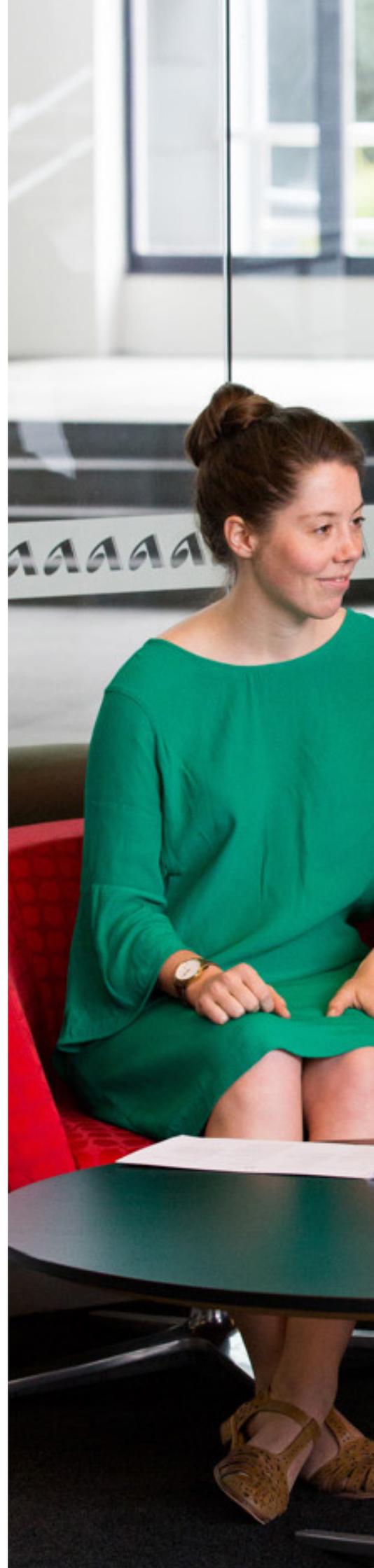


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APPENDIX A - GRI INDICATORS SUMMARY





**make
everyday
better.**

01 WHO WE ARE

For 98 years, people have been at the heart of our business and for all our people – our colleagues, our clients, and the communities we serve – we seek to make everyday better.

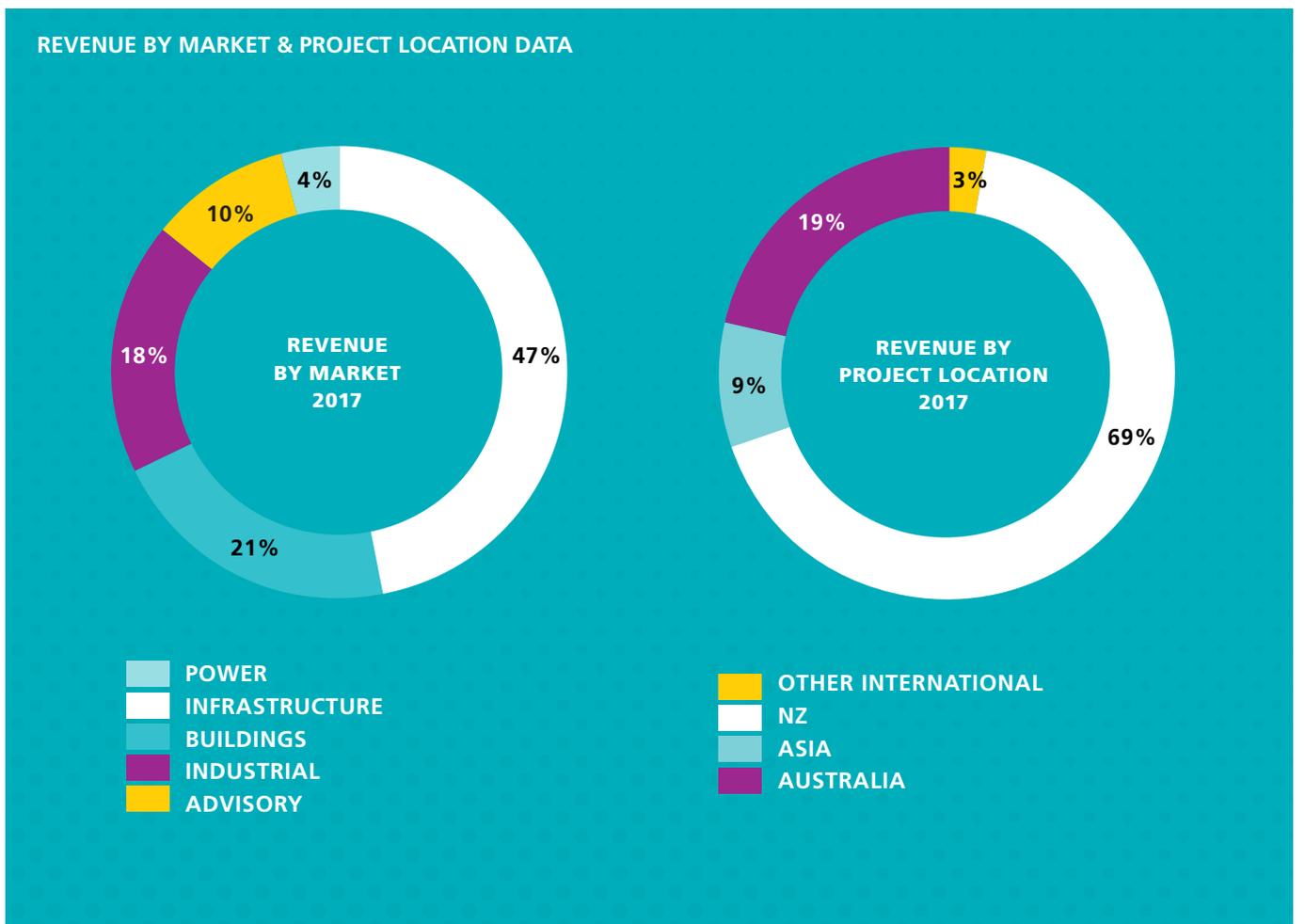
'MAKE EVERYDAY BETTER' – our new purpose has resonated strongly across our team, who are driven and energised by the incredible things our clients do every day. With our help, our clients are transforming communities and changing lives through the places they create, the structures they build, the products they manufacture, the services they provide, and the families they support.

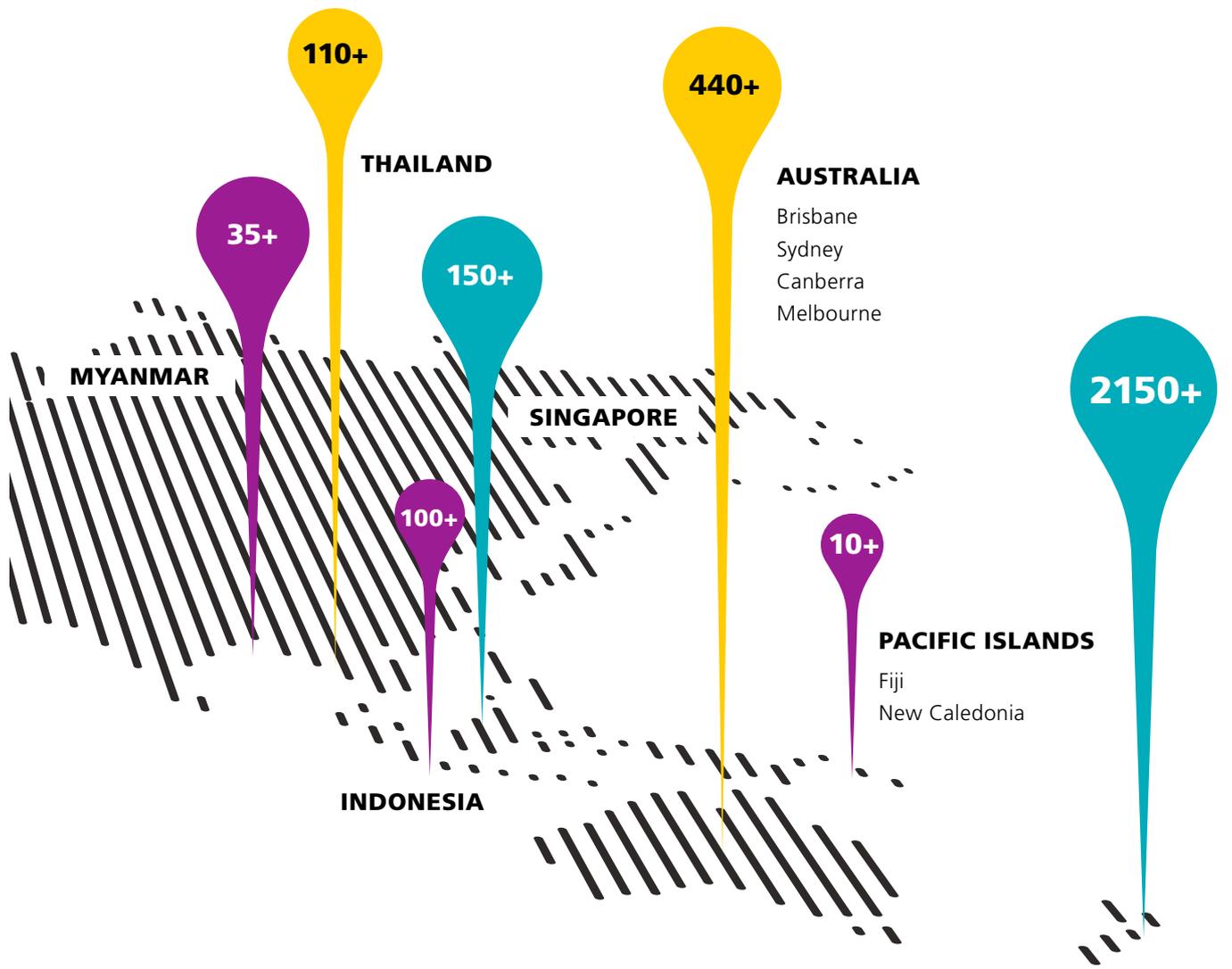
OUR TEAM – the problem-solvers, creators, planners and practitioners – understand our clients' vision and seek to make everyday better in delivering it.

From smart, green buildings in Singapore that reduce energy use and maximise occupant comfort, water treatment plants that deliver safe, clean water to Melbourne's communities, to city-shaping tunnels in Auckland that get commuters to work faster.

We are one of Asia Pacific's largest employee-owned, independent professional services consultancies. After nearly a century of operation, we have grown from a family-owned business to one of the most diverse, innovative and progressive engineering, technical and business consultancies in our region.

Our employee-ownership model remains key to our future. It underpins our commitment to building and sustaining long-term relationships with our clients and shareholders, it helps drive our positive, purpose-driven and growth-oriented culture, it sets us apart from our competitors, and it gives meaning to our social contract.





- NEW ZEALAND**
- Auckland *Head Office
 - Hamilton
 - Tauranga
 - New Plymouth
 - Palmerston North
 - Wellington
 - Nelson
 - Christchurch
 - Queenstown
 - Dunedin



3143
TOTAL STAFF (FTE)



OUR VISION

'Creative people together transforming our world' reflects our culture and our aspirations and has been powering what we do for almost 100 years.

OUR PURPOSE

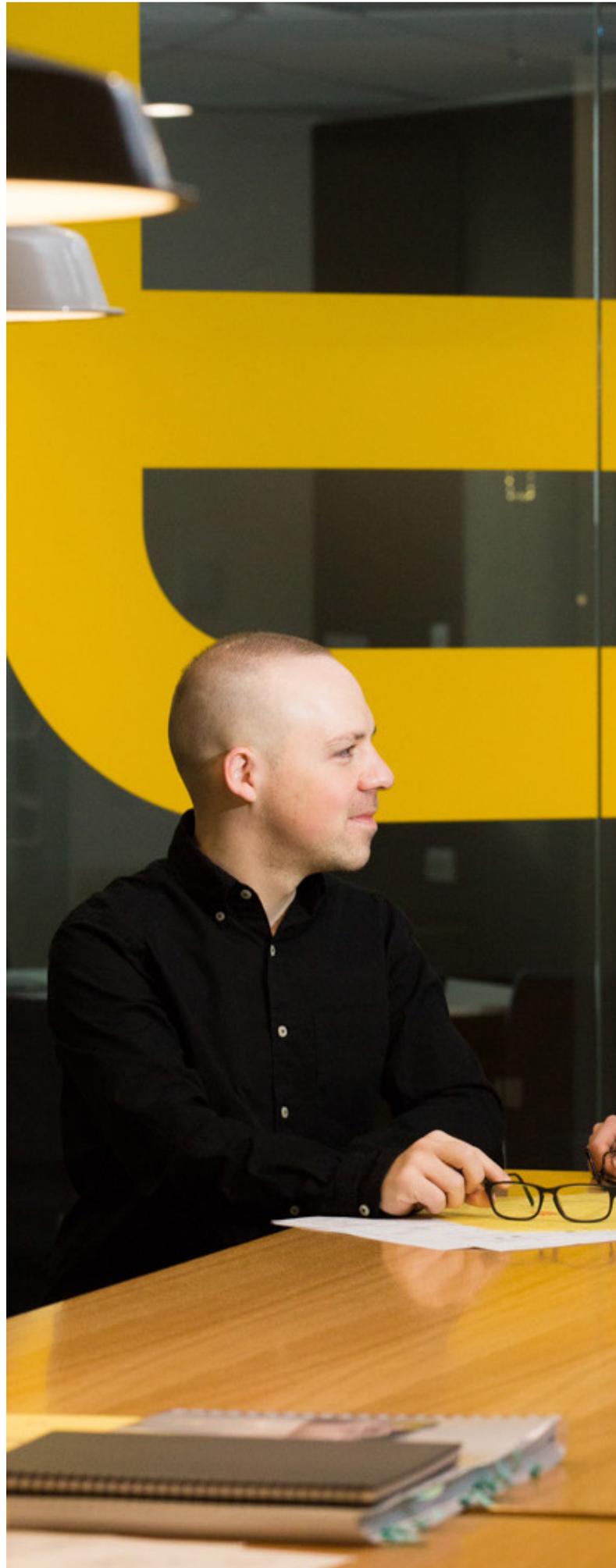
make everyday better.

'**Make Everyday Better**' – our purpose translates our vision into an authentic, actionable and daily 'why' for our business and for ourselves: We all go to work to make the everyday, and every day, better in some way – for our clients, our communities and our colleagues.

OUR VALUES

We have four key values supporting our purpose – partnership, tenacity, enjoyment and care – and these sit at the heart of everything we do. They are reflected in the way we work every day and in our approach to partnering with our clients.

- **Partnership:** We value longstanding relationships and connection with clients, business partners and with our colleagues across the globe. Trust, integrity and teamwork are the foundations of our culture.
- **Tenacity:** We stick by our clients and the need to solve their complex problems and challenges. Our perseverance, attitude, systems and discipline focus our efforts into the delivery of excellence.
- **Enjoyment:** We thrive on challenges and take pride in being innovative and delivering successful solutions. We enjoy each other's company, celebrate our achievements and have fun along the way.
- **Care:** We respect each other, our clients, the environment and our community. Safety and care are fundamental in our work practices and are key to the positive solutions we deliver for our clients.





OUR REPORT THIS YEAR

This sustainability report covers the Beca Group of companies from 1 April 2017 to 31 March 2018, building on five years of sustainability reporting for Beca. It provides information on our social, environmental and economic performance, and the multiple ways we aim to make everyday better.

The report is structured to provide information on the following key areas: examples of clients' projects where we have sought to deliver on our purpose and create value for our clients and the communities they serve; our work to develop and look after our people; our governance and leadership; a summary of our financial performance; and our environmental impact.

In completing this report, we have used the G4 reporting guidelines produced by the Global Reporting Initiative (GRI) in general accordance with the core G4 requirements (see Appendix A).



02 CEO AND CHAIRMAN'S MESSAGE

Making everyday better' isn't just about all the things we do, all around the world today. It's about making everyday better for future generations.

MAKE EVERYDAY BETTER

Undoubtedly, we face some enormous challenges in making everyday better for future generations. We have a legacy of reliance on fossil fuels and accelerating rates of carbon emissions is driving the need for urgent change. At Beca, our values-driven culture aims to deliver transformational solutions with our clients and rise to the challenge of helping shape communities towards a low emissions economy.

That's why, alongside the launch of our second century strategy, we continue to strengthen our sustainability framework for our business to focus on where we can make the most significant positive impact.

Through our engagement aimed at understanding issues material to our employees, shareholders, clients and other stakeholders, we have identified climate change and urbanisation as two key issues for focus in delivering sustainable development in the communities in which we work.

Alongside our new purpose (to make everyday better), these challenges provide new opportunities to drive the way we advise, design and deliver projects; the approach we take to engaging our stakeholders; the way we respond to our changing world; and the ultimate value we create for our clients, community, economy and environment.

