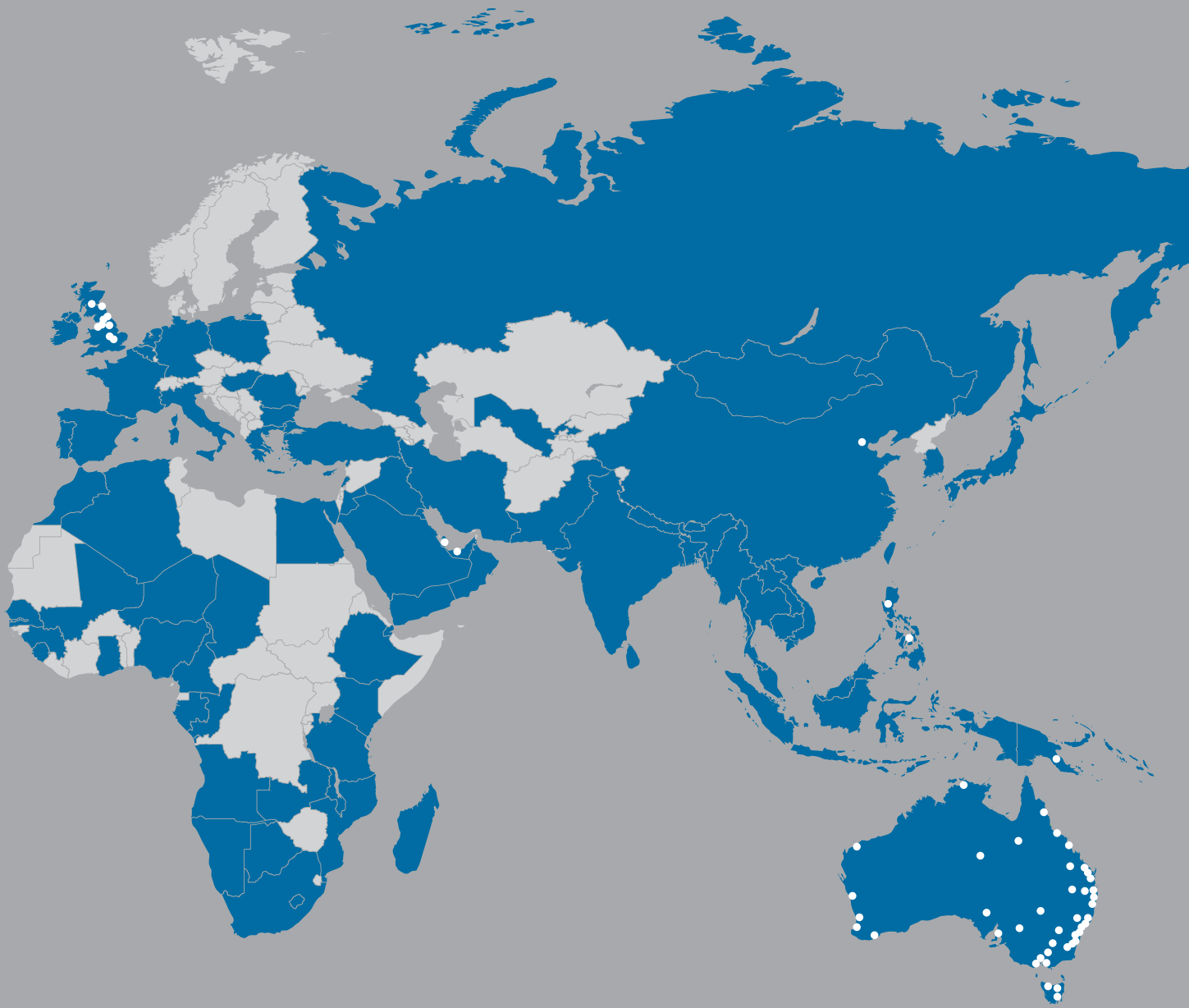




—
**2016
ANNUAL
REVIEW**
—



GHD around the world



AUD1.68



USD1.22

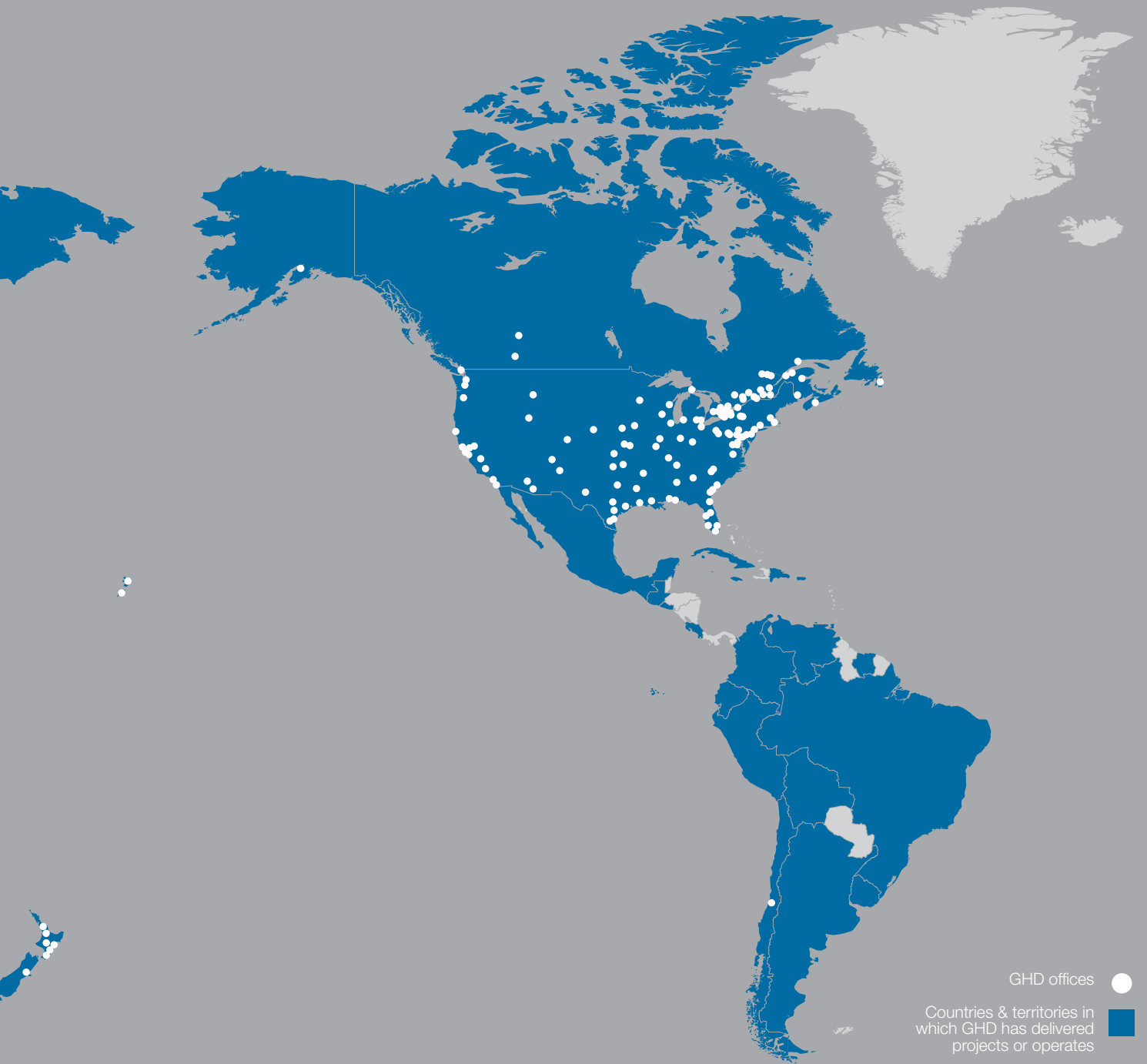


services

200+
offices



*FX rate is AUD1.00 = USD0.726. This is GHD's average USD rate for FY16.



8500+
people



135+
countries &
territories



1 connected
global
network

Chairman & CEO message



The past year has seen GHD make significant progress towards our Strategy to 2020 objectives, and a single brand renowned for client service and a culture of safety.

It has also validated much of the rationale underpinning our strategy, which increasingly differentiates us and corroborates the benefit of running our own race rather than following others.

Our future is clearly and unambiguously built around using our leading technical skills to make our clients successful in their endeavours and to provide great service. To do this, we attract and retain the very best people. Our model of 100% employee ownership very much supports this.

Over the past couple of years, many of our competitors have sold their businesses or brought in outside equity partners. This has changed the culture and fabric of these firms, often accompanied by external senior executive appointments.

In contrast, GHD has been able to successfully transition ownership from generation to generation, and develop leadership succession from within the company. This has made us an attractive place to work and grow. For our clients, this means they are dealing with professionals who have a vested interest in their success and are committed to delivering over the long-term. It brings continuity and greater certainty.

Clients

Our approach of placing our clients at the very heart of our business is delivering results. A number of client relationship management initiatives have been

implemented in order to better understand our clients' businesses. Progress is evident from our client feedback surveys with the satisfaction rate in our performance rising to 87%.

A low growth environment around much of the world, rapidly changing commodity prices, and a few political surprises have made the business landscape challenging for many of our clients.

