



CLIENTS | PEOPLE | PERFORMANCE

# 2009 ANNUAL REVIEW



Accomplish **More** Together

# GHD-at-a-glance

1 We operate as one GHD network. 3 core values underpin our work - Teamwork, Respect and Integrity. 4 attributes differentiate us in our markets – collaboration through one GHD network, a commitment to partnerships through a client-centred culture, technical capability and a focus on driving exceptional outcomes for our clients. 5 core markets – Water, Energy & Resources, Environment, Property & Buildings, and Transportation. 16 countries. 70+ service lines. 80+ years in operation. 100+ offices. 6000+ dedicated professionals including engineers, architects, planners, scientists, project managers and economists collaborating as the one GHD network.



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This year's Annual Review reflects our new strategy Accomplish More Together. We are very pleased to be collaborating with our clients in this edition as we share the many good news stories of the past 12 months.



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**Des Whybird**

“As we look to the future, our people are well positioned to deliver on our strategy to Accomplish More Together with our clients.”

## Chairman's message

GHD has performed well during a challenging year. Continued support from our clients has provided revenue growth across our principal activities. We have made excellent strategic progress, positioning us strongly for the future.

We understand this is significant for having occurred in a difficult economic environment for our clients. It is a reflection of the commitment of our people, the strength of our client focus and the global demand for our diverse range of services.

The past year was also a period of significant change for GHD including leadership changes with a new Chairman and CEO, the launch of our strategy Accomplish More Together, the consolidation of our management structure through the appointment of our Global Leaders and the expansion of our business in North America.

Importantly, our performance in other key areas continues to improve, such as safety, technical capability and professional development, helping to foster a sustainable business.

Our strategy has been well received by our clients and we continue to be focused on delivering exceptional service underpinned by our commitment to innovation, safety and sustainable development.

The theme of this report is our desire to Accomplish More Together. Our clients have told us that an important benefit of partnering with GHD is our ability to harness the power of our international network to deliver sustainable and considered outcomes, even for the most challenging projects. Working closely with our clients, ideas are collaboratively developed with one objective in mind - mutual success.

As we look to the future, our people are well positioned to deliver on our strategy to Accomplish More Together.

A handwritten signature in black ink that reads "D. Whybird". The signature is written in a cursive, flowing style.

**Des Whybird**  
**Chairman**



# CEO's review

“GHD delivered a record financial performance in 2009 despite the slowing global economy. Our revenue grew to AUD1.1 billion, which is up 18 percent on the previous year. The suddenness of the downturn and the ability of GHD to respond, clearly demonstrates the diversity across our services, international operations and clients.”



Ian Shepherd

GHD delivered a record financial performance in 2009 despite the slowing global economy. Our revenue grew to AUD1.1 billion, which is up 18 percent on the previous year. The suddenness of the downturn and the ability of GHD to respond, clearly demonstrates the diversity across our services, international operations and clients. Our resilient business model is underpinned by our private ownership structure.

After a strong period of growth in which we exceeded many of the goals of our 2005-10 strategy, we embarked on a new journey in April with the launch of Accomplish More Together. Our global network has quickly embraced the client-centred focus of our new strategy and we are already making great inroads to better understand our clients and their expectations. In the spirit of our core values of Teamwork, Respect and Integrity, we are also bringing our international network of 6000 talented people closer together in order to deliver the best outcomes for our clients. Our strategy continues to focus on the

three pointers that have directed our development over recent years, being Clients, People and Performance.

We have restructured our business development approach around the global markets of water, energy and resources, environment, property and buildings, and transportation. Our Global Leaders have been selected for their deep knowledge and experience and will provide innovative, forward-thinking leadership to our teams. We are also strengthening our technical service lines to better respond to client needs.

Other highlights of 2009 include:

- The expansion of our USA business to more than 300 people through strategic mergers with Rosewater Engineering, Stearns & Wheler, Arizona Engineering Company and CSA Engineering
- Our merger with Meyrick and Associates has strengthened our position in the transport, economics and infrastructure markets, and we also welcomed Jiang Wei in China

- A record 3.5 million hours Lost Time Injury-free and an overall improvement to our safety record
- The establishment of a representative office in India
- Continued emphasis on sustainability and innovation remain important to our business and our clients' businesses

The outlook for 2010 is optimistic and we enter the next financial year in strong operational and financial shape, with robust strategies, quality opportunities and valued client relationships. Thank you to our clients for your contribution to our success and we look forward to working with you in 2010 to Accomplish More Together.

A handwritten signature in black ink that reads "Ian Shepherd". The signature is written in a cursive, slightly stylized font.

Ian Shepherd  
Chief Executive Officer

# Financial highlights



**John Lau,**  
Chief Financial Officer

“Overall, the financial position of the GHD Group is very strong with the highest revenue recorded in GHD’s history.

## REPORT

GHD’s financial performance for the year was robust, despite the difficult business conditions. Overall, the financial position of the GHD Group is very strong with the highest revenue recorded in the company’s history. Global revenues increased by 18 percent to AUD1.1 billion.

Revenue growth was underpinned by a strong balance sheet. Net assets increased to AUD151.6 million, 37 percent higher than the previous year and almost twice as much as two years ago. Our prudent cash management was reflected in positive operating cash flows. Cash reserves and liquidity enabled further investment in our operating infrastructure and provided an opportunity to pursue strategic growth initiatives, particularly in the USA.

The financial strength of GHD was supplemented by continued financial support from our bankers - Westpac and HSBC. During the year, the banks’ funding facilities were renewed with increased limits. The GHD Group remained conservatively geared with a net debt to equity ratio of 21:79.

GHD’s strong balance sheet and low gearing provides a financially stable platform to maximise operating performance in the year ahead.



**John Lau,**  
Chief Financial Officer

## CONSOLIDATED BALANCE SHEET

As at 30 June 2009  
AUD millions

	2009	2008	2007
Current Assets	272.2	255.4	182.5
Non Current Assets	154.5	100.8	80.8
Total Assets	426.7	356.2	263.3
Current Liabilities	155.4	149.8	109.7
Non Current Liabilities	119.7	95.6	75.9
Total Liabilities	275.1	245.4	185.6
Net Assets	151.6	110.8	77.7
Equity	151.6	110.8	77.7

Source: Consolidated Financial Statements as at 30 June 2009 for GHD Group Pty Ltd.