OUR YEAR

It is in this setting that 2017-2018 has been a year of change, growth, opportunity and challenge in our regions and markets.

In New Zealand we have seen a year of refocus and new priorities on the back of the national election in September 2017. The new Government established clear priorities around responding to a low carbon economy and focus on families and the community. We're seeing a growing focus on alternative solutions and new thinking on how to address population growth, mobility and urbanisation, including greater emphasis on resilience, reducing emissions, place-making, multi-modal transport links and people-centred infrastructure.

In this period of transition, New Zealand's construction sector has experienced a challenging year in the face of fierce competition and growing risk. Recent events have seen a retreat in the market which has impacted the appetite and timing of short-term capital investment in some sectors.

We continue to work with our construction partners amidst this changing backdrop.

The Australian economy continued to grow, with GDP continuing to make improvements through the year. There was also clear federal and state Government commitment to infrastructure development, with some major public projects in the pipeline to support rapid urban growth along the eastern seaboard. For us, ongoing demand in the water and defence sectors buoyed our performance in Australia, alongside our ongoing leadership in the manufacturing sector and some key opportunities in the infrastructure and sustainable power markets.

In Asia, conditions remained tough and highly competitive. Increased investment from China has driven growth in some markets, but there is an ongoing emphasis on price, and slowing local and foreign investment in others is putting margin pressure on our traditional services.

Asia's move towards Industry 4.0 is creating high demand for smart infrastructure and manufacturing, with some industries looking to significantly lift their digital investment. We see numerous opportunities in this digital space across all our markets. Organisations are looking to understand how they can use new and emerging technologies to become more productive, flexible, improve operational efficiency, share information, extract more value from their resources and deliver greater customer satisfaction.

In high demand are trusted digital technology specialists who can collaborate on solutions that truly add value to projects, people and communities. Beca can fill this need.

Sustainable urban development is a challenge that continues to face our cities globally, and this is changing how we plan and deliver projects. Planning is increasingly transparent, collaborative and creative, and people are at the heart of the process. It's important that we continue to collaborate across our industry and communities and share ideas around how we plan, design, construct and govern our cities.

Consolidation in our industries is also a continuing trend, with a number of local and international mergers and acquisitions taking place. Beca does not find motivation in size or growth alone. The best providers will be those that are the most creative and client-centred, and who deliver the best, most innovative, sustainable and cost effective solutions – something that we are all acutely aware of and striving to achieve here at Beca.

Finally, we see and support the United Nations' Sustainable Development Goals gaining prominence across the multiple markets in which we operate, helping to align common organisations' goals and project outputs.





OUR ACTIVITY AND FUTURE OPPORTUNITIES

OUR BUSINESS

People are our business. We recognise that we don't stop being part of our community when we come to work, so key focus areas have been:

DIVERSITY & INCLUSION

We remain committed to growing an environment where our people have equal opportunity to build a career that reflects their ability and passions, and can deliver on their potential. A place where they feel they belong and can be their best selves. As CEO, I have made a personal commitment to lead and nurture this across our business. During this year, we have:

- Reviewed and enhanced our parental pay policies in Australia and New Zealand.
- Undertaken analysis of gender pay parity across Beca and addressed some of the underlying issues.
- Become a founding partner of the Diversity Agenda in New Zealand.
- Remained committed to developing our Reconciliation Action Plan in Australia.

We are developing measurable performance indicators to track our progress in coming years. We recognise that being inclusive of everyone, regardless of differences, is essential to maximising creativity.

PSYCHOLOGICAL WELLBEING

We are committed to providing a workplace that promotes psychological safety and health and understand the significance of the risk that poor psychological health poses to our employees. This year saw us implement a number of initiatives to address this risk:

- The Psychologically Safe and Healthy Workplace Policy was put in place as the overarching framework that guides our broader psychological health.
- Under our 'Well Aware' program, we implemented the "Be Mindful" series of workshops focusing on key aspects of mental health which included specific training for managers on how to talk with team members about psychological health.
- We were recognised in the Health, Safety and Wellbeing category of the 2018 HRINZ Awards for this work.

HEALTH & SAFETY

We continue our journey to create a leading culture where health and safety is part of everything we do. We have made good progress but recognise safety never rests and challenges remain to promote mindfulness and key behaviours to support this culture. In the last year we have been focused on promoting and embedding our Health, Safety and Environment (HSE) behaviours; updating and continuing to mitigate our key HSE risks; and engaging with our business to implement opportunities for continual improvement.

OUR CARBON FOOTPRINT

A key parallel issue for us is our own footprint and therefore contribution to climate change. Our greenhouse gas emissions this year have increased by 4%, whilst the business has grown and the number of FTEs increased by more than 8%. We continue to invest in new technology to support effective remote collaboration that reduces the need for our staff to travel.

We are also investing in our workspaces to reduce our carbon footprint, both by 'up-cycling' existing building stock (such as our Wellington office – Aorangi House which was awarded a 5.5 Star NABERSNZ base building rating), and by investing in upgrades to our largest offices. Our Auckland headquarters at Pitt St received a 4.5 Star NABERSNZ rating during this year, while our Sydney office received a 5 Star NABERS tenancy rating. We are committed to the on-going management of our footprint.

Our fantastic Green Team – a grass roots organisation across our network is also actively addressing multiple areas such as experimenting with local travel solutions, improving our waste management and other key contributors to greenhouse gas emissions. More on this later in the report.

LOOKING TO HOW WE LEAD CHANGE THROUGH SUPPORTING CLIENTS

Many of our clients are leading their industries in transformative change and are facing global challenges that require a response. We recognise we often play a fundamental part in our clients' ability to respond to those challenges. We are therefore focusing on our approach to delivering projects; equipping our teams with tools, processes and knowledge to generate discussion on alternatives that help deliver on our clients' wider goals. We are also focusing on understanding our clients' challenges with global issues such as climate change – by providing targeted training and engagement programmes for our people, and supporting them to listen and engage with our clients.

As our key markets seek people-centred, technology-focused, sustainable solutions, there are multiple opportunities to make everyday better. The diversity of our people, the projects we deliver, and the services we provide make this an exciting time for us. We strongly believe that the more diverse our people are and the more we represent the world around us, the better our ideas, our strategies and our client solutions – and the more sustainable our business will be. This, combined with clear purpose to drive outcomes, provides the platform to work with our clients and communities to transform our world, making everyday better now and for future generations.

If you have any questions or improvement suggestions about this report or Beca's approach to sustainability, please contact sustainability@beca.com.



03 OUR BUSINESS

3.1 HOW WE CREATE VALUE

We recognise the role we play in our wider community, economy and environment, and our social responsibility as a business. Our work can have indirect and intangible impacts on our stakeholders through the professional advice and delivery expertise we provide. That's why we're committed to transforming our world to be a stronger, happier and more sustainable place in which we can all live, work and grow.

With teams across Asia Pacific, we leverage our substantial global resources and insights, together with our local knowledge and relationships to create value and make everyday better. Through developing long-term, mutually beneficial relationships with our employees, clients, shareholders, partners, and communities, we work together to deliver outcomes that create positive, lasting change. The key for us is always doing this with our core values at heart.

INPUTS

In order to create value and make everyday better, we depend on key inputs from a number of our stakeholders. Our value creation process is impacted by the inputs these stakeholders provide and the external environment in which we all operate – including economic factors, technological and societal change, and environmental conditions.

- **Employees:** The value of our business resides in our people – our greatest asset. We rely heavily on their intellectual capital, skills, knowledge, expertise, diverse thinking and passion to deliver better outcomes for our clients, communities, economy and environment.
- **Clients:** Our clients provide us with opportunities to apply our people's expertise – to work together on projects that transform communities and change lives. They also provide us with the critical revenue needed to operate and sustain our business.
- **Shareholders:** Our employee shareholders contribute a source of financial capital and stability for our business. Being employee-owned also helps us attract and retain talented people, and drive performance and client service excellence.
- **Business partners & suppliers:** Provide the goods and services to support our operations and project work with clients.
- **Professional bodies / industry groups:** Provide important context and systems within which we operate to maintain professional standards and advance industry knowledge. Our organisational knowledge and intellectual property, together with our business tools and systems are developed and used by our people to deliver our work.

- **Natural resources:** Provide the basic materials for us to operate as a business, such as fuels for air and land travel and grid electricity for our offices.
- **Manufactured goods:** Furniture and IT hardware are required for us to operate effectively, as is well-designed office spaces to enhance employee wellbeing, productivity and work satisfaction.

OUR BUSINESS

OUR CORE FUNCTIONS

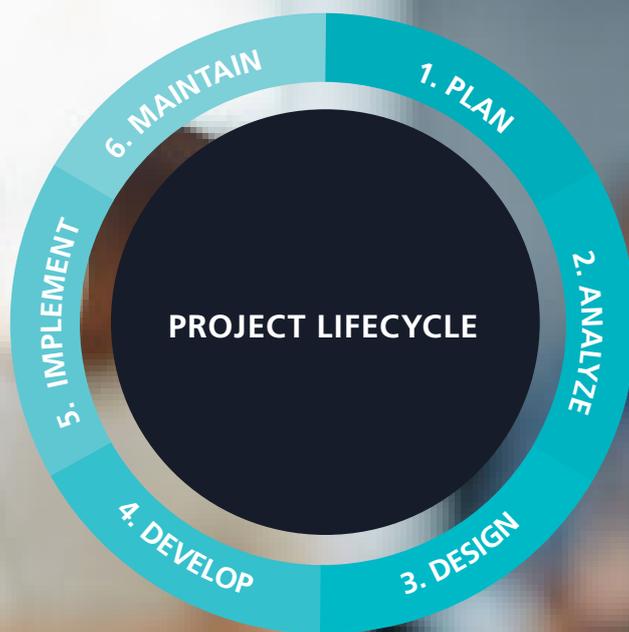
- Anticipating and responding to stakeholder interests and needs – listening, talking, advocating.
- Attracting and developing diverse and talented people – through our vision, culture, values and purpose.
- Developing and nurturing our intellectual capital.

WHAT'S IMPORTANT TO US?

- Creating and growing the value we create for our clients, the community, our people and planet.
- Flexibility in the way we work and how we deliver.
- Continuing our journey towards greater diversity and inclusion.
- Continuing to grow our contribution to a more sustainable world – sharpening our focus in key areas including climate change mitigation and adaptation, and supporting transformational change in the face of rapid urbanisation.
- Being accountable for our environmental impact and seeking to reduce the impact of our operations.
- Creating employment opportunities for talented, creative people to apply themselves and make a difference.
- Remaining financially strong.
- Upholding industry standards and driving improvements in responsible practices.

OUTPUTS

- Leading-edge insight and transformation services.
- Quality and innovative solutions at all project stages.





OUTCOMES

THE VALUE WE CREATE

Through the professional advice and delivery expertise we provide on our clients' projects, we strive to make everyday better and create value for our stakeholders and external environment in multiple ways:

- **Employees:** Our people receive a sense of belonging through working in teams, achievement and recognition for the value they create; financial security; personal and professional growth and development including mentorship and learning from fellow employees; the opportunity to innovate and try new things; and a safe, healthy work environment that allows them to return to their families safely at the end of each day. Their level of engagement with the business and motivation to perform at their best allows our business, and fellow employees, to thrive.
- **Clients:** The expertise, advice and solutions we provide our clients supports them in achieving their vision and goals. It enables their business or organisation to grow and develop so they can continue transforming our communities and protecting our environment.
- **Shareholders:** Our shareholders receive the benefits of a sense of pride and partnership that comes with being a fellow owner; shared risks and rewards; dividends which together with their salaries enables them to live a more comfortable life and support family and communities through their spending choices; and the ability to work for themselves and have greater control over their and Beca's future. Through our shareholders, our business is able to reinvest capital into our operations.
- **Business partners & suppliers:** Working with our partners and suppliers enables us to create mutual value and also expand our capability and capacity to deliver projects for our clients. This supports the economic strength of the wider community.
- **Industry:** Our teams are passionate about what they do and continually seek involvement in industry initiatives. From participating in conferences and events across the globe; contributing to professional institutes, academia, and industry bodies; to nurturing and engaging our next generation of industry leaders. By sharing our experiences: best practices and lessons learnt, new ideas and latest thinking – we hope to develop collective insights for everyone's benefit.
- **Environment:** Through maintaining a focus on the environmental impact of our operations, we seek to reduce our direct impact wherever we can and work with our clients and supply chain partners to reduce the impact of their operations. We also work with our clients to protect and restore the environment via the services we provide, which can lead to improved air, land, biodiversity and water quality, reduced greenhouse gas emissions, and sustainable, resilient buildings and infrastructure.
- **Communities:** Through our clients' projects, our work helps keep communities connected and safe, freight and passengers moving, commerce and industries working, families educated and cared for, and provides safe, resilient places and spaces for the community to live, work and play.



3.2 ENGAGING OUR STAKEHOLDERS

Our purpose – ‘Make Everyday Better’ – is about the things we do everyday and for all our stakeholders globally. This requires an understanding of their legitimate interests and needs, and a collaborative approach focused on building long-term, mutually-beneficial relationships.

The nature of our matrix business makes us incredibly diverse – in the services we provide, the markets and regions we operate in, and the range of clients, communities, partners and suppliers we engage with. As a result, there are many different views and issues our stakeholders consider important and we aim to address all of these with our engagement and solutions. While we have an understanding of our stakeholders’ key interests and needs, we are working to enhance our engagement channels to provide further clarity on key sustainability issues for our business. We will seek to reflect those identified as material in our next sustainability report. The table below highlights our key stakeholders, the role they play in our business, how we engage with them, and insight into their interests and needs.

OUR STAKEHOLDERS	ENGAGEMENT	INTERESTS & NEEDS
<p>EMPLOYEES</p> <p>Our greatest asset. Over 3300 creative professionals spread across 20 offices in 8 countries – working together to make everyday better. Our business relies heavily on the intellectual capital, talent and passion of our people to deliver value for our clients, communities, economy and environment.</p> <p>Our people come from various backgrounds, with unique skills, experiences and thinking. We value this diversity and actively empower our people to develop and grow so they can deliver the best possible outcomes for our clients. Together we cultivate a sustainable business with a solid reputation.</p>	<p>We engage with our employees on a personal level through our management structure and career development process. More widely we engage through business-line / regional / Group-wide surveys, focus groups, webinars and workshops on targeted topics such as culture, workplace flexibility and psychological health.</p> <p>Our Group-wide Sustainability Survey in 2016 focused on identifying issues our people considered most important to our business’ sustainability. The results are informing the development of our sustainability framework and alignment with the United Nations’ Sustainable Development Goals.</p> <p>Going forward, we’re working to further enhance engagement with our people to gain an understanding of how we can best support them to create ongoing value for our clients and provide the best workplace experience.</p>	<p>Through this engagement, our employees identified a number of critical external issues facing our business and wider community that they consider important:</p> <ul style="list-style-type: none"> • Climate change and carbon reduction • Water quality • Urbanisation • Wealth inequality • Digital disruption <p>Key internal issues include:</p> <ul style="list-style-type: none"> • Technical leadership • Ethical behaviour • Attracting and retaining talented people • Client service excellence • A safe, diverse, positive culture
<p>CLIENTS</p> <p>Our clients are the lifeblood of our business. They trust us with their projects – big and small, and in return, we’ve made a commitment to keep our clients in the middle of our business: to walk in their shoes; work hard to earn the right to do business; and deliver on our promises. We’re on a mission to deliver consistently positive experiences that make their everyday better.</p>	<p>We take care to engage and seek feedback from our clients – both formally and informally, listening to their needs so we can understand their business better:</p> <ul style="list-style-type: none"> • Our dedicated client relationship managers regularly seek an understanding of client needs, challenges and opportunities where we can provide support. • We take on board industry feedback on our performance via the Beaton Survey every two years. • We regularly engage with clients during and at the completion of projects. <p>Insights from these engagements show us how we can deliver value for our clients – how we can help them reach their goals and work with purpose to deliver wider societal outcomes. By continuing to engage with our clients, understand their business and deliver on their needs, we know we can build trust, maintain a strong relationship, and continue working together in the future.</p>	<p>Our clients have told us that they value:</p> <ul style="list-style-type: none"> • Reliability • Responsiveness • Technical expertise • Understanding their business or industry • Ease of doing business <p>Wider themes of importance include:</p> <ul style="list-style-type: none"> • Climate change mitigation and resilience • The pace of urbanisation and the provision of housing and infrastructure • Health and safety at work • Embracing technological change and opportunities

OUR STAKEHOLDERS

SHAREHOLDERS

Beca is proudly employee-owned. Around 35% of our employees are shareholders, with wide spread ownership across our regions, markets and roles. Our shareholders provide financial capital and stability for our business and play a critical role in guiding the direction our business takes in response to our ever changing world.

ENGAGEMENT

Our Board engages with our shareholders via a number of channels, including a dedicated Shareholder Portal which contains useful information, documentation and announcements relevant to shareholding; our Annual Shareholder Meeting; and communications regarding dividends, share price, and financial performance.

