GHD around the world

- GHD offices
- CRA offices
- Countries in which GHD operates or has delivered projects

- 8500+ people
- 200+ offices
- 1 connected global network
At a time when our industry is seemingly in a constant state of flux, GHD has demonstrated the ability to adapt and grow, and add value for our clients.

The growth in the last 12 months is largely the result of strategic mergers including Conestoga-Rovers and Associates (CRA). This has enabled GHD to expand its reach around the world, particularly in North America and the United Kingdom. It has also deepened our service offering, especially in environmental services.

**Direction**

During the course of the past year, we launched our new strategy. One of the recurring themes you will see in this report is our commitment to the success of our clients and our people, and the creation of lasting community benefit.

As part of our strategy, GHD is client-service led and we deliver projects through a connected global network of talented professionals who are our competitive advantage.

In terms of our focus on client service, 2014 saw us refine our offering to clients to provide greater value. That’s why we have diversified our capabilities and extended our services across the asset value chain of our clients. Additionally, we have developed an asset productivity value proposition that has resonated strongly with our clients and enabled them to maximise return on investment.

Our objective is to be a valued business partner over the long-term. Indeed, some of our clients have commented on the long association they have with key people in GHD through the life of their assets.

**People and communities**

GHD has become one of the world’s leading 100 percent employee-owned professional services firms – a key differentiator. It is advantageous for our clients because it means our people have a proprietary interest in our performance, and it results in higher retention rates for key personnel. Many of our people have been with the company for 20+ years.

It also encourages longer term thinking and ongoing investment in the development of our people. The People section of this report (see page 12) highlights some of the initiatives undertaken, notably in respect to diversity and inclusion, and the professional development of our people. We empower our people to be innovative and responsive in the interests of our clients.

Although these are challenging times in some of our markets, we have continued to invest in the employment and development of graduates, again taking a long-term perspective.

Safety is paramount to GHD and our clients. The Safety & Risk section of this report (see page 14) details our progress in this area. Suffice to say that it is gratifying to see the progress being made.

The wellbeing of the communities in which we operate is something our people are passionate about (see page 15).

Much of this is achieved with our clients, yet GHD in the Community provides a platform to support our people building relationships with causes and community organisations.

**Outlook**

Looking to the future, GHD remains committed to:

- Supporting our valued clients and partners
- Investing in the technical and business leadership of our people
- Delivering value, innovation and safety in the projects we undertake
- Connecting with the communities in which we work, live and play
- Maturing and continuously improving our systems and processes to provide good governance
- Developing and adopting technology and best practices to maximise client value

Thank you to all our clients for your continued support and to our people for their dedication and commitment to making GHD what it is today.
2014 was a pivotal year for GHD. While responding to market variability in Australia, we delivered revenue growth in many of our other operations. In addition, our merger with Conestoga-Rovers & Associates (CRA) in North America in July 2014 provides significant scale.

GHD now has more than 8500 people located across 200+ offices worldwide and has delivered projects in over 90 countries. We are now placed in the top six privately owned companies in our sector.

Strategy

In fast changing markets, we are building on the foundations of our past achievements and strategies to establish an even stronger, more sustainable future.

GHD’s strategy to 2020 is client-service led, responding to the global demands of water, energy and urbanisation. It is supported by our connected global network of professionals who are technical leaders in their discipline.

Operations & acquisitions

During the year we:

- Strengthened our footprint in North America and Australia with strategic mergers – Protection Engineering Group and the Horizon Power Engineering Group
- Expanded our architecture, interior design and planning practice in Australia with the addition of the team from Woodhead Architects
- Transformed our business to deliver increased value to clients across asset-intensive portfolios
- Sustainability: Released the 2013 GHD Sustainability Report which demonstrates that our operations are environmentally and socially responsible
- Integrity: Improved integrity management practices in line with World Bank Integrity Compliance Guidelines

Our ongoing commitment to the success of our clients has seen GHD continue to deliver services in our five global markets. Specifically we have:

- Collaborated with clients to improve the productivity of their assets, mainly in the markets of water, energy and resources, and transportation
- Increased the delivery of environmental services in infrastructure projects, helping our clients benefit from economies of scale
- Boosted our involvement in the property & buildings sector with the addition of an architecture, interior design and planning team from Woodhead Architects
- Stepped up our involvement in energy and resources projects, particularly in Chile, Africa and Australia

Highlights

- People: Enhanced diversity and gender equality with a step-up program aligned with our strategy
- Safety: Achieved 5.7 million hours Lost Time Injury (LTI) free and 69 percent reduction in Total Frequency Rate (TFR)

Overall, we enter the new financial year with a sense of optimism, given our enhanced global footprint and an improved balance across our business.