In response to client needs, we have launched GHD Advisory to provide a wide range of services beyond engineering, utilising our deep technical expertise in areas such as: infrastructure; investments and economics; asset management; regulatory and risk; strategic communications and engagement; innovation; and digital disciplines. These services extend through the full asset life cycle – from initial feasibility, siting and planning and ultimately to demolition and rehabilitation.

Safety

In our continuing focus to build a safety culture at GHD, we delivered our first Safety Culture Survey in FY16. Results were encouraging and survey host IBM categorised several responses as being world class. While there are many opportunities in the future to refine our safety culture, it is clear that we are succeeding in instilling safety in our everyday business.

The recent introduction of SMART Behaviours is a significant step in our journey to increasing accountability and trust in strengthening our safety culture.

To sharpen our focus on those activities that directly impact employee involvement

and reduce the frequency of incidents, we introduced performance targets this year associated with positive interactions globally. Pleasingly, we have seen a 25% improvement in positive interaction this year compared to FY15, achieving a rate of 3.62 per full-time equivalent against a target of 3.0.

Overall, our efforts have yielded excellent results this year with a reduction of 15% in our total recordable incident rate, placing our incident frequency rates well below many of our global competitors.

With our business becoming increasingly connected across our regions, we have strengthened our HSE systems to enable growth into higher risk industries in Australia. A highlight was being awarded a place on the Chevron Environmental Services Panel and achieving CHESM accreditation. Going forward, our challenge is to broaden the scope of our HSE approach to align with global client expectations.

People and communities

Notwithstanding challenging conditions in some of our markets, GHD continued to invest in the development and training of our people through the GHD Business School, and the recruitment and training of graduates. In all, more than 25,000 training initiatives were delivered in FY16.

During the year, we made considerable headway in creating a more diverse and inclusive GHD by broadening our understanding, embedding our strategies and addressing gender balance more broadly across the business. We also advanced our programs for Indigenous employment and training.

