

2013 Annual Review



GHD at-a-glance



GHD was ranked #38 in Engineering News Record

Top 150 Global Design Firms listing in 2013 and #8 in the provision of water and wastewater consulting services.

GHD was voted #1 Waste Consultant in Australia in 2013 and 2012 according to surveys by Waste Magazine.

All offices in our USA West operations are now certified to ISO 9001 standard by Lloyds Register Quality Assurance (LRQA).

130 graduates joined GHD around the world.

GHD succeeded in commercialising home grown innovations including our stormwater dissolved heavy metal filtration system, energy recovery device technology and a real-time water pump efficiency system developed in the USA.

GHD achieved 7.3 million Lost Time Injury (LTI) free hours, thereby continuing our strength in safety performance.

GHD was honoured with more than 60 awards recognising our company, people and project excellence.

Who

Established in 1928 in Melbourne, Australia, GHD has grown into one of the world's leading engineering, architecture and environmental consulting companies.

Wholly-owned by its people, GHD has a long tradition of combining the knowledge and skill of our global team, with local awareness, technical leadership, and innovative approaches to solve our clients' toughest challenges.

What

Our One GHD network of engineers, architects, planners, scientists, project managers and drafters collaborate across the globe to improve infrastructure, economies and communities.

They provide multi-disciplinary services to deliver value across the entire project life cycle – from planning to design, construction, rehabilitation, replacement and retirement of assets.

How

Client-centred culture

We put our clients first and focus on their challenges. The strength of our offering grows with each personal contribution and connection. Together we make possibility a reality.

In our capacity as a trusted advisor to our clients, we have successfully completed thousands of projects around the world. Extensive training, robust systems and a culture of ideas generation underpin our commitment to quality, safety and innovation.

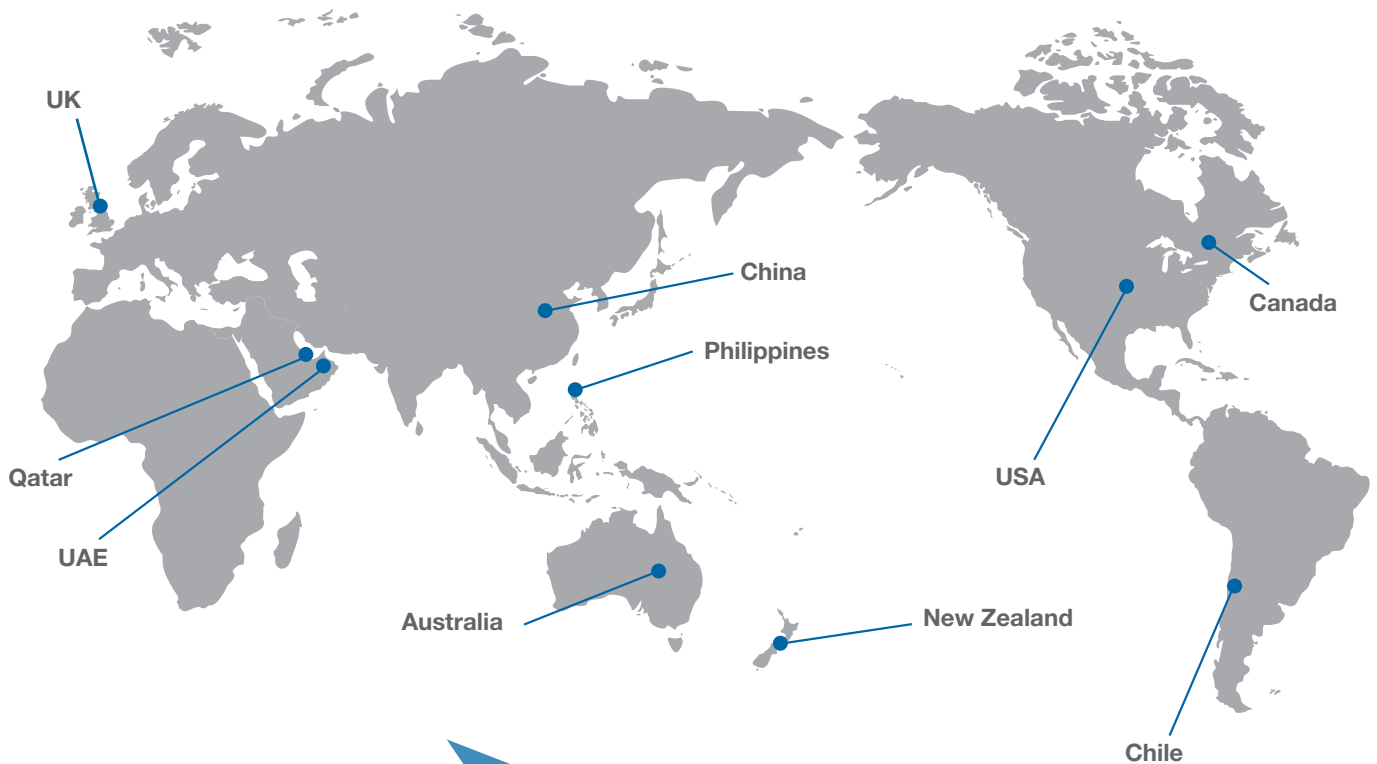
One GHD

Our reach is far and wide. We operate a global network of 100+ offices with 5500+ people whose technical excellence and focused approach to collaboration help us deliver. Our clients trust this formula for success.

Our people are the core of our business and a key competitive advantage. Together as One GHD, we are unified in delivery and in our thinking. Our fabric is woven with Teamwork, Respect and Integrity – this is who we are.

Key facts

Core Operations



1
team

5
continents

100+
offices

5500+
people

75+
services

\$1.04
AUD billion

Chairman's message



The past 12 months have seen further progress on our strategy to achieve leadership in our five global markets and create value for our clients. The benefits of continued globalisation of our business are becoming more apparent, as we bring the best of our talent to bear on our clients' projects, wherever they are in the world.

Our clients

Against a backdrop of challenging market conditions in the past year, our investment in long term relationships with our clients continues to benefit both parties. These relationships are characterised by open dialogue, a collaborative approach to problem solving, and a willingness to partner.

More and more, the conversations with our clients are around driving better value in their enterprises instead of just creating new assets. Either way, we are committed to applying the most appropriate technical expertise and an innovative approach to achieve better outcomes. On behalf of our people, I'd like to thank our clients for their continued support, and commit to approaching the upcoming year with confidence and surety that we will achieve many great things together.

