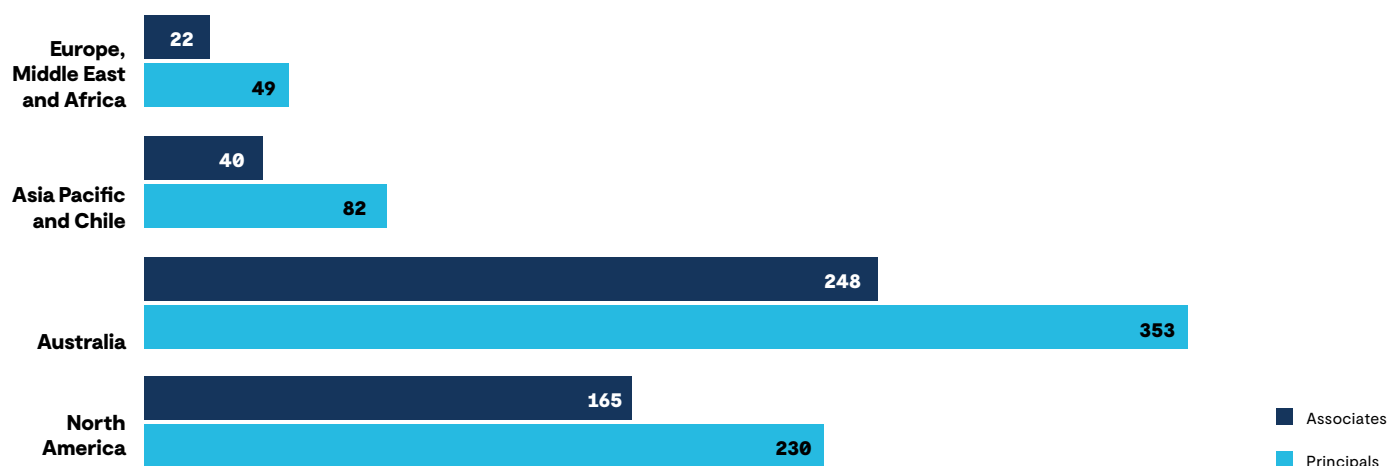
Revenue (AUD billion)



2.3^M
 GHD Financial year 2019 / 2020
 Year ended 30 June 2020



Total Principals and Associates





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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.”

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:

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

Our Sustainability Policy highlights SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation and Infrastructure) and SDG 11 (Sustainable Cities and Communities) as those SDGs where we believe we can have the greatest impact.



The pillars of GHD's Sustainability Policy are identified below. Select each of the pillars to illustrate how our approach links to the UNGC Principles and SGD's:

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

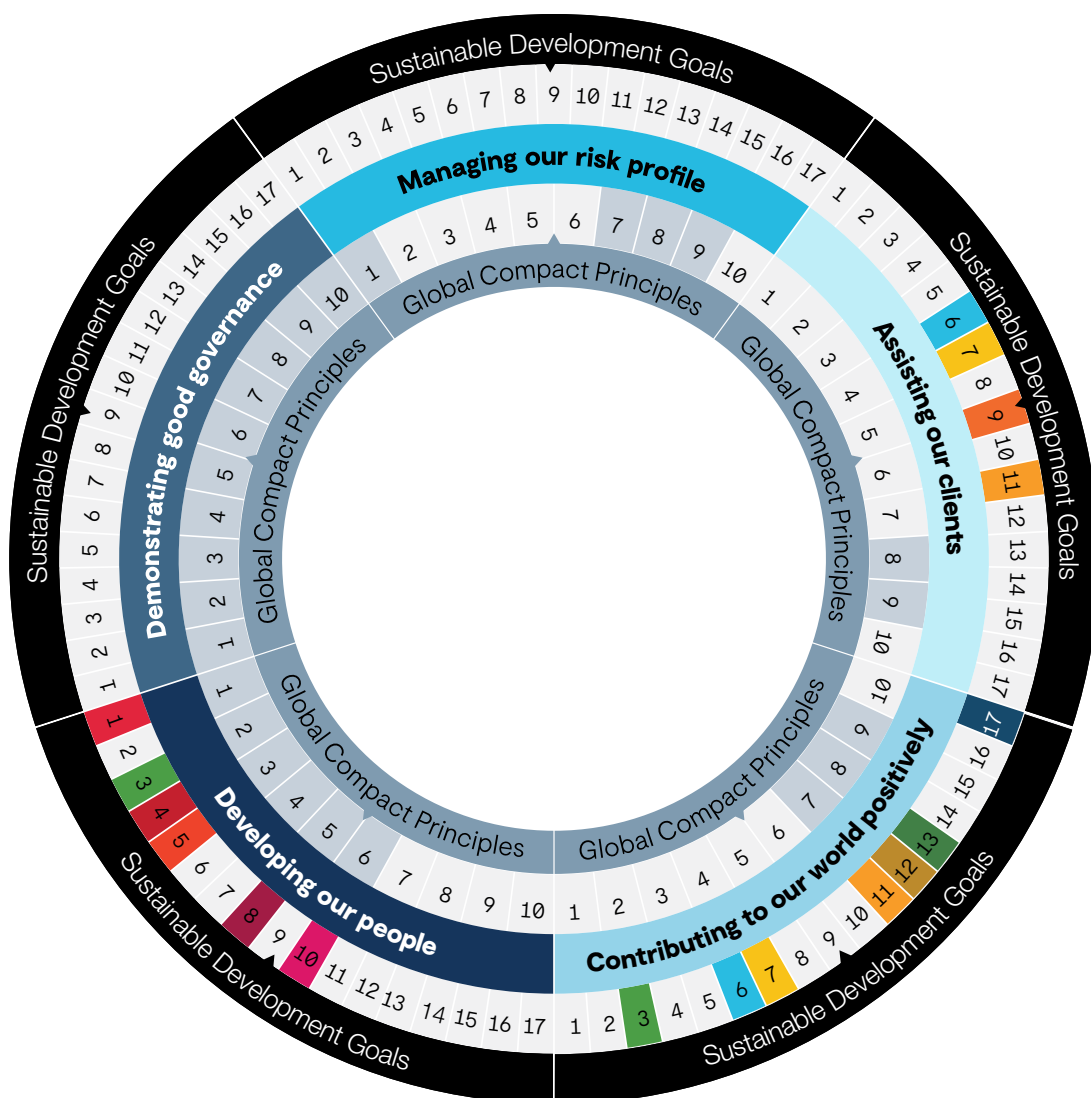
We connect our people with a healthy, safe, diverse and rewarding career path. Our people feel valued and secure in their workplace.