“Our future is clearly and unambiguously built around using our leading technical skills to make our clients successful.”

- Russell Board, Chairman & Ashley Wright, CEO



Ashley Wright
CEO

Contributing to the communities in which we operate is key to our long-term sustainability. More importantly, it demonstrates the beating heart of GHD. In this regard, we are extremely proud of our people's increasing involvement in various activities that are making a real difference to those in need through our *GHD in the Community* program.

Financial performance

GHD's gross revenue grew to AUD1.68 billion (USD1.22 billion) for the year.

We experienced stronger contributions from the two smaller regions of our business – Asia Pacific and Europe/Middle East.

While lower commodity and energy prices impacted our North American business, the financial stability of the broader GHD business gave us the strength to capitalise on cycles and uncertainty.

Meanwhile in Australia, we have evolved our strategy and realigned our operating model to build a more diverse and resilient business.

Operations

North America

- During the year, we completed the unification of our North American business under the GHD brand, positioning us strongly to capture emerging opportunities.
- We restructured our environment business to deal with economic stagnation, invested in strategic appointments in water and transport, and further diversified our services.

Australia

- Significant efforts in previous years saw us increasing our agility in the market place and refining our client service approach.
- We secured some significant wins in the transportation sector, which is benefiting from extensive government capital commitment.
- Key growth initiatives were implemented, including the establishment of a Remediation Contracting business.

Europe/Middle East

- In the UK, our business developed and broadened as a consequence of the GHD Livgunn merger just prior to the commencement of the financial year. This provided a strong platform for growth, which saw us make significant headway in the power sector.
- Considering the geopolitical risks and uncertain market conditions in the Middle East, our business produced outstanding results.

Asia Pacific

- New Zealand and the Philippines contributed strongly to our performance, especially in the transportation, environment and energy and resources sectors.
- Despite negative market trends in the mining sector in Chile, we delivered robust performance in the environment, energy and marine sectors on the strength of our client relationships.

Leadership transition

Ian Shepherd retired from the business in March after nearly eight transformational years as CEO. GHD continued an unbroken history of development and succession from within the company with the appointment of Ashley Wright as CEO.

Outlook

Looking to the future, GHD remains committed to:

- Creating value for clients throughout the asset life cycle with leading management and technical skills as well as innovation
- Further enhancing the service experience for our clients
- Developing the talent of our people and maintaining an environment where they can thrive
- Sustaining the betterment of the communities in which we work and play

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

Russell Board
Chairman

Ashley Wright
CEO



About us



We are unique

As one of the world's leading professional services companies, GHD is 100 percent owned by our people who represent different backgrounds, skills and experiences.

Established in 1928, GHD operates as one brand across five continents – Asia, Australia, Europe, North and South America – and the Pacific region.

We are part of your diverse community.

We are connected

GHD provides engineering, architecture, environmental and construction services to private and public sector clients.

With an international presence and a network of local offices, we work where our clients need us most. After all, your success is our future.



We are committed

There is nothing more important to us than achieving our clients' outcomes, and adding value at every step of the way. That's why we establish best-for-project teams – by aligning the knowledge, skills and experience of our people with innovative practices, technical capabilities and robust systems – to deliver, time and time again.

We put safety first, work as a team, respect our stakeholders and uphold high standards of integrity and quality while driving sustainable development.



We are passionate

Our clients mean the world to us, and that's reflected in everything we do.

We work hard to understand our clients' businesses, industries and economic drivers as if they were our own. We facilitate collaborative partnerships focused on providing a tailored client experience with a differentiated point of view.

By making our clients part of the solution, we do everything we can to surpass their expectations.

We are proud to bring your projects to life.





Energy & Resources

For clients in mining, oil and gas and power – including renewable, thermal, nuclear and waste to energy generation – GHD delivers solutions that boost efficiency, drive sustainability and improve competitiveness at every stage of the project life cycle.

We have a track record in EPCM, due diligence, risk management, environmental and regulatory approvals, geotechnics, GIS mapping, construction contracting and safety.

We continue to partner with leading clients across the world to assist them in sustaining capital commitments for major energy and resources projects.



Property & Buildings

Our sophisticated approach to property and buildings delivers seamless solutions that incorporate planning, architecture, economics, engineering and other specialties.

GHD, including GHDWoodhead, leads in integrated, complex project delivery across the built environment including: city precincts; hospitals; facilities for transportation, government, education, research and science, and industrial applications; as well as commercial, residential, land, community and cultural and heritage developments.

We have strengths in planning and urban design, architecture, structural and building services engineering, project and program management, forensic engineering, building sciences, fire and life protection, asset management, data management and information services.



Water

GHD provides sustainable and innovative solutions, covering every element of the water cycle for urban, rural and industrial applications.

We are recognised for our leadership in desalination, nutrient removal, integrated water management, risk management, flood management and modelling, as well as asset management and environmental services.

We actively engage in research, enhancing existing processes, evaluating new approaches and transferring technologies from other industries to the water sector.



Environment

We offer practical solutions to enable development while protecting biodiversity.

GHD has a reputation for excellence in environmental impact assessments and approvals permitting, contamination assessment and remediation, decommission and demolition, stakeholder engagement and natural resource management.

We are a leader in waste management, and are known for our emergency response capabilities, which benefit many communities in need.



Transportation

For airports, maritime facilities, roads and highways, rail and light rail, and logistics projects, GHD provides integrated services across the entire asset life cycle.

Ranging from policy, planning, economics and business cases through concept, procurement, detailed design and construction to operations, maintenance and asset management services, we've got transportation covered.

Our roundabouts, cycleways and light rail work is growing around the world to help communities adapt to increased urbanisation.