## AUDITOR'S STATEMENT

We have audited the accompanying summarised financial information of GHD Group Pty Limited (the "Company"), comprising the summary Consolidated Balance Sheet as at 30 June 2009 and the summary Statement of Revenue for the year ended 30 June 2009 which were derived from the financial report of the Company for the year ended 30 June 2009. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 27 August 2009.

### *The responsibility of Directors for the summarised financial information*

The Directors of the Company are responsible for the preparation and fair presentation of the summarised financial information in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations).

### *Auditor's Responsibility*

Our responsibility is to express an opinion on the summarised financial information based on our procedures which were conducted in accordance with Australian Auditing Standards. The Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements.

### *Auditor's Opinion*

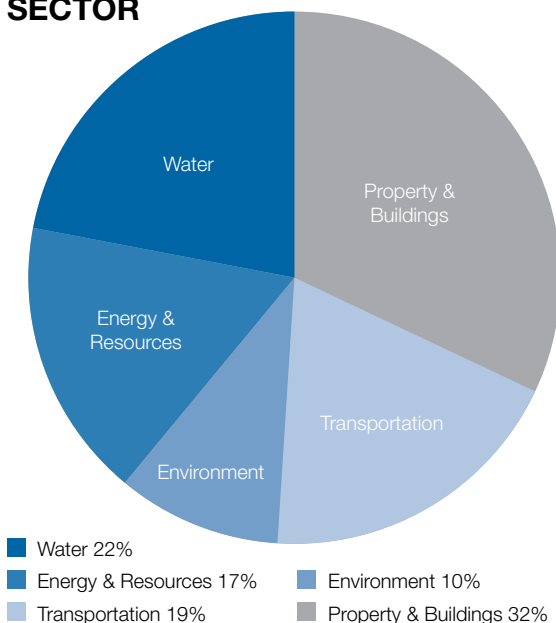
In our opinion, the information disclosed in the summarised financial information is consistent, in all material respects, with the financial report from which it was derived. For a better understanding of the scope of our audit, the summarised financial information should be read in conjunction with our report on the financial report.

*Deloitte Touche Tohmatsu ..*  
DELOITTE TOUCHE TOHMATSU



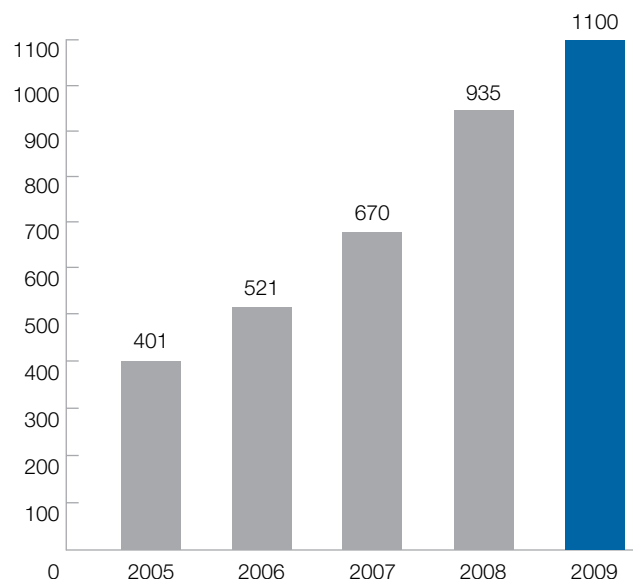
**J A Leotta**  
Partner  
Chartered Accountants  
Sydney, 1 September 2009

## 2009 REVENUE BY GLOBAL SECTOR



## STATEMENT OF REVENUE

AUD millions





# Corporate governance

## BOARD

The GHD Board of Directors provides governance and strategic direction through its charter, protocols and GHD's constitution. It is supported by a number of board committees covering Strategy, Finance, Nominations, Audit and Risk, and each feature external advisers.

The board's focus remains on strategic issues, governance and policy development, with strategy implementation and management responsibilities led by the CEO, supported by General Managers, Global Leaders and management teams across our operations.

External Committee Members include:

- **Phillip Bradley**, BBus (Accounting), MBA, CA
- **Kerry Smith**, B Ec (Syd), CA
- **Jenny Wily**, LLB (Hons), BCL (Hons), FCLA

The Board is also supported by our Company Secretary, Lisa Elbourne, BBus, CPA, ACIS.

## DIRECTORS

GHD is an employee-owned company led by a dedicated Board of Directors, comprised of:

- **Des Whybird**, Chairman - BE (Hons), FIEAust, FAICD
- **Ian Shepherd**, Chief Executive Officer - Assoc (Civil Eng) Grad Dip Bus, FIEAust, MAICD
- **Peter Wood**, Deputy Chairman - B Sc (Hons), Grad Dip Eng Geol, MIEAust, MAICD, MAusIMM
- **Michael Polin**, BE (Civil), MEngSc, MBA, FAICD, FIEAust, FICE
- **Russell Board**, BE (Civil) FAICD, FIEAust, CPEng
- **Pat O'Dwyer**, BE (Metallurgical), FIEAust, CPEng, FAusIMM (CP), MMICA, FAICD
- **Nick Apostolidis**, BE (Hons), MEng Sc, FIEAust, Grad AICD
- **John Baird**, BE (Civil Hons), FIEAust
- **Richard Holliday**, BCom (Hons) CA, FAICD
- **David Ryan**, BE (Hons), MBA, FAICD, CPEng, FIEAust
- **Derek Crombie**, BE (Civil) (Hons), NZCE (Civil), CPEng, NZCE, MIPENZ, FNZIM, MNZID



“We are one GHD - a connected network of people who work closely with our clients to accomplish more together.”

**Nick Apostolidis**

General Manager - Client Development



# Our business

Our relationship with our clients is fundamental to the success of our business. To achieve more for our clients we have reshaped our business around the client experience focusing on the global markets of water, energy and resources, environment, property and buildings and transportation.

Our five Global Market Leaders, supported by a network of Business Leaders, are committed to better understanding the challenges our clients face and providing leadership to our teams to achieve superior outcomes.

