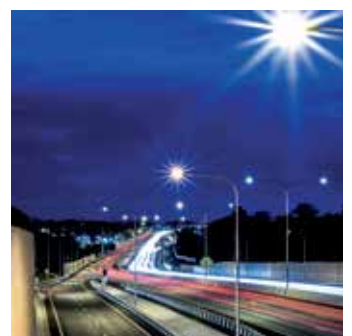
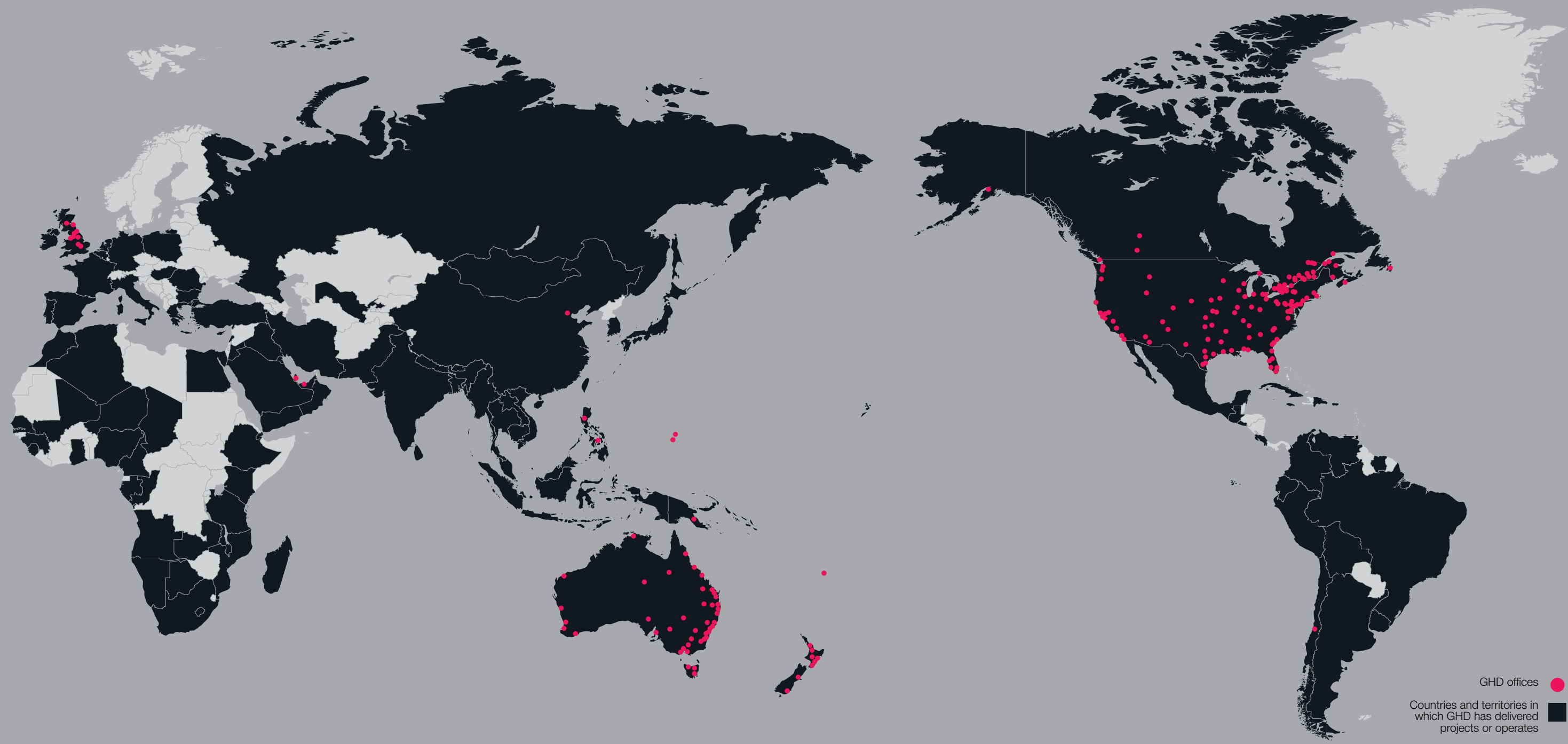




— 2017 ANNUAL REVIEW —



GHD around the world



AUD1.7
billion
revenue

USD1.3
billion
revenue*

75+
services

200+
offices

9000+
people

135+
countries

1 connected
global
network

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

Chairman & CEO message



The 2017 financial year was a year of continued transition for the company. With renewed leadership, we have strengthened and diversified our business to position GHD for the future. Pleasingly, we saw revenue for the year grow to AUD1.7 billion (USD1.3 billion), an increase of two percent on the previous year.

Clients engage us to provide sustainable solutions to their most complex challenges, created by increasing demands for water, energy and urbanisation. Our approach is underpinned by an unwavering focus on client service, technical excellence and connected thinking.

Ownership matters

Continued growth and evolution, as we near 90 years of business, is testament to our purpose, people and values. The dynamic connection between culture and employee ownership increasingly differentiates GHD from its competitors.

Our purpose is to create lasting benefits for our clients and the communities in which they operate. Put simply, we succeed because we care about our clients, our work, our communities and our company.

More than 25 percent of the 9000 people we employ are the owners of GHD. They are committed financially and personally to fostering a high-performance culture, client-first outcomes and leading-edge services.