Featured projects



Water Reclamation Centre, Canada

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



Wetland Condition Assessment, Australia

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



Transforming Water Infrastructure, Philippines

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



Reclaimed Water System, USA

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



Elan Valley Aqueduct, UK

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



Australia Pacific LNG, Australia

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

Photo courtesy: Severn Trent Water

“We’re extremely pleased with the outcomes of the [Earnsdale Reservoir] project thanks to GHD’s outstanding efforts and collaborative way of working.”

- Christopher Parks, Utilities Project Manager, United Utilities plc, UK



Detroit Metro Access Pipeline, USA

The Wolverine Pipe Line Company is set to build and operate a pipeline that will safely deliver refined petroleum products from Chicago to Detroit. After providing detailed engineering and design, environmental support, and project management, GHD will begin construction and commissioning support to install 56 km (35 miles) of 40 cm (16 in) steel pipe and upgrades to 4 pump and meter stations through rural, suburban, and metropolitan airport areas.



Galliford Try Waste 2 Energy, UK

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



Residual Management and Compliance Programs, USA

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



National Remediation for Major Petroleum Company, Australia

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



Christchurch Coastal Hazard Review, New Zealand

In 2015, the Christchurch City Council released a report on coastal hazards that identified areas of future coastal erosion and inundation for Christchurch and Banks Peninsula – taking into account the potential impact of sea-level rise over the next 50 and 100 years. Following an initial peer review and community concerns, GHD was engaged to manage a second peer review of the report.



Anaerobic Digestion Facility, Canada

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

Featured projects



Major Annual Criteria Pollutant & Greenhouse Gas Emissions Reporting, USA

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



Biodiversity Offsets and Biobanking, Australia

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



Al Jalila Foundation Research Centre, UAE

The UAE's first independent multi-disciplinary biomedical research institute will focus on the region's biggest health challenges. As lead consultant, GHD has provided full design and construction supervision services for the 10-storey centre in association with IBI. Strategically located in the heart of Dubai Healthcare City, the centre will ensure seamless collaboration between the academic, healthcare and scientific community.



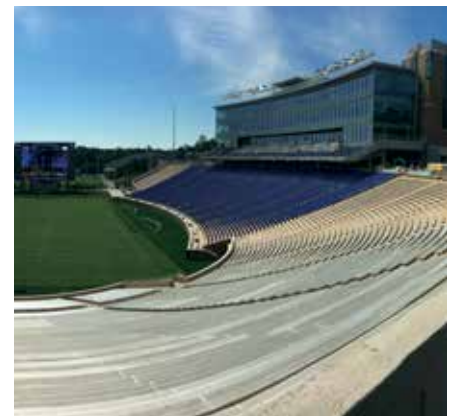
One North Terrace, Adelaide, South Australia

GHDWoodhead has designed this significant landmark in Adelaide – a mixed use development for the site of the historic Newmarket Hotel. One North Terrace will comprise 401 apartments spread over two 23-level towers. The residential towers have been conceived as book ends for the rapidly developing taller built context of North Terrace and West Terrace in the city.



Amphithéâtre de Trois-Rivières sur Saint-Laurent, Canada

Located between Montréal and Québec, the new Cogeco Amphithéâtre has 3500 covered seats and accommodates 5500 people on grassed area. Our team in Québec provided quality control of materials, geotechnical and environmental engineering, and vibration control to inform building and permitting requirements. The new facility has capacity to present world-class shows such as Cirque Du Soleil.



Wallace Wade Stadium Press Tower, USA

To improve the football experience, Duke University's Wallace Wade stadium in Durham, North Carolina has been rejuvenated. GHD provided BIM designs for fire sprinkler, fire alarm, and physical security systems; completed building / fire code consulting; coordinated with city officials to secure the project's approvals; and worked with the contractors to verify the systems were installed as intended.

“We’re very pleased with the design, which presents the Al Jalila Foundation Research Centre as the world-class institution it will be. We thank GHD & IBI.”

- Dr Abdulkareem Sultan Al Olama, CEO, Al Jalila Foundation, UAE



Richmond Old City Hall Renovation, USA

In Virginia, this iconic gothic revival style building designed by Elijah E. Myers and constructed in the late 1800s is set to be renovated. With numerous systems and infrastructure at or nearing the end of their service life, the project will modernise the building. GHD is delivering a range of services, including fire protection, life safety, code consulting, information transport systems as well as audio and visual design services.



Lightpath Cycleway, New Zealand

Auckland’s new landmark Te Ara I Whiti (Lightpath) cycleway is providing a vital 1 km (0.62 miles) link for cyclists and pedestrians to get around the city. Converting the unused Nelson Street Off Ramp, the Lightpath includes a 160 m (525 ft) steel bridge that snakes over New Zealand’s busiest highway junction. Famous for its magenta surface, the Lightpath features Maori artwork and 290 interactive LED lights.



Metropolitan Trains Melbourne Asset Management, Australia

In its bid to secure a franchise extension from 2017 to 2024, Metropolitan Trains Melbourne (MTM) appointed GHD as its asset management advisor. Servicing 415,000 customers per day, MTM operates 203 six carriage trains across 830 km (515 miles), 15 lines and 218 stations. Our team evaluated the full spectrum of the asset management life cycle, processes and practices, and independently reviewed recent audits.



Canarail Railway, Canada

A 310 km (192 miles) long railway from Sept-Îles to the Labrador Trough in Northern Québec is closer to realisation. GHD has undertaken various terrestrial and helicopter geological and geotechnical surveys, and completed the preliminary design of a series of railway tunnels to be built through the Canadian Shield rock formation. The railway will transport up to 20 M tonnes (22 M tons) of iron ore per year.