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. 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.

Analysis	Potential business issues and impacts identified from internal and external sources (shareholder reports, employee engagement surveys, external trends, group risk assessments)
Engagement	<ul style="list-style-type: none"> – 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 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:

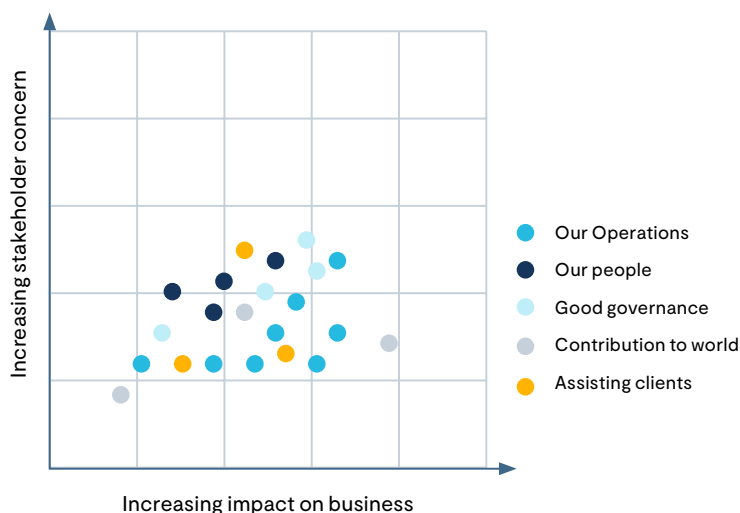
- Inform our sustainability strategy and operational programs to develop targeted programs to improve business sustainability
- Identify emerging sustainability trends and issues
- Improve internal decision-making using risk based thinking
- Respond to expectations of our stakeholders.

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.

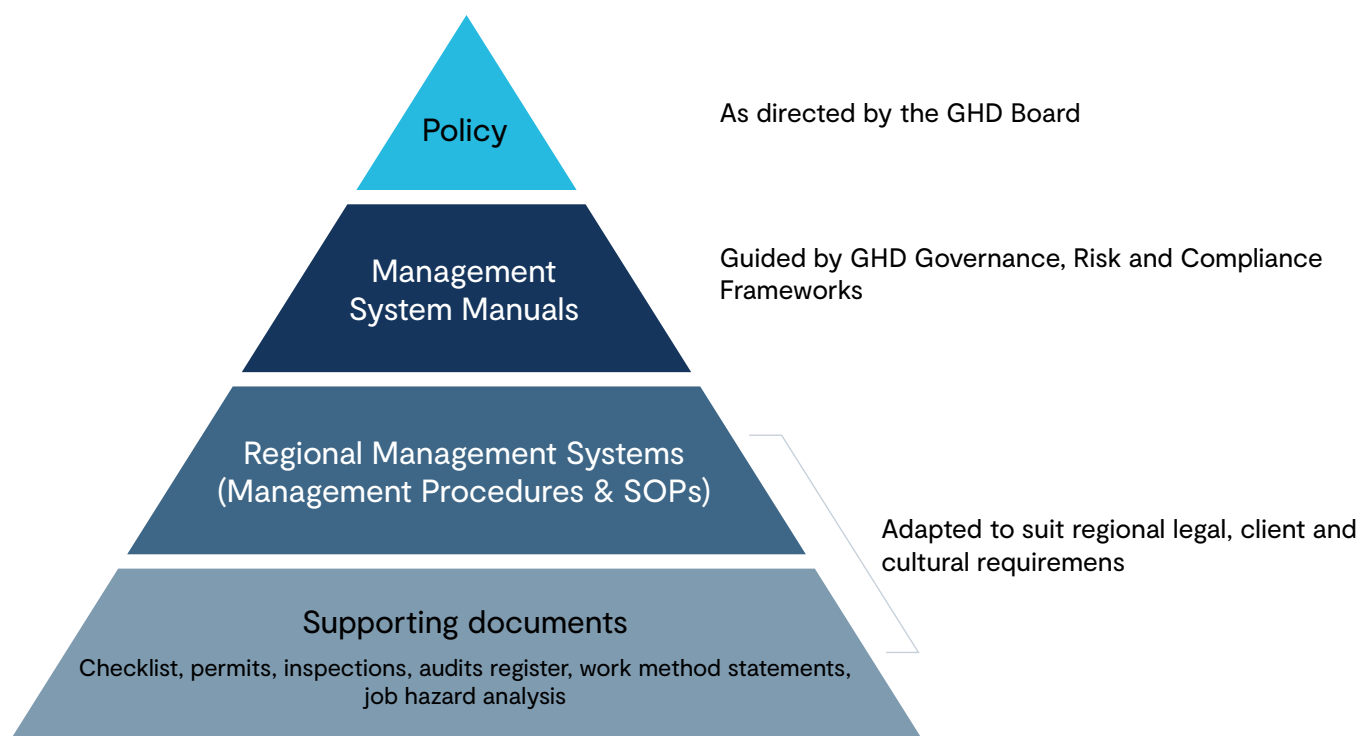
All decision making within GHD should involve explicit consideration of risk to the degree appropriate to the criticality of the decisions being made. The Risk Management Framework provides a structured and consistent approach to risk management across all business activities that aligns strategy, systems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