Each year we consult with our shareholders and invite them to take part in discussion sessions on issues and topics important to our owners. These are conducted in person in our local offices or via online webinars, with the outcomes shared at our Annual Shareholder Meeting. They are also readily available on our Shareholder Portal.

We also provide an information portal for all our employees (non-shareholders) to find out more about how to become an owner, the benefits, how it works, and principles that underpin our model – with an aim to encourage them to aspire to become shareholders.

INTERESTS & NEEDS

Our shareholders are interested in:

- The long-term sustainability of our business
- Conservative capital management
- Dividend yields
- Increasing share price

PARTNERS AND SUPPLIERS

Our partners and suppliers are integral to our value chain. They provide valuable expertise, goods and services to support our operations and project work – enabling us to strengthen and grow our business and deliver value for our clients. Without them, we wouldn't be able to do the work we do.

We primarily engage with our partners through collaboration on our clients' projects, and with suppliers on corporate activities. We combine our unique skills and insights to think, design and develop creative solutions together. We value our long-term relationships with our business partners and suppliers and seek to create mutual value.

One of our key goals going forward is to develop strong alliances with like-minded local and international partners, with a focus on establishing mutual benefit with respect to technical collaboration and specialist service offerings.

Important factors include:

- Maintaining positive relationships
- Trust
- Mutual benefit
- Values and business integrity
- Ethical & sustainable supply chain/ suppliers

LOCAL COMMUNITIES

Our local communities provide us with our talent and a valuable understanding of key social and environmental issues. Their needs and interests drive our clients' projects, and through these projects, much of the work we do directly impacts the communities we operate in.

Through the diversity of our business, we are exposed to diverse local communities. We seek to engage and understand our local communities and respond to their interests and needs through the solutions we design and the advice we provide our clients.

We engage directly with local communities across our regions, through partnerships with numerous community groups and not-for-profit organisations – working together to deliver outcomes that create positive, lasting change.

Our people are also encouraged to lend their time and expertise to their communities and organisations, tackling all remaining social, environmental and community challenges.

Important factors include:

- Early and open communication
- Long-term trusted relationships
- Protecting our natural environment
- Ethical actions and moral judgements
- Giving something back



OUR STAKEHOLDERS

Professional bodies / industry groups

Professional bodies and industry groups play a vital role in helping to promote the integrity and interests of our professions and industries. They provide considerable value to our people and clients, including:

- Sharing knowledge and best practice resources
- Reporting on latest industry insights, thought-leadership, news, policies and events
- Enabling industry connections via conferences and events
- Celebrating achievements through awards
- Helping to uphold standards
- Supporting professional development

ENGAGEMENT

Again, the diversity of our business means there is significant breadth and depth of professional bodies and industry groups that we engage with.

Our team are passionate about what they do and continually seek to engage in industry initiatives. From participating in conferences and events across the globe; learning and contributing to numerous professional institutes, academia and governance on Boards; to nurturing and engaging the next generation of industry leaders via mentorship and sponsorship.

Our Technical Discipline Groups are a key conduit for engagement with these stakeholders. They facilitate the flow of information back into our business teams and up to senior leaders for consideration in strategic business planning.

INTERESTS & NEEDS

Important factors include:

- Maintaining professional and technical standards
- Professional accreditation
- Recognising the important responsibilities we have to society and the planet through the work we do
- Gaining leadership experience and giving something back



3.3 OUR STRATEGIC FOCUS

In 2020, we will celebrate our centenary, launching headlong into a new century for Beca. This is a great time for us to take stock and review our strategic direction.

We have been looking at the changing global business environment and what this means for us, as well as the health of our business group and country strategies. Beca relies heavily on the intellectual capital of our talented people and on their desire to deliver good outcomes for our clients and for the communities in which we live and work. This has driven the establishment of our new, unifying Statement of Purpose, 'Make Everyday Better' which answers the key question – what is our collective 'why'?

Under the leadership of our Chief Strategy and Operations Officer Don Lyon, we have now also introduced our new strategic planning framework and a Plan on a Page, which we are calling Beca's Second Century. This plan establishes an aspirational goal for our business towards 2030:

"By 2030 we are the most respected and sought after professional services firm across the worlds we touch"

Under a theme of "Amplify Beca", the Plan on a Page establishes seven core goal settings for the first five years of this journey through to 2023.

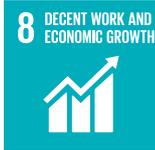
 EMPOWERING EXCEPTIONAL PEOPLE	 OUR SOCIAL CONTRACT	 STRONG GLOBAL & LOCAL ALLIANCES	 LEADING BUSINESS & PROJECT INTEGRATOR
 BEST IN CLASS	 NEW REVENUES & SUPERIOR MARGIN	 THRIVING GLOBAL NICHES	

These settings recognise that we already have a very healthy and sustainable business and that much of what we do must continue. 'Amplifying Beca' is about building on our culture, values and resources and taking the business to new levels by further strengthening our culture, by amplifying our competitive advantage in an increasingly commoditised world, and by lifting our strategic positioning on the world stage.

In doing so, we can also make a broader positive contribution to our clients' success, to the welfare of our people and their families, and to the communities and environments in which we live.

PROGRESS TO DATE

As we develop and roll out our broader business strategy, we are placing focus on what it means to make everyday better through our core business areas, and deliver outcomes that create long-term holistic value to the business and to others outside the business. We have undertaken a preliminary assessment which involved a workshop with senior representatives from different parts of our business to determine which United Nations Sustainable Development Goals we can have the greatest influence on.

 6 CLEAN WATER AND SANITATION	 7 AFFORDABLE AND CLEAN ENERGY	 8 DECENT WORK AND ECONOMIC GROWTH	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
 11 SUSTAINABLE CITIES AND COMMUNITIES	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 13 CLIMATE ACTION	 15 LIFE ON LAND
 17 PARTNERSHIPS FOR THE GOALS	SUSTAINABLE DEVELOPMENT GOALS 17 GOALS TO TRANSFORM OUR WORLD		

We have also created a Sustainability Steering Group comprising Board and Executive Leadership Team Sponsors and nominated a Sustainability Leader to drive and co-ordinate a forward programme. The group is supported by several working groups across core areas of the business, such as project delivery and client relationships, helping to deliver on strategic sustainability initiatives and create value. Progress is regularly reported to the Executive Leadership Team.

Our framework for sustainability is now under detailed review with areas of focus and priorities being developed. Whilst we have a wealth of information from our various stakeholders, we are working to refine this information to enable us to focus on the most material issues. As we look forward, we will be seeking to further embed these areas of focus into our business and help define the ways we create better outcomes for our people, communities, economy and environment.



04 CREATING VALUE TOGETHER WITH OUR CLIENTS

Through the diversity of our clients' projects, we are privileged to play a part in transforming our world – shaping our environment and how our communities grow and operate.

The advice we provide our clients has tangible outcomes. It plays a part in people's everyday lives – from the moment they wake up, switch the lights on, turn on the tap to brush their teeth, take a shower, and make tea or coffee; to how they get to work, where they spend their workdays, and the places they enjoy leisure time with their families. It also plays a part in the protection of our important ecosystems, coastlines, flora and fauna.

We help keep our communities connected, we keep freight and passengers moving, commerce and industries working, families educated and cared for, and we create safe, resilient places and spaces for the community to live, work and play.

In this section, we provide a short list of a few sample projects to illustrate the roles we play.

4.1 CONNECTING COMMUNITIES

VANUATU TOURISM INFRASTRUCTURE PROJECT

Port Vila is Vanuatu's connection to the wider world and its critical economic gateway for tourism. The tourism industry contributes around 40% of Vanuatu's GDP, and it employs about a quarter of Vanuatu's labour force.

The Vanuatu Tourism Infrastructure Project aims to improve infrastructure at the Port and Seafront Precincts in Port Vila, enhancing visitor experience and encouraging return visits.

Through meaningful stakeholder consultation, our multi-disciplinary team incorporated cultural and environmental values into the design of local infrastructure to connect ni-Vanuatu people to the project. Not only will this project enhance visitor experiences, the infrastructure improvements will also enhance the livelihoods and Seafront Park experience for ni-Vanuatu.





PEKA PEKA TO ŌTAKI EXPRESSWAY

The Peka Peka to Ōtaki Expressway, known as PP2Ō, is a four-lane expressway designed to deliver safer, shorter, more reliable trips to Wellington. Nominated as a Road of National Significance by the Government of the day, it helps support Wellington’s growth and provides significant benefits for local Kāpiti Coast travellers by enhancing community connectivity.

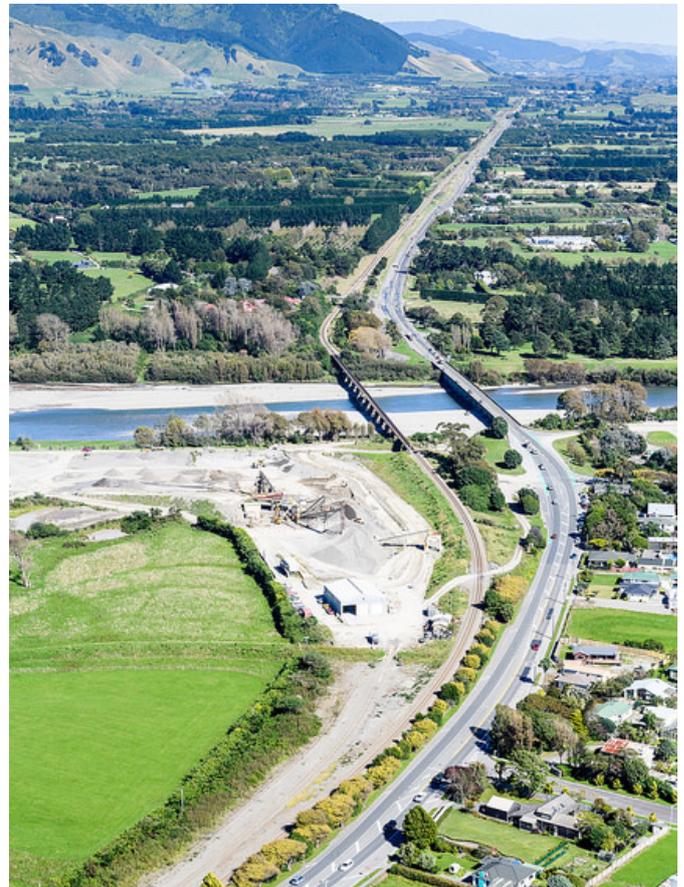
The PP2Ō project team was contracted to meet the requirements of a Bronze Greenroads project rating. This infrastructure sustainability rating system essentially assesses the environmental and social credentials of a given infrastructure project, providing a richer picture of their real public value. The project requirements relate to general good practice such as ecological impact assessments, social impact assessments and community engagement, lifecycle cost analysis, consideration of low impact development, quality control and pollution prevention.

It was important that the project team gained a detailed understanding of what would be most beneficial for the project, the project goals, and opportunities for sustainable development. In order to do this, the team worked together with the community to identify those needs that met local values and were able to be met by the project requirements, design and location. This consultation provided opportunities for us to make some positive sustainable advancements.

A key challenge was getting the team of designers and construction leads familiar with Greenroads and the process we would be working through. From the beginning, we ensured all parties were up to speed and understood what their individual responsibilities would be.

The project team has been able to demonstrate good practice and measure it, and be rewarded for it, through the Greenroads tool. They identified a number of sustainability practices for the project including cost savings and emissions reduction associated with our cut-to-fill earthworks approach and local sourcing of materials, employment of local companies and people, inclusion of the community in setting goals for the project, and implementation of a waste management plan.

From a design and construction perspective, this kind of sustainable approach was already embedded in the way we do business, with our stakeholder engagement plan underway before Greenroads alignment was considered.





PP20 QUICK FACTS

- The project had a 'Kaiarahi': a guider / leader / guardian – the first in New Zealand for a civil construction project. The Kaiarahi oversees everything from an iwi perspective such as management plans and final design.
- Cultural health monitoring programme – a step above ecological monitoring. This is ecological monitoring from an iwi perspective.
- Cultural interpretive signage on shared path – in both English and te reo Māori.
- Local artist commissioned to design outside panels across local roads. The designs reflect the environment and histories of respective bridge locations from an iwi perspective.
- Marker on Ōtaki River Bridge reflects the strong significance of the Ōtaki River to Nga Hapū o Ōtaki (mana whenua) – lessons learned from an earlier project, as iwi were concerned the river couldn't be seen from the road.
- Gateway sculptures – to encourage people to enter Ōtaki. The design is being developed in consultation with Ngā Hapū o Ōtaki and a local artist.
- First construction project to use bi-lingual health and safety signage. Staff and students at the local kura kaupapa o Māori / school helped with the signage translation.
- Project filmed by local media studies students from Ōtaki College.
- Local students grew plants for landscape planting through an NCEA horticulture programme developed in partnership with the projects subcontractor.



4.2 KEEPING FREIGHT AND PASSENGERS MOVING

KIWI RAIL – PICTON TERMINAL YARD UPGRADE

Our work on upgrading the KiwiRail infrastructure at Picton in New Zealand's South Island had to be mindful of its environmental impact on one of the most beautiful and pristine harbours in the world.

When the Interislander rail ferry Aratere entered scheduled dry-dock maintenance for a short period in 2016 and again in 2018, freight previously shifted onto the ship by rail had to be switched to trailers to allow it to be loaded. This required the relocation of the passenger vehicle marshalling yard so that space was made available to transfer containers from the rail network to the ferry. The aim of this upgrade was to increase efficiency of freight movement between rail and the ferries.

Our designers carefully considered the use of materials. Throughout the project we recycled the existing material onsite for the new pavement, saved energy use associated with transporting material offsite, and avoided importing new material.

As this project was adjacent to the stunning Marlborough Sounds and had the potential to create contamination from storm-water runoff, we installed two 'Jellyfish Units' which captured contaminant runoff from vehicles. 'Jellyfish' have tentacle-like parts which hold the contaminants that are then removed, cleaned and reinstalled on a regular basis. This resulted in increased capacity for pollutant removal and enhanced protection of this much-loved New Zealand environment.





CHALMERS ST AND GRANVILLE JUNCTION SUBSTATIONS

Transport for New South Wales (TfNSW)'s smart, new, air-conditioned trains provide a safe, secure and comfortable experience for the people of Sydney, and more trains are being introduced to the network each year. As part of a Power Supply Upgrade works, Chalmers Street and Granville Junction Substations play a key role in supplying the additional traction power demanded by the new trains.

Our team provided a full suite of multidisciplinary engineering services to this project – including detailed design of the substations and their integration into the existing TfNSW network. We also produced climate change assessment reports to assess and mitigate the impact of climate change on these long life assets.

The innovative use of 3D modelling and virtual reality for both substations provided significant benefits. An integrated 3D model containing civil, structural, power, and building services infrastructure enabled us to optimise the design for high voltage and traction efficiency, constructability and maintainability. And the use of virtual reality for the first time on a project of this type and scale gave our client a valuable real-time experience of the design solution prior to construction.

The projects have made a significant contribution toward the sustainability of the rail network in Sydney. They provide increased capacity to allow for additional trains to be added to timetables and enable more passengers to use rail in Sydney on a daily basis. Sustainability was also a focus of the buildings' design – with natural ventilation and an emphasis on reducing maintenance requirements.



4.3 KEEPING COMMERCE AND INDUSTRIES WORKING

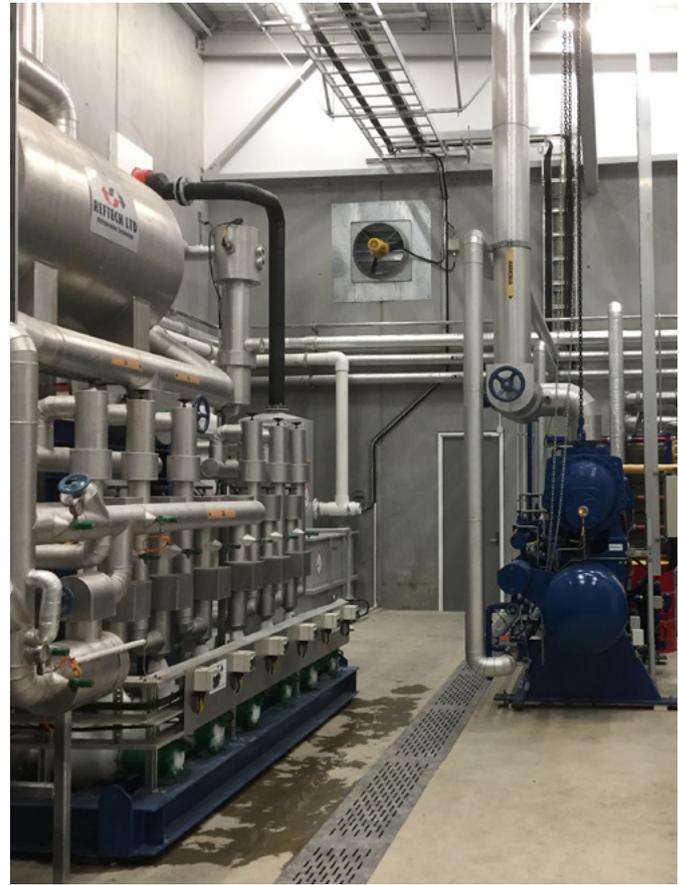
FONTERRA – AMMONIA AT 'THE SHED'

The primary industries sector is a major part of New Zealand's economy, relied upon by millions of Kiwi families and communities. The investment in cool-store logistics and infrastructure to keep dairy products in top condition and supplied to customers is significant for companies like Fonterra. We have been involved in one of New Zealand's largest new cool-store projects: Fonterra's 'Shed' facility near Auckland Airport.