By being committed and connected, we will achieve our objectives.

Ian Shepherd
Chief Executive Officer
About GHD

Who we are
GHD is one of the world’s leading professional services companies. We work in the global markets of water, energy and resources, environment, property and buildings, and transportation.
Established in 1928 and 100 percent privately owned by our people, GHD operates across five continents – Asia, Australia, Europe, North and South America – and the Pacific region.
Our business model is to work globally and deliver locally.
We employ more than 8500 people in 200+ offices and have delivered projects in over 90 countries.

What we do
In fast changing markets, GHD is committed to responding to the world’s increasing demand for water, energy and urbanisation.
We provide engineering, architecture, environmental and construction services to private and public sector clients of all sizes.
Our focused geographic and market presence allows us to deliver projects with high standards of safety, quality and ethics across the entire asset value chain.
GHD plays a leading role in bringing developments and projects to life – ranging from water treatment plants to buildings, mines and highways, as well as managing various natural habitats.

How we do it
Driven by a client-service led culture, GHD connects the knowledge, skills and experience of our people with innovative practices, technical capabilities and robust systems. We strive to exceed the expectations of our clients and contribute meaningfully to their success.
Committed to sustainable development, GHD improves the physical, natural and social environments of the many communities in which we operate.
We are guided by our workplace health, safety, quality and environmental management systems, which are certified by Lloyd’s Register Quality Assurance to the relevant international standards (ISO and OHSAS).

Core purpose
The cornerstone of our business is our client-service led culture and connected global network.
Our core purpose is to create lasting community benefit, together with our clients.

Committed
GHD is committed to the success of our clients, people and the role we play within our communities.

Connected
GHD is connected to our clients’ businesses. We deliver services seamlessly across geographies and markets.

Our values
Teamwork
To achieve the goals of our clients, we work as a team and collaborate effectively to address challenges, develop solutions and deliver positive outcomes.

Respect
We value our clients, people, stakeholders and the communities in which we operate by nurturing relationships, listening and understanding.

Integrity
We deliver on our commitments by embracing honesty and trustworthiness through professional and ethical behaviours.

Focal points
Client service
At the heart of GHD’s business is a commitment to client service excellence. Our people understand the markets in which our clients operate and we appreciate their business challenges and project drivers.
Overall, GHD is connected to our clients’ businesses, responsive to their needs, and insightful about their challenges. We aim for industry best-practices in our service delivery.

Connected global network
Our connected global network comprises more than 8500 professionals who collaborate to provide services, support and outcomes that benefit clients.
Our professionals are leaders in their disciplines and focused on leveraging imaginative thinking to solve contemporary challenges.
Our global markets

Water
GHD provides sustainable water solutions, covering every element of the water cycle for urban, rural and industrial water applications.
We are known for our leadership in desalination, nutrient removal, integrated water management, risk management and flood management and modelling.

Energy & Resources
For clients in mining, oil and gas and power, GHD delivers solutions that boost efficiency, drive sustainability and improve competitiveness.
We have a demonstrated track record in EPCM, due diligence, risk management, environmental approvals and geology/geotechnical solutions.

Environment
GHD offers practical solutions to enable development while protecting biodiversity.
We have earned a reputation for excellence in environmental impact assessments and approvals permitting, contaminated lands and remediation, stakeholder engagement and natural resource management.
We rank as the #1 large waste management consultant in Australia.

Property & Buildings
By adopting a sophisticated approach to planning, design and growth management, GHD delivers seamless solutions that incorporate planning, architecture, economics and engineering.
We lead the industry in integrated, complex project delivery for city and community development, social infrastructure, transport facilities, resources and industrial facilities, workplace and lifestyle, and defence and national security.

Transportation
For airports, maritime, roads and highways, rail and logistics projects, GHD provides integrated services across the asset life cycle. This ranges from policy, planning, economics and business case through concept, procurement, detailed design and construction to operations, maintenance and asset management.
**Featured projects**

**Carlsbad Desalination Project, Poseidon Water, CA, USA**
Following 12 years in development, the Carlsbad Desalination Project in California is under construction and will provide San Diego County with a locally-controlled, drought-proof supply of high-quality water. Since 2008, GHD along with Butier Engineering, has played a key role in this project which is being developed by our client, Poseidon Water.