GHD gained ISO9001 re-certification during 19/20 and continued to place significant effort in creating an enterprise-wide Quality Management framework. These foundations will guide the delivery of improvements in our electrifying project management systems – iConnect.



Health and Safety

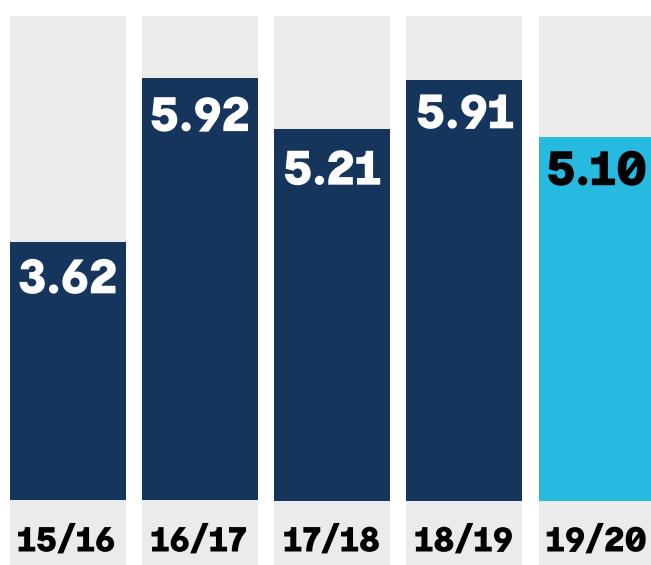
We embed the key objectives of GHD's HSE strategic Plan into every aspect of our operations. This enables us to promote the delivery of our cultural objective: 'Safe You, Safe Me, -Safe GHD'.

Our focus on lead indicators, communications and cultural aspects of recent years continues to bare results in incident frequency rates for GHD. A significant reduction in Total Incident Frequency Rate (TRIFR - 200,000 multiplier) from 0.21 in 18/19 to 0.05 in FY19/20 can be reported.

These results are primarily attributed to continuing to focus on understanding the human factors directly impacting behaviours and also building on critical risk analysis in our operations. Re-alignment of organisational structures to improve ownership and leadership and simplification of systems to facilitate higher levels of employee engagement have equally played a role in this success.

The last quarter of FY19/20 was heavily dominated and influenced by the COVID-19 pandemic and GHD's crisis management and business continuity efforts were tested on a daily basis. Our HSE team globally have played an amazing part providing strategic and hands-ons support, guiding and assisting the business in this respect.

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



Positive Interactions by FTE

Safety Performance

Why do we measure Positive Interactions?

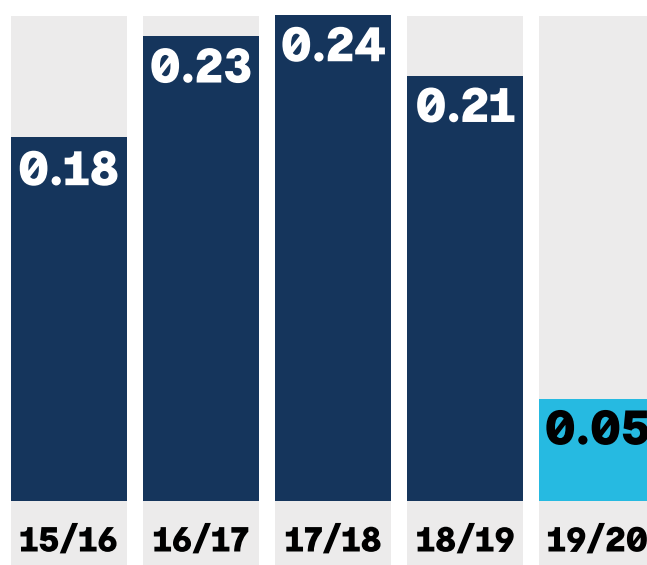
Traditionally, predictions about a workplace's ongoing health and safety performance have been made based on past track records (e.g. incidents). Current research suggests that more effective predictions can be made by focusing on the active steps a workplace takes to prevent future incidents.

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 (5.91) is the average per FTE achieved during the reporting period.



Total Recordable Incident Rate (TRIR)

TRIR per 200,000 hours worked

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 19/20 we undertook review and updated our Whistleblower Policy and Gifts and Entertainment protocols and associated Limits of Authority. At the same time refreshing our existing Gift and Entertainment Register, into an electronic medium within our BWISE governance, review and compliance platform. These updates provided the opportunity for the GHD Compliance Officer to deliver refresher training for all Executive and Board members.