Our values of Safety, Teamwork, Respect and Integrity drive our decision making and are reflected in how we behave collectively and individually.

Culture of safety

Safety improvement remains a core and constant focus across our network of 200+ offices. During the year, we implemented our SMART Behaviours program through our global Health, Safety and Environment (HSE) framework and developed our mobile HSE smartphone app. Our focus on meaningful positive interactions continues to be a key part of improving and embedding our safety culture.

Unfortunately, this year saw an increase in our Total Recordable Incident Rate per 1 million hours worked, which rose from 0.91 in FY16 to 1.13 in FY17 – a reminder that, despite our excellent track record and standing, we all need to be constantly vigilant and lead by personal example.

Reimagining service delivery

Our vision is to be an industry leader in client service. As technology revolutionises the professional services landscape, delivering on this vision will present new opportunities as we respond to the evolving needs of our clients.

This year, we are focused on two new high-growth areas: GHD Advisory and GHD Digital.

GHD Advisory launched in 2016 and has significantly its market position.

Partnering with our clients in all key sectors, we have identified opportunities to improve the productivity of key organisational assets including people and information systems.

Launched this year, GHD Digital integrates capabilities that are already established within our business and applies them to the technology-driven challenges that are confronting our clients. Our understanding of location intelligence, digital modelling, virtual and augmented reality, innovation, and data analytics enables us to offer new solutions and insights.

GHD Advisory and GHD Digital are emerging as significant contributors to our business and we look forward to building awareness of our capabilities in these areas.

Tomorrow's leaders

A total of 314 graduates began their careers with GHD over the year. Women made up 38 percent of our graduate intake, contributing to the broader diversity of our company. An Employer of Choice citation from the Workplace Gender Equality agency in Australia recognised our ongoing efforts to build an inclusive business.

We also introduced a talent exchange program to enable the movement of our people across the globe at different stages of their careers to share knowledge and develop new skills and experience.

We bring our professionals together to connect and exchange ideas with clients in four global technical conferences.

“Our vision is to be an industry leader in client service.”

- Ashley Wright, CEO



Operational highlights

North America

- Further expansion of our transportation capability with the acquisition of Omni-Means in California, USA
- Focus on regional growth in water and environment sectors
- Ongoing development of current and future leaders with Harvard Business School

Australia

- Increasing revenues in the Defence sector
- Growing share of transportation market, including roles in major infrastructure projects across Australia
- Expansion of our digital business with the acquisition of virtual reality company VR Space

Asia Pacific

- Opening of new offices in Cebu (Philippines), Suva (Fiji), Puerto Montt (Chile) and Dunedin and Tauranga (New Zealand)
- Success in securing long-term revenues with regional road network operations contracts in New Zealand
- Expansion in the property and buildings market with the acquisition of Creative Spaces in New Zealand

Europe/Middle East

- Opening of a new office in Newcastle, UK
- Continuing integration of our UK business into our new global systems
- Successful delivery of major industrial and aviation projects in the Middle East

Renewing our leadership

This year we saw the retirement of Russell Board after nearly 40 years at the company, six of these as Chairman. Russell led the company during its significant international expansion and has left it in excellent shape for the next generation. Rob Knott is greatly honoured to succeed Russell as we enter the next chapter of the company's transformation and growth.

We made three new director appointments in 2017, welcoming Denise Anderson, Iver Skavdal and Sheryl Cornelius, enhancing our Board's diversity of thought, background and experience. Their variety of perspectives and breadth of thinking will inform our long-term global outlook. With four women now making up 50% of our Board, we are proud of our leadership in diversity.

During the year, we began to consistently recognise our leaders around the world who are material owners of the company as Principals and Associates. This approach embeds accountability for owners of our business, creates clarity around ownership paths for our people and highlights our employee-owned status as a point of differentiation.

One global community

The most important measure of our success is the enduring impact we have on the communities we are a part of. This year, we continued our record of partnering with non-profit organisations and applying our skills to humanitarian and disaster-relief projects.

These initiatives demonstrate our people's compassion, motivation and commitment to applying their expertise to help those in need.

Financial performance and strategy

As we look to celebrate our 90 year milestone in 2018, our strategy of empowered people and global connectivity has delivered long-term, sustainable benefits for all our stakeholders: clients, communities and our employees.

Global growth is now stronger than it has been in recent memory and we have a strong pipeline of work-in-hand and known opportunities. Our balance sheet is strong and we are on track to achieve our 'Strategy to 2020' target of AUD2 billion in revenue.

Outlook

Our aspiration is to be one of the top five employee-owned companies in the engineering, architecture and environmental consulting field.

Our capacity and reach are significant, with exciting potential for even further growth as we build awareness of our global brand, unlock emerging sectors and regions, and evolve our service offering to reflect the changing needs of our clients and the communities in which we operate.

Rob Knott
Chairman

Ashley Wright
CEO

What drives us



Delivering for our clients

We partner with both private and public sector clients of all sizes, seamlessly contributing our expertise across diverse geographies and markets. In 2017 alone, we successfully delivered over 39,000 projects to almost 12,000 clients.

As technology revolutionises the professional services industry, we're evolving our scope of services to continue delivering sustainable solutions to their most complex problems. We are delivering on our vision to be an industry leader in client service.