**Water Ecological Civilization Pilot Implementation Scheme, Pu’er City, Yunan Province, China**
GHD has assisted the water-constrained Pu’er City Government to pilot a scheme to manage water resources efficiently. This includes resource allocation, environment and ecological conservation, water-related cultural reconstruction and resource monitoring.

**Sustainable Resource Feasibility Studies, Townsville Enterprises, Australia**
Townsville Enterprise Limited engaged GHD to undertake the North and Northwest Queensland Sustainable Resource Feasibility Studies. The objective is to inform the continued expansion and development of the area’s natural resource, agricultural and energy industries.

**Hanlan Feedermain Project, Region of Peel, Ontario, Canada**
Comprising the construction of the Hanlan Feedermain (14.5 km) and the Mississauga City Centre Subtransmission Main (6 km), the Hanlan Water project is one of Canada’s top five water initiatives in terms of value. GHD has provided value engineering for the tunnel design of the 2.4 m diameter Feedermain, which adds capacity and redundancy.

**Flood Study, Ministry of Municipality and Urban Planning, Qatar**
To guide future development in Qatar, the Government’s Ministry of Municipality and Urban Planning has engaged GHD to deliver a comprehensive planning and policy level study of the country’s flood prone areas and to develop mitigation strategies. The study will be undertaken over 18 months.

**Asset Management, Manila Water Company, Philippines**
One of our long-term clients, Manila Water Company Inc., has engaged GHD to undertake an enterprise asset management project to strengthen its business. Our involvement includes providing training and workshops, implementing an asset management framework and information system strategy, as well as project management.
“Our partnership with GHD has enabled us to achieve successful outcomes.” Brian P. MacEwen, P.E., Director of Engineering, Chester Water Utility

Queensland Curtis LNG, QGC (Part of BG Group), Australia

GHD is playing a key role in the Queensland Curtis LNG project, a world first to turn gas from coal seams into Liquefied Natural Gas (LNG). Under construction since 2010, the project will provide cleaner hydrocarbon energy for export markets. Our contribution involves assistance with engineering, environmental and geotechnical matters, field testing and witnessing, commissioning and operations.

Billiran Geothermal Power Project, Orka Energy, Philippines

Orka Energy is developing a 50 MW geothermal power plant on Billiran Island in the Philippines, with the option of increasing the output to 100 MW. GHD’s involvement is extensive, with our people providing a range of services including acting as owner’s engineer for the power plant, steam field gathering system and the transmission line.

Grosvenor Mine, Anglo American, Australia

For the first time in Australia, an Earth Pressure Balance (EPB) Tunnel Boring Machine (TBM) is being used to excavate access tunnels (drifts) for Anglo American’s Grosvenor Mine in Queensland, Australia. The TBM methodology has been developed with GHD’s assistance in providing detailed design and owner’s engineer services for the project.

Elevala Project, Horizon Oil, Papua New Guinea (PNG)

Our geotechnical team has completed a significant investigation for Horizon Oil on the Elevala project. Located near Kiunga, PNG, the project comprises the proposed construction of gas extraction facilities and infrastructure. We have undertaken heli-lift borehole drilling, geological mapping, and laboratory testing, as well as the installation and monitoring of wells.

Hedland Power Precinct Project, Western Australia

As part of our transition with Horizon Power, GHD is providing EPCM services to the Hedland Power Precinct Project at Port Hedland in Western Australia. The project is intended to meet growing demand for power in the Pilbara region and will augment the generation and network capacity of the North West Interconnected System.

Carmichael Coal Mine and Rail Project, Adani Mining, Queensland, Australia

The Carmichael Coal Mine and Rail Project includes building Australia’s largest thermal coal mine in the north Galilee Basin. As principal consultant for the project, GHD has spearheaded the Environmental Impact Statement and numerous studies covering ecology, hydrology, groundwater, air quality and noise.
**Featured projects**

**East West Link, Linking Melbourne Authority, Australia**
To provide the missing link in Melbourne’s major road network and to address the city’s poor east-west connectivity, a freeway-standard link is required. GHD has worked in partnership with the Linking Melbourne Authority to prepare a comprehensive impact statement for Melbourne’s East West Link, including specialist studies and applicable approvals documentation.