Our people

Unashamedly, we recognise that to be leaders, we have to continue to attract, develop, and retain the best people. Our position as a 100 percent employee-owned company is central to achieving this, and increasingly differentiates GHD from our competitors. Our people have a personal stake in the success of our clients and our business. I see many examples of this passion emerging in all our work.

The GHD Business School continues to provide thousands of individual learning experiences each year, supplementing experience gained on projects and through collaborating within the business.

Further improvements in our safety performance demonstrate what can be accomplished when we set our minds to succeed,

GHD is one of the world's leading engineering, architecture and environmental consulting companies

supported by effective leadership and adequate resourcing. Safety has become part of our culture and we intend to achieve the same with integrity in alignment with our core values of Teamwork, Respect and Integrity that shape our daily actions.

GHD in the Community

Alongside our people and technical ability sits another important element of who we are: our appreciation of the impact we can have in the community. It is important to us that the initiatives GHD supports are close to our people's hearts and minds. That's why GHD in the Community provides a platform for identifying and building relationships with initiatives and organisations through a range of charitable and in-kind support. Importantly, 2013 has seen us continue to develop our involvement with various Indigenous programs; to support and grow the confidence of Indigenous professionals in providing them with opportunities to contribute to our profession.

Our future

We remain focused on being agile in our global marketplaces, supporting our valued clients and partners, investing in our talented people, and delivering value and innovation in the projects we undertake. We commit to maturing our systems and processes to offer industry-leading consulting services across the entire life cycle of each project.

Personally, each day I observe our people's great commitment. GHD is truly host to some of the industry's best and emerging talent. We proudly offer this value to our clients as we continue to grow. I remain excited by the opportunities that await us in the coming year.

A handwritten signature in black ink, appearing to read 'Russell Board', written in a cursive style.

Russell Board
Chairman



GHD's operational performance helped us to broaden and sharpen our services to clients. Our revenue of AUD1.04 billion indicates a creditable financial result and reflects the strength of our business model.

2013 was a year of transformation for GHD. We intensified our operations in New Zealand, USA, Canada and the Philippines, and restructured our Australian business to be more agile.

At the same time, we refined our market positioning and continued our focus on clients, people and technology. Such transformation, alongside an improvement in our competitiveness enabled us to deliver sustained performance in a challenging and ever-maturing market.

Our operations

During the year, we:

- Strengthened our business outside of Australia, particularly in North America by growing our project footprint in water, transportation and the environment.
- Expanded our capabilities in energy and resources with two mergers: Hill Michael Engineering in the power sector and ProMet Engineers in the mining sector. This, alongside our momentum in oil and gas, has facilitated engagements in major projects in Australia, Chile and the Philippines.
- Built considerable momentum for our water services outside of Australia, including New Zealand, Canada and the USA, and achieved success on many water client panels where continuity is key.
- Increased our involvement in environmental approvals for major infrastructure projects, setting the foundation for ongoing relationships across the project life cycle.
- Performed strongly in our integrated transport business, supported by the industry's focus on renewing and managing assets more efficiently.
- Reinforced our involvement in property and buildings across diversified markets to meet rising demand for compliance, auditing, due diligence and efficiency gains.

Our markets

Our ongoing commitment to an integrated offering across the entire life (and re-life) of assets, in each of our five global markets has seen GHD solidify its place as a true competitor in global infrastructure.

Against a backdrop of increased activity in oil and gas, and food and agribusiness, we have become even closer to our clients across each area of our business. An enhanced appreciation of their challenges has led to our people partnering in a more strategic approach to streamline delivery with a focus on productivity and return on investment.

Our highlights

- **Safety:** Achieved a total of 7.3 million hours Lost Time Injury (LTI) free over the previous 12 months, reflecting a 67% reduction in LTI Frequency Rate (LTIFR).
- **Integrity:** Facilitated ongoing improvements to our Integrity Management Systems and Guidelines.
- **Innovation:** Continued to facilitate the commercialisation of industry leading technologies generated through our own Innovations program (see Page 8).
- **Talent:** Recognised the importance of future talent and deepened our graduate recruitment intake – supporting the ongoing initiative to offer bright young minds a career with GHD.

Overall, we enter the next financial year in strong financial shape with robust strategies, dedicated professionals and valued client relationships to build on.

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

Ian Shepherd
Chief Executive Officer

Financial highlights



Report

GHD ended a challenging 2013 in a stronger financial position with a revenue of AUD1.04 billion.

Net assets increased by 8 percent to more than AUD195 million and net debt to equity ratio rose slightly. A significant portion of the group's debt facilities were renewed soon after year-end and unused facilities remained above AUD105 million. This puts us in a favourable position, ready to capitalise on an improving global economic situation.

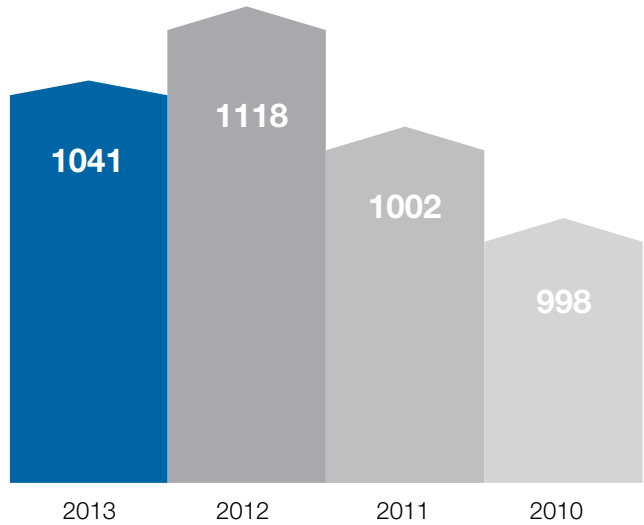
The revenue of the group reflects contrasting positions in our major geographies.

On a positive note, GHD's geographic expansion started to pay dividends with strong growth in revenue in North America following our mergers in the previous year. In addition, there were improvements evident in New Zealand, Asia, the Middle East and Europe as well as the Americas.