Celebrating diversity

We are a truly global organisation with 9000 people across 200 offices. Diversity of mindset, background and experience, and a culture where everyone feels engaged and empowered to do their best work, are fundamental to the continued success of the business.

Our extensive community presence enables us to operate internationally and deliver services locally for the benefit of our clients.

Lasting community benefit

We work with clients to provide sustainable solutions to complex challenges and allow communities to thrive.

United by our core values of Safety, Teamwork, Respect and Integrity, we aim to make a difference by how we operate, what we deliver and who we are.



Proudly employee-owned

Our employee-ownership model is our defining feature and our competitive advantage. Our people have the opportunity to build their stake in the company and contribute to its legacy, before passing it on to the next generation of shareholders. The professional pride and passion for success associated with being private impacts everything we do. It is the driving force behind our commitment to client service, our industry-leading project delivery, and our hunger for new growth opportunities.



Our markets



Energy & Resources

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

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



Property & Buildings

GHD, including GHDWoodhead, is a leader in integrated, complex project delivery across the built environment.

This year we collaborated with clients and communities to seamlessly deliver design solutions for city precincts, hospitals, transportation facilities, government services, educational institutions, research and science units, and industrial applications.



Water

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

This year, we delivered water projects all over the world that optimise the benefits to communities while minimising the impact on the environment. Our engineers, scientists and planners provide sustainable, efficient and innovative solutions across every element of the water cycle for urban, rural and industrial applications.



Environment

GHD is partnering with clients to build a sustainable future. We work with government, authorities and private companies to manage the impact of development on natural resources.

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



Transportation

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

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

Featured projects



Wastewater Transmission Design, USA

We provided planning and design engineering services for Anne Arundel County, Maryland, for the construction of a new 2500 gpm (158 L/s) sewage pumping station and 5 mile (8 km) long, 24 inch (61 cm) diameter force main to pump sewage from the Mayo Peninsula to the county's Annapolis wastewater treatment facility. The USD31.5 million project included a technically challenging 4200 ft. (1280 m) direction drill under the South River.



Greening the Pipeline, Australia

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



Water Modelling, Australia

Yarra Valley Water (YVW) uses hydraulic modelling to optimise the planning, design and operation of water supply and wastewater networks. Growth and network upgrades meant that existing models were no longer suitable for reliable use. Our team completed a four-year program of field monitoring, model building and calibration. We also reviewed the performance of the entire YVW network, comprising over 1.8 million customers, which provided a strategic tool for the asset managers.

“EnergyAustralia has received ongoing strategic guidance from GHD Advisory, which has helped effectively manage our priority business/operational activities and some of our most critical major projects.”

- Ron Methers, Manager Mining, EnergyAustralia Yallourn



Al Jalila Foundation, UAE

We were the lead consultant for Al Jalila Foundation Research Centre, the first standalone medical research centre in the United Arab Emirates, focusing on the most pressing regional health challenges. The 16,000-square-metre state-of-the-art building will accommodate translational medical research, medical outpatient facilities, offices, and expansion space with associated support functions. It will work in conjunction with the adjacent hospital facilities within Dubai Healthcare City.



Modbury Hospital Redevelopment, Australia

As the lead architect on this project, GHDWoodhead sought to realise creative, functional and flexible healing spaces. Designed to support patients on their path to rehabilitation, one level of the existing tower block has been refurbished to provide as many single suites as possible. The project also included the Specialist Ambulatory and Rehabilitation Centre, which set a new benchmark for day rehabilitation treatment facilities in South Australia.



Hornsdale Wind Farm and Power Reserve, Australia

Hornsdale Wind Farm in South Australia is the country's first and the world's largest grid-scale lithium-ion battery connection. We were appointed as the Owner's Engineer for the construction of the three stages of the wind farm. We also managed the registration and licensing process on behalf of client Neoen for the 100 MW/129 MWh battery installation known as the Hornsdale Power Reserve.



Healthy Waterways, Australia

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



Bransholme Storm Water Pumping Station, UK

This Yorkshire Water project quadrupled capacity to protect homes from flooding. Our team worked closely with AEW Architects to design the superstructure, suspended floors and removable precast concrete structures over the Archimedes screw pumps that support the noise-reducing living green roof. The project won the Royal Institution of Chartered Surveyors Yorkshire and Humber 2017 Award in the Infrastructure category.



Kununurra Backup Power Station, Australia

We managed the upgrade of Horizon Power's Kununurra backup diesel power station in the Kimberley region of Western Australia. Providing engineering, procurement and construction management services, we managed a challenging construction schedule during the dry season, and oversaw critical integration and commissioning activities.



Battery storage, Australia

Our team helped Horizon Power trial emerging energy storage technology in a microgrid. We provided engineering procurement and construction management services for the integration of a 2 MW/2 MWh battery at the 18 MW Mungullah gas-fired power station in Carnarvon, Western Australia. By allowing one generator to be switched off, the battery will enable fuel and cost savings.



Renewable natural gas study, Canada

The City of Toronto has retained GHD to undertake a landmark review of the Renewable Natural Gas (RNG) potential of its biogas and landfill gas assets. The project includes a comprehensive study of gas purification technologies, RNG transportation via pipelines, infrastructure cost analysis, quantitative and qualitative biogas and landfill gas potential, and end-markets for RNG.