GHD's headline initiative of Global Integrity Day was celebrated, with a theme of "Accuracy in Record Keeping", and we also undertook annual review of the measures undertaken to comply with jurisdictional privacy legislation around the world, which led to the development of a Data Breach Response Plan and associated desktop scenario gaming events.

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

Human Rights Statement:

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

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.

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.

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 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.

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.

– **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.

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**

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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.

See GHD's annual modern day slavery statement



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 19/20, like all business around the world, GHD's crisis management and business continuity capabilities were tested by the COVID-19 pandemic. GHD activated its crisis management protocols including an enterprise Crisis Management Team and Emergency Response Teams in each country, coordinating delivery of strategic decisions. We reviewed and updated our infection control protocols, created an app enabled electronic boarding pass (for contact tracing purposes) and developed a range of communication and support material (included within a new COVID-19 Intranet page) to guide the business through the once in a lifetime event.

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.**

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 including the CEO 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.

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 appetite and within its risk management framework. The election of both executive and independent non-executive directors is undertaken by GHD shareholders.



Material Risks and Internal Controls

GHD has processes to systematically identify, assess and report on both financial and non-financial business risks. A strategic and operational Risk Report is prepared and analysed by both management and the Audit and Risk Committee of the Board four times a year. The report addresses impacts, risks and opportunities with respect to health and safety, reputation, business practices and ethics.

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

Board Committees

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

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

The CEO is responsible for the day-to-day management of GHD, with all powers, discretions and delegations authorised from time to time by the Board. GHD's executive management team is 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. In 2020 GHD implemented a new approach to listening to its team members. Instead of a one-off engagement survey, regular People Listening surveys have been conducted monthly using chat-bot technology to gather and probe employee feedback. Frequent touchpoints 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. Monthly surveys also encourage the tracking of trends, facilitating a more nuanced approach to identifying strengths and areas of opportunity.

People Listening has proved particularly valuable during the pandemic to maintain visibility of employee engagement levels when sections of the population have been working remotely. Most recently, employee work-life balance and the care and support provided to staff in 2020 have been noted in the surveys as being an area of strength at GHD across the enterprise. The results of the People Listening surveys are open for viewing by employees on GHD's intranet.

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.**

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 are as diverse as the communities we serve across five continents, and we want our people to feel comfortable to share all aspects of themselves at work. Our commitment to inclusion and diversity is driven by a strong conviction that the mindset and the people practices that create and maintain our diverse and inclusive workplace deliver greater creativity, productivity, wellbeing and belonging across our Enterprise, helping us to make full use of the talents of all of our people.

Embracing diversity of thought, background and experience helps us develop imaginative and responsive solutions for our clients that create lasting community benefit, and our commitment to inclusion and diversity is embodied in our values, our core purpose, and our Make It Real strategy.

Our Board has recently given us the aim of become number 1 in our industry in inclusion and diversity and actions are being stepped up in all areas of the Enterprise, supported by sophisticated tactics, campaigns and stronger accountabilities to ensure progress.





Over the last year, we have continued to build on the great work that is already happening across GHD in gender, generational, indigenous, cultural, LGBTI and physical and mental diversity, including creating new Employee Resource Groups to support Neurodiverse, Hispanic, Veteran, and Asian employees, standardizing the reporting of a range of diversity metrics through our new Global People System, educating our workforce about diversity and inclusion through our new LinkedInLearning portal and through specific team education programs, supporting mentoring and sponsorship initiatives and publicly celebrating diversity throughout the year in a range of countries. We have also continued our reconciliation actions with Indigenous peoples and continue to work with world-renowned experts to learn how to take advantage of the generational diversity in our workplaces.

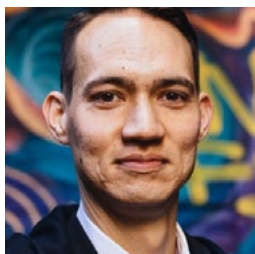
Our Inclusion and Diversity actions are currently focused in three areas:

Understanding and Transfer - better understanding of what inclusion and diversity means across the Enterprise, including the diverse make-up of our workforce, industry comparisons and how culturally inclusive we are; and transferring knowledge and best practice into GHD, within GHD between our businesses, and outside GHD by telling our story to our clients and to the communities in which we operate.

Leading and Enabling - leading by example from the top and throughout our Enterprise with clear accountability for progress towards inclusion and diversity targets; and enabling the passion, skill and commitment of all of our people to inform and generate the actions we take.

Embedding and Improving - embedding inclusion and diversity in our global policies and key processes and improving the knowledge and skills of all our people so that all of us can act in inclusive ways within our roles.

The diversity of our people helps us grow

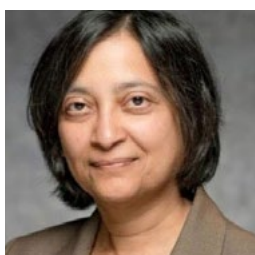


Tai Hollingsbee

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."



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.



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.



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."



Developing our Talent

As this year has shown, the world continues to change at a remarkable pace and for us to navigate this change requires that we continue investing in the development of our people.