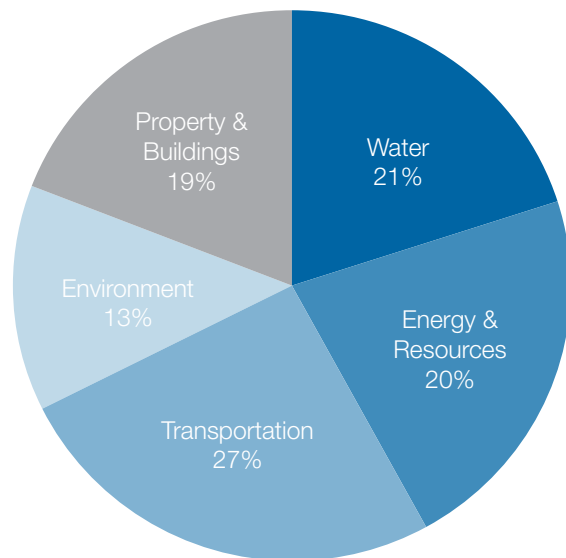
Phillip Bradley
General Manager Finance

Statement of revenue

AUD millions



2013 Revenue by global market sector



Consolidated balance sheet

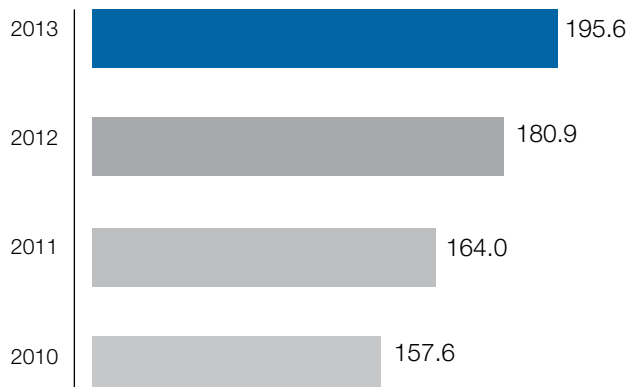
As at 30 June 2013
AUD millions

	2013	2012	2011
Current assets	306.3	289.3	251.7
Non current assets	198.5	189.1	140.1
Total assets	504.8	478.4	391.8
Current liabilities	202.1	190.0	182.5
Non current liabilities	107.1	107.5	45.3
Total liabilities	309.2	297.5	227.8
Net assets	195.6	180.9	164.0
Equity	195.6	180.9	164.0

Source: Consolidated Financial Statements as at 30 June 2013 for GHD Group Pty Ltd

Net assets

AUD millions



Auditor's statement

We have audited the accompanying summarised financial information of GHD Group Pty Ltd (the "Company"), comprising the summary Consolidated Balance Sheet as at 30 June 2013 and the summary Statement of Revenue for the year ended 30 June 2013, which were derived from the financial report of the Company for the year ended 30 June 2013. We expressed an unmodified auditor's opinion on that financial report in our auditor's report dated 28 August 2013. The financial report and the accompanying summarised financial information do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

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 Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

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
2 October 2013

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Member of Deloitte Touche Tohmatsu Limited

Clients



"I have had the opportunity to work with members of the GHD team and have always found them to be helpful and most willing to listen, particularly when working with Aboriginal people and within the cultural diversity of these communities."

Irene Stainton, Senior Aboriginal Affairs Advisor, INPEX Energy

In the many dialogues we've held with our clients in the past year, we understand the imperative to increase the efficiency of assets. That's why extracting the most value from current infrastructure sits at the axis of operating in today's economic climate.

In collaboration with our clients, we have sharpened our thinking in this context. As a result, our professionals approach each task against a backdrop of adding value to every stage of the project life cycle. They are singularly focused on optimising the value of our services, when working with private and public companies of all sizes and in all geographies.

To further understand our clients' thinking and unique perspectives, we continue to seek their feedback in a number of ways: face to face, in formal review meetings, and through our client eSurvey program.

This program captures feedback across a range of measures including communication, timeliness, the quality of our work, and the technical competency of our professionals. Each factor is important to our clients and equally important to us – we set targets for our eSurvey performance, sharing and learning along the way. Furthermore, we use the eSurvey program to give back by contributing to GHD in the Community initiatives.

Innovation

2013 marked an appreciation of the holistic benefits innovation brings to our industry. Our people continued to help clients achieve top and bottom line performance benefits through realising ideas. GHD's Innovation team expanded its consulting services to include three focus areas: **organisational** (helping organisations develop their own approach to innovation), **project** (facilitating teams to generate and implement more great ideas) and **technology** (helping to evaluate or commercialise new technology).

We maintained our support of the Innovation Interchange which now offers three online platforms to help organisations connect and deliver ideas: **the Zone** – idea management for a single organisation; **PIVOT** – idea management for a selected group of organisations; and **Marketplace** – for organisations to connect solutions to challenges.

GHD's Innovation team also contributed to building future leaders through **Smart Seeds**, an innovation competition that provides a forum for young professionals from a number of organisations to influence the legacy of current leaders in the infrastructure industry.

Highlights

- We patented and piloted a GHD technology developed in the USA that enables clients to continuously monitor water pump efficiency in real-time.
- GHD's stormwater dissolved heavy metal filtration system StormDMT was implemented by a global mining leader.
- Our energy recovery device technology was acquired by a large water utility.
- In Victoria, we provided innovation consulting services to Western Water and to the University of Melbourne for an innovation and research project known as Carlton Connect.
- Our team worked with 16 small, innovative companies to assess and find applications for their technologies.
- On the City East Alliance – alongside Leighton Contractors, NRW and Main Roads Western Australia – we helped to generate more than 100 qualifying innovations.

(innovations)¹¹



People

Our clients regularly observe GHD's key differentiator: our **people and culture**. Over many years, our people have embodied the inherent difference of being part of an employee-owned company. We are all genuinely committed to acting in the best interests of our clients, each other, and the business.

We are dedicated to our clients' goals of building community infrastructure, economic and social wellbeing. Our One GHD network provides a sense of belonging, and enables the best people to be assembled for projects regardless of location.

Our core values of Teamwork, Respect and Integrity combine with a culture of leadership, engagement, responsibility and accountability to offer diversity, depth and quality in the technical services we provide.