Toowoomba Outer Circulating Road, Australia

Toowoomba’s city centre is benefiting from a new transport link designed by GHD that greatly improves traffic efficiency and mitigates floods. The Outer Circulating Road consists of a four-lane extension of Victoria Street, a new bridge as well as the doubling the Russell Street culvert structure capacity and upgrades of the West and East Creek channels. The project has won multiple awards.



Port Infrastructure, Fildes Bay, Chilean Antarctic Territory

Known as the entry point to Antarctica, Fildes Bay will soon have a new port. Designed by GHD, the project includes a wharf to enable the docking of research and small tourist vessels as well as storage for vital equipment and machinery. In addition to detailed engineering design and geotechnical/topographical studies, we are providing environmental and community consultation services.

Our people



At GHD, the empowerment and growth of our people across a connected global network is key to delivering client service excellence – through a focus on safety, leadership and development, and an inclusive culture.

Recognising that our people and culture are GHD's point of difference, we invest in the professional development of our workforce, and provide opportunities for the next generation of leaders.

Empowering our people

- Our **core values** of Safety, Teamwork, Respect and Integrity are a central part of our culture. They enable us to attract and retain high calibre people, and ensure we deliver a memorable client experience.
- Our **leaders** aim to lead by example and inspire our people to excel. Together, they champion continuous improvement by challenging traditional practices, embracing innovation and difference, bringing fresh thinking to the table and contributing to the communities around us (see Page 17).
- We actively foster an **inclusive organisation** that values gender balance, professional and cultural diversity and Indigenous employment as well as flexible working for men and women to balance work and life.
- Our **100 percent employee-owned business** means our people have a vested interest in delivering and caring for clients. Additionally, our flat, regionally-focused operational model provides active involvement in shaping the company's direction, growth and success.

2016 achievements

Engagement

Engaged and empowered people are a fundamental strength of GHD's organisation and culture. We conduct regular People Surveys globally that seek input on our business.

In the first People Survey conducted in North America following our merged operations, our commitment to clients and conducting work safely were seen as two of our greatest strengths, and engagement levels were pleasingly high. In other regions, Asia Pacific and the UK/Middle East have continuing high levels of engagement, and in FY16 Australia showed marked improvement from the previous year in areas of vision, communication, and empowerment.

Talent

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

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

During the year, we launched a new recruitment campaign 'my GHD impact' which features people across the business sharing their work experiences and discussing the real difference they are making to the communities in which we operate.

See: www.ghd.com/global/careers/graduates/

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

Career opportunities

We offer our people rewarding careers with a wide variety of experiences within their home country and beyond. Our newly launched Cracking Careers campaign is helping raise awareness of internal job opportunities globally.

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

Diversity and inclusion

This year, we further embedded our award-winning diversity and inclusion plan in Australia, and began extending initiatives to all other regions.

Our continued focus on gender diversity has resulted in a marked rise in female leadership appointments in recent years with increases in global, regional and technical executive roles.

We also brought together women from around the globe to identify ways to better retain and attract women to GHD. This exploration has since been extended to a broader cross section of leaders, emerging leaders and university and college graduates.

“Our people set us apart. They care for our clients, share their aspirations, work to understand their challenges and deliver impactful results. They work in collaborative teams, communicate openly and do right by our people, clients and communities.”

David Beech Jones, General Manager – People

GHD Business School

The iconic GHD Business School is a critical organisational capability that underpins our technical leadership and supports our people’s development and career aspirations. It plays a key part in the high retention of our people through the delivery of a combination of internal programs – such as training, seminars, eLearning and conferences – and access to endorsed external training initiatives.

2016 achievements

- **Training activities:** During the year we delivered more than 25,000 face-to-face and eLearning training activities globally, including design and delivery of health and safety, leadership and management development, client service skills, as well as environmental awareness programs for North America.
- **Building networks and social collaboration:** To support our strategy of creating a connected global network, we facilitated digital learning options for our people.
- **Internal trainer network:** We continue to utilise the experience of our senior professionals to deliver coaching and training in project management and client service skills. This approach helps create a culture of experienced people wanting to ‘give back’ by helping develop GHD Young Professionals.
- **iConnect:** Change management and learning materials were rolled out to introduce our new intranet and revised project delivery approach.

Industry-leading professionals

We are proud to have many industry-leading professionals with extensive experience across a broad range of markets and industries. As leaders in their field, they tackle the global challenges of our clients with confidence – bringing informed perspectives, sharing best practices and facilitating change.

Many GHD professionals proudly represent their disciplines in leadership positions with industry associations including the American Society of Civil Engineers, Australian Water Association, Ontario Society of Professional Engineers, and Chile Australia Chamber of Commerce. They are also highly-sought after speakers at global conferences.

Having built rewarding careers at GHD, our experienced professionals are known for their high expectation for excellence. They actively cultivate this in younger professionals through our mentoring activities both formally and informally.

Organisation renewal – our Young Professionals

The GHD Young Professionals (YPs) group brings together people with less than 10 years of professional experience. Active in every region, YP groups help our people build strong working relationships with their peers and clients. They also provide the necessary workplace skills for YPs to achieve career goals and reach their potential through social, community and professional development activities.

Today, our YPs are involved in numerous activities, including technical workshops, lunch and learn sessions, project site visits and various community initiatives.

Innovation

Our award-winning Innovation program is now part of our newly launched GHD Advisory business (See Page 15). For us, innovation is about acting on the great ideas of our people, clients and business partners, by applying emerging technologies to deliver new ideas and business models.