**Recreational Trails, Department of Public Works, City of San Jose, CA, USA**
San Jose has one of the largest urban trail networks in the USA, with more than 35 unique trail systems spanning 80 km. The city aims to double the paved network by 2022 as part of its green vision. In partnership with Alta Planning & Design, GHD will provide as-needed engineering services for various trail projects that will address stakeholder, design and environmental issues.

**Infant Formula Blending and Canning Plant, Synlait, New Zealand**
GHD, in association with specialist design and build contractor Apollo Projects, has completed the engineering design of the building for a new infant formula blending and canning plant for South Island dairy processing company, Synlait. Together we delivered an integrated solution focused on safeguarding food safety and traceability. Now online, the plant is producing infant formula for export.

**Odour Dispersion Modelling of Broiler Farms, Rural Industries Research & Development (RIRDC) Corporation, Australia**
Odour dispersion modelling is used to predict odour emissions. To assess the impact on the broiler industry of the EPA’s change of preferred dispersion model to AERMOD, GHD conducted a comparative analysis of AERMOD against AUSPLUME and CALPUFF models.

**Llanos del Challe National Park, Corporación Nacional Forestal, Chile**
Located on the Pacific coast of the Atacama Region, Chile, the Llanos de Challe National Park is an important coastal desert ecosystem that is home to many rare and beautiful floral and fauna species. GHD was engaged to update the park’s Environmental Management Plan, which was last revised in 1997.

**University of Maryland, Physical Sciences Complex, College Park, MD, USA**
As part of our merger with the Protection Engineering Group, GHD has provided the University of Maryland with design services for fire protection, fire alarm and electronic security systems for a new academic and laboratory building that includes state of the art research facility, labs, offices, conference rooms and more.
“We know our projects require immediate response to complex issues, and GHD’s extensive knowledge of industry regulations has proved invaluable.”

John Bartolotti, AIA, Dal Pos Architects

Community Housing Revitalisation, Toronto Community Housing Corporation, Canada

A number of social housing sites built in Toronto between 1940 and 1980 are being revitalised by the Toronto Community Housing Corporation (TCHC). Since 2006, GHD has worked with developers that have partnered with the TCHC to revitalise the Regent Park, Alexandra Park and Allenbury Gardens community housing neighbourhoods.

South Road Superway, Urban Superway Joint Venture, South Australia

After three years of construction, the South Road Superway in South Australia is now open to traffic. With the support of SMEC Australia and International Bridge Technologies (San Diego), GHD has provided engineering design services to the Urban Superway Joint Venture. This iconic project delivers a 4.8 km non-stop expressway corridor including a 2.8 km elevated roadway.

ScotRail Franchise Bid, Arriva Trains, United Kingdom

Our Transport Strategy and Planning team in the UK has provided strategic input with respect to service delivery, timetable specification and innovation for the Arriva Trains’ bid to operate ScotRail services on behalf of Transport Scotland. ScotRail, the franchise operator for all Scottish regional and commuter services, operates 95 percent of passenger rail services in Scotland. GHD also provided bid support across other subject areas.

203 North Terrace, Adelaide, South Australia

As a result of our integration of the team from Woodhead, GHD was engaged to provide architectural and interior design services for the 203 North Terrace mixed-use development in Adelaide, South Australia. The 17-storey elegant, contemporary tower will establish a new benchmark for upmarket apartments in the city.

Port Lincoln Airport Terminal, District Council of Lower Eyre Peninsula, South Australia

The recently completed Port Lincoln Airport terminal provides a new gateway to the lower Eyre Peninsula for 4000+ passengers a week. It was designed by GHD to comply with updated security and aviation requirements. We provided architectural and engineering consulting services as an integrated design solution.

City of Neenah Roundabout Gateway, Wisconsin, USA

Led by our Roundabout Service Group in the USA, GHD has helped the City of Neenah improve access, traffic flow and safety with four roundabouts. We provided a feasibility study and development concepts to the projects, delivered the design of geometrics, signing, landscaping, and traffic control, and assisted with construction supervision.
At GHD, people are at the heart of our success, culture and enduring client relationships. Our talented group of professionals are known for their technical prowess, business acumen and long-term commitment to clients and GHD.

Our employee-owned business model enables us to involve and engage our people across disciplines, levels, roles and regions. Our people have a personal interest in how we perform as a business, interact with clients, adopt technology and systems and, ultimately, how we pursue growth opportunities.

As part of our collaborative culture, our people operate as a connected global network. This allows us to connect our clients with talented people, and our people with global knowledge and experience.