In all our operations we are appointing Client Relationship Managers to make GHD more accessible to our clients. We are proactively visiting our clients to listen to their needs so that we are better placed to help them achieve their aspirations and improve the level of service we provide. And we are delivering training to our people so that the solutions and services we offer are strongly aligned with our clients' goals and objectives.

We are very proud of the many long-term relationships we have built with our clients over the past 80 years. We want our clients to continue to enjoy working with us and view us as trusted advisers who enable their projects.

## OUR SPIRIT OF INNOVATION

The cornerstone to GHD's longevity has been the innovative nature of our people who are prepared to push the boundaries and achieve better outcomes for our clients. In recognition of this valuable contribution last year, GHD invested some AUD2 million into an innovation framework that facilitates much better collaboration across the business. Since its launch, our people have submitted over 1300 ideas, with these being further developed by over 4000 collaborations connecting people from all our operations.

A number of our innovations received widespread media exposure during 2009, including the revolving sun tracking shading system for high-rise buildings and the Truck Up Lift in Pit (TULIP) system, a fully automatic mine hoisting system for large open pits. We also commenced commercialisation discussions associated with three ideas, including a process to treat stormwater, another to remove heavy metals from oil refinery wastewater and one that reduces energy consumption in water treatment plants.

Clients are now requesting our support in establishing their own innovation programs. Looking ahead, we are implementing our 'Global Communities of Innovations' – an initiative that facilitates the connection between selected clients and business partners, with the aim of identifying and then delivering on solutions that address market opportunities and challenges by leveraging the one GHD network.

(innovations)<sup>n</sup>



**Warren Traves**  
Global Leader, Water



## Serving our clients

# Water

GHD has long been involved in major water projects that address some of our most important human challenges – delivery of clean water and adequate sanitation, security of food supplies through irrigation, and implementation of wastewater solutions that protect the environment.

In the past year, this work has resulted in GHD achieving record performance for its water business. Warren Traves, Global Leader, Water, explains this is partly due to GHD's expansion in the USA. "But it has also been fuelled by major investment in water infrastructure in Australia, particularly as water utilities look to improve the long-term security of water supplies for major cities. This has included six major seawater desalination plants for urban water users as well as major water recycling schemes, one of which is designed for indirect potable reuse. GHD has been involved in all of these projects."

Warren sees this trend as continuing around the world.

"In the developed world, communities are beginning to realise the implications of water supply limitation or failure in a climate-challenged world. In fact, several countries in the Middle East are looking at significant expenditure

to further secure supply and reduce their dependence on single water sources. GHD's core skills in water supply infrastructure, combined with its recent desalination and water recycling experience, provide a firm foundation for us to deliver successful client outcomes."

Warren also sees water efficiency as a major growth area. "Urban water consumption has been significantly reduced in some parts of the world, and is likely to continue in water-constrained communities. This is where GHD's skills in demand forecasting and management, water use efficiency (especially in industrial applications) and in water loss management really come to the fore."

By far the biggest water user in the world today is the agricultural sector. And there are exciting opportunities to improve efficiency of irrigation and reduce its impact on environments. "GHD is expanding its skills in irrigation and groundwater management to complement existing skills in resource economics, agriculture, ecology and water infrastructure. This is a major focus for us in Australia and New Zealand, and we expect it to become increasingly important in North America and China."



# Protecting water quality in the Chesapeake Bay



A wastewater plant planned and designed by GHD Stearns & Wheeler is allowing the Easton Utilities Commission (EUC) to meet some of the strictest water quality standards in the United States.

Easton stands on the Maryland shores of Chesapeake Bay, which is prized for its fish and shellfish stocks and as a recreation area. The town needed a new system which could more effectively remove nutrients that were threatening the bay's water quality.

GHD was selected for the project, based on its reputation for developing long-lasting relationships with clients and providing technical excellence in the planning, design and construction engineering of enhanced nutrient removal plants.

GHD recognised that relationships between engineers and plant operators have not always been good in Maryland and took the time to listen to EUC, said plant superintendent Doug Abbott. "One thing that was particularly

good about GHD was the team's collaborative approach to the design, which included input from EUC management, engineers, operators, electrical and IT staff."

GHD helped negotiate a grant to cover half the cost of the plant, which was the first to be built under Maryland's 'flush tax'. Work began in 2004 after a ground-breaking ceremony attended by the State Governor, and construction finished recently within the USD38 million budget.

"GHD managed the construction phase very well. There were few problems along the way and they were dealt with very rapidly and thoroughly," Mr Abbott said.

The state-of-the-art plant, which can treat 18.2 million litres a day, relies on a five-stage Bardenpho process with oxidation ditches and effluent filters to meet new standards which limit wastewater to 3 milligrams per litre total nitrogen and 0.3 mg/L phosphorus. The plant has been meeting these standards for nearly

two years without the addition of methanol, avoiding a hazard and reducing chemical costs.

Biosolids produced at the plant are recycled for use as a soil amendment for agricultural lands, which is another benefit of the project.

The project has been recognised in several publications and at the 2008 Water Environment Federation conference in Chicago, and received an operations and maintenance excellence award from the Environmental Protection Agency.

GHD also designed the plant's automated control system, an online O&M manual to assist in operator training, and is now working on additional online monitoring systems and expanding the plant's solids handling process.

"Overall, we're getting very good results and we have a very good relationship with our engineer at GHD," Mr Abbott said. "Any time we've needed assistance from GHD, they've been there for us."



**Pat O'Dwyer**  
Global Leader, Energy & Resources



## Serving our clients

# Energy & Resources

The global financial crisis has put the brakes on the unprecedented growth in demand for resources experienced over the past few years.

Rather than an end to the boom, however, Global Leader, Energy & Resources, Pat O'Dwyer describes the slowdown as a "pause for breath".

"The fundamentals that were driving the boom – namely rapid urbanisation in China and India – have not gone away. China and India combined have a population of almost 2.5 billion people and development in those countries will continue to fuel demand for resources. The long-term drivers of growth remain unchanged."

GHD has continued to work with long-standing clients as they take on the challenges of improving efficiencies of existing operations and developing new projects. We are undertaking significant projects in coal seam methane-LNG developments that are currently occurring within Australia. And, we are also working on port and rail projects in Australia and Chile that will improve export capacity in those countries.