Renewable energy in PNG

The New Zealand Ministry of Foreign Affairs and Trade (MFAT) is committed to supporting the Papua New Guinea Government in expanding access to electricity in remote communities and achieving renewable energy goals. MFAT engaged us to provide advisory and engineering services. We have since completed a feasibility study and detailed designs for a hybrid photovoltaic/diesel system in East Sepik province.

Featured projects

“We have successfully worked with GHD for several years. They are easy to work with, professional and consistently deliver both high levels of service and quality design solutions.”
- John Gittins, Interserve Divisional Director, UK



Davao Public Transport Modernisation, Philippines

The Asian Development Bank engaged us to conduct a technical study for potential lending that will deliver a modern public transport system for the City of Davao. The project aims to establish an attractive, efficient and affordable high-priority bus system that will support inclusive economic growth for residents.



Nausori International Airport, Fiji

Airports Fiji Limited appointed us to project manage, design and supervise construction of the runway extension and widening at Nausori International Airport. The expanded runway will improve safety for Code C aircraft operations, as well enabling larger Code E aircraft to divert to Nausori should the country's main airport at Nadi become unavailable.



Rail Advisory, UK

Our team secured a number of complex and high profile commissions as part of the Department for Transport's (DfT's) Specialist Technical Advisory Rail Framework. We will support the DfT's program of franchise replacements and infrastructure upgrades. Notably, we are providing high-level oversight, technical reviews and independent advice as part of a multi-party consortium, covering the western, northern and intercity areas of the national network.



Harbour facility decommissioning, Canada

This facility – formerly a fish processing and cold storage warehouse with land and shipping operations – is located on federal land and was under the jurisdiction of the Vancouver Fraser Port Authority. Our team was engaged to help manage the decommissioning and demolition works to meet the tenant's exit requirements. We successfully completed the project in June 2017, on time and within budget.



Gold mine permitting, Canada

Atlantic Gold Corporation retained our team to conduct engineering and environmental studies to help secure operating permits for various gold projects in Nova Scotia, Canada. This includes permitting and compliance monitoring of one gold mine in operation, another mine at the permitting stage after successful feasibility studies, and two projects in the feasibility phase, with all the permitting work completed concurrently.



Habitat mitigation, USA

The Border Coast Regional Airport Authority engaged GHD to help meet congressionally mandated Runway Safety Area standards. Complying with the standards required filling 17 acres of wetlands and grading four acres of coastal dune habitat. Our team completed mitigation design, permitting, construction management, rare plant management, biological monitoring and post-construction mitigation site monitoring.



Asset management, USA

Our team is providing technical support to the Bridges & Tunnels (B&T) Enterprise Asset Management Program. B&T is one of five major agencies within New York City's Metropolitan Transportation Authority. The work includes developing a range of asset management business processes, piloting of asset management planning for the Henry Hudson Bridge, and improving the availability and quality of data.



Shipwreck Coast, Australia

GHD Advisory continues to build a strong portfolio of business case development work in the visitor economy sector, one of the fastest growing industries in Australia. Our business case for Victoria's Shipwreck Coast looks at how 1.6 million annual visits to the limestone stacks of the Twelve Apostles can strengthen the local economy through sustainable tourism, while providing for substantially improved design outcomes and facilities.



Emergency repairs, USA

Winter storms caused landslides in California that severely damaged the El Dorado Irrigation District's (EID's) canals and the flumes that convey water to customers and provide hydro power. Our team of engineers from the USA and Canada worked around the clock, seven days a week, to help rebuild the damaged sections. As a result, the EID was able to meet the mandated timelines to restore water service to customers.



Lithium project, Argentina

The global lithium industry is on the rise. Demand and prices for this commodity are skyrocketing because it is widely used in mobile devices, electric cars and energy storage devices. Neo Lithium Corp., an established lithium brine exploration company, engaged us to complete a preliminary economic assessment for the Tres Quebradas project in Argentina.



Nelson Slipway Remediation, New Zealand

Port Nelson, in partnership with the Ministry for the Environment, engaged our team to investigate the nature and extent of historic contamination at the Calwell Slipway. We worked closely with Port Nelson to prepare a dredging and remediation strategy, obtain resource consents and prepare construction documents. We have also maintained an ongoing role as Engineer to the Contract.



Blue Water Bridge, Canada

The Federal Bridge Corporation engaged GHD for a three year lighting upgrade for the Blue Water Bridge, one of the busiest border crossings between Ontario, Canada, and Michigan and New York, USA. We will provide detailed design and contract administration for converting or replacing approximately 500 light fixtures without impacting border operations.

Connecting ideas

Connecting ideas

Collaborating face to face is a catalyst for innovation and forges strong working relationships.

Our highly regarded Technical Conferences program brings together our people from different communities of practice across our connected global network.

These events are an important way of sharing knowledge, evolving our technical services and celebrating the achievements of our people.

During 2017, we hosted more than 300 people at technical conferences around the world, to exchange best practices across our wide range of services. These included:

- Urbanisation and sustainable cities, September 2016, Auckland, New Zealand
- Investigate, protect and manage risks & assets for our clients, November 2016, Melbourne, Australia
- Working together to protect and rejuvenate the natural environment, February 2017, Pasadena, CA, USA (Contamination assessment and remediation, natural resources, aquatic sciences and hydrogeology)
- Setting new benchmarks for facility and asset performance, June 2017, Sydney, Australia

We also held our first Service Line Leader Forum in Sydney, Australia, welcoming 43 professionals from Australia and New Zealand for two days of learning, collaborating and connecting.