In 2020 we completed the Enterprise rollout of PeopleListening, our chatbot-enabled monthly survey to better understand the experience of our employees. Keeping close to the experience of our employees has enabled us to move quickly during challenging times to address engagement issues and to keep abreast of reactions to pandemic responses in different parts of the world. Throughout the 2020 calendar year we have maintained a strong engagement level at or around 7.3 out of 10, with consistently high ratings on our management of COVID.

In a rapidly changing approach to work and work arrangements, we continued to invest strongly in employee development, upgrading to the LinkedInLearning platform to give our people greater access to key content for self-learning and introducing new career discussion structures and training as part of our myPerformance approach to help ensure that development goals were progressed throughout the year. We also introduced new agile performance check-ins to take advantage of the improved technological capabilities of our new Global People System.

We continued to strengthen our internal talent pipeline, refreshing the content and delivery methodology of all our leadership programs to better connect employees across business in ways that accelerate their leadership journeys and take advantage of Enterprise access to Microsoft Teams and other digital collaboration tools. We introduced standard metrics (including diversity metrics) to help strengthen our talent pipeline, and we further standardized and upgraded our selection processes to take advantage of new digital approaches to assessment and interviewing.

Employee ownership

The sustained growth year on year in total shareholder return in FY 19/20 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

Knowledge sharing across our global network has become more important over the last year and the introduction of virtual collaboration technologies such as Microsoft Teams has enabled us to connect individuals and groups in previously unforeseen ways. We introduced a number of Business- and Enterprise-wide townhalls this year as part of our COVID response and this approach has continued through the launch of other initiatives such as our new Brand and our Make It Real strategy. The virtual delivery of training was stepped up this year including training and onboarding for new starters to GHD, global training on performance check ins and career discussions for managers and various other collaborative workshop and focus group opportunities.

We have connected senior leaders across the Enterprise in regular sessions that have continued past the initial phase of our COVID response to provide a valuable opportunity for leaders to build relationships and to learn from each other. We have also invested significantly in virtualizing our leadership development programs, connecting emerging future leaders from the Pacific West Coast, New Zealand and the Australian East Coast as well as Atlantic East Coast and Europe and Middle East in structured programs. Our Global Executive Development Program has also been virtualized enabling us to take advantage of social learning technologies to not only equip our leaders with high-level strategic skills but to ensure that the skills and learning are immediately embedded in our Enterprise.

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 program targets high-performing Early Career Professionals (Young Professionals) with 2-4 years' experience and provides opportunities to work across the globe in sister GHD offices for an extended period. Unfortunately due to world-wide travel restrictions, we were forced to cancel the 2020 placements in this program, however we have used the enforced recess to redesign core elements that will take advantage of new ways of working across the Enterprise, and will offer an enhanced experience for participants when the program is available.

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.**



Material Risks and Internal Controls

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.

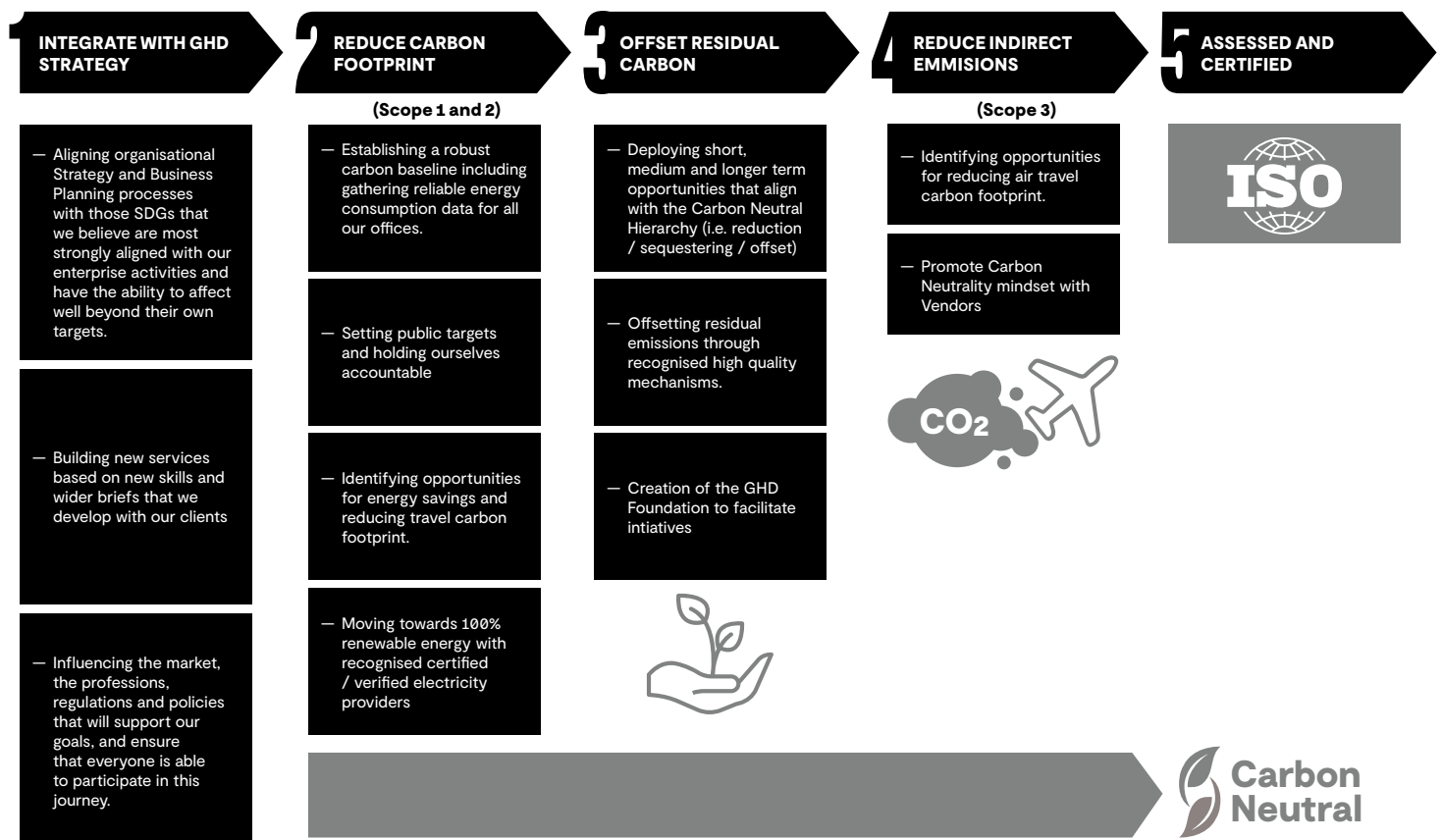
GHD influences 'downstream' vendors via procurement processes requirements including Registration of Subcontractors, and Terms of Engagement. Project Impact Assessment is a methodology used by GHD business development and project teams to evaluate the social, economic and environmental impacts of projects 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.