In the past year, China has moved to shore up the security of its resources supply through increased direct investment in Australian resources projects, as US, UK and Japanese interests have done in the past.

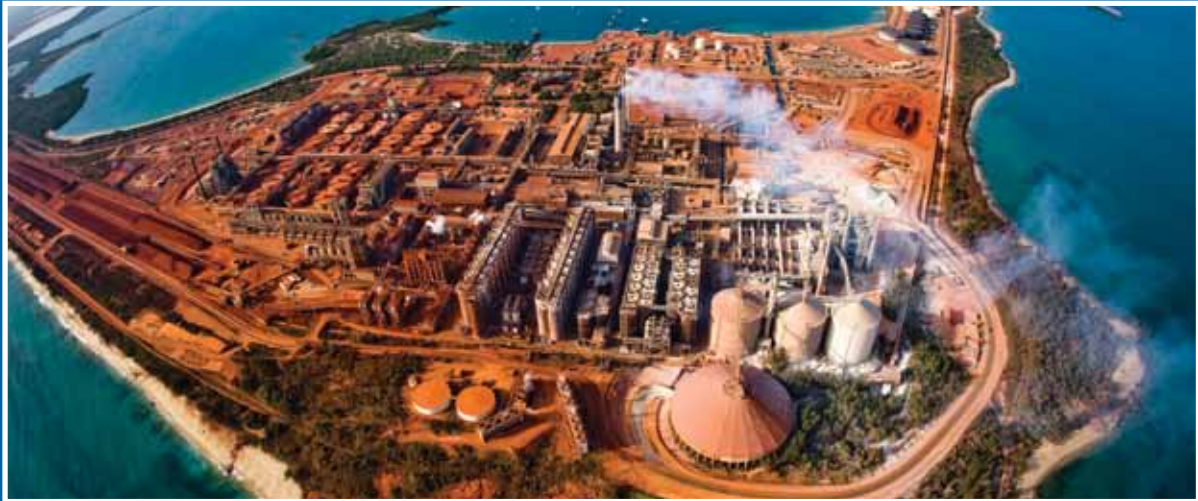
"Chinese companies want someone who can be a trusted adviser on their projects. Strong relationships built by our team in China have seen us invited to work with the Shenhua Group on the Watermark coal project in New South Wales, Australia," Pat says.

But while the fundamentals remain strong, the shift from a totally carbon-based economy looms as an enormous future challenge for resource companies and communities alike.

"This change will force a step-up in efficiency and behaviours, but we are committed to helping our clients manage the transition through innovative thinking. Our specialists are contributing to cutting edge work in clean coal and natural gas, and we are working on renewable energy projects, including wind and wave power, to help our clients and society achieve a significant reduction in emissions by 2020."



# Mining giant is reducing its safety risk profile



A process developed in partnership with GHD is helping to reduce the likelihood of critical safety risks across Rio Tinto's metal and mineral production operations, which span more than 50 countries and employ more than 100,000 people.

Rio Tinto approached GHD in 2002 seeking to further develop its systems to identify, analyse and manage critical safety risks. It has since adopted and pioneered the use of GHD's proprietary Semi-Quantitative Risk Assessment process, SQRA™, in the mining and mineral processing industry.

Rio Tinto recognised that it needed more robust and rigorous forms of risk assessment which directly involved its workforce and focused on identifying and assessing critical control strategies. Pilot trials at its aluminium smelters in Queensland, Tasmania and New Zealand from 2003 assured the company of the value of SQRA™ and led to a global agreement.

"We believe that all injuries can be prevented and are committed to our goal of zero injuries – that's what we're striving for," said Anthony Deakin, Rio Tinto's principal adviser, risk management HSE (health, safety and environment). "We developed a great deal of confidence in GHD's SQRA™ process, and our relationship was formalised in 2006, with our CEO mandating it to be rolled out globally."

GHD and Rio Tinto have since worked together to assess and manage risks at more than 50 sites across the globe. Language and cultural barriers have posed challenges in addition to the diversity of Rio's operations, which can vary from open cut mines to processing plants. Key to the partnership has been GHD's willingness to work closely with Rio Tinto to maintain relationships and deliver and adapt the program as required.

"This wasn't just about GHD selling us a product," Anthony said. "GHD needed to partner with us to ensure the process was delivered appropriately across the organisation."

SQRA™ has grown to become a pillar of Rio Tinto's safety management strategy, bringing about a shift in focus from personal 'hard hat and boots' safety to process safety. This has allowed operations to identify the hazards associated with critical safety risks and the critical controls needed to prevent them.

"We are showing a demonstrated reduction in our critical safety risks across the business. We have group-wide metrics to track that," Anthony said. "We are now considering whether SQRA™ can support our management of health and environment risks."



**Stephen Trainor**  
Global leader, Environment



## Serving our clients

# Environment

During the year, GHD increased its market share and expanded its service offerings in the environmental sector, according to Global Leader, Environment, Stephen Trainor.

“This is definitely a growing business area for GHD as the environment is factored in on more and more infrastructure and industry projects. In this past year, we have worked hard to evolve our environmental business so we can offer a more robust, responsive and innovative range of client services.”

GHD employs over 650 environmental professionals making it one of the largest environmental consulting firms in the Asia Pacific region. To boost its capabilities further, the company recently appointed environment business leaders in the mining/oil and gas, waterways, transport/infrastructure, ports and defence sectors.

“GHD’s Accomplish More Together strategy sets the framework that enables us to offer our clients the most appropriate technical skills no matter where in the world their project is based. And we are looking forward to further expanding our services globally with a specific focus on the USA in coming years,” says Stephen.

When it comes to environmental issues, Stephen sees legislation and climate change as the two biggest challenges facing clients today.

“Often our clients are confronted with a legislative maze when dealing with the environmental aspects of their projects. This is where GHD can assist. Whether legislation is in its embryonic stage or in a mature form, we have technical specialists who can guide our clients through their legislative responsibilities. We have also forged close ties with regulators so our clients can not only meet, but in some cases can exceed, their project objectives, resulting in a diversity of physical, social and economic outcomes.”

Then there is the issue that dominates global headlines – climate change.