Highlights

- Our People Survey garnered 80% participation and provided insightful feedback on client, business and organisational matters. Key metrics improved significantly and our overall engagement remained stable at 70%. The five items at the global Top Quartile Employer level were safety, ethics, trust, equal opportunity and workplace environment.
- The enhanced annual leave options for our people in Australia attracted more than 30% take up within GHD.
- 52 GHD people completed international relocations to support clients and develop their own careers.
- We achieved recognition at the 2012 Consult Australia Awards for Excellence, receiving the Gold Award for Diversity for our Indigenous Services Action Plan and Women in GHD initiatives. Additionally, we were recognised through CareerTrackers as a leading Australian employer of Indigenous cadets.
- 130 graduates joined GHD across the world. Additionally, the company has ranked prominently in graduate destination choice surveys across universities in Australia and New Zealand.
- 43% of our people achieved tenure of 5+ years and 30% of people reached 15+ years, with the average being 6+ years.
- We continued to identify and develop future leaders through the GHD Business School with enhanced succession processes and career development initiatives in alignment with our '70/20/10' learning and development framework.
- The adoption of online learning increased (31 unique GHD modules) as did the use of WebEx and video conferencing to connect and educate our people and clients. More than 3500 of our people completed 16,000 online eLearning events, with 1200+ completing online technical software applications training through our software technology partners – AutoCAD, BIM, and Bentley.



Technical leadership

Technical leadership at GHD is founded on clarity and articulation of roles, responsibilities, and technical authority for our people. We enjoy the benefits of a framework for empowerment, innovation, succession planning, recognition and the celebration of technical achievements.

This translates to excellence in technical services delivered to our clients, and offers our people the opportunity to demonstrate leadership in new projects, markets and geographies.

Having clear articulation and action around technical leadership reinforces the value GHD places on its people, processes and technologies.

Highlights

This year, we:

- Evolved our technical learning model to establish the GHD Technical Conferences. These forums brought our technical communities together as well as our clients and technical partners, enhancing collaboration across the business and disciplines.
- Introduced Technical Awards (as part of the GHD Technical Conferences) to reward, recognise and celebrate our people's achievements. Winners were Dr Bosco Poon, Tim Pollock, David Marshall, Richard MacKenzie and Daniel Marsh.
- Enhanced our focus on the power sector by establishing a highly capable team with international experience in the Philippines to support power projects around the world.
- Developed a streamlined process to address increased demand for geological and mining studies as well as public reporting (to international codes and standards).
- Supported a large number of GHD professionals who were appointed to leadership roles in various local, national and international technical bodies.

Corporate Social Responsibility



Safety and integrity imperatives

GHD's focus on being a leader in its five global markets is anchored by a commitment to growth in a socially and environmentally responsible manner. We are dedicated to maturing our systems and standards to ensure the **safety** of our people and clients. The projects we undertake deliver positive outcomes for the communities in which they are conceived.

Health, Safety & Environment (HSE)

Safety and the awareness of **risk** is at the forefront of our focus. GHD applies systematic approaches and proactive programs to help manage these factors.

Highlights

- Our 2013 People Survey highlighted the growth in our employees' belief that GHD is committed to their **safety** (94% – world-class rating) and the **environment** (80%).
- Our **safety** performance continues to improve significantly with the continuous implementation of strategic objectives and interventions. We achieved 7.3 million hours Lost Time Injury (LTI) free, which represents a 67% LTI Frequency Rate (LTIFR) reduction over the previous year. We also reduced our Total recordable incident Frequency Rate (TFR) by 30%.
- Our operations have embraced secure printing initiatives to reduce paper wastage, video conferencing and WebEx to achieve savings in travel costs and fuel consumption, as well as vehicle environmental emission standards for our leased and hired fleet vehicles.
- GHD operations celebrated International Workplace **Safety** Day, Earth Hour and world environment events.

Integrity

This year, GHD continued its long term journey to solidify integrity in our people, projects and processes. We embraced an upgraded internal compliance program: the GHD Integrity Management System. Our efforts have been guided by international standards concerning elements of effective compliance. Additionally, we are subscribed to the UN Global Compact and other international anti-fraud and corporate governance initiatives.

We remain actively dedicated to open and transparent communication with clients and donor organisations about integrity matters, and our people take a leading position to conduct themselves ethically and in accordance with international best practice.

Quality

The ISO 9001 certification of GHD's Quality Management System (QMS) reached a 20 year milestone in February 2013, making GHD an industry leader when it comes to quality. In addition, all GHD offices in our USA West operations are now certified to international quality management standard ISO 9001. In Asia, China Water International Engineering Consulting Co Ltd (CWIEC) operations in GHD's Beijing office were certified by Lloyds Register Quality Assurance (LRQA) to ISO 9001.

Risk

In 2013, we continued our emphasis on GHD's risk management framework to provide a structured and consistent approach across all business activities. Our **Safety in Design** framework continued to enhance project outcomes for our people and clients. The integrity of GHD's internal systems was strengthened through a focus on our dedicated Job Delivery portal – a resource which aligns our thinking across 100+ offices.

Governance & community



Board

GHD is committed to high standards of corporate governance with clearly defined roles and responsibilities for both the board and management. The board is responsible for overall governance and establishes GHD's core purpose as well as fostering our client-centred culture. The Executive Management Group is led by the CEO and tasked with developing and implementing strategy. It also manages the company's operations with the support of the leadership team.

Directors (see photo above)

- **Russell Board**, BE (Civil), FAICD, FIEAust, CPEng
- **Ian Shepherd**, Assoc (Civil Eng) Grad Dip Bus, FIEAust, CPEng, MAICD
- **John Baird**, BE (Civil Hons), FIEAust, CPEng, GAICD
- **May Ngui**, BAppSc (ElecEng), FIEAust, GAICD, CPEng
- **Rob Knott**, BE (Elec), FIEAust, MAICD
- **Michael Muntisov**, BEMEng, CPEng, GAICD
- **Warren Traves**, BE (Hons), MEngSc, Grad Dip Eng, FIEAust, CPEng, GAICD
- **Peter Wasow**, BCom, GradDipMgt, FCPA
- **Mary Ann Hynes**, BA, JD, MBA, LLM

External Committee Members

- **Leith Bouilly**, BRuSci, DipBusStud, FAICD, FAIM, FIAMA
- **Stephen Skulley**, MBA, M Petroleum Engineering, BE(Mech)
- **Kerry Smith**, BEc (Syd), CA

Company Secretary

The board is also supported by:

Lisa Elbourne, BBus, CPA, ACIS, GAICD

GHD in the Community

Our Corporate Social Responsibility program, GHD in the Community (GITC), is designed to have a positive social and environmental impact on the communities in which we operate. The program is driven by our people's interests and is based on partnering with not-for-profit organisations. This includes the provision of pro-bono services and the support of a range of community-based organisations for fundraising, volunteering, workplace support and engagement. Our people proudly consider, formally apply and then nurture GITC partnerships, making this program one of deep interest and personal pride amongst our teams.