2016 achievements

- **Connecting Infrastructure:** Led by GHD, this initiative provides asset owners with comprehensive end-to-end solutions to adapt to digital infrastructure and respond to the ways it is changing the fundamental nature of common infrastructure assets. www.connectinginfrastructure.org
- **Smart Seeds:** Now in its third year, GHD expanded this program to six cities where YPs came together to solve real infrastructure challenges. www.smartseeds.org
- **Creating an industry-first hub:** GHD Advisory’s Innovation team is establishing an Innovation Hub for the Queensland Government to assist with bringing new ideas to the resources, engineering and construction sectors – on a global scale.
- **Largest Australian irrigation modernisation program:** GHD delivered a comprehensive monitoring, evaluation, review and improvement exercise for the AUD2B Connections Program to modernise irrigation infrastructure supporting 7000 irrigators in northern Victoria.

Safety & risk



Ana Krstevska, Structural Engineer, GHD

Making sure that our people, clients and communities go home safely every day is very important to us. That's why safety is GHD's number one core value.

This year, we undertook our first internal Safety Culture Survey. The results were very encouraging, with survey host IBM categorising several responses as world class. We identified several important opportunities for us to build upon in growing our safety culture.

SMART Behaviours

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

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

Health, Safety & Environment (HSE)

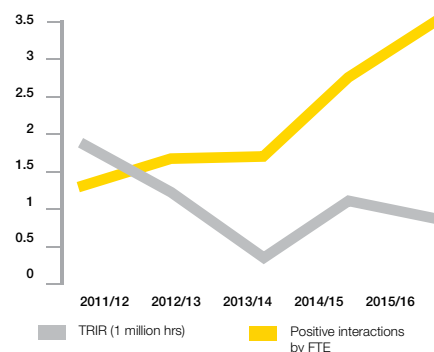
With the deepening of the relationships built across our regions (especially North America and Australia), we strengthened our HSE management systems in FY16 to enable growth into higher risk industries in Australia. A highlight was securing a place on the Chevron Australia Environmental Services Panel and achieving CHESM accreditation. We were also engaged to design and build a helicopter facility for BP in South Australia.

Our challenge going forward is to expand global consistency in our HSE approach to further align with client expectations and enhance our position on global client panels.

Positive safety performance¹

- A **25% improvement in Positive Interactions²** was achieved compared to this time last year (3.62 per Full Time Equivalent (FTE) interactions against a target of 3.0).
- A **15% reduction in Total Recordable Incident Rate (TRIR)** was achieved compared to FY15 results. Actual rates can be seen below:

Lead v Lag Indicators (1 million hours) - Global



In summary, our efforts over the past year have resulted in both lead and lag indicators heading in the right direction.

Client recognition

Our clients continue to recognise the vital role we play in keeping their people, projects and communities safe.

Organisations such as Shell, ExxonMobil, Phillips 66, BP Australia, and Melbourne Water have commended us on attaining high standards in the health, safety and environmental management of their projects.

Highlights

Quality

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

Integrity

In alignment with the United Nation's Global Compact (UNGC) guidelines and other corporate governance initiatives including anti-fraud, we continued our journey to heightened levels of integrity in FY16. Our efforts are guided by the GHD Integrity Management System.

Environment

During the year, we continued investigative efforts to align global environmental tasks under shared reporting protocols.

Sustainability

At the completion of GHD's seventh year as a signatory of the UNGC, we continued our path to better understand how we can grow and strengthen our business. We are firmly committed to embedding strategies that will further ingrain the principles of the UNGC within GHD.

Download our Sustainability Report for more information:

www.ghd.com/Sustain_FY15

1. See Page 16 for safety indicators. 2. Positive Interactions measure the activities we undertake to positively influence our safety culture.



The integration and connectedness of our 75+ services is key to providing comprehensive solutions tailored to our clients' needs. As technical leaders in their disciplines, our people share collective knowledge and project experience to deliver greater value to our clients. They thrive on solving complex multi-faceted technical challenges using contemporary technologies and applications.

Technical excellence

As part of our journey to invest in our people and technical services, we strengthened our operational structure in FY16. In each region, we have a technical services leader who provides support to our technical communities. This year, we appointed a Global Technology and Technical Applications Leader – to better address the constant evolution of our business through technical services and cutting-edge design technologies, including big data, robotics, remote sensing, autonomous vehicles, augmented reality and more.

Service delivery

Over the past 12 months, we have strengthened our regional technical services structure through leadership, technology and a continuing commitment to our global technical conferences.

Our regionally-based service line structure is now fully developed across Asia Pacific, the Americas, Australia and the Middle East, and will shortly expand into our growing UK operations. It provides the basis for contemporary thinking, active risk management, innovative practices and technology applications, and allows us to resource 'best-for-project' teams to deliver quality services to our clients.

2016 achievements

- **Services:** During the year, we focused our efforts on clearly defining our service lines and the technical areas they cover. The connection between our regional services leaders has been strengthened through knowledge sharing tools.
- **Professional development:** Our successful and highly-regarded global technical services conferences were held again in FY16 covering: air and noise; aviation; bridges; dams; HSE systems; hydrocarbons process and transportation; instrumentation and control; materials technology; power; project and construction management; railways; roads; waste; water; and wastewater.
- **Careers:** We developed a technical services induction program and career pathways for our technical specialists. We had an increase in the participation of our people at our global technical services conferences from different geographic regions.
- **Recognition:** Our annual Technical Excellence Awards highlight and profile the incredible contribution our people and project teams make towards best practice and innovative technical solutions. In FY16, we received 60 entries and selected 5 winners.
- **Industry participation:** This year, many of our technical specialists accepted leadership positions with industry associations, presented at conferences and forums, authored journal articles, and mentored others to strive for technical success.