Carbon Neutral

Protecting the planet for future generations is an important issue for our people and our commitment to achieving carbon neutrality is a real step forward on GHD's sustainability journey. We are committed to making this happen by placing resources and effort in the right places for this to become a reality.

Supporting the achievement of this important objective, the illustrated *Roadmap to Carbon Neutrality* has been created to guide the carbon neutrality journey and embedding the SDGs within our operations. See below information regarding GHD's Environmental Stewardship program detailing strategies for reducing our environmental footprint.

ROADMAP TO CARBON NEUTRALITY



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 Accommodation (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)

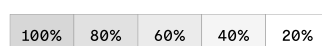
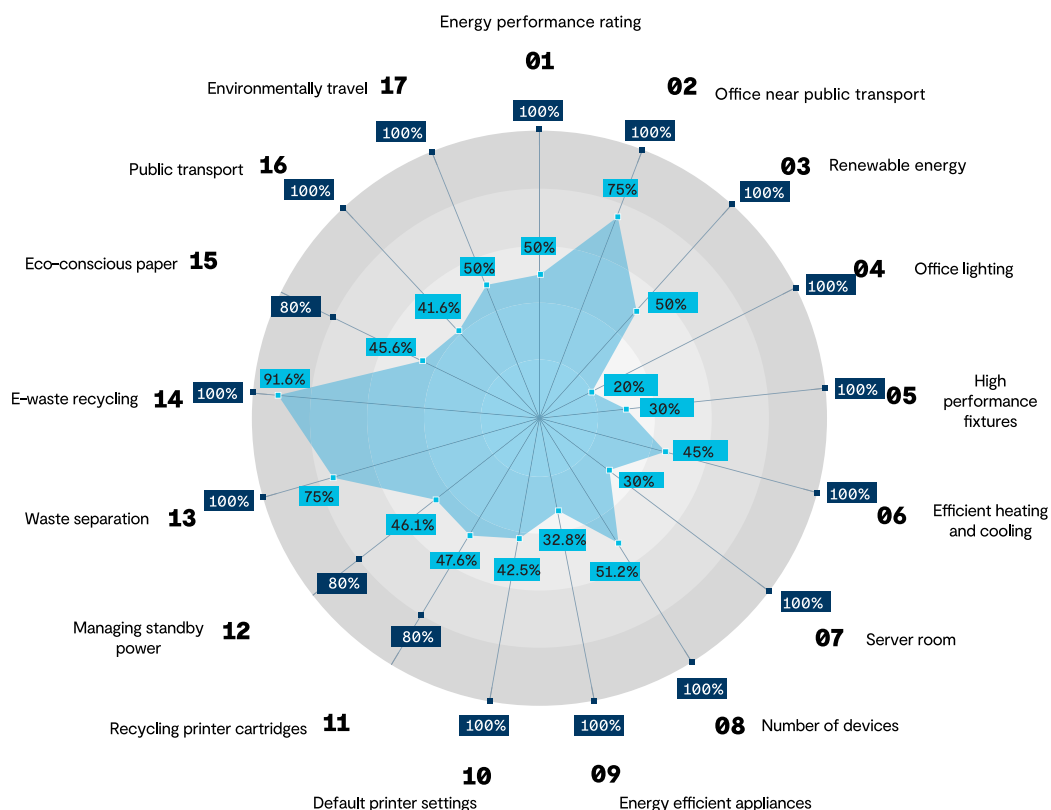
15 Eco-conscious paper



Commuting (large offices)

16 Use of Public Transport for short business travel

17 Promote environmentally friendly 'private' travel



■ Target
■ Reach

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.

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 organised 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.

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.



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.