Technical excellence

Many of our people are leaders in their field and hold leadership positions in a variety of professional associations.

Appointments in the past year included:

- **David Sparkes** - President of Engineers Australia Newcastle Division
- **Lynn Sorrell** - Urban Development Institute of Australia NSW Diversity Committee
- **Peter Hain** - Board of the Infrastructure Association of Queensland
- **Phil Harvey** - Board of the Chemical Industry Council of Illinois
- **Susan Madden** - Chair, Central West Local Land Services, Australia
- **Victor Tirado** - Board of the San Diego Transportation Development Association

Our presentations at industry events reinforce our reputation for technical leadership. For example, we delivered eight presentations at WEFTEC 2017 (USA). At OzWater 2017 (Australia), we achieved the largest participation of any private sector organisation. GHD Advisory's Richard Fechner was a keynote speaker at the 10th China Project Management Conference, attended by more than 600 delegates.

Not only are our people passionate about advancing professional practice across a broad range of industries, they are also committed to passing on their experience to younger colleagues, including both formal and informal mentoring.

According to our latest People survey, nearly three quarters of respondents agree that GHD provides them with opportunities for learning and professional development and nearly 90 percent agree that GHD is committed to technical excellence in services provided to clients.

Young professionals

GHD's Young Professionals (YPs) groups around the world are organised by people with fewer than 10 years of professional experience from various disciplines. They provide a platform for peer collaboration and networking, and help people develop skills to advance their careers.

During the year, our YPs held a variety of activities including community volunteering, site visits, networking events and presentations from industry leaders. Many of these events also attracted YPs from our client organisations, building strong working relationships.

In Melbourne, GHD's Camilla Bachet presented to more than 100 people about her deployment with emergency relief agency RedR Australia in Nepal. As part of WEFTEC in New Orleans, our YPs joined peers from all over North America to build a bioswale that captures stormwater runoff. YPs also attend our Technical Conferences.

Smart Seeds

The Smart Seeds program, led by GHD, is an annual innovation competition for young professionals.

The program brings together bright young minds and experienced mentors from a variety of organisations to develop new solutions to some of the most complex real-world infrastructure challenges. This year, we successfully delivered the program in nine cities across Australia and New Zealand.

We also expanded the program to the UK for the first time this year, and we had 20 participants - five teams of four!

Smart Seeds was highly commended at the prestigious Australian Urban Design Awards 2017 and we have recently partnered with local government and businesses to extend the program into North Queensland, Australia. This project is being co-funded by the Queensland Government through the Advancing Regional Innovation Program. We also secured Australian Government grant funding to pilot Smart Seeds in high schools.

Reimagining service delivery



We are using drones to streamline inspections of structures.

Leading-edge technologies

We are embracing the revolution in professional services and applying technology to reimagine service delivery and create value for clients and communities.

Innovation, fuelled by new technology, is changing how we deliver projects across all of our services. We're automating tasks, developing new workflows, creating new tools for collecting and analysing data, inspecting structures with drones, using spatial technologies to improve decision-making and rapidly modelling large systems like water networks.

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

To provide a common collaboration platform, we have progressively developed and rolled out iConnect, our new intranet. The system is accelerating knowledge sharing, thanks to an active newsfeed and discussion tools, knowledge communities, and extensive metadata for improved search and discoverability.

Introducing GHD Digital

This year, we launched GHD Digital to help clients deal with the transformational change associated with the sweeping application of digital technology in all businesses, and society as a whole.

We appointed an outstanding Global Digital Leader, Kumar Parakala, to lead the charge as we grow our services to help clients understand and prepare for digital transformation. We work with clients to help them make better decisions and deliver better services, by analysing and responding to insights from data and applying innovative technologies to solve their most complex problems.

GHD Digital integrates extensive capabilities that were already established within our business including location intelligence, digital modelling, virtual and augmented reality, innovation, and data analytics. This practice also extends our offering into new and complementary areas, such as digital strategy and transformation, and cyber security.

GHD Advisory

Launched in 2016, GHD Advisory addresses the need for outcomes that challenge the status quo in our rapidly changing business environment.

Underpinning our approach is the unique combination of creative thinking, sound business acumen and 90 years' practical experience in design, delivery and operations to drive efficiencies and growth for our clients across their business and asset lifecycles.

This practice is cementing our reputation as an industry leader with a diverse range of services that go beyond engineering. Increasingly, clients are seeking our advice on the design and use of their non-physical assets, including people and information.



Service line leaders from Australia and New Zealand meeting in Sydney.

Safety & risk

Our operations can impact the health and wellbeing of our people, contractors and clients. This is why we aspire to be a zero-harm work environment, committed to the effective implementation of our safety initiatives and to the continual improvement of our policies and procedures.

Together, we work to embed behavioural safety into our everyday business activities. This year, we introduced a global framework and new technology to support greater consistency and build on our excellent track record of environmental stewardship.

Global framework

This year, our major initiative has been finalising a global Health, Safety and Environment (HSE) framework. It standardises definitions and process for many key aspects of HSE across all regions. We have also finalised a new enterprise-wide HSE manual.