“Although uncertainty exists whilst the world awaits the outcomes from the United Nations Climate Change Conference to be held in Copenhagen later this year,” says Stephen, “GHD has been extremely proactive in recent years. As well as globally expanding our climate change teams we offer environment services such as verification or sourcing adaptation solutions. The result is that we are positioning our clients to remain competitive in a carbon constrained future.”



# Restoring water flows to Hattah Lakes



When more than 26GL of water was pumped into the parched Hattah Lakes in north-west Victoria as part of the Victorian government's Emergency Red Gum Watering Program, the results were impressive.

Trees began to recover, frogs and fish flourished, and water birds returned to the internationally important wetland system in their thousands.

The emergency watering program was part of a commitment by Australian governments to reverse the damage wrought on the Murray River system by prolonged drought and man-made changes to the river's flows.

With funding from the Living Murray program, GHD is now working with Goulburn-Murray Water on behalf of the Murray-Darling Basin Authority and other significant project partner agencies\* to find a more permanent solution to restore water to the lakes to substitute the regular floods that were once their lifeline.

Andrew Evans from Goulburn-Murray Water says GHD's relationship with his organisation goes back many years and includes partnerships on numerous projects, including other aspects of the Living Murray.

Goulburn-Murray Water sets high standards for its panel of consultants, whose performance is regularly reviewed, and Andrew says it was GHD's consistency as well as the depth and range of skills it could bring to the Hattah Lakes project that saw the partnership formed.

"GHD brought good, strong skills on the environmental side, which is a large part of the project," Andrew says.

"There was a need to do a flora and fauna assessment and a fish passage assessment, and there were regulatory considerations that need to be taken into account. That was all weighed up in our evaluation."

GHD is now employing the skills of its engineering and water specialists on the design

of a package of works aimed at delivering more regular and efficient water flows to the lakes. The proposed works include a pumping station and regulators to create artificial flood events and prevent water from escaping back to the Murray River.

The Hattah Lakes are situated in a relatively remote part of rural Victoria and Andrew says GHD's local presence – the project is being managed by GHD's office in Mildura – has been important to the success of the relationship so far.

"The personal relationships are there, so you know the people, and being able to respond quicker and get out to the site quickly is important," he says.

\* Other project partner agencies include the Department of Sustainability and Environment (Victoria) and the Mallee Catchment Management Authority.



**Barry Potter**  
Global Leader, Property & Buildings



## Serving our clients

# Property & Buildings

Facing up to some extremely tough economic conditions, GHD's property and building sector is weathering the storm. This year, GHD recorded strong business growth and worked on major projects, including the Grand Hyatt Hotel, Doha, Qatar; RACV Inverloch Eco-Resort in Victoria, Australia; and the Zhangjiajie Sports Centre Complex in China.

Barry Potter, Global Leader, Property & Buildings, says despite the contraction of the global economy there have been bright spots. "In Australia, for example, the education sector is benefiting from a Federal Government stimulus package. In the United Arab Emirates, industrial development continues as the region attempts to diversify its predominantly petro-driven economy."

Barry is optimistic that supply and demand drivers will remain sound especially in light of stimulus spending initiatives, and he says there are major business areas where demand will continue to grow – including health and aged care, seniors living, education, urban renewal, sustainable eco-cities and retrofitting of commercial and institutional buildings.

"The market for property and buildings dips and climbs, and that's no surprise to us," Barry says. "GHD has invested in its architecture and engineering business with a diversified outlook and that investment is paying dividends. We can weather the downturns."

Population growth and the effects of climate change will drive the sector in the future, according to Barry.

"Our new and existing buildings must work with the climate, not fight it. The challenge is to build green cities that are energy, water, space and waste efficient and still pleasing to live and work in.

"Our ability to draw on our global network of specialists to resource property and building projects, using the latest technology and thinking, that's the real drawcard for clients. We know our clients respect the enduring business relationships we form during these projects".



## East meets West in modern palace



GHD drew on a wealth of technical and managerial skills to fulfill its brief to create a luxurious seaside retreat on a challenging site in Doha, Qatar.

Sheikh Falah bin Jassim Al Thani's Tourism Investment Company contracted GHD in 2004 to manage the design, engineering, construction, interior fit-out and landscaping of the lavish complex.

Standing on 120,000 square metres on the Arabian Gulf, the Grand Hyatt comprises a 249-suite hotel and 56 serviced residences with a private beach and day spa.

GHD was chosen because of its reputation as a global leader capable of delivering a breadth of services to the highest standards. Interior design company Hirsch Bedner Associates (HBA) shares these qualities and worked as part of GHD's design team on the project from 2005.

Our task was to recreate the old world elegance of a traditional Arabic palace yet incorporate all the high-tech features the modern corporate traveller demands.

"GHD managed to balance the old with the new," said Hyatt general manager Garry Friend. "The exterior and the interior have a nice Arabic feel, but it's the most high-tech hotel in Qatar."

Building on reclaimed land in a country where temperatures can top 50°C was a challenge for GHD's 60-strong project design team and the large construction workforce which used nightshifts to beat the heat.

Drawing together specialist global subcontractors and suppliers that could meet Hyatt's exacting standards was another challenge for GHD. High-end audiovisual equipment came from Germany, and sophisticated security systems

from Australia. Lighting to create the desired mood came from a UK firm, while a landscaping plan from the UAE created the lush feel of a desert oasis.

"We wanted a theme that used a lot of exotic plants, so you get the feeling you're somewhere that's plush and decadent as well," explained Mr Friend.

The AUD130 million resort opened early in 2009 and was fully booked during the Arab League heads of state meeting in March.

The hotel's grand lobby, which features a 17m-high glass window, is now a meeting place, while its four restaurants, two lounges and day spa are also popular.



**Ian Dawson**  
Global Leader, Transportation



## Serving our clients

# Transportation

Various government stimulus packages deployed as a result of the global financial crisis have provided plenty of opportunities for businesses within the transport sector over the past six months. GHD's rail, road, marine, aviation and transportation and logistics groups grew by approximately 15 percent in the 2009 financial year. "Growth in our transportation business is expected to continue at a similar rate in the coming financial year," Global Leader, Transportation, Ian Dawson says.