Our accumulation of knowledge and site audits over the last ten years has contributed to innovative and more efficient design for cool-store technology. Traditionally ammonia is used as the key refrigerant gas, although it is a risk to people if its toxic properties are inhaled.

We worked to improve the refrigerant safety profile for the Shed and managed to reduce ammonia requirements from several tons to a few hundred kilograms. This approach uses the much less toxic carbon dioxide as the refrigerant, eliminating a large quantity of ammonia.

We also designed a plantroom for the ammonia storage equipped with scrubber and sump systems, ensuring a high degree of containment in the event of a leak. The outcome is that this facility is safer than older designs and has improved safety risks for Fonterra staff. It is also more economical over its lifecycle, thereby delivering savings to Fonterra and enabling continued reinvestment in the delivery of fresh dairy products to its customers.



MARINA ONE AND DUO

Planning for sustainable urban living with mixed-use spaces has been an important focus area for the Singapore Government to keep pace with urbanisation demands.

One of our most notable clients is M+S Pte. Ltd., a landmark joint venture between Malaysia's strategic investment fund Khazanah Nasional Berhad and Singapore's state-owned investment company Temasek Holdings to develop two premium integrated developments in prime locations: Marina One in Marina Bay and DUO in Bugis.

These projects set a new benchmark for truly integrated living in the heart of Singapore and consist of Grade A office space, premium residences, innovative and new-to-market retail concepts and, in the case of DUO, a 5-star luxury lifestyle hotel - Andaz Singapore by Hyatt, the first in South-East Asia. They also allow for seamless connectivity to pedestrian networks, MRT stations and major expressways.

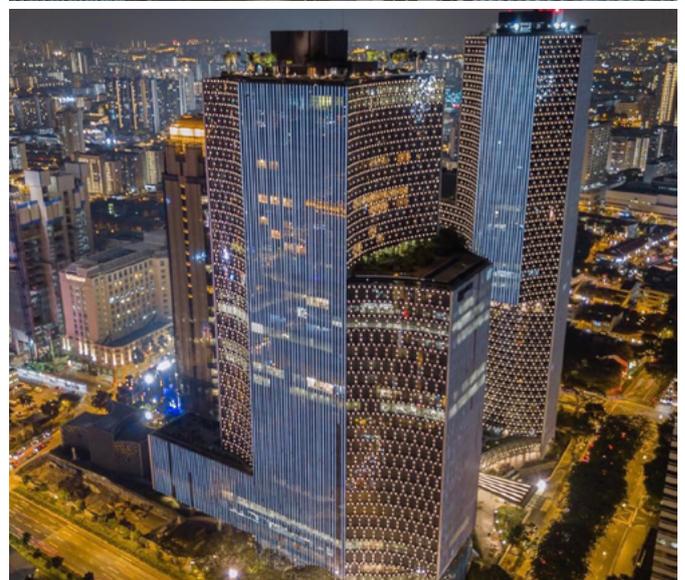
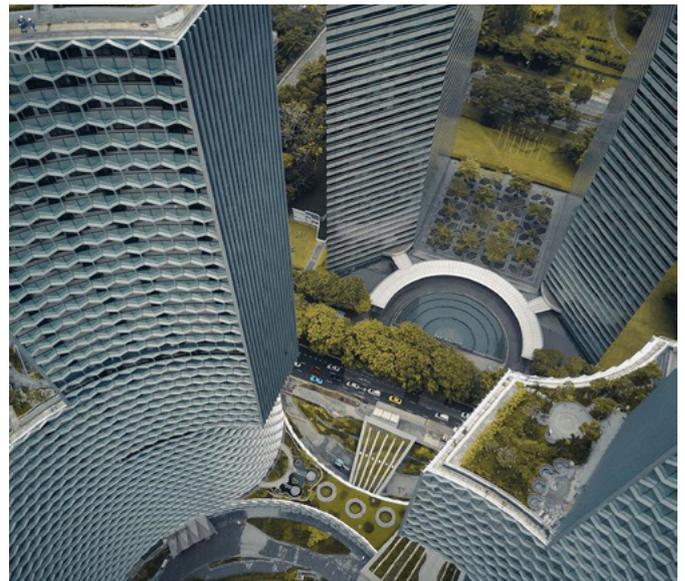
The developments have been awarded various accolades, with Marina One clinching the Best Innovative Green Building at the MIPIM Awards 2018 and DUO winning in the Purpose Built Category at the FIABCI Singapore Property Awards 2018.

Our team provided mechanical, electrical, structural, environmentally sustainable design (ESD) and fire safety services to both projects. Our ESD team in Singapore successfully attained multiple achievements for these projects, including Green Mark Platinum and LEED Platinum status.

The team, working with the project architects, designed a range of sustainable elements including cantilevered floors, optimum glazing and external shading which reduce solar heat gain, a high efficiency chiller plant, energy efficient LED lights and controls, indoor air quality monitoring and sensing, and an energy efficient hot water system.

Marina One also features a 65,000 square feet 'Green Heart' at the centre of the development, incorporating lush tropical greenery in an urban setting, while DUO has incorporated 100% landscape replacement on site with verdant greenery throughout the ground floor podium and on its sky terraces and rooftops.

Marina One and DUO were officially opened by the Prime Ministers of Singapore and Malaysia in early 2018.





4.4 LOOKING AFTER FAMILIES

MAJURO ISLANDS – IMPROVING WATER SANITATION

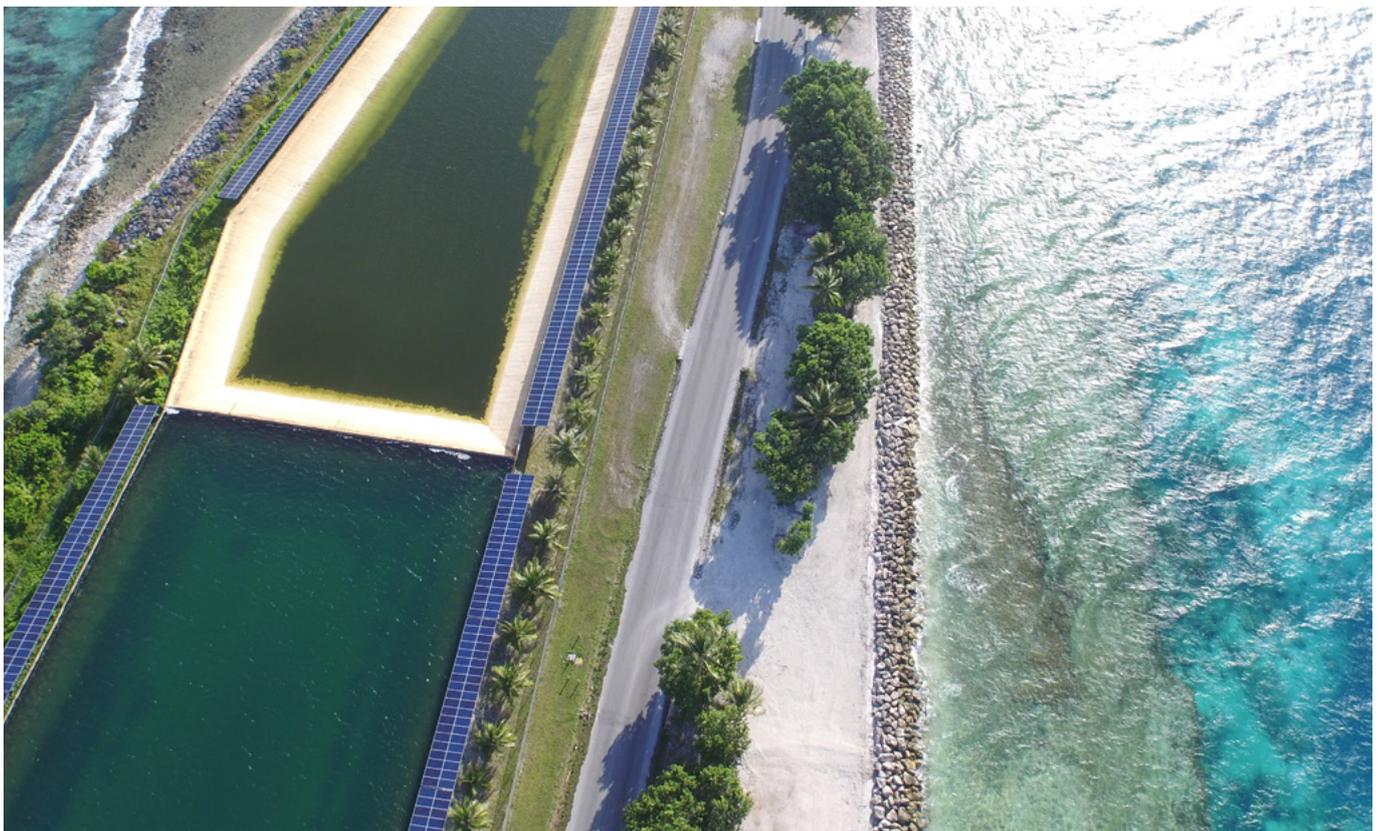
The Majuro Atoll, capital of the Republic of Marshall Islands is home to approximately 27,000 people, and is facing significant challenges to adapt to the impacts of climate change, particularly in the area of water supply.

We worked with the Majuro Water & Sewer Company on a 20 year strategic plan for water and wastewater infrastructure in the Atoll to provide improved water supply and wastewater services for the sustainability and liveability of the Island for future generations.

Key to achieving this vision was to engage with local residents and stakeholders to help us understand the important cultural aspects and technical requirements of the project and design a resilient solution that would truly make everyday better for the people of the Marshall Islands.

We recommended a combination of household rainwater tanks and connection to the public water supply as well as improvements to rooftop rainwater collection, cleaning and storage methods. For wastewater, the installation of a new and longer ocean outfall pipeline was a priority to improve dispersion and eliminate the impact of untreated sewage on residential areas and the natural environment.

Through meaningful engagement with our client and the community, we helped create a plan. The plan will contribute to alleviating the inequality of basic needs, and ensure all of Majuro has access to safe, affordable, reliable and resilient water and sanitation services that support healthy communities to flourish now and in the future.





HAVELOCK NORTH – DRINKING WATER SUPPLY

New Zealand's largest waterborne disease outbreak in modern times involved the contamination of drinking water in Havelock North, a major town in Hawkes Bay. Following a period of heavy rainfall, the aquifer used to supply drinking water was contaminated with campylobacter, likely from sheep faeces.

Andrew Watson, Technical Director of Water Supply in our Central Water & Industrial team was involved as a specialist advisor in the Havelock North Drinking Water Inquiry and its aftermath.

Andrew made a submission to Stage 2 of the Inquiry, provided ongoing advice to a number of our water supply clients on the likely outcomes, and jointly prepared two conference papers to help disseminate the learnings to prevent future contamination events. In late 2017 he was appointed to the Drinking Water Advisory Committee to provide advice to the Director General of Health on changes to the Drinking Water Standards arising out of the Inquiry and the Government's response.

The event highlighted modern society's reliance on safe water supply. It revealed that the legislation and standard practice across our drinking water supplies are not always strict enough to ensure public safety. The outbreak of gastroenteritis affected more than a third of the village's population.

The advisory service that Andrew provided highlighted the knowledge and technical acumen that our specialists have and emphasises the critical role we play to make everyday better for local communities. The consequences of an outbreak can be large, both economically, socially and culturally. There is no doubt that the event will have far reaching effects on legislation and practice surrounding water supply in the future.



4.5 CREATING SAFE AND HEALTHY COMMUNITIES

CHRISTCHURCH CYCLEWAYS

The Christchurch City Council has committed to investing in the establishment of 13 new major cycleway routes across the city over the next three years.

Together with MWH (now Stantec) and GHD we formed the 'Peloton' team, engaged to assess route selection, design the scheme and provide detailed design for a number of the cycleways. Our Design Practice team has been leading the team, as well as the urban design and landscape inputs.

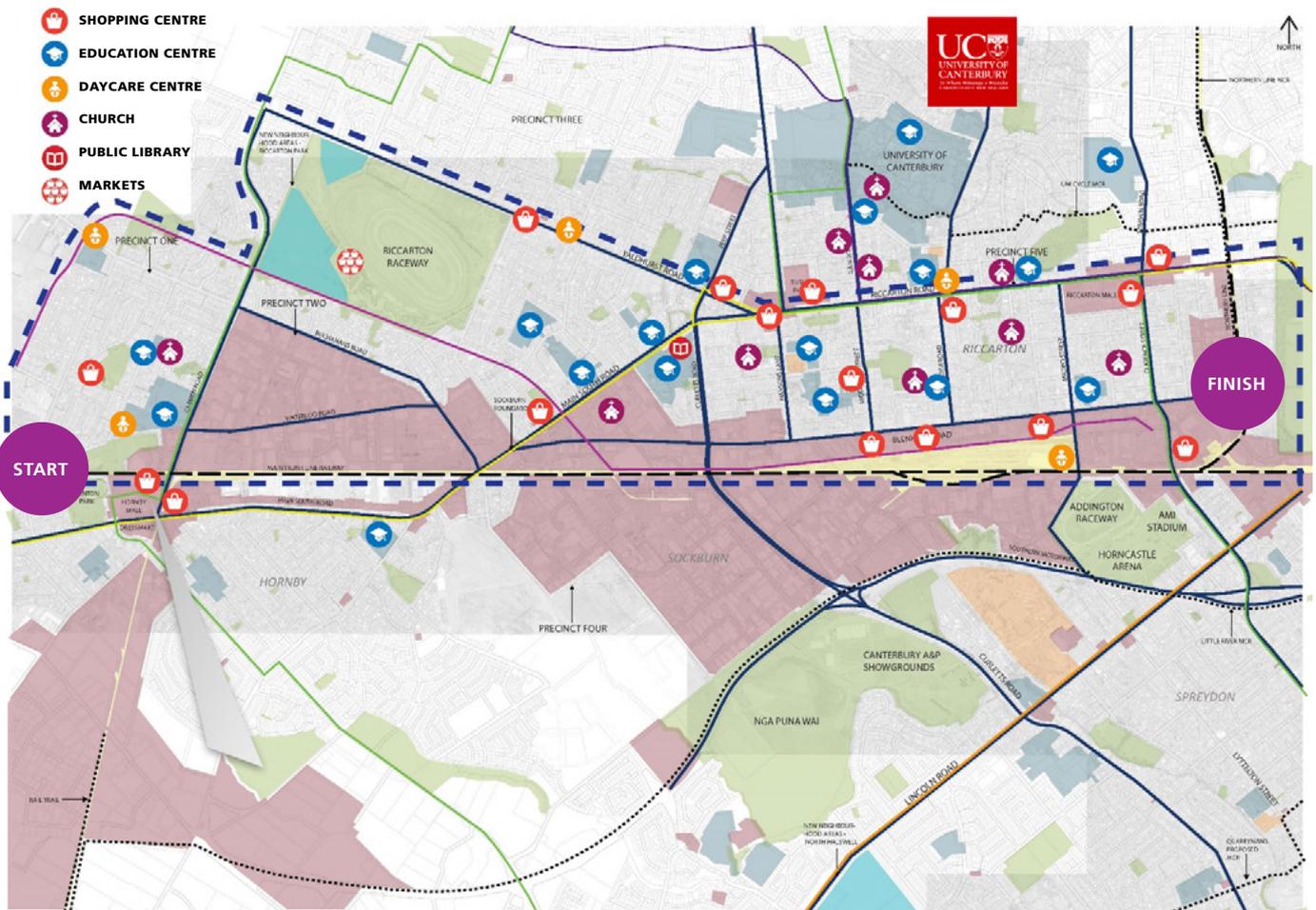
The cycleways programme is not only about delivering improved facilities for commuting cyclists but has also been about providing better accessibility for everyone. The Peloton team worked to produce holistically designed routes that take into account the surrounding context, key destinations and schools – facilities that are well utilised and provide sustainable transport

for the city in the future. The cycleways have also greatly improved local streets and neighbourhoods and encouraged people to get out moving again.