SMART App

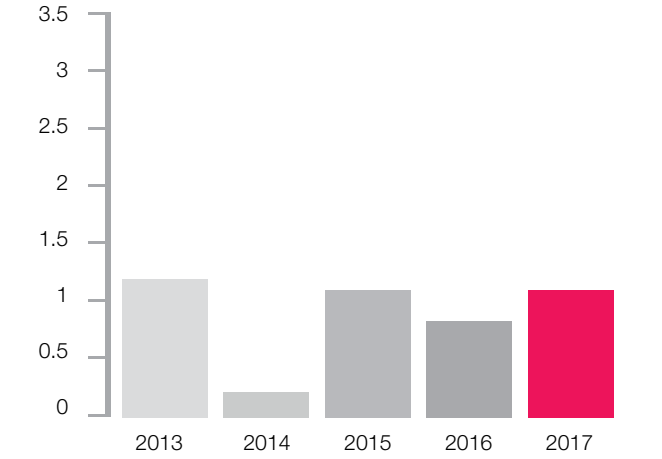
Last year's internal Safety Culture Survey revealed that our people wanted a more effective and efficient way to interact with HSE. As a result, we have developed and implemented our new SMARTapp in Australia and it will be rolled out globally in FY18. The app allows our people to report hazards and incidents and undertake pre-work checks, site and vehicle inspections, site management reviews and HSE briefings.

SMART Behaviours

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

Safety

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



Environment

We refreshed our Environmental Stewardship model, building on the success the first version. Seven of our nine offices with more than 150 employees now have a green star rating of four and above and we have also achieved a 30 percent reduction in paper consumption. We are in the process of capturing data to benchmark our operations worldwide.

Sustainability

Our revitalised Sustainability Report illustrates our alignment with the 10 principles of the United Nations Global Compact (UNGC) and the 17 Sustainable Development Goals.

GHD is committed to making the Global Compact and its principles part of our strategy, culture and day-to-day operation.

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 and improve our response to potential crises through structured case studies to ensure business continuity during adverse events.

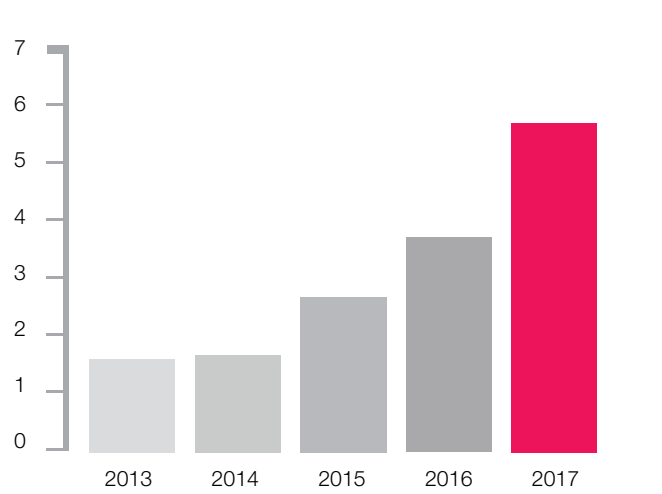
Simplified processes

Our newly created HSE shared services group is improving quality, reliability and efficiency for the Australian and New Zealand operations. We are working on extending this to our Europe and Middle East, and North America regions.

Integrity

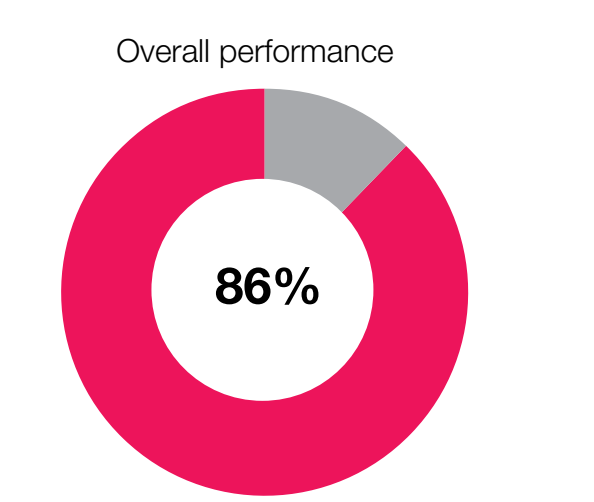
This year, we have refreshed our Integrity Management Guidelines to align with ISO 37001:2016. We also developed a new governance, risk and compliance platform to streamline a number of our existing databases globally.

Positive Interactions (per employee)

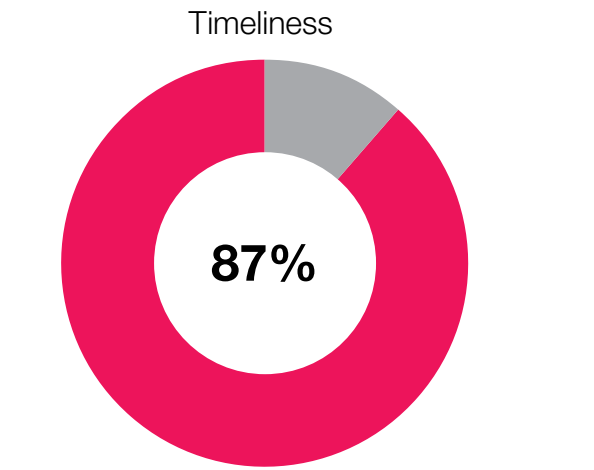
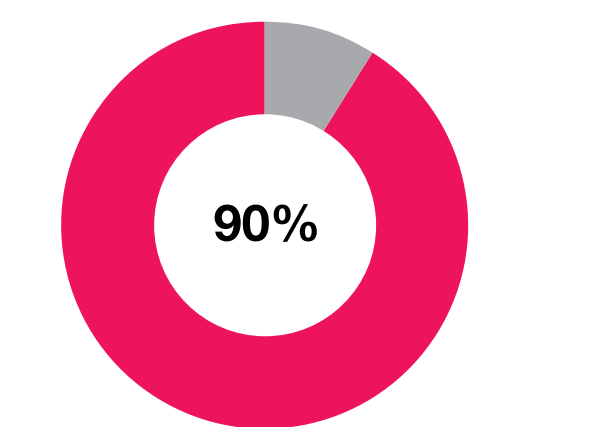