2013 support

- At a local level across all our operations, GHD people are actively involved in **supporting their local communities** through education, conservation, mentoring, sporting and a number of other great programs including: Movember, Cancer Council initiatives, Habitat for Humanity, CANstruction, WaterAid, Royal Flying Doctors, Corporate Games, Sick Kids Foundation, Camp Oochigeas, Chesapeake Bay 10th Annual Project Clean Stream, and the Virlainie Foundation to name a few.
- Assisting disadvantaged communities by providing **pro-bono services** is another way our people continue to make a difference. This year, we offered our professional services to assist with the aftermath of emergencies including floods and fires. And, we provided advice to various communities and not-for-profit organisations on matters ranging from infrastructure to risk assessments and strategic plans.
- Our long-term support of **MSABI**, a safe water, sanitation and hygiene initiative in Tanzania founded by one of our engineers is changing lives. To date, MSABI has delivered 300 water points and 35 wastewater treatment systems, and is benefiting more than 68,000 disadvantaged rural Tanzanians. It has also reached more than 300,000 people through school and communication education activities. The program has grown into a respected non-governmental organisation and is now a replicable and cost-effective model for other communities.
- Our involvement with Indigenous communities is growing. In New Zealand, our Young Professionals have begun dialogues with local Indigenous iwi (people or tribe) to gain a better understanding of their needs. In Australia, our people's involvement with Engineers Without Borders (EWB) takes the form of technical mentoring of volunteers and university projects. It is also benefiting the Yorta Yorta Nation with assistance in science and engineering for local youth, and communities in the Murray Darling Basin. In India, our participation in the EWB Dialogues on Development study tour has provided fresh perspectives on engineering solutions for social improvement.

Water

Market snapshot

Global Market Leader
Chris Hertle

Global Technical Leader
Michael Muntisov

Core Capabilities

- Asset Management
- Dams
- Hydrogeology & Hydrology
- Industrial Water & Waste
- Irrigation
- Integrated Water Management
- Water Efficiency
- Wastewater Collection, Treatment & Recycling
- Water Treatment & Desalination
- Water Sciences
- Waterways & Coastal
- Water Transmission & Distribution
- Water & Wastewater Strategy & Planning

Outlook

Our strong business and positioning in water was elevated this year with GHD ranking eighth in the world for the provision of water and wastewater services. In Australia, our position on long-term panels for water utilities is driving opportunities

as is water infrastructure for the oil and gas sector. In New Zealand, we are a trusted advisor to many utilities and are working in Christchurch on a range of earthquake recovery programs. Overall, our footprint is expanding rapidly across North America, Canada, Chile, the Middle East, Philippines and China.

Recent projects

USA

- Delaware Aqueduct Tap WTP, DE
- Santa Cruz County Sanitation District, CA
- Malheur National Wildlife Refuge Fish Screen., OR
- Hyannis Water Pollution Control Facility, MA
- Cox Creek Membrane Bioreactor, MD
- Asset Mgt. for WERF

Australia

- Leppington WWTP, NSW
- Bungaroo Integration Works, WA
- Townsville Coastal Hazard Adaptation Strategy, QLD

- West Camden Biosolids Treatment Upgrade, NSW
- Water Corp. Engineering Design Services Panel, WA
- Champion Lakes Water Study, WA

Canada

- GIS mapping, Ontario
- GTA Water Expansion and Asset Mgt., Ontario
- Leslie St. Pump Station, York Municipality, Ontario

New Zealand

- Ruataniwha Water Storage & Irrigation

UAE

- Water Efficiency, Abu Dhabi



Case studies

Octoraro WTP, Chester Water Authority (CWA), USA

Since 2004, CWA has been working closely with GHD on the Octoraro Water Treatment Plant (WTP) in Pennsylvania. Recently, we completed a pre-treatment project which has resulted in improved plant performance, regulatory compliance and enhanced quality of water leaving the facility. As a result, CWA is one of only 12 WTPs in the USA to have achieved Phase IV status of the Partnership for Safe Water Treatment Program for Excellence in Water Treatment.

Desalination, The Americas

The development of Seawater Reverse Osmosis (SWRO) plants in Carlsbad, Huntington, and Camp Pendleton in the USA, as well as Rosarito in Mexico are benefiting from GHD's considerable experience in this area. We are providing a range of capabilities ranging from owners' engineering services to intake and outlet tunnels and associated marine works, as well as pipeline and pump stations to progress these projects.

Curtis Is. Water & Sewerage Infrastructure, Australia

GHD's involvement in this project – designed to connect Curtis Island to the Gladstone mainland with potable water and sewerage – is supporting proponents developing Liquefied Natural Gas (LNG) export facilities in Queensland. Our team has provided a wide range of services including project management, concept design, approvals and environmental management as well as procurement, budget development and risk management along with contract superintendent services. The project has achieved milestones for Horizontal Directional Drilling technology in Australia.

Stronger Christchurch Infrastructure Rebuild Team, NZ

Following the major earthquakes of 2010 and 2011, GHD is part of SCIRT in New Zealand which is tasked with repairing and rebuilding Christchurch's horizontal infrastructure over a period of five years. This includes 1000 km of wastewater and stormwater pipe, 300 retaining walls, 20 bridges and 800 km of water supply pipe. As leader of one of the four Design Teams, GHD is managing a revolving program of work in collaboration with our partners.

Energy & Resources



Case studies

Codelco Copper Mine, Chile

The Chuquicamata Division of Codelco, the Chilean state owned copper mining company, has engaged GHD to provide detailed engineering services for all its sustaining capital and enhancement initiatives to support mining production rates prior to going underground in 2018.

Grosvenor Underground Coal Mine, Australia

Our engagement with Anglo American on the Grosvenor project, next to the Moranbah North mine continues to grow. GHD is providing a range of services to the greenfield project, which is currently under construction and due for completion in 2016. Along with detailed design, we are working on tunnelling plans, which will see the use of an advanced Tunnel Boring Machine to simultaneously bore, and partially construct two 1 km tunnels to be used for transporting coal, people and equipment.

Coal Seam Gas & Liquefied Natural Gas, Australia

GHD is playing a key role in the development of CSG and LNG infrastructure in QLD and WA. We are also providing services for early stage CSG development in NSW.