The GHD difference
Our people and culture differentiate us. This is represented by our:

- Shared commitment with our clients’ goals of improving the economic and social wellbeing of our communities
- Connected global network which provides a sense of belonging and helps us resource projects as ‘best for clients’ irrespective of location
- Core values of Teamwork, Respect and Integrity that underpin how we work
- Commitment to leadership, value-based behaviour, engagement, responsibility and accountability
- Pride in the diversity, depth and quality of our technical services, and in our ability to contribute to client projects

2014 achievements
- **Leadership** – The growth of talented career-oriented people enables us to deliver continuity and professionalism of services to our clients, both now and into the future. The GHD Business School continues to provide learning pathways to develop our people’s talents while our technical conferences help us enhance technical leadership, bringing together senior leaders and younger talent across multiple disciplines and countries to share knowledge. In addition, robust succession planning occurs through a range of engagement activities with emerging and established leaders – both female and male.
- **Integrity** – We improved integrity management practices in line with World Bank Integrity Compliance Guidelines with respect to recruitment, training, policies and procedures.
- **Talent** – Despite economic cycles, we adopted a long-term view and provided career opportunities for more than 140 new graduates globally.
- **Mobility** – More than 95 transfers provided career development opportunities for people and enhanced capabilities for our clients.

This is typically supplemented by 10-20 percent of people working in other offices, projects or client sites at any one time.

- **Diversity** – We evolved our well-developed approach to diversity by establishing a Diversity and Inclusion Group, which is responsible for embedding diversity of thought, background and experience into our culture. In support of our commitment to diversity, we received Consult Australia’s 2013 Gold Award for Diversity for our Women in GHD initiative and Indigenous Services Action Plan. We also won the Employer Choice Award for South Australia from the Defence Teaming Centre. In addition, our leadership in employing Indigenous cadets was recognised by CareerTrackers with a major partner award.
GHD Business School
Launched in 2005, the GHD Business School is an iconic organisational capability that underpins our technical leadership and supports our people’s development and career ambitions.

By providing a combination of internal programs – such as training, seminars and conferences – as well as access to endorsed external training initiatives, the GHD Business School contributes to the high retention of our people, including graduates.

2014 achievements

• Virtual communities of practice – We enable our practitioners to maximise the use of technology in the delivery of virtual training and in conducting virtual project and client meetings. Many of our technical groups, known as Service Lines, have utilised video connectivity technology to build more effective networks across our global practice. This has led to a more connected GHD and leverages the skills, knowledge and experience of our people irrespective of geography.

• Training activities – During the year, we delivered 29,027 face-to-face and e-learning training activities.

• Client service – In alignment with our commitment to client service excellence, we are instilling a business development culture in our people. This was achieved through a series of short, targeted training modules and mentoring.

Innovation

The innovative spirit of our people plays an integral part in GHD’s strategy. Our commitment to imaginative thinking and collaborative practices allows us to provide excellent solutions to our clients to drive greater value across their assets.

GHD’s award-winning innovation program provides the platform, processes and tools to help make innovation happen within our company and with our clients and partners.

2014 achievements

• Sydney Water Malabar PARR Alliance – By using GHD’s innovation framework and the PIVOT online idea management platform, our team enabled effective collaboration with many people and disciplines. This contributed to idea generation and assessment as part of delivering process and reliability/renewal improvements to the Malabar Wastewater Treatment Plant.

• StormDMT – Kostas Athanasiadis, one of GHD’s senior industrial water engineers, proposed a new solution to filter out dissolved heavy metals from stormwater. The StormDMT product has now been implemented on various projects, and we have licensed it for manufacturing and distribution.

• Smart Seeds innovation competition – We continue to assist young professionals from a variety of organisations to learn and be inspired by solving challenges of the infrastructure industry.

Technical leadership

Our approach towards technical leadership is aligned with GHD’s core purpose of creating lasting community benefits together with our clients.

We do this through a structured approach to sharing and leveraging our collective knowledge and experience across our global operations. We provide an enabling framework via our service line structure to cross-fertilise skills across the different technical disciplines. This enables coordinated multi-disciplinary thought leadership that aligns with the whole-of-life cycle of infrastructure assets. Additionally, our systems and processes provide our practitioners with a collaborative and interactive platform to work together across our varied operations.