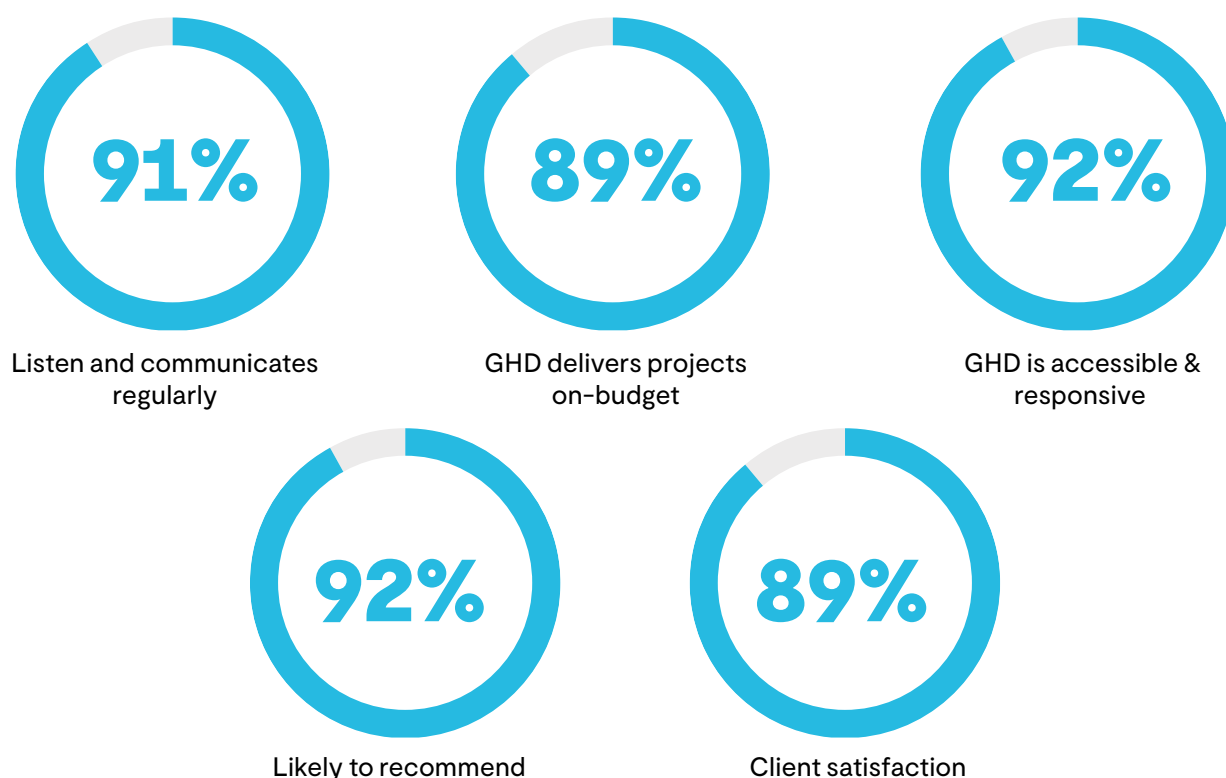
The range of work we do and the clients we assist are broad, and we aim for outcomes that provide a balance of environmental benefits, community advantages and economic prudence.

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.

Client satisfaction ratings*



*Source: eSurveys, FY19/20 from 945 global responses

Organic Growth

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 19/20 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 design-led 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 Australia, our programs in Melbourne, Tasmania and Riverina were postponed due to COVID. Melbourne and Riverina programs were redeveloped for virtual delivery, and we were able to complete all three programs this year, with 52 of the 58 participants presenting at the Showcase events.

After completing three programs in New Zealand in early 2019, we took Smart Seeds to our first region, Tauranga in August! We had a total 25 participants from a range of local client organisations working on four regional challenges.

2020 launched with Christchurch but unfortunately due to COVID, we suspended all programs for the rest of the year. New Zealand is excited to be launching again in 2021 in its four locations; Christchurch, Auckland, Wellington and Tauranga.

Our Smart Seeds team across New Zealand and Australia have developed an alternative program approach which will enable them to switch between both in-person and virtual events should they need to. This innovation by necessity has led to fresh and flexible ways we can deliver to more regions in 2021 and beyond.

SMART
 **SEEDS**TM
Powered by **GHD**



Future Energy

The global energy sector is transforming. GHD is positioned to be an industry leader in assisting our clients navigate this transition to a cleaner energy future.

Future Energy is a global strategic growth initiative – part of our enterprise strategy. We will build on our strengths, projects and the capabilities of our people to signal to the market that we're in the business of helping people with the transition occurring in energy systems.

GHD already works on hundreds of projects in the future energy space. Future Energy is a purposefully open concept and includes:

H₂

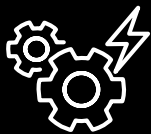
Hydrogen

From project ideation through to the delivery, we know how to expertly leverage exciting opportunities in the emerging hydrogen market including hydrogen storage and production solutions, supply chain pilots and end-use applications.



Carbon Capture & Storage

We support clients to achieve their carbon capture, transmission and sequestration targets, while also providing solutions for the use of CO₂ as a feedstock.



Energy Systems Integration

We have planned and delivered micro-grids, hybrid energy systems, energy storage and transmission and distribution solutions to provide reliable, integrated grid stability.



Transport Decarbonisation

From assisting with the procurement of low-emission vehicle fleets, to developing local fuelling infrastructure, we can help decarbonise passenger and heavy transport systems.



Bioenergy

We deliver full-service solutions in the renewable natural gas space, including biogas sourcing, technology selection and balance-of-plant activities.



Water-Energy Nexus

Where the water and energy sectors meet, we have delivered ground-breaking wastewater treatment solutions, including turning biogas and biosolids into energy and other resources.



Oil & Gas Decarbonisation

We work with oil and gas clients to help define a clear pathway to decarbonisation and can then plan and deliver new assets to help achieve stated emissions targets.