Cycleway route selection and scheme design, with the community in mind, resulted in a range of positive outcomes including increased street activity, community interaction, and ultimately enhanced the health of the city by encouraging all ages and abilities onto bikes.

Our team worked through the route selection phase by constructively challenging the route options and considering the wider context and relevant urban design criteria. With numbers of cyclists in the city climbing fast it was rewarding to see people of all ages and abilities using the separated facilities.

INCORPORATING THE PRINCIPALS AT ROUTE SELECTION





4.6 LOOKING AFTER THE PLACES PEOPLE PLAY

TE ORANGA WAIKURA URBAN FOREST

Christchurch City Council responded to increased flood risk as a result of the Canterbury Earthquake Sequence in the Bells Creek stormwater catchment by increasing flood storage, as well as additional other new infrastructure like a pump station.

We transformed unused playing fields in Linwood into a two hectare public council park (Te Oranga Waikura Urban Forest) which features a wetland and urban forest which can hold storm water in larger flood events.

As a part of this project, we naturalised the foreshore and basins to create a native wetland habitat for birdlife and also treat storm water. The local community took part in extensive native planting which contributes to the ecological and amenity value for the local residents and wider public to utilise and appreciate.

As a result of the Canterbury Earthquake Sequence, Christchurch City Council saw this project as an opportunity to create an ecological habitat in the heart of the city, and in turn, benefit future generations of Linwood and the wider community.

Te Oranga Waikura Urban Forest was opened in 2017 and is now a neighbourhood asset that makes every day better for the Linwood community. The forest provides a recreational space for the surrounding residents and wider community to enjoy while also improving storm water quality.





4.7 PROJECT AWARDS

We are proud to have the work we do with our clients recognised by our industry. Below is a selection of awards for projects that have delivered outstanding outcomes for our cities and communities.

BEST DESIGN AWARDS NEW ZEALAND, OCTOBER 2017

- Emerson’s Brewery and Taproom – Gold Pin

NZIOB AWARDS FOR EXCELLENCE, SEPTEMBER 2017

- Mason Bros. Building Information Modelling – James Hardie Innovation Award

ACENZ INNOVATE AWARDS OF EXCELLENCE, AUGUST 2017

- Skellerup (Project Viking) – Gold Award Collaborative Working Agreement Category
- Mason Bros. Building Information Modelling – Gold Award General Category
- Christchurch City Council Insurance Programme – Gold Award General Category
- SKYCITY Generator Replacement Project – Gold Award General Category
- Holcim Cement Imports – Merit Award General Category
- Christchurch Our Underground Story – Special Award

PROPERTY COUNCIL NEW ZEALAND RIDER LEVETT BUCKNALL PROPERTY INDUSTRY AWARDS, JUNE 2017

- PwC Centre – Commercial Office Property Award (Best in Category)
- Manaaki by Mercy – Health and Medical Property Award (Best in Category)
- 133 Molesworth Street – Commercial Office Property Award (Excellence) and Green Building Property Award (Merit)
- Mason Bros. Building – Heritage and Adaptive Reuses Property Award (Excellence) and Commercial Office Property Award (Merit)
- Burwood Hospital Redevelopment – Health and Medical Property Award (Excellence)
- AUT MH Building – Education Property Award (Excellence)
- Te Aro O Mauao, Toi Ohomai Institute of Technology – Education Property Award (Excellence)
- Emerson’s Brewery and Taproom – Industrial Property Award (Merit)
- The Christchurch Club – Heritage and Adaptive Reuses Property Award (Merit)

NEW ZEALAND COMMERCIAL PROJECT AWARDS, MAY 2017

- Burwood Hospital Redevelopment – National Category Winner and Gold Award - Health

NEW ZEALAND PLANNING INSTITUTE AWARDS, APRIL 2017

- Vanuatu Mainstreaming Disaster Risk Reduction Project – Best Practice Non-Statutory Planning



05 CREATING VALUE FOR OUR PEOPLE

It's not just for our clients, our communities and our environment that we seek to make everyday better. Our people are our business and we aim to make everyday better for them.

5.1 DIVERSITY AND INCLUSION

WHY IS DIVERSITY AND INCLUSION SO IMPORTANT?

With a team of over 3300, across 20 offices in eight countries, we know a diverse and inclusive workplace is key to sustaining success. We are committed to ensuring all our people, regardless of difference, are respected, included and have equal opportunity to thrive in their careers and make everyday better together.

We have a history of employing talented, creative people and want to continue attracting and retaining diverse talent across all levels of our business. We know we have work to do in this space and will continue to progress our diversity and inclusion initiatives through broader awareness and by leveraging our depth of cultural diversity.

Last year, our Diversity and Inclusion Steering Group, led by our CEO Greg Lowe, developed a Diversity and Inclusion Statement of Intent. This statement was developed based on input from panel discussions held across our business during our Diversity and Inclusion month in June 2017 and captures the sentiment of our people:

BELONGING AT BECA: RESPECT, INCLUSION AND EQUALITY

At Beca, our creative people are our greatest asset – together we are transforming our world. The more diverse we are, the better our ideas, strategies and client solutions will be and the more we will represent our world. We recognise that being inclusive of everyone, regardless of differences, is essential to maximising creativity.

We know that we are stronger when people from different backgrounds and perspectives work together. And we're committed to growing an environment where our people have equal opportunity to build a career that reflects their abilities and passions, where they believe in their potential, and where they feel they belong and can be their best selves.

KEY INITIATIVES

In order to achieve our diversity and inclusion goals, we will be focusing on the following three areas:

- Valuing differences
- Enhancing gender diversity
- Leveraging cultural diversity



INITIATIVE

Valuing differences: This aspect focuses on understanding what it means to be a diverse and inclusive business, understanding more about ourselves and what drives our day-to-day decision making.



OUTCOME

Over the past 12 months, we've been working on raising awareness of unconscious bias, the impacts, and ways to mitigate it:

- Our CEO spoke to all employees about diversity and inclusion as a business imperative during our 2017 CEO Roadshow.
- For the second year running a Diversity and Inclusion Month was held during September across our Group. This year panel discussions were held to explore what diversity and inclusion means to each of us, along with local events to raise awareness of different aspects of diversity and inclusion such as cultural awareness.
- Equal employment opportunities and respectful behaviours: As part of our commitment to building a diverse and inclusive culture in our Australian business, face-to-face training for all our leaders in Australia and for key leaders who work across Trans-Tasman business lines was delivered. Additionally, specific training for contact officers and an online learning programme for all Australian-based employees was delivered. This development is in line with Australian legislation and supports our broader culture goals.
- We partnered with external provider Diversity Partners to continue the conversation on what diversity and inclusion means to our people, and to raise awareness of unconscious bias and the importance of inclusive leadership. Our Executive Leadership Team took part in a development session on inclusive leadership and unconscious bias and 220 of our leaders from across the Group took part in a similar session at our annual Leadership Conference.



INITIATIVE

Enhancing gender diversity: We recognise that to achieve gender diversity we need to ensure we are putting focus on attracting, developing and retaining women in our business. During the year we continued to work towards gender equality:



OUTCOME

- We incorporated guidance for managers on mitigating bias within our annual remuneration process as part of our commitment to pay parity.
- In addition to business level pay parity reporting, we are now undertaking deeper analysis at career and role level too. We are also working to ensure that we have clear definitions and benchmarks in place across our Group to enable us to track and monitor set metrics on pay parity moving forward.
- We ran an internal and external campaign to support International Women's Day theme of "press for progress" with panel discussions held across our locations.
- We signed up as a founding partner to The Diversity Agenda – a collaboration between Engineering New Zealand, the New Zealand Institute of Architects (NZIA) and the Association of Consulting Engineers New Zealand (ACENZ).
- We commenced a review of our Parental Leave Policies across our locations. This resulted in the development of an enhanced parental leave offering for our New Zealand employees bringing this in line with competitive market conditions and demonstrating our value of care for our employees.
- The Diversity and Inclusion Steering Group commissioned research into our pipeline of female talent. This work identified some key areas of focus: retention of current female talent and broadening of our recruitment campaigns to enhance attraction of female talent.
- Our New Zealand team took part in the University of Auckland's SOLVE IT challenge. SOLVE IT is a programme led by the University's Centre for Innovation and Entrepreneurship and provides inspiration, environment, frameworks, mentoring, workshops and more to help students create amazing ideas for reputable New Zealand businesses and organisations. Organisations taking part provide a problem they would like students to help solve. We used this challenge as an opportunity to gain insights, ideas and solutions to help us maintain and grow gender diversity into our future, provide our women with attractive career pathways, and ensure our business and our industry benefits from a strong pipeline of talented female leaders.
- Graduate and summer intern recruitment: We have a continual focus on encouraging gender balance and increasing our diversity of candidates.



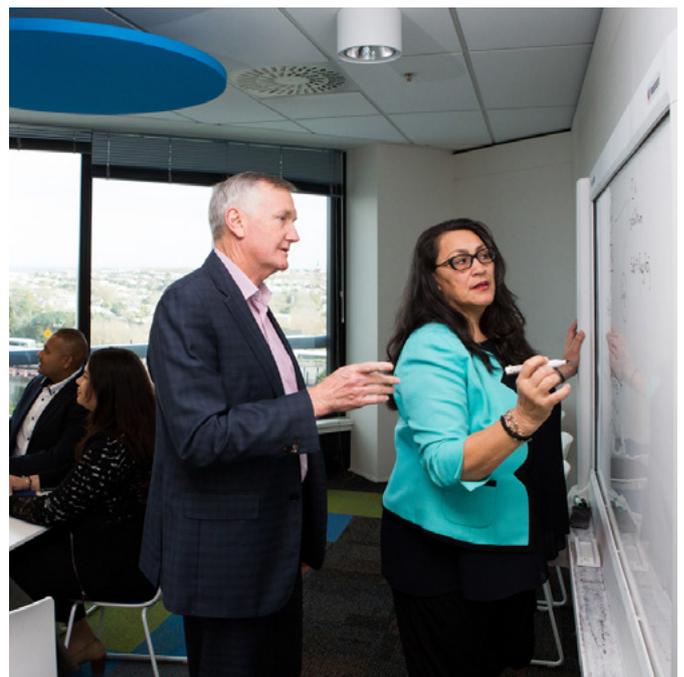
INITIATIVE

Leveraging cultural diversity: We have offices in eight countries, deliver projects globally and have 71 nationalities represented in our business. We have a huge opportunity to grow and leverage the cultural diversity that exists in our business through building our cultural capability.



OUTCOME

- We developed a Reconciliation Action Plan (RAP) to bridge the gap with Aboriginal and Torres Strait Islander Peoples by offering employment and training opportunities and developing business partnerships with Aboriginal and Torres Strait Islander-owned organisations. The aim is also to increase the cultural awareness and understanding of First Australians and their languages, histories and cultures within our business. The plan was endorsed by Reconciliation Australia and officially launched across our Australian offices in February.
- We are in discussions to develop a memorandum of understanding to deliver work with Clem Hansen from Ballardong, an Aboriginal company specialising in project delivery services, engineering, design and drafting, maintenance, infrastructure upgrades and redevelopment, as well as a range of capacity building services to support the development of government, resource and construction projects.
- As part of our Diversity and Inclusion month, various cultural awareness events and celebrations were held across our hubs. This included sessions aligned with Māori Language Week and focused on cultural awareness and identity.



5.2 REACHING OUT TO OUR FUTURE PEOPLE

We recognise that we have a role to play in supporting a wider diversity of people to enter into our industry. Our future people can come from any walk of life and from any community, and we want to provide pathways for those with aspirations and skills to join our successful business.

SOUTH PACIFIC INDIGENOUS ENGINEERING STUDENTS (SPIES)

This year we announced our official partnership with the South Pacific Indigenous Engineering Students (SPIES) association at the University of Auckland. Founded in 1993, the student-led association aims to support the academic, social and cultural hauora (well-being) of engineering students of Māori and Pacific Island descent. The partnership aligns with our commitment to diversity and will allow us to directly support Māori and Pasifika engineering students to achieve to their full potential.

As part of this partnership, the SPIES Mentoring Programme was developed to provide SPIES students with access to BECA employees as mentors and support for their development. Students will receive mentoring support from some of our experienced engineers and an opportunity to gain work experience as a graduate or intern. By working collaboratively with SPIES and the University of Auckland, we aim to promote Māori and Pasifika representation in the engineering profession and embrace our commitment to better reflect these communities we work with.

SCHOLARSHIPS

For over 25 years, we've been supporting outstanding students and future leaders through our annual scholarships programmes. This year we provided educational scholarships to the following institutes / students:

- University of Canterbury
- University of Auckland
- University of Waikato
- Wellington Institute of Technology
- Unitec
- Ara Institute of Canterbury
- Ngāi Tahu tertiary students
- Tainui Māori and iwi members
- Singapore Building & Construction Authority (BCA) Undergraduate Scholarship Program

UNIVERSITY OF CANTERBURY SCHOLARSHIPS

We recognised six remarkable engineering students at the University of Canterbury with our Engineering in Society Scholarships.

The scholarships are awarded to undergraduate Bachelor of Engineering (Honours) students with outstanding academic and personal achievements, who also demonstrate the potential to become future leaders in engineering.

This year's recipients were:

- Anna Hardy (Mechanical Engineering), Stanley Sarkies (Natural Resources Engineering) and Southern Turner (Civil Engineering) who were awarded Second Professional Year Scholarships of \$2000.
- Grace Stumbles (Chemical and Process Engineering) and Elora Walmisley (Software Engineering) who both received Third Professional Year Scholarships of \$3000.
- Evie Wallace (Chemical and Process Engineering) who was awarded the Phil Gillon Memorial Scholarship of \$5,000. The scholarship commemorates Phil Gillon – a leader in our southern team who was passionate about developing young engineering graduates.

"This year's recipients' academic and personal achievements are outstanding. Combined with their ambitious visions and goals, they are destined to make a positive impact on the engineering profession as well as the sustainability of the world we live in today"

CRAIG PRICE, CHIEF TECHNICAL OFFICER, BECA

TAINUI SCHOLARSHIPS

Our Tainui Scholarship aims to enhance opportunities for Māori and younger iwi members, with the flow-on effect of helping improve the social and economic wellbeing of Māori. We are working to grow our scholarships programme with Tainui, which involves working with career pathways teams to identify support that can be provided at an earlier stage, including engagement and exposure of a range of professional service disciplines at high school level. The purpose of this targeted approach is to increase the pipeline of young people coming into the professional services industry. Proposed tools for this support are by means of mentoring, school visits and interactive workshops.

ENGINEERS WITHOUT BORDERS

We are a proud partner of Engineers Without Borders – a non-profit organisation that connects, educates and empowers people through humanitarian engineering. Individuals in our team have forged strong ties with the organisation, as passionate advocates and volunteers over many years. We recently strengthened our partnership with Engineers Without Borders New Zealand (EWBNZ), committing to a three-year agreement. Through this partnership, we will continue to support their events and initiatives, and provide pro-bono engineering support for projects.

Hayden Grant-Ussher is leading a dedicated team that is growing our pro-bono work, supported by Caroline Hope, Water Engineer, and Renee Jens, Environmental Scientist.

"It's been hugely rewarding to see Beca continually partner with EWB NZ, whose mission, vision and value closely align with Beca's purpose: Make Everyday Better"

HAYDEN GRANT-USSHER, ASSOCIATE SYSTEMS ENGINEER

We were proud to be Platinum Sponsor of the 2018 EWB NZ Elevate Conference, held in Auckland. The conference showcased sustainable engineering and people-centred projects that engage local communities. Victoria Clark from our Environments team, and Kristina Hermens from our Water team, delivered presentations about their experience in the Cook Islands and Marshall Islands respectively. Kristina's presentation highlighted the project planning and innovative water services we're delivering through our long-term partnership with the Marshall Islands.

"I felt energised listening to passionate people who use their skills to shape a better world, and optimism for what lies ahead"

KRISTINA HERMENS, BUSINESS DIRECTOR – WATER

Melbourne based Senior Process Engineer Francis Heil mentored university students and facilitated a Human Centred Design Summit for EWB in South India. The Design Summit focussed on building empathy skills and cultural understanding of participants. Francis is the Water, Sanitation and Hygiene (WASH) Hub Manager for EWB Victoria, contributing to WASH initiatives in Australia and across the Pacific.