Performance 2017

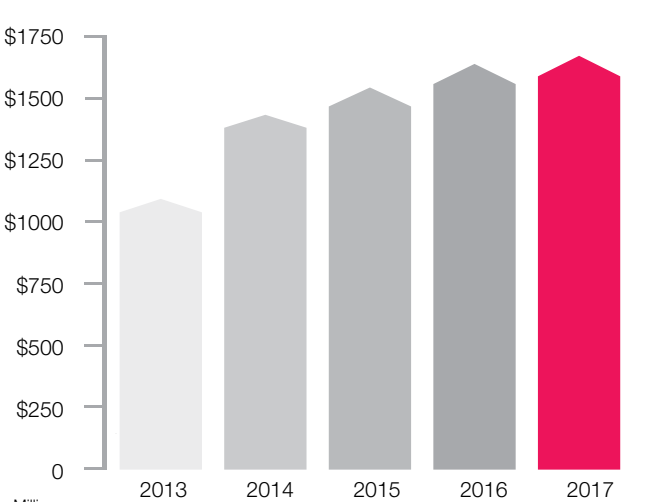
Client satisfaction ratings²



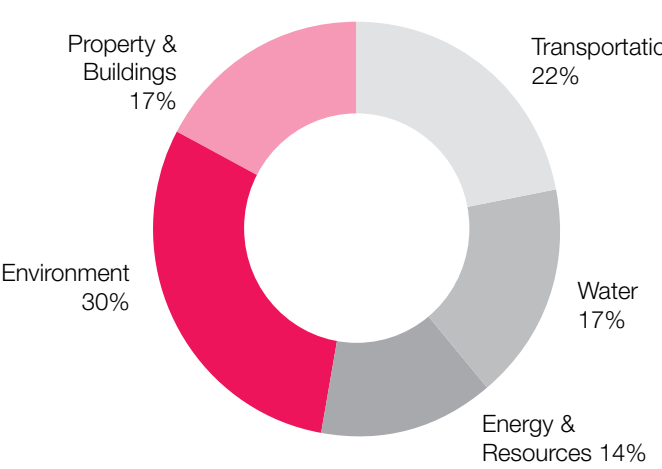
Team accessibility & responsiveness



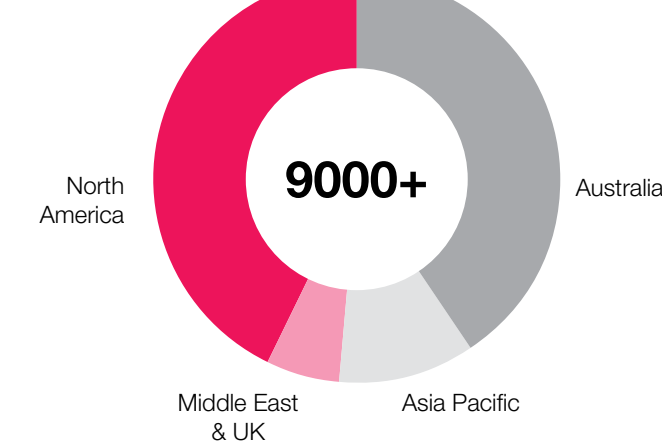
Revenue (AUD)



Revenue by market sector



People¹



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

^{2.} GHD's client satisfaction ratings are produced from our FY17 client eSurvey results, which measures satisfaction with GHD on project deliverables, including overall performance, team accessibility and responsiveness, and timeliness. For every eSurvey completed by our clients, GHD donates AUD10 to UNICEF.

Investing in our people



Recruiting the leaders of tomorrow

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

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

A connected network

We're developing initiatives to bring our global network of people together; fostering strong working relationships and facilitating knowledge transfer across regions and markets.

In 2018, we will launch talent exchange programs to allow GHD employees to live and work in a different country, developing broad skills and capabilities in new cultural and business contexts.

Embracing diversity and inclusion

As part of our commitment to diversity and inclusion, we support, encourage and empower our people by providing an environment where everyone has an opportunity to succeed.

We're making progress towards our 'Strategy to 2020' objective of women comprising 40 percent of the business. We have already achieved this level of diversity at Board level, and the overall percentage of female employees has risen to 31 percent. In Australia, we have been recognised as an Employer of Choice from the Workplace Gender Equality agency for the third year in a row. In the UK, we have joined WISE, a campaign that aims to increase women's participation in science, technology, engineering and mathematics.