Chevron Gorgon Natural Gas Project, Australia

GHD has joined forces with EDG to support the delivery of its brownfield engineering services contract for the operation of Chevron's Gorgon Natural Gas Project on Barrow Island. Our team is working with EDG to assist with pre-commissioning and commissioning engineering services, onsite engineering support, quality assurance, design verification and inspection.

Renewable Energy Projects, Australia & Philippines

In Australia, we have developed a wind farm guide to inform landowners and provided advice to Acciona Energy, Union Fenosa and Westwind to advance wind farms. We have also been engaged by BioCoal to prepare a feasibility study to use woody biomass and logging waste as a fossil replacement in Victoria's Yarra Valley. In the Philippines, we were appointed as owners' engineer for Alternergy's 67.5 MW wind farm and engaged by Orka Energy to provide engineering services for a 50 MW geothermal project.

Market snapshot

Global Market Leader

David Luscombe*

Global Technical Leader

Richard Fechner

Core Capabilities

- Hydrocarbons Processing & Transportation
- Industrial & Electrical Engineering
- Materials Handling
- Minerals Processing
- Mining Engineering
- Mining Geosciences
- Resource Evaluation
- Power Generation & Delivery
- Renewable Energy
- Tailings
- Environmental Services
- Risk Management
- Plant Engineering

Outlook

Overall, we performed strongly across the energy and resources sector. In mining, we focused on meeting our clients' shifting needs towards sustaining capital and optimising assets, providing O&M, EPCM, engineering services and FPS/DFS studies. Following the Promet merger, we are pursuing additional projects in Africa, Asia, USA and Chile.

In power, we grew our business supported by the Hill Michael merger and key projects in Australia, Asia and Chile. Future expansion is centred on these geographies and North America.

On the oil and gas front, we continue to build significant momentum, especially in CSG and LNG, and expand our capabilities outside of Australia, including North America and West Africa.

Recent projects

Mining

- BHP Billiton mines, Australia
- Xstrata Coal Mangoola Transmission, Australia
- African Minerals Ltd, Tonkolili Iron Ore Mine, Sierra Leone
- PT Kideco Jaya Agung Paser Mine, Indonesia
- Oceana Gold Tailings Storage, Philippines
- Codelco Andina and Codelco Division El Teniente, Chile

Power

- Energex UFLS and Transformer Protection Relay Replacement, Aust.
- Orka Energy Geothermal Project and Alternergy Wind Farm, Philippines
- Acciona Energy, Union Fenosa and Westwind Wind Farms, Australia

Oil & Gas – Australia

- Arrow Energy Pipeline
- Fluor GLNG T2 Gas Supply Project
- QCG Pipeline Transmiss.
- Santos GLNG Narrow's Crossing

* Mark Read appointed as Global Market Leader in September 2013

Environment

Market snapshot

Global Market Leader
Christine Wyatt

Global Technical Leader
Fouad Abo

Core Capabilities

- Air & Noise
- Climate Change
- Contamination Assessment & Remediation
- Impact Assessment & Permitting
- Forestry Management
- Health, Safety & Environment, & Audits
- Natural Resources
- Spatial Sciences
- Stakeholder Engagement
- Waste Management
- Water Sciences

Outlook

GHD's environment business has had another successful year, despite a tightening of markets across Australia and New Zealand. Internationally, we are rapidly growing our capabilities and projects, particularly in North and South America, the Middle East and the Philippines.

Regulation remains the key driver for our capabilities. Rising demand for energy, food and water security as well as urbanisation continues to shape our business in environmental impact and management, ecology, contaminated land, stream restoration, waste and stakeholder engagement.

Recent projects

USA

- EIR – North Marin Water District, CA
- EIR – Lake Herman Quarry Expansion, CA

Australia

- EIS – Carmichael Coal & Rail, Adani Mining, NSW
- EIS – Teresa Project, Linc Energy, QLD
- Hawsons Iron Project, SA
- EES – Western Highway Beaufort to Stawell, VIC
- Remediation Assessment Dept. of Defence, NSW
- GIS – Reid Bridge Duplication, WA
- Remote Indigenous Infrastructure Policy Framework

New Zealand

- Remediation & Action Plan for Calwell Slipwell, Port Nelson

Chile

- Ecological Surveys, Hidroeléctrica La Higuera

Philippines

- Subic Bay Water Quality Assessment
- IA – Quezon Power Plant, Air & Water

Qatar

- Marine Ecological Surveys
- Construction Environment Management Plan, New Doha Port

UAE

- EHSMS Review and Training, Health Authority



Case studies

Carbon Footprint, Newcastle City Council (NCC), UK

Today, the NCC has a greater understanding of its environmental impacts, following GHD's carbon footprint calculations. As part of the project, our team identified the hotspots within NCC's supply chains and developed recommendations for reducing emissions. This includes assisting with the creation of sustainable procurement processes and supplier engagement actions.

San Francisco Public Utilities Commission (SFPUC), USA

For many years now, the SFPUC has been working closely with GHD on a range of habitat restoration and mitigation programs within the Peninsula Watershed in San Mateo County, California. Mitigation and monitoring plans were prepared for the Homestead Pond, Adobe Gulch Grassland, Upper San Mateo Creek and Boat Ramp Thistle projects in accordance with the Habitat Reserve Program to meet the SFPUC's permitting requirements.

Townsville Coastal Adaptation Study, Australia

Queensland's coastal councils can better prepare for the impacts of projected sea level rise, storm tide and erosion risks associated with climate change, following the results of a comprehensive study undertaken by GHD. The project incorporates hazard assessments, vulnerability mapping, quantitative impact analyses, scenario development, planning strategies, multi-criteria and benefit-cost analyses of a wide range of adaptation options between now and the year 2100. The study has been widely recognised by the industry and recently won the 2013 Engineers Australia Excellence Awards (QLD).

Toowoomba Gasworks Remediation Project, Australia

ENERGEX is currently remediating the former Toowoomba Gasworks, which produced gas from coal for nearly 100 years. Following the completion of the project's assessment, GHD was further engaged to provide remediation supervisory services and specialist risk assessment works for the challenging site, which sits above a deep groundwater aquifer that supplies drinking water to the town. The project is due for completion in 2014.

Property & Buildings



Case studies

Chobani Yogurt, Twin Falls, Idaho, USA

The recently completed Chobani Yogurt plant went from breaking ground to manufacturing product in 326 days with the assistance of GHD's construction management team. As the largest yogurt plant in the world, Chobani's new facility includes 14 production lines, milk storage tank capacity of 6 million litres, almost 53 kilometres of stainless steel piping and several new and unique filling and packaging equipment lines. The new plant almost triples Chobani's production.