2014 achievements

• Held GHD Technical Conferences covering power generation and transmission, communication systems, Intelligent Transport Systems, security, water and wastewater treatment, and desalination

• Recognised our people’s technical excellence with GHD Technical Awards

• Enhanced our global collaboration with knowledge and work-sharing tools

• Supported an increasing number of GHD professionals undertaking leadership roles in a variety of local and international technical bodies

“GHD’s robust private ownership model continues to deliver benefits to our clients. Our people truly are our competitive advantage.”

David Beech Jones, General Manager People
Safety & risk

Safety is a strategic driver and core business value at GHD. We believe that the best solution for the management of GHD’s safety – as part of our internationally certified Health, Safety and Environment (HSE) system – is also the best solution for our clients. Providing workplaces free from harm supported by a culture that promotes the safety of people and the protection of the environment is an absolute priority. GHD remains committed to measurable and continual improvements to safety.

Performance

In 2014, GHD’s priority objective of maintaining and extending our leadership position in health and safety continued. Highlights include:

- 5.7 million hours Lost Time Injury (LTI) free
- 89 percent reduction in Medical Treatment Incident Frequency Rate (MTIFR)
- 15 percent reduction in LTI Frequency Rate (LTIFR)
- 69 percent reduction in Total Incident Frequency Rate (TFR)
- GHD’s workplace Health Safety and Environment (HSE) and Quality management systems were recertified for a further three years by Lloyds Register to the relevant international standards (ISO and OHSAS)
- With respect to risk, potential sources of events that may prevent GHD from achieving business objectives have been identified. This resulted in a revised Crisis and Emergency Management Plan

Sustainability

For GHD, sustainability means building a successful business today and delivering value over the long term. In an organisational context the integration of social, economic and environmental considerations into core business decisions enables achievement of environmentally and socially responsible operations. As such, GHD focuses on:

- Developing our people – We connect our people with a safe, diverse and rewarding career path
- Contributing to our world positively – We seek to minimise our ecological impact through resource efficiency and nature conservation initiatives and by supporting communities through GHD in the Community initiatives
- Achieving good governance – We commit to our values and policies
- Managing our risk profile – We understand our risk appetite and manage our business accordingly
- Assisting clients in being more sustainable – We create opportunities for our clients to enjoy prosperity and achieve sustainability goals with innovative ideas that embrace our sustainability principles

For more information please download a copy of our 2013 Sustainability Report by visiting: www.ghd.com/pdf/SUST_REP.pdf

Highlights

Quality

During the year, structured monitoring and reporting of key business performance targets has enabled clear minded decision making. This assists GHD’s relentless pursuit of continual improvement, providing the platform for a range of business efficiency initiatives.

Integrity

In alignment with the UN’s Global Compact guidelines and other corporate governance initiatives including anti-fraud, GHD continued its journey toward greater integrity in 2014. Our efforts are managed by the GHD Integrity Management System which guides our people’s conduct. As testament to our performance, the Australian Centre for Corporate Social Responsibility (ACCSR) annual survey of industry and organisations has placed GHD as a Top 10 organisation for corporate social awareness and implementation.

Environment

Our focus on priority environmental targets has enabled improved resource efficiency outcomes. This includes a 22 percent reduction in electricity consumption in four years, and a 65 percent reduction in travel-related carbon with the introduction of videoconferencing. In addition, the introduction of secure printing is anticipated to reduce paper consumption by 30 percent.

Site inspection – Bedford to Kettering Capacity Improvement Feasibility Study for Network Rail
Partnering with EWB
Working with disadvantaged communities to improve their quality of life through education and engineering solutions is something that our people are passionate about. As part of our relationship with Engineers Without Borders (EWB) around the world, our people are involved in numerous programs to assist communities in Australia, Cambodia, Laos, India and the USA. This includes an ongoing involvement with Indigenous communities.

Building for Habitat for Humanity
Breaking the cycle of poverty by providing housing solutions to people in need is another cause that our people support wholeheartedly. Our Young Professionals (YPs) group in New Zealand (NZ) is very involved with Habitat for Humanity, having undertaken more than eight builds in 2014, donating their time and services to build homes. On a recent build, our YPs partnered with Engineers Without Borders.

Supporting MSABI
Our long-term support of this safe water, sanitation and hygiene initiative in Tanzania continues to change lives. Founded by one of our engineers, MSABI has provided access to safe water and sanitation to an estimated 85,000 people and educated more than 350,000 people in the past five years. As one of MSABI’s strategic partners, we provide financial support and our people act as technical advisors, donating their time and skills to this respected program.