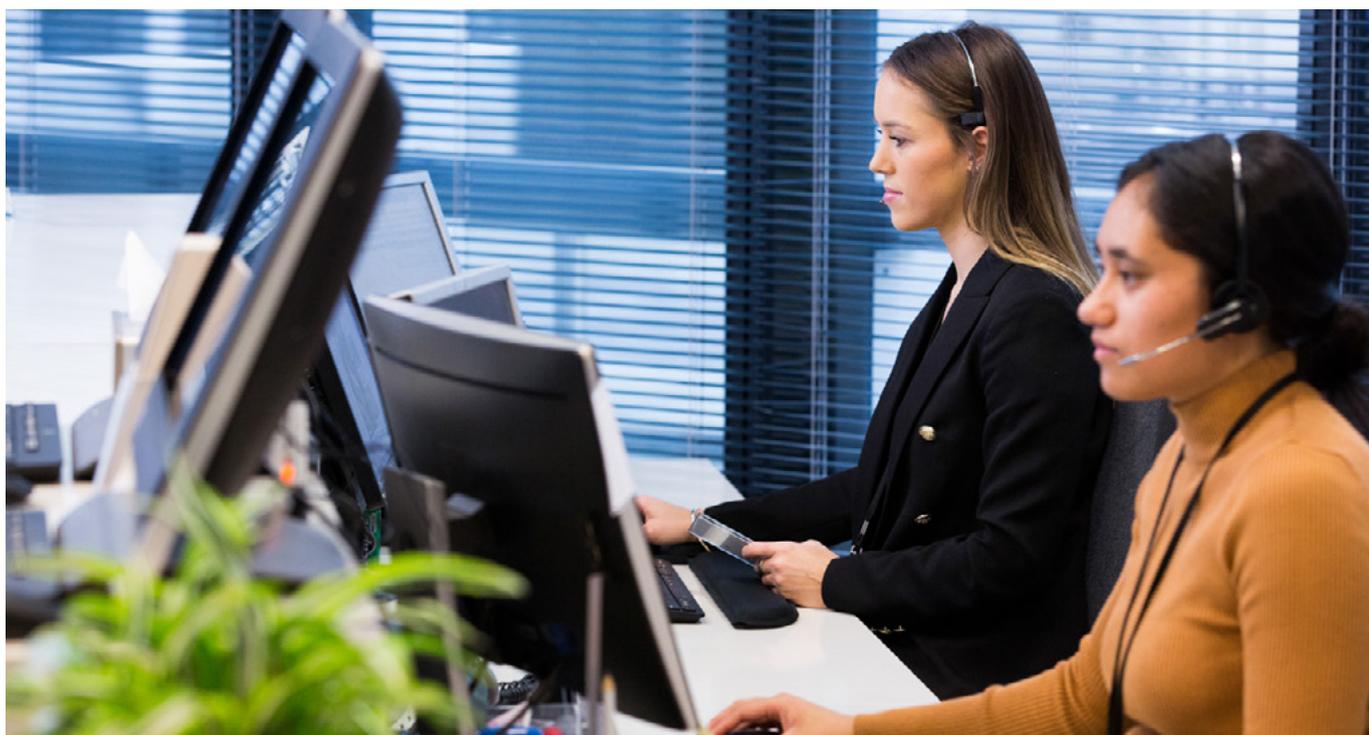
"Beca values the work I do with EWB, and this support allows me to make an impact and work towards inspiring the next generation of humanitarian engineers"

FRANCIS HEIL, SENIOR PROCESS ENGINEER

OTHER INITIATIVES

In addition to the above, we also support a number of other organisations and initiatives including:

- **Week of Engineering:** We sponsor this annual event run across New Zealand, designed to inspire the next generation of engineers.
- **Futureintech:** We've partnered with Futureintech to work with teachers and career advisors to bring together students and industry experts. Ambassadors raise awareness of career opportunities, and provide engaging contexts for learning in maths, science and technology subjects.
- **Career Fairs:** Each year we work with universities across our hubs (Australia, New Zealand and Singapore) to take part in career fairs promoting Beca as an employee and place to grow your career.
- **Careers Trackers:** We've partnered with Career Trackers – an Australian non-profit organisation that creates internship opportunities for Indigenous university students. Students perform their internship with a sponsoring company with the aim of converting them from an intern into full-time employees upon completion of their university degree.



5.3 HEALTH AND SAFETY

A FOCUS ON WELLBEING

Developing our Psychological Wellbeing Programme was a key focus this year. Identified as one of our top 10 risks, we put in place a strategic framework which included manager workshops, employee webinars and communication campaigns to raise awareness and provide our people with practical tools to manage psychological health risk across our business.

The programme was a finalist in the 2018 HRINZ Awards for the Health, Safety and Wellbeing category. We are expanding on this programme and have commenced work on Group-wide employee-focused awareness workshops which we plan to deliver in 2018-2019.

As part of our broader wellbeing program we also implemented a number of health and wellbeing awareness webinars including one focused on mindfulness.

GROUP HEALTH, SAFETY & ENVIRONMENT (HSE) OBJECTIVES FOR 2017-2018

We aspire to lead the industry in health and safety standards. Having a positive health and safety culture within our business is important and we have structured ourselves to allow all employees to have direct access to a health and safety champion in their sections. At a governance level we have a Health and Safety Steering Committee chaired by a Beca Board member.

We strive for continual improvement and undertook two key actions this year:

- We updated our HSE work instruction training providing a comprehensive suite of online modules that our people are required to refresh every two years.
- We worked on our job delivery HSE training module to ensure that those managing projects understood their roles and responsibilities in regard to HSE.



We made good progress on our annual objectives for 2017/18, as outlined below. We recognise that we still have more work to do in some areas and will continue to focus on these.



HSE GOAL	STATUS
1. LIVE OUR REFRESHED CULTURE MODEL	
Promoting and embedding our Top 10 Health & Safety (H&S) Behaviours	We continue to align and weave our 10 H&S behaviours into how we operate and deliver projects, recognising individuals that demonstrate the behaviours. To support this journey we are developing H&S behaviours training for our people to be delivered in 2018/19. Status: Ongoing
Continuing to mitigate our Top 10 Risks	We successfully implemented all of the controls / mitigations we set for our Top 10 Risks over the last two years across our business. We then reviewed our Top 10 Risks in 2017 with participation / engagement across our business to update them. There was some change to our Top 10 risk rankings as we managed to mitigate the risks to reduce severity and likelihood. Status: Achieved
Reminding our people that health and safety is a personal commitment	We continue to remind our people that health, safety and wellbeing is a personal responsibility and support everyone in making a personal commitment to healthy and safe choices. We continually deliver this message as we want our people to embed health and safety into the community (with friends, family and clients) and influence better behaviours in us all. Status: Ongoing
2. LEARN FROM OUR NEAR MISSES	
Increasing health and safety reporting across the Group	We have revamped our reporting not only in the dashboard statistical information that we provide to our managers and employees, but also to our clients. Aligned with our 10 behaviours, we run regular campaigns to encourage reporting of hazards and near misses. We are working towards trying to learn more proactively from our positive safety interactions as well as our failures. Status: Achieved
Proactively sharing all lessons learnt	Better understanding our health and safety risks has allowed us to focus attention on our high-potential incidents, with more rigorous investigation, identification and sharing of key lessons learnt. We are trying to focus on sharing these lessons across our broad work environment and have identified this as an area for improvement. Status: Not achieved
3. LEAD BY EXAMPLE AROUND SAFETY IN DESIGN	
Making Safety in Design an integral part of all projects that require it	Status: Ongoing
Appropriately resourcing Safety in Design	This is now being encompassed as part of our group delivery team and is overseen by our Chief Technical Officer.
Verifying that we are doing what we have committed to do	Status: Ongoing

Looking to the year ahead, our health and safety priorities for 2018/19 are:

- Build on our journey towards a generative HSE culture
- Be Well Aware (our Group Wellbeing program)
- Create healthy and safe designs

5.4 DEVELOPING OUR PEOPLE

DEVELOPMENT INITIATIVES

Employees at Beca are encouraged to ‘own your career’. Everyone has access to our learning management system which supports them from the time they start and throughout their ongoing professional development with us. This enables access to key development learning modules and a range of other optional learning solutions. Performance and career development reviews are other ways that we support employee development.

This year, several leadership development modules with team leaders and section managers from across our hubs were introduced with the aim of building leadership capability in storytelling, coaching and constructive feedback. The result of this pilot has been the development of a broader programme to be offered to our team leaders and sections managers across the wider Beca Group.

We also run a number of development opportunities for emerging leaders across our hubs:

- In Asia, we run a two year Emerging Leader Programme, sponsored by our Singapore Managing Director, which provides focused leadership development and peer support.
- In Australia, our Emerging Leader group is made up of juniors and intermediates that have been selected to represent their cohort, to provide a different voice and perspective supporting change initiatives. This Catalyst group is sponsored by our Australia Managing Director.

- In New Zealand, we run a Reciprocal Mentoring Programme which is designed to bridge the knowledge gap and bring different generations closer together. The programme is sponsored by our New Zealand Managing Director and provides an environment to connect, develop and empower both emerging and established leaders.

Throughout the year we hold intermediate-level conferences across different business lines to provide development, alignment and connection for our Career Level 4 and 5 people.

Our Graduate Development Programme continues to equip graduates with the fundamental knowledge, skills and behaviours required to become a successful Beca consultant. For many years this development programme has included a session on sustainability to explore what this means for our people, communities and business, and to empower our graduates to make the changes they are passionate about.

Our annual eight-week Beca Intern Programme provides structure and consistency for our summer interns in regards to their experience and development at Beca. It aims to provide them with a positive experience to enhance the likelihood that they will want to become a graduate at Beca following their final year. The programme builds on their leadership skills, team work capabilities and presentation skills.

We do not have any employees covered by collective bargaining agreements. Our Australian employees are covered by ‘Modern Awards’ and the ‘National Employment Standards’, as set out by the Australian Fairwork Act 2009.





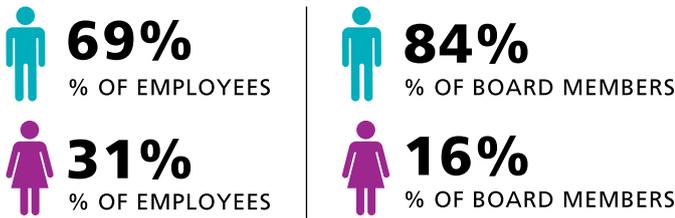
5.5 OUR PEOPLE IN NUMBERS

Our summary statistics include only those in our career framework, that is, permanent and fixed term employees.

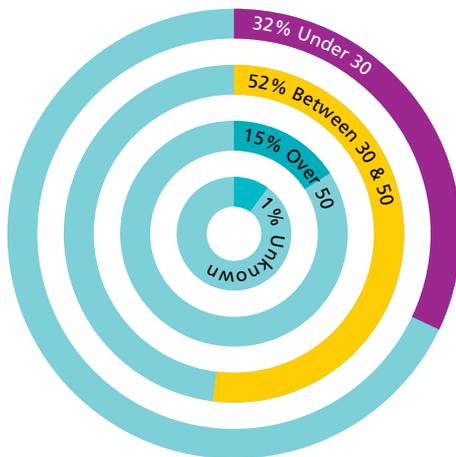
We regularly report on our progress regarding diversity and inclusion through programmes such as:

- Annual Australia WGEA (Workplace Gender Equality Act) Report
- Annual market data surveys
- Pay equity analysis during remuneration rounds
- Diversity analysis during promotion rounds
- Recruitment reporting and analytics

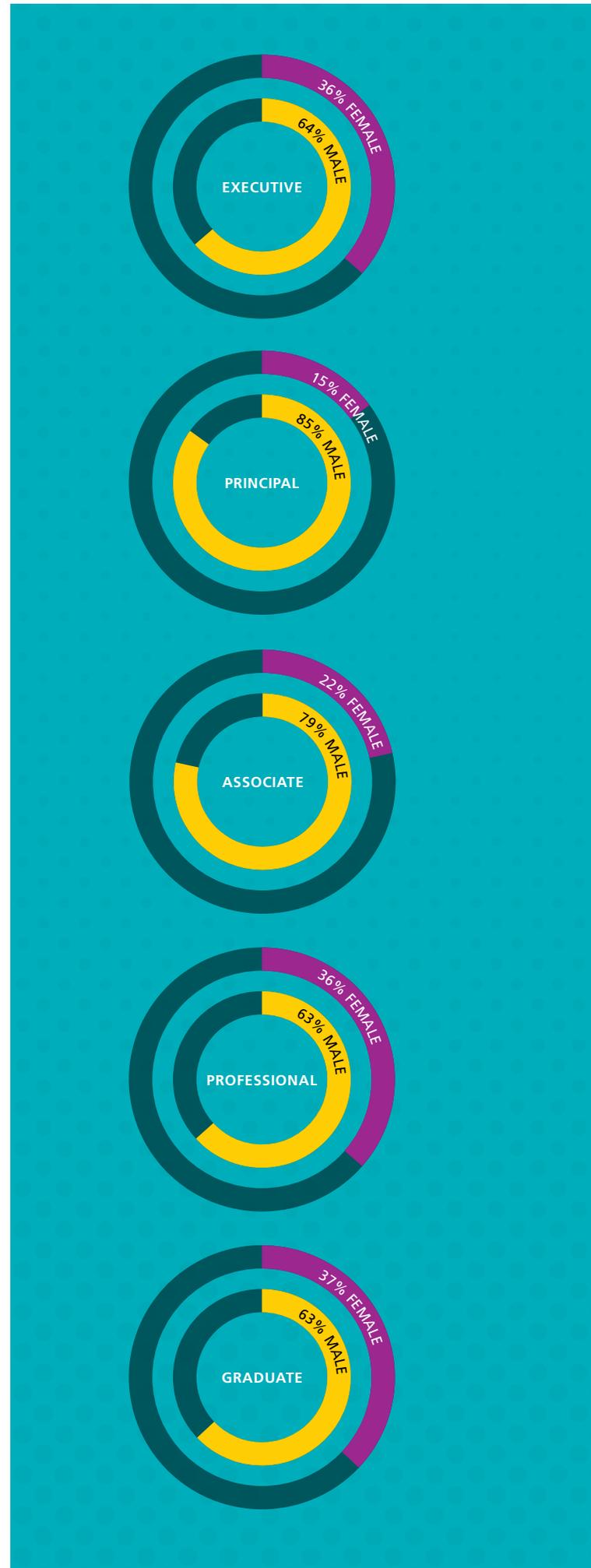
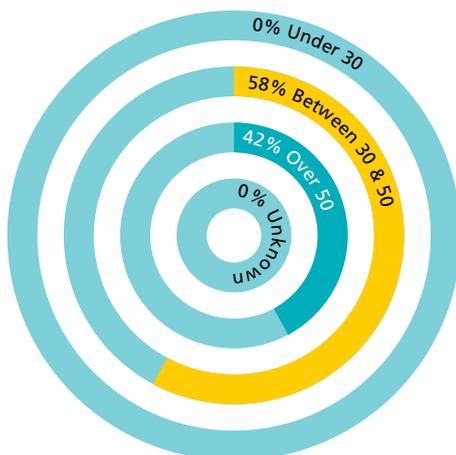
Gender Makeup