Introducing GHD Advisory

To address our clients' needs for outcomes that are beyond engineering, we established GHD Advisory in 2016.

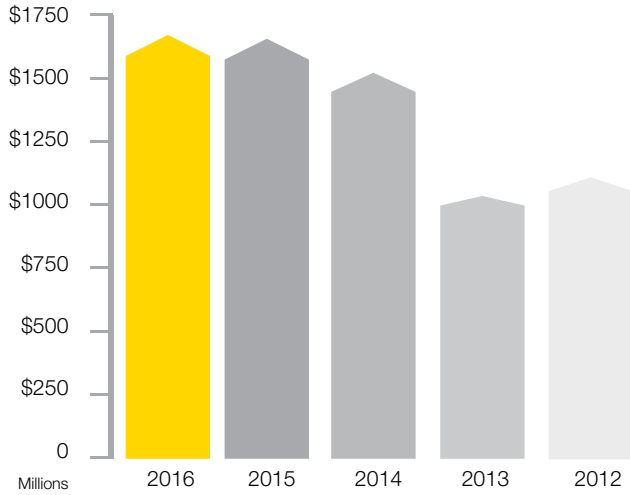
Through a unique integration of new thinking, deep technical expertise, sound business acumen and practical real-world experience, GHD Advisory helps drive efficiencies and growth for our clients across their business and asset life cycle – from strategy and planning through to closure and divestment.

GHD Advisory complements our existing services through **six business activities:**

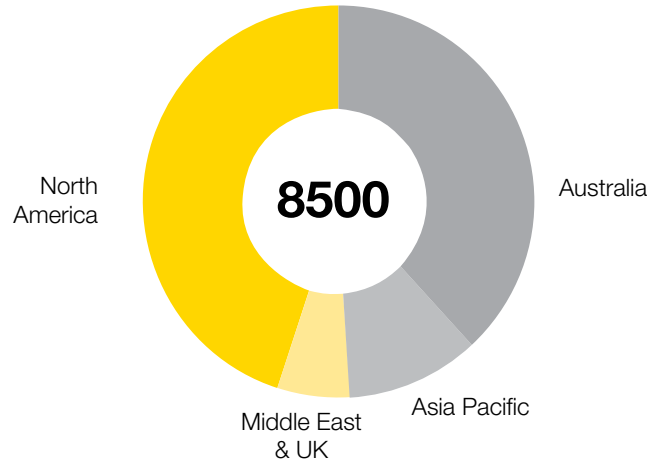
- **Infrastructure investment and economics** – supporting the financial elements of asset development
- **Asset management** – focusing on long-term organisational improvements and best delivery outcomes
- **Regulatory and risk** – developing and deploying strategies to proactively manage regulatory compliance and risk
- **Strategic communications and engagement** – advising on reputation management, risk and strategic communications as well as social sustainability
- **Innovation** – building capacity to bring new ideas to life
- **Digital transformation** – making better decisions through effective use of data

Performance

Revenue (AUD)



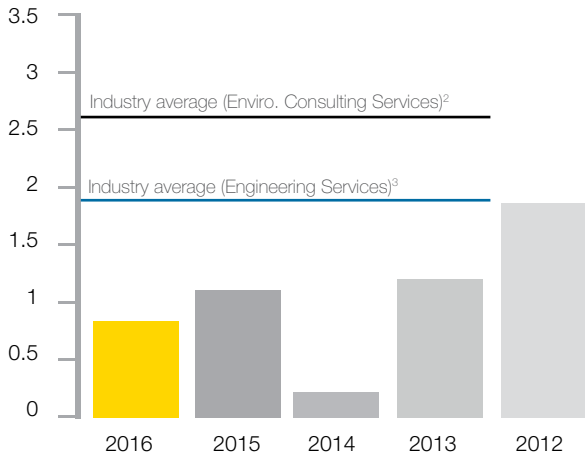
People¹



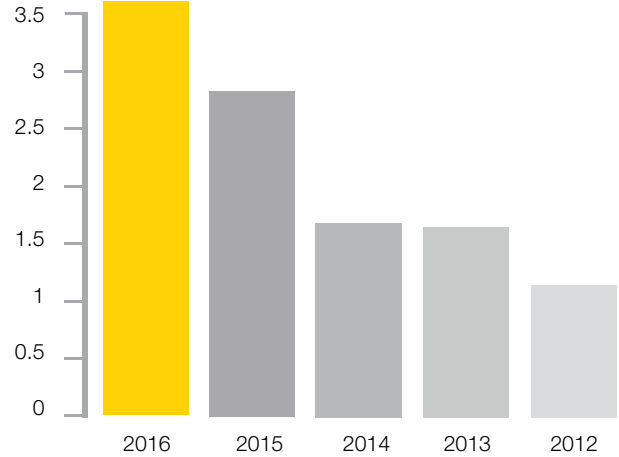
¹. GHD operates across four geographic regions: (1) Australia, (2) Asia Pacific, (3) Middle East & UK, and (4) North America

Safety

Total Recordable Incident Rate (TRIR)

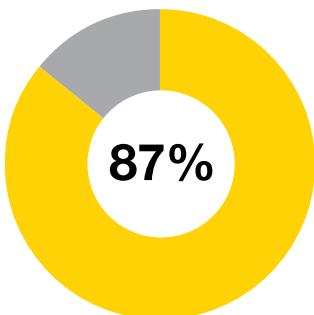


Positive Interactions (per employee)