As a global company, we work in culturally diverse regions around the world. In Australia, we launched our first Reconciliation Action Plan as a public commitment to continue developing strong relationships with Indigenous Australians. Through our longstanding partnership with CareerTrackers, we offer internships for Aboriginal and Torres Strait Islander university students, and our partnership with organisation Tupu Toa is unlocking career opportunities for Maori and Pasifika students in New Zealand.

Our pursuit of diversity also includes initiatives for generational and LGBTI inclusion in all our regions.

Global leadership

Looking to the success of the 'Principal' and 'Associate' organisational framework in our North American region, we are now adopting it across our global business.

Our Global Executive Development Program equips leaders with high-level strategic skills to operate more effectively in the complex global environment.

We are also developing our Future Managers Program to help grow our future leaders.

Expanding our capabilities

Our growing business attracts leading professionals around the world who are helping us expand our service offerings and realise our strategic aspirations.

In FY17 we welcomed:

- **Jan Sipsma**, General Manager, People
- **Karen Reinhardt**, North American People Leader
- **Kumar Parakala**, Global Digital Leader
- **Malcolm Alder**, Digital Strategy and Transformation Lead
- **Mike Moran**, Chief Financial Officer – North America
- **Yong Huang**, Country Director – China



Day of Service

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



Inspiring students

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



Partnering with EWB

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



Insight into engineering

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



Humanitarian and disaster relief

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



Cycling for health

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

Our **GHD** impact

Our people



“GHD is a large and fast growing company that still retains a family culture. The commitment to a sustainable future is what drives GHD decisions globally and locally.”
- Beate Damm, Vice President, Houston, Texas, USA



“I have been privileged to lead the GHD team as Project Director for the Canterbury Earthquake National Memorial. Constructed to honour those who lost their lives on 22 February 2011, the memorial is a place for all New Zealanders and people from all around the world to remember and reflect.”
- Donna Bridgman, South Island Regional Manager, New Zealand



“GHD is more than a job. Working here you become part of a young professional community with like-minded individuals who share experiences, network, support each other and have fun along the way.”
- Chris Oates, Principal Engineer, UK

Our clients

“What sets GHD apart from other consultants is that you get us, you get why we are here. You understand the science and your passion for it is refreshingly infectious. Other consultants are transactional, GHD are collaborative. This is why we engaged you.”
- Dr Alistair Reed, Field Program Manager, Australian Antarctic Division, Australian Government Department of the Environment & Energy



“The City of Oswego’s West Side Sewer Separation project is a major undertaking for us, impacting a large portion of our city for an extended period of time. As we execute this massive project, it has been a pleasure to work with GHD as they’ve been extremely responsive, timely, responsible and accountable.”
- William J. Barlow, Mayor of Oswego, New York, USA



“AGL has received ongoing strategic guidance from GHD Advisory. Their ability to seamlessly integrate extensive technical capability with robust risk-based evaluation and commercialism means their advice has added value through an open and trusting partnership framework.”
- Stephanie Bashir, Senior Director, Public Policy, AGL



Awarding technical excellence



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

- In FY2017, the winners were:
- **Dan Copelin** - For pioneering a new method of simulating stormwater networks on large urban scales
 - **Alain Plaisant** - For implementing novel techniques for data collection and numerical modelling for geotechnical site investigations
 - **Ken Mierzwa** - For using industry-leading habitat restoration and compensation techniques to achieve airport runway safety improvements in an environmentally sensitive and highly regulated area
 - **Stephen Waldvogel** - For developing emergency algae toxin treatment to provide water security for two communities in upstate New York

Global recognition

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

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

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

The project also received awards from the Construction Management Association of America and the Construction Management Association of Korea.

Rankings and recognition

- **#33 in Top 150 Global Design Firms** (2017) Engineering News-Record
- **#32 in Top 200 Environmental Firms** (2017) Engineering News-Record
- **Best Provider to Mining, Oil & Gas** (2017) Beaton Research & Consulting, Australia – Client Choice Awards
- **#19 in Australia’s Top 500 Private Companies** (2017) IBIS World
- **Best Large Consultant in Waste** (2012-2017) Inside Waste magazine
- **#30 in NCE100** (2017), a list of top contractors and consultants, New Civil Engineer



Sonia Adams, Market Development Leader - Australia, accepting the Beaton award



The covered **Ordot Dump** in Guam

Achievements – People

- **Acushla Burden**
2017 Celebrating Engineering Leadership Awards, Engineers Australia, Victoria Division
- **Barry Hancock**
2017 Professional Engineer of the Year, Engineers Australia, Newcastle division
- **Dan Copelin and Edgar Johnson**
2017 Australia’s Most Innovative Engineers, Engineers Australia
- **Damian Drain**
2017 Conspicuous Service Medal, Military Division, Australia Day Honours
- **Dawn Negus**
2017 Invitation to participate in Canada C3 expedition to celebrate Canada’s 150th anniversary
- **Matthew Munz**
2017 Young Professional of the Year, Florida Engineering Society
- **Mohammed Ali**
2017 Life Member, Australasian Corrosion Association
- **Rob Knott**
2017 Honorary Fellow, Engineers Australia
- **Rob Lowther**
2017 Winner – Gender Diversity Champion Award, Women in Resources, Tasmania
- **Sean Tucker**
2017 Finalist – Gender Diversity Champion Award, Women in Resources, Northern Territory



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Stakeholder Engagement & Social Sustainability
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Tailings (Mines & Residue)
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Water Treatment & Desalination
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