There are many challenges facing the transport sector. In the land freight sector the ultimate challenge is about reducing the cost per tonne kilometre of moving freight and a potential modal shift from road to rail. This modal shift will also result in a significant reduction in greenhouse gas emissions.

In urban transport, a key challenge is to improve accessibility while managing urban congestion. Effective public transport systems, cycleway networks and attractive pedestrian environments, along with incentives to reduce the growth in car traffic will help achieve these goals.

Ageing infrastructure, urban sprawl and growing populations mean many countries are now experiencing

significant demand on available funding for transport infrastructure. Greater efficiency is required which is driving the need to lengthen the life and improve the connectivity of transportation networks. "Clients are more involved in whole-of-life strategic asset planning," says Ian. As a result, the demand for freight forecasting, logistics modelling, master planning, economic evaluation and policy development is expected to grow. The recent integration of the Meyrick group into GHD's transportation business gives clients the added advantage to foresee patterns and identify opportunities early.

Many government transport agencies are restructuring to focus on non-mode specific solutions to transportation issues. In response, GHD has consolidated its transportation business and is now better aligned with the integrated transport needs of clients.

GHD's strategy is providing a continued focus on adopting a collaborative approach to project delivery in line with client requirements and integrated across the whole GHD global resources base. "Our aim is to provide a consistent, premium service no matter where a client or project is situated," says Ian.



# Project paves way for new standards of road safety design



The new 71km Perth to Bunbury Highway, which will double the length of the existing freeway network in WA, is due to open four months early and under its AUD700 million budget as a result of the efforts of the Southern Gateway Alliance forged between Main Roads WA, Leighton Contractors, GHD and WA Limestone.

“GHD was chosen for its ability to work collaboratively in an alliance team as well as its high standard of geometric and geotechnical design,” said Main Roads Executive Director, Phil Ladner. “They were focused on our needs and the team was very cooperative, innovative, adaptable and flexible.”

Relationships based on similar values are why GHD works so well with the engineering fraternity, according to Main Roads WA Commissioner Menno Henneveld.

In a first for WA, data management systems were developed to allow the integration of design development outputs into the GPS machine guidance system used on the project. This enabled works to commence simultaneously with design development. Two-way GPS communication monitored the performance of machinery remotely

and in real time. In the event of a design development, machinery could be quickly redeployed without the need for site surveyors, saving the alliance time, materials and money.

In a quest to design roads to prevent injuries and achieve zero fatalities (Vision Zero), features of the new road include variable message signage, weigh-in-motion, speed measurement technology and other intelligent transport devices. Working with Main Roads, RACWA, the Office of National Road Safety and Engineers Australia, new standards were developed for the design of intersections, lighting and barriers.

“It’s probably the first Main Roads’ project where Vision Zero principles have been applied. GHD played a significant role in collaborating with Main Roads and international industry leaders to develop those new standards,” Mr Ladner said.

Consultation with communities along the route was crucial to the project’s success. In two notable examples, GHD helped win agreement to re-route the road near Murray Lakes in return for creating a recreation area, while at

Mandurah, a quarry for limestone used on the road was transformed into playing fields, gaining significant community support.

“The team listened to the community’s concerns and they came to respect our efforts in responding to their needs,” Mr Ladner said.

Underpasses were added to protect native animals and steps taken to protect rare orchids and endangered cockatoos. Artificial wetlands were created as habitat for native fauna and to prevent erosion. The project’s greenhouse construction footprint was assessed. For these and other measures, the Environmental Protection Authority commended the road as a benchmark project.

The project has been nominated for two WA Engineering Excellence Awards for infrastructure and management of engineering.

About AUD100 million flowed to the community through employment of subcontractors on the road, and further economic benefits will come from faster travel to and from Bunbury.



# Our people

## PEOPLE

GHD's culture is rich and diverse with more than 6000 talented people on five continents. We are proud to be a global community.

The economic downturn has posed significant challenges for our people, but they have responded in the spirit of our core values of Teamwork, Respect and Integrity. Throughout GHD, our people have adapted to the considerable changes in 2009 with resolution and commitment to our clients.

There remains a great stability and retention of experienced people within GHD. Over 1400 of our people have over five years' service, including 650 with over 10 years' service with GHD. As a result, our culture and performance remains strong and consistent.

We continued to invest in our future with over 240 graduates joining the firm in 2009.

About 30 percent of our people are women and the past year saw the greatest increase in the number of women in professional positions. GHD was highly commended by the Australian Equal Opportunity for Women in the Workplace Agency for its approach to and achievements in equal opportunity employment. The 'Women in GHD' networking forum encourages and capitalises on the strengths of women.

## PROFESSIONAL DEVELOPMENT

With a core curriculum of 125 programs, the GHD Business School offers technical, operational and leadership training designed to develop the individual capabilities of our people. Throughout the year, more than 3700 training programs were delivered by internal trainers and specialist external providers.

## HEALTH AND SAFETY

GHD made strong improvements in health and safety in 2009, achieving a milestone of 3.5 million hours Lost Time Injury (LTI) free. Our health and safety management system also won high praise from Lloyds Register.

Other achievements in 2009 include:

- Launch of the new GHD Safety Portal, compliance database and eLearning capability
- Development of an Alcohol and other Drug Policy
- 42 percent reduction in LTIs
- 66 percent reduction in Medical Treatment Injuries
- Ongoing development of Contract Safety Guides
- Major review of Job Safety Plans
- Continued development of Hazard Guides





# Community engagement

## THE GHD FOUNDATION

When former GHD process engineer Dale Young established a volunteer organisation to provide safe drinking water to people in regional Tanzania, he found support in the GHD Foundation.

Established in 2001, the GHD Foundation aims to enhance the lives of people living in disadvantaged communities through the provision of pro-bono services and financial support.

Dale's Maji Safi kwa Afya Bora Ifakara (MSABI) project is empowering communities in Africa to secure their own safe water supply through training in the installation of water points and pit latrines, and community education programs. GHD provided financial support for the purchase of rope pumps in two villages that previously had access to only one operating hand pump each, as well as funding the training of villagers.

The GHD Foundation, in conjunction with the Women in GHD group, also supported the construction of a children's playground at a hospital in Hanoi.