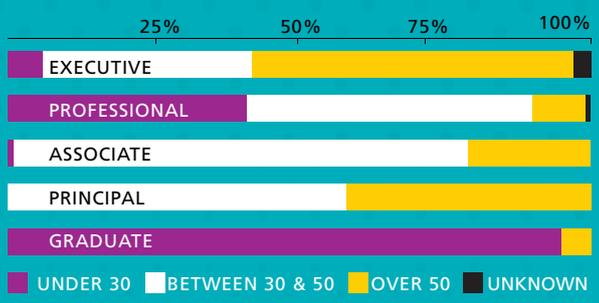
Age Group Makeup % of Employees



Age Group Makeup % of Board Members



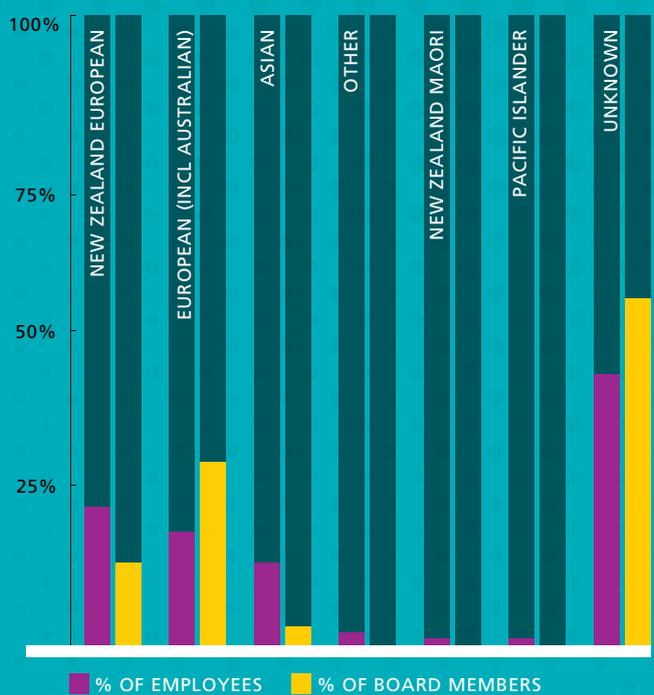
Employee Age Groups



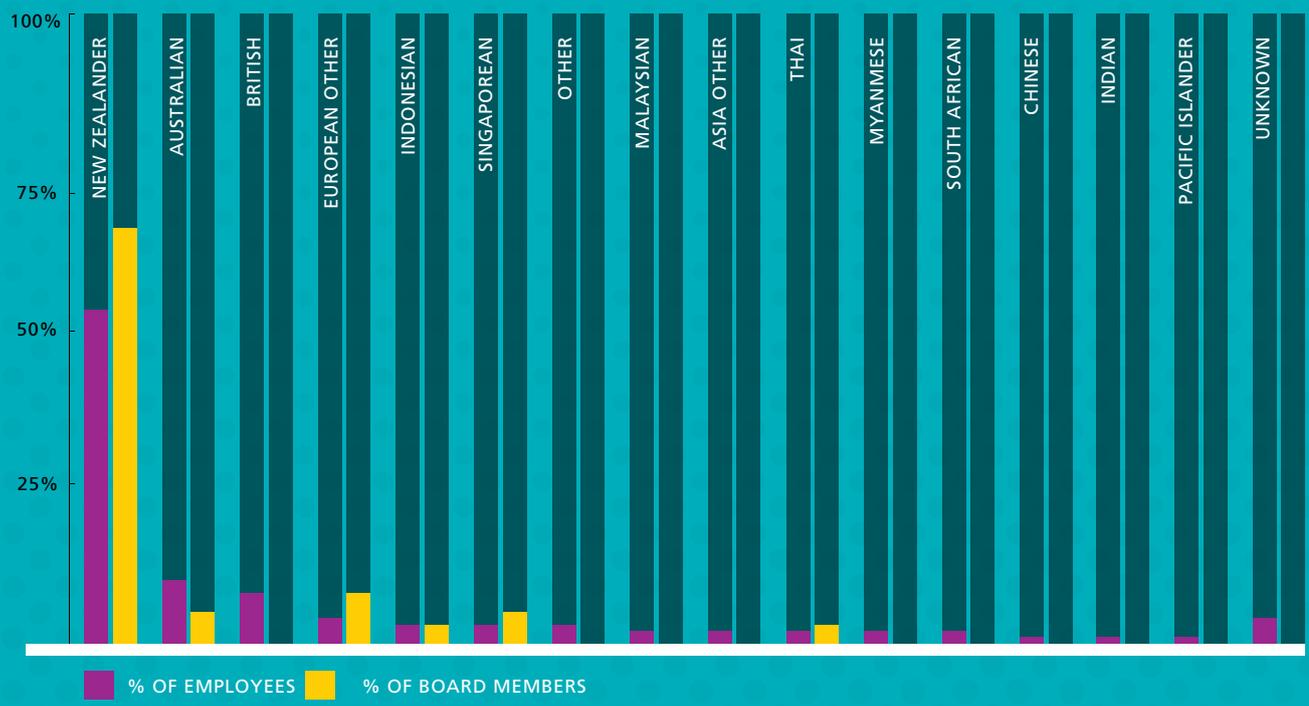
Employee Category



Ethnic Origin



Employee Nationalities



5.6 PEOPLE AWARDS AND RECOGNITION

We take pride in celebrating the success of our incredible people and the work they do to make everyday better. Below is a selection of industry awards and recognition our people have received this year for achievements in their professional careers.

THE ASSOCIATION OF CONSULTING ENGINEERS SINGAPORE (ACES) AWARDS, MARCH 2018

- Aw Chung Seng – ACES Young Consulting Engineer of the Year

NEW ZEALAND PLANNING CONFERENCE AWARDS, MARCH 2018

- Lance Leikis Award – Ying Liu

ENGINEERING NEW ZEALAND ANNUAL FELLOWSHIP DINNER, MARCH 2018

- Richard Holyoake – Engineering New Zealand Fellow

LIGHTING SOCIETY IN AUSTRALIA AND NEW ZEALAND (IESANZ), MARCH 2018

- Laurie Cook – IESANZ Fellow

MYANMAR ENGINEERING COUNCIL, MARCH 2018

- Andrew Moraes – Registered Limited Professional Engineer (RLPE) in Myanmar
- Ma San San Thwin – ASEAN Chartered Professional Engineer (ACPE)

NEW ZEALAND PLANNING INSTITUTE, MARCH 2018

- Don Lyon – New Zealand Planning Institute Distinguished Service Award

NATIONAL COUNCIL OF AUSTRALIAN INSTITUTE OF BUILDING (AIB), NOVEMBER 2017

- Samir Govind – National Council of Australian Institute of Building Fellowship

WOMAN IN ENERGY AWARDS, NOVEMBER 2017

- Vai Rane – Woman in Energy Award (joint winner)

INSTITUTION OF STRUCTURAL ENGINEERS (ISTRUCTE) AWARDS, NOVEMBER 2017

- Avinash Bandaru – IStructE Fellow

WELLINGTON PROPERTY PEOPLE AWARDS, OCTOBER 2017

- Vikki Stephens – Young Achiever Award

PROJECT MANAGEMENT INSTITUTE OF NEW ZEALAND (PMINZ), SEPTEMBER 2017

- Iain Sutherland – Falcon Training Project Manager of the Year Award
- Henry Marchant – Ara Institute of Canterbury Emerging Project Manager

ROAD ENGINEERING ASSOCIATION OF ASIA AND AUSTRALASIA (REAAA), SEPTEMBER 2017

- Ayesha Carneiro – Young Presenter Competition Winner

HAYS NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION (NAWIC) AWARDS, AUGUST 2017

- Sian France – Outstanding Achievement in Design Award
- Esther Loh – Outstanding Achievement in Design (highly commended)
- Vikki Stephens – New Rising Star Award (joint winner)

06 ENVIRONMENTAL PERFORMANCE

We understand the impact we have on our environment – directly through our own actions and indirectly through the advice we provide on clients' projects. This gives us an opportunity to influence the impact others are making and a responsibility to encourage positive environmental outcomes.

As part of our environmental commitment we seek continual improvement in environmental performance – through engaging in community and industry initiatives, supporting our people's involvement in events, delivering projects with positive environmental outcomes, and striving to reduce our greenhouse gas emissions.

6.1 COMMUNITY AND INDUSTRY SUPPORT

We support community, client and industry initiatives in various ways. Below are a couple of examples.

NEW ZEALAND GREEN BUILDING COUNCIL – GREEN STAR CHAMPION

We collaborated closely with the New Zealand Green Building Council and helped champion the launch of their new 'Green Star' building performance rating and verification tool.

For the first time in New Zealand, owners and tenants can perform a health and productivity check for their building, including offices, hospitals, industrial units and schools.

AUCKLAND COUNCIL – 'PATHS' APP

Our software development and engineering team has been helping Auckland Council develop a new app that encourages people to use local pathways. 'Paths' covers 30 pathways across the Auckland region and is designed to make it easier to get out and about around the city on foot, no matter what level of fitness. The current project is a proof of concept, and the development team will be using feedback to create a business case for a full solution that will see up to 500 of Auckland's public paths being accessible through the platform.

LENDING A HAND AT OWAIRAKA COMMUNITY OPEN DAY

We supported our client HLC at their Owairaka Community Open Day in April. Our team ran some hands-on activities to interact with and engage the local community, including a core sampling demo by our Geotechnical team, a treasure hunt using GPS equipment run by our Surveying team, and a water system demo by our Stormwater team that shows how water travels up hills and through pipes. Our Virtual Reality team also pulled together a 360 degree panorama of the sports ground venue that could be viewed through cardboard VR viewers. It was a great opportunity to introduce our people, equipment and technology to the wider community who will be seeing much more of this over the next ten years as intensification of the residential sector ramps up.



Lending a hand at Owairaka Community Open Day



Auckland Council – 'Paths' app



6.2 SUPPORTING OUR PEOPLE

Our passionate teams enjoy using their skills to generate sustainable outcomes. Every year, we support our people's involvement in sustainability-related events where they can collaborate with like-minded people and come up with creative solutions to environmental challenges. Below are a few examples.

WINNING IDEAS ON CLIMATE CHANGE – WELLINGTON CLIMATHON

Six Beca people helped win university grants, participating in the Wellington Climathon – a global, 24-hour event in 104 cities which challenges participants to brainstorm, pitch and discuss solutions to climate change-related issues worldwide. Three topics were the focus: youth engagement, infrastructure breaking points, and waste and transport.

One Beca team received a \$5000 Victoria University study grant for their solution: "VegeTops" – an idea for installing rooftop gardens on commercial office buildings throughout Wellington CBD. As overall winners, the team also took away \$1000 to continue developing their idea.

A second team was awarded entry to a three-month Victoria University Entrepreneur Bootcamp worth \$7500 for their public engagement platform concept "Reckons," which would facilitate conversations between youth, local and central government.

Other teams' ideas included: "Forgot-a-Bottle" – a biodegradable drink bottle designed to replace single-use plastic equivalents; and "Economate" which involves diverting builders' waste from landfill by giving it to school woodwork classes.

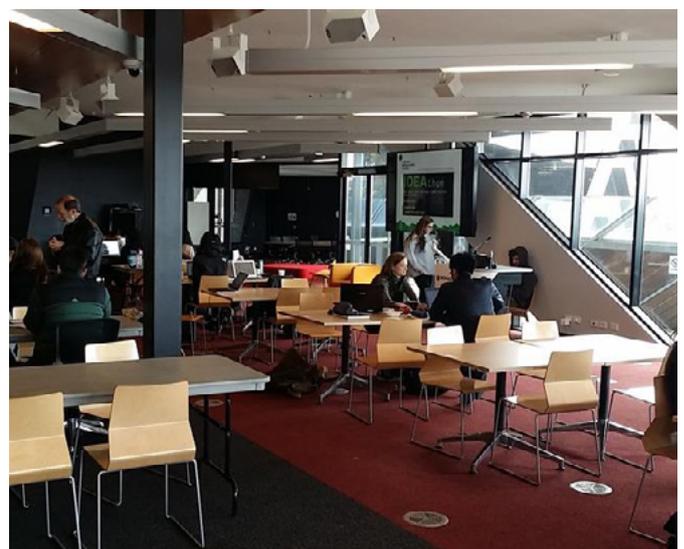
UNLEASH

UNLEASH is a ten day course in Denmark for 1,000 young professionals, researchers and entrepreneurs to come up with innovative ways to achieve the United Nations' Sustainable Development Goals (SDGs). Matt Girvan from our Industrial team focused in on the water theme, supported by pump manufacturing giant and key sponsor Grundfos. The teams spent four days developing business cases to solve global issues in small teams in a facilitated innovation process, with mentors from the United Nations, Water.org and Grundfos on site to give them continuous feedback.

FUTURE ENGINEERS COMPETE AT IDEATHON

The Engineers Without Borders (EWB) IDEathon held at Monash University, Melbourne, was a two-day design competition where student teams of up to four were given three design topics to choose from: Equitable technology, sustainable living and accessible water. Several industry professionals were invited to participate as student mentors on each day of the event, including our very own Sean Goodger.

The goal for each team was to formulate and refine a design concept, paying particular attention to social value while considering geographical, political and cultural context, before pitching to a panel of judges. Students were also encouraged to consider their markets, business models and potential investors.



6.3 ENVIRONMENTAL AWARDS

We seek involvement in projects which have a beneficial environmental impact and aim to deliver solutions that respond to environmental challenges and protect or enhance the environment. Below is a selection of industry awards we received this year for environmental excellence.

- Our Singapore team received the Singapore Green Building Council (SGBC)'s Green Building Certification for Mechanical & Electrical. The certification recognises our continued achievements, focus and effort on sustainable building design.
- Multiple Singapore Building Construction Authority (BCA) Green Mark Platinum Awards were received for client projects where we led the design, including: Carlton City Hotel; Punggol Town Club; The Woodleigh Residences; Wet Science Building.
- New Zealand's first 6 Star NABERSNZ rating was awarded to Stride Property's Meridian Energy building in Wellington. Our team led the engineering and environmentally sustainable design for this project.
- 'The Terrace' – Westpac's Christchurch Office received a 5 Star NABERSNZ rating. We led the engineering and environmentally sustainable design for this flagship project.
- City Edge Alliance, which Beca is part of, received the Waikato Regional Council Environmental Award for Best Environmental Outcomes for the Manganua Stream Bank Training Works, carried out as part of the Hamilton section of the Waikato Expressway. The award-winning entry related to the completion of stream works in very trying conditions (high stream flows) while managing water quality and ecology requirements.
- Together with Southern Skies and Auckland Council we received the Resource Management Law Association (RMLA) Publication Award for articulating the best current knowledge and practice in erosion and sediment control.



6.4 MANAGING OUR OWN FOOTPRINT

Our operations impact our natural world in many ways – through our physical offices, staff travel, and project work with clients. Without a healthy and vibrant natural world, both businesses and communities suffer. Therefore, it's critically important we understand our impacts and consider how we can respond to them.

As part of our environmental commitment, we seek to monitor, proactively manage and reduce our carbon footprint. We also aim to prevent unnecessary pollution from our operations by reducing the waste we generate and our consumption of non-renewable resources.

While we are working hard to understand and monitor our impacts, there is always room for improvement. This year we have focused on gathering accurate data on our carbon footprint, and establishing a baseline to set meaningful targets against.

ENVIRONMENTAL MANAGEMENT

We want to continually improve our performance and staff awareness regarding environmental management through our bespoke Project Delivery System (PDS). Our Australian and Singapore businesses are certified to ISO14001. Through our environmental commitment, we look to reduce our impact on the environment wherever possible through our project work.

Compliance with regulatory requirements is business-as-usual, but we look to bring in a more holistic view of environmental sustainability. We use frameworks such as the Infrastructure Sustainability Rating Tool and Greenroads, where other aspects such as waste generation, water consumption, fuel use and emissions generation are assessed.

We're implementing a process to better understand our key suppliers' commitment to sustainability and encourage them to embrace sound environmental practices. We're also committed to finding smarter ways to approach product disposal, and over the next year will be investigating procurement options for the recycling and disposal of ICT equipment.





IMPROVING OUR ENERGY EFFICIENCY AND REDUCING EMISSIONS

We champion continued building performance improvements wherever possible. Using our expertise in energy monitoring and continuous building tuning we look to improve the energy use performance in a number of areas, including heating, air conditioning, ventilation and lighting. Exciting results have been achieved for our Wellington office Aorangi House, which last year achieved a 4.5 Star NABERSNZ 'Excellent' tenancy rating for the energy performance of floors occupied by Beca. Our team were the driving force behind achieving 5.5 Star NABERSNZ base building rating for the energy performance of the entire building. We carried out extensive building tuning and switched from fossil fuel boiler heating to heat-pump technology to slash the associated emissions by a further 20%. This now means that the energy performance at Aorangi House is over 64% better than an average New Zealand office building and the first refurbished building to attain the 5.5 Star rating in New Zealand.

More recently, we achieved a 4.5 Star NABERSNZ whole building rating for our head office at Pitt St in Auckland. When we took over the lease of the building, we designed and fitted-out the building services which enabled us to implement high efficiency smart technologies. We also achieved a 5 Star NABERS tenancy rating for our Sydney office. Now we have a baseline, we're looking to further reduce energy use in these buildings. These ratings are a symbol of our ongoing commitment to sustainability management and best practice.

The redevelopment of our Wellington office – Aorangi House is a shining example of how older, existing buildings can be revitalized to achieve green building excellence.

"Consideration must be given to up-cycling existing buildings to target the aspirational Zero Carbon building goal. We have demonstrated that sustainable refurbishment is a viable option to the carbon-hungry alternative of demolition and replacement."

BEN MASTERS, ASSOCIATE - BUILDING SERVICES

Finally, we continue to review the make-up of our vehicle fleet. We have four electric vehicles: three for our Auckland office and one for our Wellington office. Together with Christchurch City Council and other local businesses, our Christchurch office has partnered with Yoogo – an electric-vehicle car sharing scheme. The scheme provides a 100-strong fleet of shared electric vehicles as a sustainable alternative to traditional rentals and taxis. Our team will be able to make regular use of the vehicles for a range of travel requirements within Christchurch and Canterbury, such as visiting clients, going to site, or running errands.



Image courtesy of Studio Pacific Architecture



6.5 GREENHOUSE GAS EMISSIONS

Our absolute greenhouse gas (GHG) emissions for the Beca Group have increased marginally by 4% since the previous reporting period. Emissions associated with land and air travel have contributed to this increase. However during this time, our number of FTEs has increased by over 8%, and our business revenue has expanded, meaning our absolute emissions per FTE and per \$millions of revenue have decreased. Due to improvements in data certainty and calculation methodology, we are selecting FY17 as our emissions baseline for future comparisons.