Rolleston Prison Christchurch, New Zealand

The Department of Corrections in New Zealand has awarded two projects to GHD to replace and expand facilities at the Rolleston Prison. For the new administration, parole, drug control and facilities management buildings, GHD is providing services including architecture, structures, building services, fire engineering, geotechnical, civil and environmental engineering. Our team will also provide designs for two housing refurbishment yards, including drainage, fencing, lighting and construction management.

RRIRW Program Queensland Health, Australia

GHD completed the design and documentation phase for Queensland Health's Rural and Remote Infrastructure Rectification Works (RRIRW) program to address critical infrastructure concerns impacting upon the safe operation of 12 health facilities in rural Queensland. We delivered the program from concept design to construction documentation in 12 weeks and well under budget.

Lusail Development, Qatar

Our team in Qatar is playing a key role in the design of two new towers within the prestigious Lusail development. We have finalised design on the first, a 25 storey commercial tower, located in Lusail's Marina District COM11. It is now in the construction phase and we are providing project supervision and management services. The second, a 15 storey residential tower in Lusail's Marina District RES010 is currently being designed, with GHD providing full pre-contract services including architectural, structural and Mechanical, Electrical and Plumbing (MEP) design services.

Market snapshot

Global Market Leader
Paul Morris

Global Technical Leader
Paul Murphy

Core Capabilities

Our planners, architects, engineers, scientists, economists and project managers service the broad areas of:

- City & Community Development

- Defence & National Security
- Resources & Industrial Facilities
- Social Infrastructure
- Transport Facilities
- Workplace & Lifestyle

Outlook

In 2013, we delivered a solid performance in the sector, supported by our diversified markets and focus on integrated service delivery. Projects across the complete asset life cycle are increasing to meet rising demand for compliance, auditing, due diligence and

efficiency improvement services, as asset owners seek to optimise the value and efficiency of their assets. While market conditions are expected to remain tight in the year ahead, we expect ongoing momentum in transport and social infrastructure, as well as defence and industrial facilities.

Recent projects

Canada

- City of Vaughan, Asset Management, Ontario
- City of Waterloo Asset Management, Ontario

China

- Business School China State Grid Corporation
- Yalong Bay Water Park

UAE

- Abu Dhabi Tourism Authority

New Zealand

- Rolleston Prison, Christchurch

USA

- Paragon Outlet Mall, Grand Prairie, TX
- Townsend Tower Syracuse, NY

Australia

- RAAF Base Edinburgh and Darwin, Department of Defence, NT
- Dandenong LOGIS Zone 3, VicUrban, VIC
- 4 Mort Street, Canberra Energy Efficiency Retrofit, ACT
- Aquatic and Leisure Centre, SA
- Roads & Maritime Services Panel, Architecture, NSW
- Police Force Property Portfolio, NSW
- Port Lincoln Airport Terminal, SA
- NBN Land Access and Statutory Panel
- BP Australia Strategic Design Partner

Transportation

Market snapshot

Global Market Leader
Ian Dawson*

Global Technical Leader
Bernard Shepherd

Core Capabilities

- Aviation
- Bridges
- Communication Systems
- Intelligent Transport Systems
- Maritime and Coastal
- Pavement Engineering

- Rail & Light Rail
- Road Network Management
- Road Systems
- Transport Planning & Traffic Engineering
- Transport Strategy & Economics
- Tunnels

Outlook

In 2013, our integrated transport business – strategy, planning and investment, aviation, maritime, rail, roads and highways – performed strongly, supported by the industry's focus on renewing

and managing assets more efficiently. The delivery of key projects in Australia and New Zealand continues to increase our leadership in this sector, as do emerging opportunities in Europe, Canada and Asia.

Recent projects

Canada

- Cold Lake Roundabout, Alberta
- Wentworth Street Bridge Rehabilitation, Ontario

New Zealand

- Onehunga Bus Station Upgrade
- Ellerslie Highway and Train Station Upgrade

Papua New Guinea

- Condition & Capacity Assessment of Wharves

USA

- Downtown Rafael Traffic Analysis Update, CA
- San Diego Port, CA

Chile

- Vergara Pier in Viña del Mar city

Australia

- Duffs & Marley Bridge Replacements, NSW
- Pacific Highway Upgrade Oxley to Kempsey, NSW
- Bruce Hwy Upgrade, QLD
- Port of Hastings Development Study, VIC
- Regional Rail City to Marybyrnong, VIC
- Sth. Road Superway, SA
- Gateway, Perth Airport & Freight Access, WA
- Cocos (Keeling) Islands Runway, WA
- Asset & Infrastructure Management for Airports

United Kingdom

- Network Rail East Coast Mainline (ECM) North Project



Case studies

Multimodal Transportation Solutions, New Zealand

For Auckland Transport, GHD is developing multimodal transportation solutions to support growth aspirations in the Auckland region. Known as SMART – South-Western Multimodal Airport Rapid Transport Study – the initiative investigates options to improve transport connections to Auckland Airport, surrounding businesses and communities in the city's south west. A suggested program of investment includes walking, cycling, bus services, state highway and local road improvements and protecting for a future rail or right of way bus corridor.

Legacy Way Road Tunnel, Australia

GHD has delivered detailed design services for Brisbane's AUD1.8 billion Legacy Way Road Tunnel, which links the Western Freeway at Toowong with the Inner City Bypass at Kelvin Grove to distribute traffic from local and arterial roads onto motorway standard roads. The project includes 5 km twin tunnels that were successfully bored by two 12 m diameter Tunnel Boring Machines.

City of London Roundabout Replacements, Canada

GHD has undertaken preliminary roundabout design and detailed design review to help the City of London replace two closely spaced T-intersections with roundabouts, providing reduced congestion and improved safety.

Guam Port Makeover, USA

As part of the Guam Commercial Port Improvement Plan, GHD is providing design management and civil engineering services to modernise the port and ensure more efficient movement of goods and services.

Swiss Federal Railways, United Kingdom

The Swiss Federal Railways, one of the most respected railway groups in the world, has leveraged GHD's technical advice on fleet asset management. We completed a gap assessment of asset management capability and identified Reliability, Availability, Maintainability and Safety (RAMS) measures for best practice life cycle management of the corporation's intercity and regional fleets. GHD also developed an improvement program to drive efficiency.