Cycling for Heart and Stroke Foundation
The community spirit of our people in the Americas is vast and extends to numerous causes. Recently, a team of 18 GHD cyclists from our Canadian operations completed the 27th Becel Heart and Stroke Ride for Heart, a 50 or 75 km ride on two of Toronto’s busiest highways (which were closed to traffic for the event). The GHD team joined 14,000 other riders to raise funds and awareness for the Heart and Stroke Foundation.

Dragon boating for CRASH
In the United Kingdom, our people participated in the 15th London Construction Dragon Boat Challenge. Our team, known as the rouGHDiamonds, did exceptionally well, taking first place ahead of 35 other teams. Of course, it was all in the name of raising funds for the charity known as CRASH, which offers practical help that focuses on improving the buildings used by homeless men and women.

This is a small sample of our people’s community contributions. Find out more at ghd.com
Performance

Revenue
AUD Millions

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Revenue by market sector

- Environment: 33%
- Energy & Resources: 14%
- Property & Buildings: 17%
- Transportation: 18%
- Water: 18%

2014 revenue by market sector

Client satisfaction ratings

Overall performance

- Overall performance: 86%

Timeliness

- Timeliness: 83%

1 GHD & CRA combined revenue

2 GHD's client satisfaction ratings are produced from our 2014 client eSurvey results in response to our clients' satisfaction towards GHD's overall performance on projects and our timeliness towards project deliverables.
GHD and the entities it controls are committed to meeting high standards of governance, safety and performance through clearly defined roles and responsibilities for both the Board of Directors and the management team.

We recognise that our responsibilities extend to our shareholders, clients, people and suppliers, as well as the communities in which we operate.

The GHD Board regards corporate governance as a critical element in our efforts to improve GHD’s performance and achieve our vision of being ‘one brand, renowned for client service and a culture of safety’.

Accordingly, the Board has adopted a governance model – an appropriate structure of policies, management and compliance systems – to enable objectives to be set, strategies to be implemented and performance to be monitored on a continuous basis.

As part of this model, the Board is responsible for overall governance and determines GHD’s core purpose, values, risk appetite and policies as well as fostering our client-service led culture.

The Executive Management Group is led by our CEO and tasked with developing and implementing our strategy. It also manages the company’s operations with the support of the leadership team.

**Directors**
- Russell Board, Chairman
- Ian Shepherd, CEO
- May Ngui
- Rob Knott
- Michael Muntisov
- Warren Traves
- Ashley Wright
- Richard Wankmuller
- Peter Wasow
- Mary Ann Hynes
- Ed Roberts
- Diane Lundquist

**Company Secretary**
- Lisa Elbourne
“Our people are leaders in their disciplines and recognised for their achievements. Together with our clients, we value their contribution.”

May Ngui, Director

**Rankings**
- #38 in Top 600 Private Companies iGIS World (2014)
- Top 10 Leader in Corporate Social Responsibility ANZ Australian Centre for CSR (2014)
- #50 in Top 150 Global Design Firms and #54 in the Top 225 International Design Firms Engineering News Record (2014)
- #1 in Infrastructure, #2 in Government Buildings, #4 in Middle East, #7 in Elderly Living and #2 in Revenue in Australasia World Architecture List (2013)
- Top 100 Companies in Business & #9 in Engineering & Natural Sciences Universum Ideal Employer (2013)
- #10 most attractive company to work for in Aust. and #1 most attractive company to work for in QLD Randstad Australia (2013)

**Recognition**
- Employer Choice Award SA Defence Teaming Centre’s Annual Awards (2014)
- Major Partner & Supporter Award CareerTrackers Australia (2014)
- Excellence Award (Diversity) & High Commendation (Development of People) Consult Australia (2013)