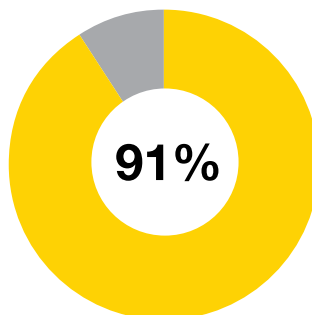


Client satisfaction ratings⁴

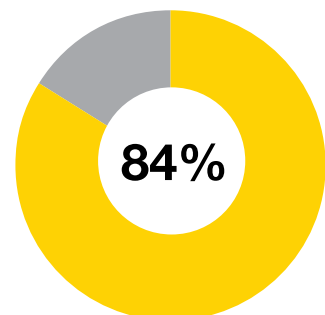
Overall performance



Team accessibility & responsiveness



Timeliness



². Source ISN Contractor Performance Data 2015 (Environment Consulting Services 3.5). ³. Source ISN Contractor Performance Data 2015 (Engineering Services 2.35) ⁴. GHD's client satisfaction ratings are produced from our FY16 client eSurvey results in response to our clients' satisfaction towards GHD on project deliverables including overall performance, team accessibility & responsiveness, and timeliness. For every eSurvey completed by our clients, GHD donates AUD10 to UNICEF.



Harrisburg office supporting the American Heart Association's Go Red for Women Day

Making a difference to USA and Canadian communities

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



EWB team in Sam M'Bollet, The Gambia

Partnering with EWB

As part of our flagship partnership with Engineers Without Borders (EWB), our people are involved in numerous programs to assist communities in Australia, USA, Canada, Asia & Africa. This includes a range of study tours and technical mentoring of volunteers, and a development program in The Gambia, West Africa. In Australia, we support the Yorta Yorta Indigenous community and have begun helping the Olkola Aboriginal Corporation develop a tourism enterprise.



Camilla Bachet in Nepal

Supporting disaster relief

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



GHD people and CareerTrackers interns

Assisting Indigenous people

GHD is continuing to make a difference to Indigenous communities. Our 10-year partnership with CareerTrackers in Australia is providing professional internships for Indigenous university students (45 to date). We also participated in NAIDOC week activities and collected hampers for young people in the Koori Court Program. In Western Australia, we support Year 12 Aboriginal students through the Clontarf Foundation.



GHD cyclists ride for MS

Fundraising for Multiple Sclerosis in Canada

For the seventh year in a row, a team of GHD people in Canada have completed a 150 km (93 miles) roundtrip bike ride from Grand Bend to London in Ontario in support of the Multiple Sclerosis (MS) Society of Canada. Our team raised more than CAD36,000 to help improve the lives of people living with MS. This is the second largest MS event in the country.



rouGHDiamonds in action

Dragon boating for charity in the UK

The rouGHDiamonds, a team of GHD rowers, participated in the London Construction Industry Dragon Boat Challenge. They came first in the 2016 event and made a significant contribution to CRASH, a charity that assists homeless and hospice not-for-profits with construction related projects. This is the fourth year we've been involved.

Our **GHD** impact

Our people



“To work for GHD’s Materials Testing Group means being part of a dynamic and invested team every day. It’s a pleasure to be part of the evolving changes.”

- **Andree Maltais, Technologist, GHD**



“My Condition Assessments on the Docklands Light Railway (DLR) tracks assessed whether the wheel-rail profile wear was within allowable limits. My data analysis and report helped inform the DLR’s maintenance strategy.”

- **Maada Kailondo, Consulting Engineer, GHD**



“I joined GHD as part of the CareerTrackers Indigenous Internship, working while I was still at university. To date, I have developed skills in water and wastewater, which is something I had never thought about before.”

- **BJ Jordan, Graduate Consultant, GHD**

Our clients

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

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



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

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



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

- **Cameron Deacoff, Environmental Performance Officer, Halifax Regional Municipality, Canada**



Achievements & awards



Kevin Castro presented at ACE 16 (AWWA)



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

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

- Jill Hannaford, Technical Services Leader, Australia

Rankings & recognition

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

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

Achievements – People

- **Kostas Athanasiadis**
GHD Chairman’s Award for Excellence & Australia’s Most Innovative Engineers – Consulting category, Engineers Australia (2016)
- **Chantelle Bailey**
President’s Silver Medal, Institute of Professional Engineers (2016) New Zealand
- **Shelly Deitner**
Director, Ontario Society of Professional Engineers (2016) Canada
- **Tim DeRuyscher**
Fellow, Society of Protection Engineers (2016) USA
- **Ignacio Gaueca**
Secretary, Chile Australia Chamber of Commerce (2016) Chile
- **Steven Grace**
Outstanding Service Award, CSX Corporation (2016) USA
- **Jo Metcalfe**
Life Member, Property Council of Australia (2016)
- **Aman Singh**
Bregman Award, University of Toronto, Rotman School of Management (2016) Canada
- **Catherine Startari**
National Committee for Gender Equity, Australian Institute of Architects (2016) Australia
- **Jeremy Stone**
Australia’s Most Innovative Engineers, Engineers Australia (2016) Australia
- **Adrian Spencer**
Young Professional Engineer of the Year, Engineers Australia (2016) South Australia
- **Frederick Tack**
Engineer of the Year, American Water Works Association, AZ (2016) USA
- **James Taylor**
Operations Supervisor of the Year Large Systems, American Water Works Association, AZ (2016) USA
- **Alice Varkey**
Chair, Florida Water Environment Association (FWEA), West Coast Chapter (2016) USA
- **Josh Wolf**
Engineer of the Year, American Society of Civil Engineers (ASCE) – San Francisco Section, North Coast Branch (2016) USA

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



www.ghd.com

Services

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

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