## GHD IN THE COMMUNITY

GHD supports employee involvement in a range of not-for-profit organisations through the GHD in the Community initiative. This is what our people had to say about the difference we made this year:

*"The smiles on the children's faces were extremely rewarding"* – Fraser Watt, Manager, GHD Philippines, following a Christmas visit to the rural community of Sacyud to deliver t-shirts, sandals and toys donated by people at GHD Manila.

*"Last year we flew more than 900 children and their families across the country on their own private local joy flight. This year, we are hoping to increase national participation and expand internationally"* – Amanda Dorhout Mees, pilot and GHD Marketing Campaigns Manager, who gives up her time to take children and their families on joy flights with FunFlight.

*"They had bulldozed an emergency fire break on the side of a hill and there was concern that any rain would wash away the chance of the area regenerating. The best feeling was when we drove away and it started pouring with rain, knowing that all the work we'd done would stop the soil from washing away"* – Ed Iplady, asset management consultant and member of the Victorian YP group. In the aftermath of the Victorian bushfires, the group spent hours carting loads of wood to prevent further environmental damage.

*"We came together in Seattle as new friends and departed Calgary as a team. Spiritually, we ran with a purpose to honour Paul Hook, and we achieved this"* – Peter Chan, GHD Phoenix, whose team won their division in the HSBC Calgary Marathon, and raised money and awareness for the Canadian Diabetes Society in honour of the brother of GHD USA President Jerry Hook.



# Sustainability

We define sustainability as improving human wellbeing without compromising the local or global environment over the long term. This means integrating the management of social, economic and environmental issues into GHD's core business and operations.

GHD has implemented a sustainability framework to help our people define how we deliver projects in diverse communities and economies. It enables GHD to consider the long term consequences of its services and operations, and potentially delivers benefits for the broader community, our clients and for the company.

Benefits to our clients include sustainability outcomes for projects, reduced operational costs and new business opportunities.

## GLOBAL AGENDA

GHD is an active member of the World Business Council for Sustainable Development (WBCSD). We contribute to the council's four focus areas – energy and climate, development, the business role and ecosystems. GHD also lends its knowledge and experience to assist the council in its Asia Pacific regional activities.

During the year, we participated in the WBCSD council meeting in Johannesburg and we led the Water and Sanitation initiative for the Council. Additionally, we hosted a forum with the Global Foundation in Melbourne in March 2009, focused on finding ways to strengthen Australia's capabilities and global engagement on major issues, specifically sustainability, energy security and climate change.

## KEY ACTIVITIES

In 2009, GHD's sustainability initiative continued to build our capability to deliver benefits to our clients with the following activities:

- Our climate change business has assisted clients in greenhouse management and climate change risk assessment and adaptation.
- Integration of green building practices into our buildings business through the development of our Green Buildings Protocol.
- We increased take-up of sustainability issues in our proposals to clients and developed carbon calculators for use across the business.
- Our Project Impact Assessment (PIA) methodology has been used on up to 50 client projects and proposals. PIA is an advanced sustainability planning process that enables us to assist clients to manage the social, economic and environmental impacts of their business and projects, through all project stages.
- Client workshops and seminars were undertaken in Australia in relation to the Carbon Pollution Reduction Scheme legislation and the Global Reporting Initiative.
- A significant climate change commission is being undertaken for the Asian Development Bank.
- A greenhouse gas training course in the water sector was successfully launched to clients.



- GHD became a corporate sponsor of the Australian Green Infrastructure Council and is contributing to the development of a sustainability rating tool for infrastructure projects.
- Our teams in the UK and the US strengthened their sustainability capabilities and offerings.

We have developed guidelines for the management of office energy and company travel. We have also completed the sustainability awareness program in selected offices and are developing more discipline-specific sustainability training modules.

Our people also took personal responsibility for their environmental footprint, running local activities such as Ride-to-Work days, mobile phone musters and tree planting exercises. On World Environment Day we launched our Sustainable Living Portal, a resource for our people to improve sustainability in their homes and personal lives.

## **EMS**

Our Environmental Management System (EMS) certified to ISO 14001, is our way of systematically managing environmental risks of our internal activities and the activities associated with the projects we are engaged in.

## **GLOBAL REPORTING INITIATIVE**

GHD aspires to report our sustainability performance to the standards of the Global Reporting Initiative (GRI). The GRI is a network-based organisation that has developed the world's most widely used sustainability reporting framework.

## **QUALITY**

GHD continues to build on its success and reputation with a demonstrable commitment to uphold the quality of the services we deliver.

Since 1993, GHD has operated under a Practice Quality Management System (QMS) that is certified to AS/

NZ/ISO 9001:2000. In 2009 our QMS was certified by Lloyds Register Quality Assurance (LRQA) to international standard ISO 9001:2008.

During the year, we upgraded our core project management platform as part of the ongoing improvement to GHD's systems, which support the management of risk, based on feedback from users. Successful completion of regular LRQA surveillance audits continues to provide feedback, which greatly assists in continual improvement of our QMS.



# Our achievements

During this financial year, GHD has raised its industry ranking, received numerous awards and commendations, while achieving key milestones.

## RANKINGS

- Globally, GHD has been ranked 42nd in the 2009 Top 150 Global Design Firms survey by Engineering News Record. We were also ranked 53rd in the 2009 Top 200 International Design Firms.
- In Australia, GHD was ranked 19th in the 2009 Business Review Weekly Top 500 Private Companies listing. This result represents a 27-place jump on our 2008 ranking of 46, and considerable increase on our 2007 ranking of 65th place and 2006 ranking of 76th place.

## AWARDS & COMMENDATIONS

### Global Water Intelligence

GHD was associated with two projects that received recognition from this London-based organisation:

- 2009 Water reuse project of the year - Western Corridor Recycled Water Project
- 2009 Membrane Desalination Plant of the Year - Gold Coast Desalination Plant

### New York State Society of Professional Engineers:

2009 Outstanding Engineering Achievement Award, Southeast New York upgrade of the Yorktown Heights Water Pollution Control Facility, Flagstaff.

**Civil Contractors Federation:** 2009 Queensland Earth Award, Sun Prawn Aquaculture Farm, Acid Sulfate Soil (ASS) Remediation Project, Townsville, Category (2) AUD1 million to AUD5 million.