RenewablesPlus

We have decades of experience in planning and designing solar, wind and pumped hydro projects for multiple uses and applications, including as hydrogen feedstock, energy storage and grid stability.



Energy Security & Reliability

We carry out studies for our clients that determine how to alleviate environmental concerns while providing affordable lower-carbon energy options.



Climate Change & Carbon Accounting

We can verify and validate greenhouse gas emission offsets, develop greenhouse gas inventories and undertake complex full lifecycle greenhouse gas assessments.



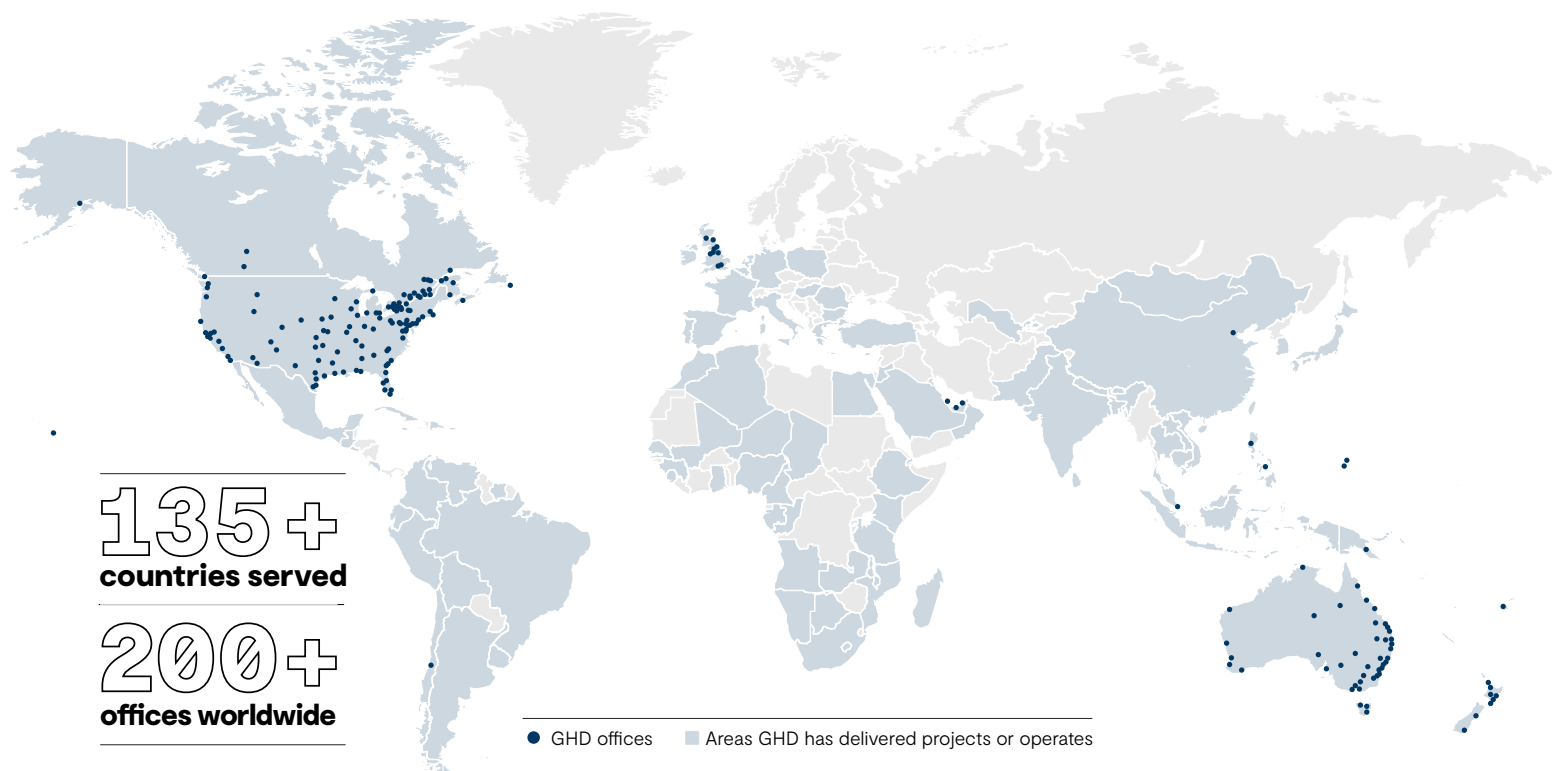
Energy from Waste

As owners' advisors in the pre-feasibility stage or as part of design-construct teams, we have experience in selecting technology platforms, developing feedstock and off-take arrangements and delivering innovative energy-from-waste projects.



Energy Efficient Communities

Urbanisation is a pressing a global challenge – we know how to integrate energy solutions with built environments and urban development to deliver sustainable, low-carbon and energy efficient communities.



About GHD

GHD recognises and understands the world is constantly changing. We are committed to solving the world's biggest challenges in the areas of water, energy and urbanisation.

We are a global professional services company that leads through engineering, construction and architectural expertise. Our forward-looking, innovative approaches connect and sustain communities around the world. Delivering extraordinary social and economic outcomes, we are focused on building lasting relationships with our partners and clients.

Established in 1928, we remain wholly owned by our people. We are 10,000+ diverse and skilled individuals connected by over 200 offices, across five continents – Asia, Australia, Europe, North and South America, and the Pacific region.

Discover more at ghd.com