**Achievements – People**
- **Rochelle Bosworth**
  Graduate Engineer of the Year (2014), Railway Technical Society of Australasia
- **Anita Borella**
  Young Business Women’s Award (2013) ACT Private & Corporate, Telstra Business Women's Awards
- **Gary Crisp**
  Director (2014), International Desalination Association
- **Don Ferlow**
  Top Award for Environmental Preservation (2013), Cazenovia Preservation Foundation
- **Elizabeth Harper**
  Winner Private and Corporate Sector Award QLD (2014), Telstra Business Women's Awards
- **David Gamble**
  Fellow (2014), Institution of Engineers Australia
- **Chris Hertle**
  Adjunct Professor – Advanced Water Management Centre (2013-2016), University of Queensland
- **Roop Lutchman**
  Life Membership Award (2014), Plant Engineering & Maintenance Association Canada
- **May Ngui**
  Fellow (2014), Institution of Engineers Australia
- **Peter Nadebaum**
  Fellowship (2013) Contamination Assessment & Remediation of the Enviro. CRC
- **Russell Olsen**
  Professional Engineer of the Year Townsville (2013), Engineers Aust.
- **Alvin Pilobello**
  Service Award (2014), Water Environ. Association, Ontario, Canada
- **Jon Putnam**
  Striving for Success Young Professional Award (2014), Genesis Group Utica New York, Mohawk Valley Region USA
- **Beth Ann Smith**
  Engineer of the Year (2013), New York Society of Professional Engineers
- **Jason Sawras**
  Philips Prize for Illumination Design (2013), University of Sydney
- **Chris Weale**
  Best Professional Practice Paper (2013), Australian Corrosion Assoc.
- **Lee-Anne Sylva**
  Maria Skyllas-Kazacos YP Award for Outstanding Achievement in Engineering (2014), University of NSW, Australia
- **Mike Worlton**
  Fellow (2013), American Society of Civil Engineers
- **Ivan Zhang**
  George Stephenson Medal (2014), Institution of Civil Engineers UK

To view the full list of our people’s achievements and project awards, visit: www.ghd.com/awards
Conestoga-Rovers & Associates join GHD

On 2 July 2014, Conestoga-Rovers & Associates (CRA) and GHD merged to form a connected global network of more than 8500 people operating in 200+ offices across five continents and the Pacific region.

This is one of the largest true mergers to have occurred in the engineering and environmental industry, with 4000 people now located in North America.

The two companies, which will eventually be known as GHD, are currently working together on a progressive integration program while focusing on continuity of service and maintaining a high level of responsiveness to clients.

The result is a combined company with a major presence in Australia, Chile, China, New Zealand, North America, Philippines, Qatar, the United Arab Emirates, and the United Kingdom.

About CRA

Established in 1976, CRA is a leading technical service company providing engineering, environmental consulting, construction, and information technology services.

With more than 3000 people, CRA operates a network of 100+ offices in the USA, Canada, and the United Kingdom (UK), and has successfully delivered projects for clients in 60+ countries.

The company specialises in a wide variety of services including environmental site investigation and remediation, environmental management, solid waste management, water and wastewater treatment and distribution, forensic engineering and sciences, geotechnical engineering, and data management.

These services complement GHD’s focus in the global markets of water, energy and resources, environment, property and buildings, and transportation.

CRA’s clients are largely in the private sector, with many significant oil and gas clients (such as Chevron and Shell), some of which overlap with GHD’s existing portfolio.

Of note, CRA is comprised of a family of companies including CRA and several other entities such as Inspec-Sol (a geotechnical engineering and materials testing company) and eSolutions (a software development and graphics design firm) that work together seamlessly on projects around the world.

Signature projects

- Love Canal Remediation Project, Niagara Falls, New York, USA
- Hurricane Sandy Catastrophe Response, Northeastern USA
- Beauharnois Bridge, Highway 30, Montréal South Shore Bypass, Québec, Canada
- Bacton Gas Terminal, Bacton, UK
- OxyChem Plant/Hylebos Waterway Remediation, Washington, USA
- Environmental Assessment, Regional Municipality of York, Ontario, Canada
- Green Lane Landfill Site, City of Toronto, St. Thomas, Ontario, Canada
- Lac-Mégantic Derailment, Lac Mégantic, Québec, Canada
- Chemtura Remediation Program, Elmira, Ontario, Canada
- The Pan Am Aquatics Center, Scarborough, Ontario, Canada
Services

- Air and Noise
- Aviation
- Architecture
- Asset/Facilities Management
- Bridges
- Climate Change
- Communication Systems
- Contamination Assessment & Remediation
- Dams
- Drafting
- Electrical Engineering-Building
- Electrical Engineering-Industrial
- Engineering Procurement & Construction Management (EPCM)
- Fire & Life Safety
- Food Processing
- Forestry Management
- Geology
- Geotechnical
- Health Safety & Environment (HSE) & Audits
- HVAC
- Hydraulics-Buildings
- Hydrocarbons Processing
- Hydrocarbons Transportation
- Hydrogeology
- Impact Assessment & 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

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