**Planning Institute Australia:** 2009 National Awards for Planning Excellence, Social and Community Based Planning, Redeveloping Community Sites; Future Use of Former School Sites, Canberra.

**Cement Concrete and Aggregates Australia:** 2009 Commendation for GHD's involvement in the design of the Sturt Park Shared Use Path for the Broken Hill City Council.

**New Zealand Planning Institute:** 2009 Best Practice Award, Clear Harbour Alliance.

**ACEA Certificate of Recognition:** 2008 GC Pipeline Link Project, Bendigo.

### Engineering Excellence Awards QLD Division:

- 2008 Raising Lenthall Dam, Wide Bay Water
- 2008 Salisbury to Kuraby Rail Upgrade, QR

**Engineering Excellence Award WA Division:** 2008 Wellington Dam Spillway Project.

### Engineering Excellence Awards National:

- 2008 Gold Award for merit in water category: Western Corridor Recycling Project
- 2008 Silver Award for highly commended project in ICT category: Integrated Water Management Toolkit
- 2008 certificate of recognition in water: Goulburn-Campaspe Project
- 2008 certificate of recognition in transport: S2K Alliance

**Institute of Public Works Engineering Australia:** 2008 South West 1 Enterprise Park & Berrinba Wetlands. Category: QLD Div., for projects over AUD1 million.



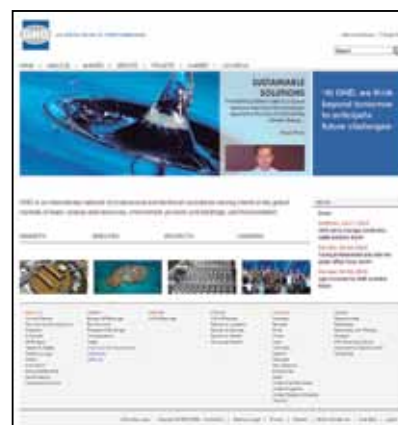
## MILESTONES

- New website launched - [www.ghd.com](http://www.ghd.com)
- New strategy Accomplish More Together unveiled
- New Chairman and CEO announced
- GHD surpasses 3.5 million hours LTI free
- Presence established in Papua New Guinea and India
- New offices opened on the NSW Central Coast and Bairnsdale in Victoria
- US expansion through strategic mergers with Rosewater Engineering, Stearns & Wheler, Arizona Engineering Company and CSA Engineering (total of 16 offices)
- Acquisition of Meyrick and Associates, specialists in transport economics and infrastructure
- Jiang Wei joins us in China
- Michael Scott named Young Professional Engineer of the Year (South Australia Division) by Engineers Australia
- Kenny Yuen named Young Professional Engineer of the Year (Newcastle Division) by Engineers Australia
- Robby Chohan named Young Professional Professional Engineer of the Year (Cairns Division) by Engineers Australia
- Stefania Fikus wins 2008 Northern Territory Women in Project Management Award, Australian Institute of Project Management, NT Chapter
- Wagga Wagga office wins four outstanding business awards from the Wagga Wagga Chamber of Commerce
- Shelly Cook receives Student Project Award for engineering excellence from the Association of Consulting Engineers Australia
- Andrew Peek wins 2008 AC Kennett Award 2008
- Duncan Rose appointed to the Board of Directors of the Buried Asset Management Institute - International (BAMI-I)
- Melinda Dodson appointed National President of the Australian Institute of Architects
- Gary Dufel appointed to the Infrastructure Adaptation Sub-Committee of the Governor's Steering Committee on Climate Change in Connecticut
- Sheila Hughes wins Australian Institute of Architects' ACS President's Medal
- James Aldred honoured by the American Concrete Institute (ACI) for outstanding contribution to concrete technology
- Mark Whalen appointed President of the Association of Land Development Engineering (VIC)
- Waji Baiwa appointed as an environmental auditor by the Environment Protection Authority (EPA) Victoria
- Keith Milligan receives award for the Cause of Agriculture and Rural Development in Vietnam from Vietnam Government
- Justin Connolly wins Best Customer Care Through Alliances Award at the 2008 INGENIUM conference
- Hester de Ouden elected President of the New Zealand Planning Institute
- Jennie Curtis wins Australian Institute of Landscape Architects 2008 National Edna Wallin Award
- Alix Campbell named 2009 Young Water Professional of the Year by the Australian Water Association NSW
- Stella Whittaker appointed member of the Stakeholder Council of the GRI (Oceania Region)

# Services

- Air and Noise
- Airports
- Architecture
- Asset/Facilities Management
- Bridges
- Climate Change
- Communication Systems
- Construction Management
- Contamination Assessment & Remediation
- Dams
- Desalination
- Development Assistance
- Drafting
- Electrical Engineering-Building
- Electrical Engineering-Industrial
- Environmental Impact Assessment & Approvals
- Environmental Management Systems & Audits
- Food Processing
- Forestry Management
- Geology
- Geotechnical
- HVAC
- Hydraulics-Buildings
- Hydrocarbons Processing
- Hydrocarbons Transportation
- Hydrogeology
- Industrial Water & Waste Management
- Instrumentation & Control
- Integrated Water Management
- Intelligent Transport Systems
- Interior Design
- Irrigation
- Land Development
- Landscape Architecture
- Marine
- Materials Handling
- Materials Technology
- Minerals Processing
- Mining Engineering
- Natural Resources
- Pavement Engineering
- Planning
- Plant Engineering
- Power Delivery
- Power Generation
- Procurement
- Project Controls
- Project Management
- Quality Management Systems
- Railways
- Reliability Engineering
- Renewable Energy
- Risk Management
- Road Systems
- Security
- Spatial Sciences
- Stakeholder Consultation
- Structural
- Sustainability
- Tailings
- Tall Buildings
- Training
- Transport Planning & Traffic Engineering
- Tunnels
- Waste Management
- Wastewater Systems
- Wastewater Treatment & Recycling
- Water Efficiency
- Water Quality & Treatment
- Water Sciences
- Water Systems
- Waterways & Coastal

To find out more about our services, visit [www.ghd.com/services/](http://www.ghd.com/services/)





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