Our services

GHD provides a comprehensive range of services at every stage of the project life cycle to help our clients investigate, plan, develop, design, build, maintain improve and optimise assets



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

To find out more about our services, visit www.ghd.com or 'like' our Facebook page: www.facebook.com/GHDGroup

Achievements and awards



Rankings

GHD is ranked:

- **38th** in Engineering News Records' (ENR) Top 150 Global Design Firms in 2013 and **8th** in the provision of water and wastewater consulting services
- **16th** in the Top 50 Trenchless Design Firms in the USA, Trenchless Technology Magazine
- **1st** in Infrastructure Category, **2nd** in Government Buildings Category, **2nd** in Revenue for Australasia Category, **4th** in Middle East Region Category, **7th** in Elderly Living Category – World Architecture List Building Design Magazine
- **9th** Best Employer in the field of Engineering and Natural Sciences and **ranked in the top 100** companies in business, Universum Top 100 Ideal Employer Student Survey
- **1st** Best Waste Consultant in Australia's Inside Waste Magazine 2012 & 2013 Survey
- **1st** most attractive company to work for in Queensland, Australia in 2013 – Randstad Australia
- **10th** most attractive company to work for in Australia in 2013 – Randstad Australia

Recognition

- **Finalist** in CenterState's 2013 CEO Business of the Year USA
- **Winner 2013** Mercurial Recycling Award
- **Winner** Innovation Award for Indigenous Internship (CareerTrackers/GHD), 2013 Property Council of Australia
- **Winner** 2012 Large Firm of the Year Award and **winner** 2012 Gold Award for Diversity, Consult Australia
- **Winner** 2012 Trailblazer Award, **winner** 2012 Overall Corporate Plus Award, **winner** 2012 Business Supervisor of the Year Award – Jill Hannaford, **winner** 2012 Academic Excellence Award, **winner** 2012 Business Supervisor of the Year Award – Peter Dunn, **winner** 2012 Community Award – Devyn Jackamara, CareerTrackers

- **Recommended** Spatial Employer in Queensland, Australia in 2012 – Spatial Industries Business Association's Excellence Spatial Awards
- **Former GHD Chairman, Clive Weeks**, awarded an Officer of the Order of Australia (AO) for his contribution to engineering and infrastructure in Australia
- **GHD CEO, Ian Shepherd**, named one of the top 100 most influential engineers in Australia

Project awards

Australia

Alice Springs Power Network Upgrade

2012 People Choice Award (NT) Engineers Australia

4 Mort Street, Canberra

2012 Best HVAC, Refrigeration Retrofit or Upgrade – Australian Institute of Refrigeration, Airconditioning & Heating

CoalConnect Alliance (including GHD)

2012 Export Award – Consult Australia

Barwon Alliance (including GHD) Newcomb Emergency Sewer Works

2013 Earth Award (Victoria) – Civil Contractors Federation Earth Awards

Bulk Water Alliance (including GHD)

Enlarged Cotter Dam

- 2013 Award for Excellence – Engineers Australia (ACT)
- 2013 Award for Excellence Highly Commended – Concrete Institute of Australia

Murrumbidgee to Googong Water Transfer & Pipeline

- 2013 Award for Excellence High Commended – Engineers Australia (ACT)

City East Alliance (inc. GHD) Great Eastern Highway

2013 Earth Award (WA) – Civil Contractors Federation Earth Awards

Coastal Hazards Adaptation Study

2013 Award for Excellence (QLD) Reports, Procedures and Systems Category, Engineers Australia

Daly River Bridge

2013 Earth Award (NT) Category 4 Award – Civil Contractors Federation Earth Awards



Duffs and Marlee Bridge Replacements Greater Taree City Council

2013 Regional Award for Excellence (Newcastle) – Engineers Australia

Gosford City Council Water Sewer Master Plan

2013 Award for Excellence (Newcastle) High Commended – Engineers Australia

Hardened and Networked Army, Edinburgh Defence Precinct

2012 Excellence Award in Research, Innovation, Policy of Education (SA) – Stormwater Industry Association

Health Screening Levels for Petroleum Hydrocarbons in Soil and Groundwater

2012 CEO Award – Centre for Contamination Assessment and Remediation of the Environment (CRC CARE)

M80 Ring Road – Furlong Road to Sunshine Avenue

2013 Earth Award (VIC) – Civil Contractors Federation Earth Awards

Northcott Society Hunter Younger People in Residential Aged Care

2013 Scooters and Mobility Universal Access Award – UrbanGrowth NSW Lower Hunter Urban Design Awards

MSABI

2013 Best Poster Award – International Water Association Young Professionals Conference

One Community, One Mob Integrated Social and Master Plan, South Kempsey Council

- 2013 Commendation – National Planning Institute of Australia
- 2012 Public Engagement and Community Planning Award – NSW Planning Institute of Australia

Team M1 Pacific Motorway Upgrade Daisy Hill

2013 Earth Award (Queensland) – Civil Contractors Federation Earth Awards

Tweed Shire Coastal Hazards Development Control Plan

2012 Best Planning ideas Award, Small Project Category (NSW) – Planning Institute of Australia

Fraser Coast Cultural Centre

- 2013 Project of the Year – Wide Bay Burnett Master Builders Housing and Construction Awards
- 2013 Best Tourism & Hospitality Facility – Wide Bay Burnett Master Builders Housing and Construction Awards

Canada

City of Barrie Stormwater Asset Management Plans

2013 Capacity Building Award – Association of Municipalities Ontario

Middle East

Oryx Rotana Hotel Doha, Qatar

2013 Best Airport Hotel in the Middle East – Skytrax World Airport Awards

New Zealand

Project New Graduate Program – GHD, Auckland Transport and Fulton Hogan

2013 Commendation for Best Practice Award in the People Category – Roading Excellence

USA

Alum Rock Fish Passage Santa Clara Valley, CA

2013 Small Project of the Year Award – ASCE San Francisco

Arizona Department of Transport Facilities, AZ

2013 Award of Merit for Outstanding Safety Record – Arizona Water Association

Malheur National Wildlife Refuge Fish Screening and Passage Projects, OR

2013 Engineering Excellence Honor Award ACEC

Trillium Creek Primary School, West Linn, OR

2013 Grand Prize – National School Boards Association Exhibition of School Architecture

Lowrie Primary School, West Linn, OR

2013 Special Recognition – National School Boards Association Exhibition of School Architecture

This is a small selection of GHD's awards for 2013. To view a complete list visit www.ghd.com/awards



www.ghd.com



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