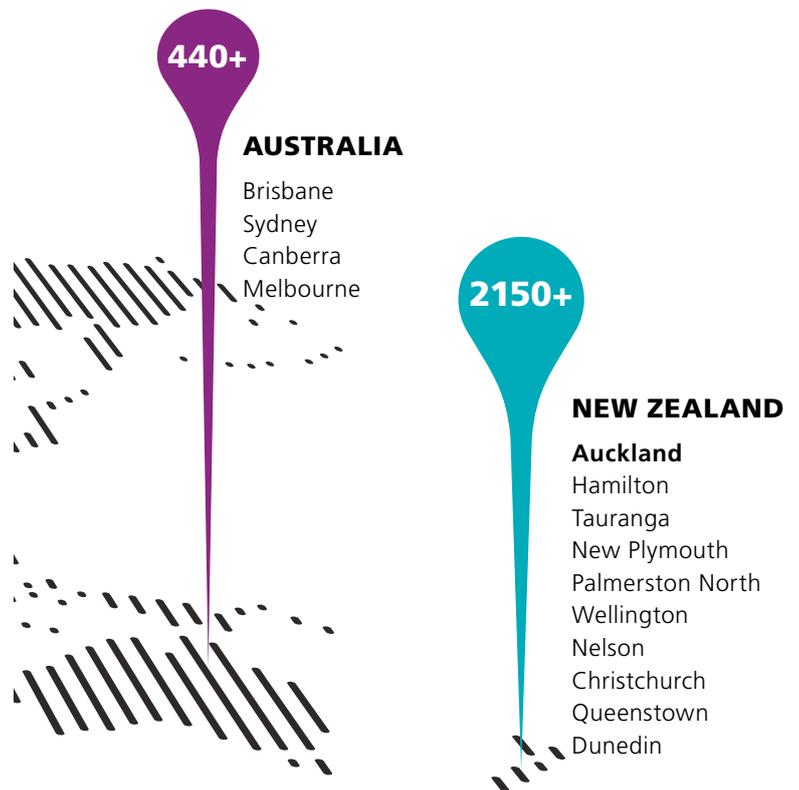
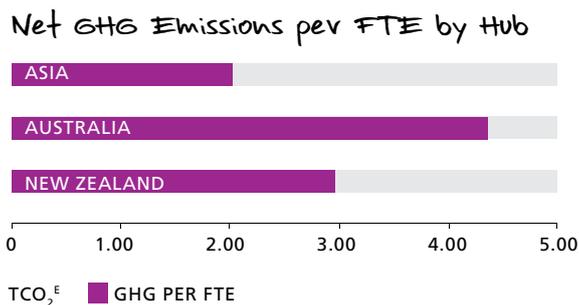
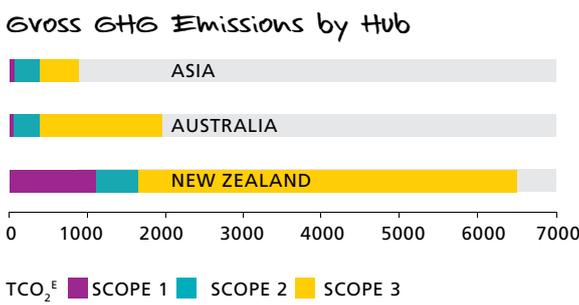
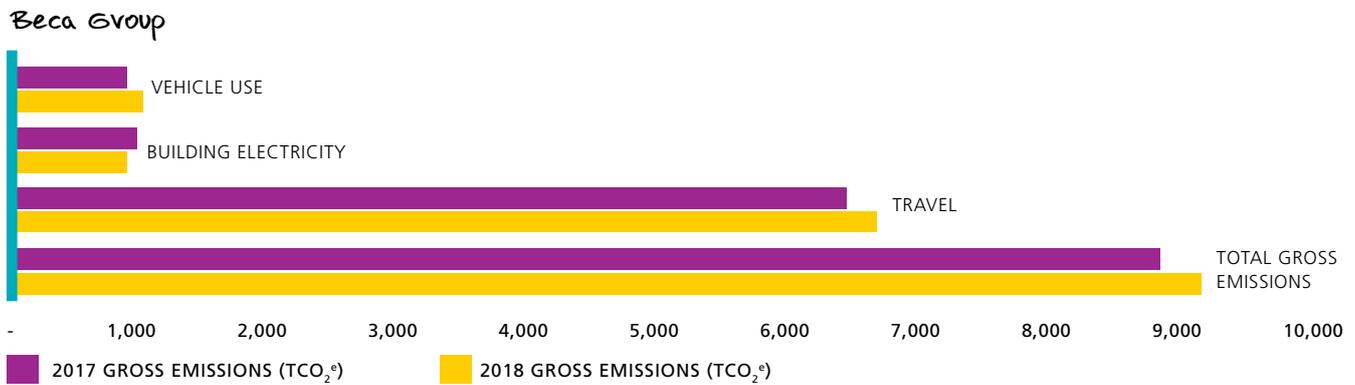
WASTE GENERATION

Waste data is estimated for our offices based on annual waste audits that typically sample waste over a certain number of days. This data is extrapolated to an annual figure, and whilst it can produce variable data, waste to landfill is less than 1% of our footprint.

We take care to separate out recyclable materials at virtually all of our offices. In addition to standard mixed recycling separation, at various offices we collect empty toner cartridges, all ICT equipment, batteries, flattened cardboard and polystyrene. All our New Zealand offices have Follow-Me printing and this is being progressively introduced to our Australian offices. We also purchase FSC certified carbon neutral paper.

GREEN TEAMS

We have established Green Teams across the majority of our offices who are passionate and committed to sustainability, the environment and our people. Their mandate is to increase awareness and encourage positive action with regards to environmental, social, cultural and economic sustainability.





- The teams focus on rolling out green initiatives and learning opportunities both internally and in the community. Some typical activities include: Facilitating presentations from external speakers and lunchtime TED Talks. This year included thought-provoking topics ranging from the Zero Carbon Act, to conscious consumerism and a six-week IPENZ Sustainability Society webinar series.
- Running lunchtime and after-work events to fundraise for sustainable initiatives.
- Promoting the use of waste reducing products and energy efficiency.
- Celebrating diversity within the company during diversity month each year.
- One Group-wide initiative per year in an effort to streamline sustainable movements.

Our local environment is something we treasure, and so having the opportunity to get out and help make a difference in our own backyards is something we value. Some examples include:

- Our Auckland Green Team volunteering with Sea Cleaners to help clean up our estuaries. Our team spent the day collecting rubbish that had washed up including aluminium cans, bottles, plastic bags, plastic containers, nappies, polystyrene, pens/pencils and clothing. These volunteering events not only help clean up but also raise awareness on waste disposal and the impact we have on our environment.
- Heading out to support the Friends of Oakley Creek at a mammoth planting day as an extension of our support through the Well Connected Alliance.
- Our Wellington team volunteering to improve an area of the ZEALANDIA ecosanctuary with whom we have a long-standing relationship with.

All these organisations rely on the support of volunteers to bolster their ability to make a difference, and we are always keen to support.

Other initiatives this year included:

- A breast cancer fundraiser bake-off.
- Shared lunch fundraiser for Kaibosh Food Rescue's annual appeal.
- Sent a group to Climathon – a start-up weekend dedicated to climate-focused business solutions.
- Fix your bike sessions – Beca's expert cyclists ran regular workshops to help fix bikes and pass on useful bike-mechanic skills.
- Aotearoa Bike Challenge.
- For diversity and inclusion month, Melbourne and Sydney ran a theme each week and held awareness-raising events and initiatives.

- Sydney promoted conversation on the First Australians, with sharing of information about the Eora nation, which has come to be known as Sydney today.
- Screensavers to remind peers to shut down their computers.
- Earth Day promoted on our internal communications network Yammer.



Oakley Creek Planting Green



ZEALANDIA ecosanctuary

07 GOVERNANCE AND LEADERSHIP

BGL BOARD

The Board is responsible for the corporate governance of Beca Group, including setting the strategic direction, establishing goals for management, reviewing and approving policy direction, monitoring the achievement of goals, and holding the CEO to account for delivering on the strategies and business plans Beca has committed to. The Board is accountable to all shareholders and represents and promotes their interests with a view to building long-term shareholder value, with due regard to other stakeholder interests. As an employee-owned company, our Board is committed to ensuring we maintain the highest standards of corporate governance and ethics.

Our Board brings a wealth of skills and diverse knowledge to our business. Board members as at 31 March 2018 are:

- David Carter, Executive Chairman
- Greg Lowe, Group Chief Executive
- Jan Dawson, Non-Executive Director
- Catherine Drayton, Non-Executive Director
- Thomas Hyde, Executive Director
- Amelia Linzey, Executive Director
- Don Lyon, Executive Director





DAVID CARTER (EXECUTIVE CHAIRMAN):

During his 28 years at Beca, David has filled a wide range of technical, management and corporate roles. After starting his career in Beca's geotechnical section, he went on to lead a broad range of infrastructure projects under a variety of project delivery mechanisms. Such projects include the America's Cup Viaduct Basin Redevelopment, the 2003 \$450 million upgrade to Auckland's Mangere Wastewater treatment plant (and associated foreshore restoration), mining in Indonesia, Melbourne Airport's A380 runway widening project and the Victorian Desalination project. He has also undertaken project work in a range of countries including Fiji, Indonesia, Nauru, Papua New Guinea, and Singapore, has led Beca's corporate group and held the position of Chief Technical Officer.

David has been an executive director of Beca for the last 15 years and was appointed Chair on 1 April 2017. He is a Hutt Valley Water Services Ltd board member and chairs the Beca Amec Board. Externally, he is a NIWA (National Institute of Water and Atmospheric Research) advisory board member, a trustee of The University of Auckland Foundation, sits on The University of Auckland's Civil and Environmental Advisory Board, and is a past President of the Auckland University Engineers Association. He was also a founding board member of the Sustainable Business Council.



GREG LOWE (GROUP CHIEF EXECUTIVE):

Greg has been CEO since April 2012 and has overall accountability for the business operations of the Beca Group, leading delivery of the company's global strategic objectives. With a distinguished track record in project delivery and business growth, he brings extensive sector experience to this role. Prior Beca roles were Managing Director - Australia (for 6 years) and Regional Manager - Wellington (2 years).

Greg's previous consultancy roles were General Manager - Performance Solutions for Infinity Solutions (information technology consulting services) and CEO of RDT Pacific, an asset management consultancy. Earlier in his career, Greg held senior posts in the Royal New Zealand Navy, including Director of Marine Engineering and Design Programme Manager - Mechanical and Electrical on the ANZAC Ships Project, based in Australia.

Greg chairs the Business NZ Major Companies CEO Forum, the NZ Defence Industry Advisory Council and is a member of the King's College Board of Governors. He was made an Officer of the NZ Order of Merit in 1998 and is a Fellow of IPENZ, having previously served on the IPENZ Board and the IPENZ Competency Assessment Board.



JAN DAWSON (NON-EXECUTIVE DIRECTOR):

Jan Dawson (FCA) is a professional independent director. Ms Dawson is currently Chair of Westpac New Zealand Limited, Deputy Chair of Air New Zealand Limited, and a director of AIG Insurance New Zealand Limited and Meridian Energy Limited. She is ProChancellor for the University of Auckland, a Trustee for the New Zealand Maritime Museum and is a Vice President on World Sailing. Ms Dawson's past roles include Chair and Chief Executive for KPMG New Zealand, Chair and President of Yachting New Zealand and director of Goodman Fielder Limited.



CATHERINE DRAYTON (NON-EXECUTIVE DIRECTOR):

Catherine Drayton (FCA) has held a range of senior international positions in the professional services sector, and is a former partner in charge of assurance and advisory services for PwC in Central and Eastern Europe. Ms Drayton currently serves as a Councillor of the University of Canterbury and holds a number of company directorships, including Christchurch International Airport, Ngāi Tahu Holdings Corporation, Southern Cross Health Trust, Southern Cross Medical Care Society. Ms Drayton is also a former director of Meridian Energy Ltd and PowerbyProxi, and the former Chair of Audit & Risk for CERA (Canterbury Earthquake Recovery Authority).



THOMAS HYDE (EXECUTIVE DIRECTOR):

Thomas was appointed Beca's Group Director Advisory in April 2016, on top of his Group Delivery leadership role. Thomas has a diverse consulting and leadership background, having migrated through a range of roles and career paths from chemical engineering and academic research, to engineering consulting, ICT management and software engineering, project leadership, new business incubation, management consulting, business strategy, and executive leadership and corporate governance, amongst others.

During his 22 years at Beca, Thomas' satisfaction has come from solving complex problems for clients and the business, and making things better as a result. This consulting activity has given him exposure to client organisations around the world, gaining an appreciation of retail, pharimatech, utilities, infrastructure, defence, food and beverage, pulp and paper, mining and metals, airports, and manufacturing, amongst others, both in the public and private sectors.

Through this he has developed expertise in an eclectic mix of technical and business subjects, and with his executive roles is enjoying applying this knowledge to shaping the future of the business. Thomas enjoys time with his family, especially out on a boat island hopping and very occasionally catching fish.



AMELIA LINZEY (EXECUTIVE DIRECTOR):

Amelia has been an Executive Director since April 2016 plus continues in her role of Senior Technical Director in Beca's Environmental business. She has been with Beca since 1997, and has extensive experience in planning, community engagement and as a project director on major infrastructure and land development projects. Highlights of Amelia's project experience includes working with local communities to plan land use and settlement, such as the Samoa Infrastructure Management Strategy and Whangarei Coastal Environment Strategy, planning for major infrastructure developments, including the consenting and approvals for the NZ Transport Agencies Waterview Connection project and the Britomart Transport Station in Auckland and planning for major land use change, including recent advice to Housing New Zealand (Christchurch and Auckland) and the planning process to support Auckland's Unitary Plan.

Amelia is a strong advocate for planning and recognising the importance of evaluating the social and environmental impacts of development. She represents Beca on the New Zealand Sustainable Business Council, and provides leadership to the sustainability reporting within Beca. She advocates for the planning profession as a member of the New Zealand Planning Institute and Editor of the Planning Quarterly Journal. Together with her husband and three girls, Amelia owns an organically farmed lifestyle block in Pukekohe, putting her beliefs into practice.



DON LYON (EXECUTIVE DIRECTOR):

Don was appointed Chief Strategy and Operations Officer effective 1 April 2017 and is the Group Director for the Utilities business group comprising Water and Power. Previously he was the Managing Director for Beca New Zealand and Group Director for the ANZPAC business group comprising the Water, Power, Environments, Buildings and Project & Cost Management business lines.

Don has been with Beca since 1992, and with his previous extensive experience as a project director and planner, has been involved in many of New Zealand's large local government strategy, infrastructure and consenting projects.

In a voluntary capacity, Don has just completed a second term as a Director and Deputy Chair of Tennis NZ Inc., the national body responsible for the sport in New Zealand.

EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team (ELT) is Beca's key operations executive body and develops strategy for review and approval of the Board. The ELT is constituted under the chair of the Group Chief Executive and is responsible for all operational aspects including developing and implementing strategy, business financial performance, health, safety and environmental performance. It also ensures the business develops strategic stakeholder relationships and wins targeted quality work, creating organisational teamwork amongst other core functions.

The combined leadership and governance of the Board and ELT provide the long-term direction and vision for Beca's future as an employee-owned business. This takes into account external risk factors that are outside of our control and could impact the business, as well as factors that are within our control. These considerations include global mega trends such as digitisation and technological disruption, demographic change and diverse expectations of work, for example, diversity and inclusion imperatives and different perspectives such as those from the millennial generation. There is also significant focus from the ELT on key fundamental foundations of our business including attracting and retaining talented people from our communities, relationships with our clients and strategic business partners, and our shareholding model to support our continuing financial success. This enables the ELT and Board to set in place policies, strategies, leadership, management, resources, processes and systems to support the creation of long-term holistic value for the business as well as creating value external to the business.

ELT members as at 31 March 2018 are as follows:



GREG LOWE, (CHAIR) GROUP CHIEF EXECUTIVE



JOHN BOERS, GROUP DIRECTOR INDUSTRIAL MARKETS



IAN BULL, GROUP DIRECTOR INDUSTRIAL



MARK FLEMING, CHIEF FINANCIAL OFFICER



THOMAS HYDE, GROUP DIRECTOR ADVISORY



DON LYON, CHIEF STRATEGY AND OPERATIONS OFFICER



DAMIAN PEDRESCHI, GROUP DIRECTOR TRANSPORT



CRAIG PRICE, CHIEF TECHNICAL OFFICER



MARK SPENCER, GROUP DIRECTOR BUILDINGS



LAURENT SYLVESTRE, CHIEF PEOPLE AND CULTURE OFFICER

To deliver on the Board responsibilities, there are sub-committees on Audit and Risk, People and Culture and our Shareholding model. Integral to these processes is understanding that decisions made by the Board and ELT shape the direction of the business. To support this, we have robust and precautionary enterprise and project risk processes, and Risk Committees to assist us in prudent decision making.

ETHICAL BEHAVIOUR

We always strive to do the right thing by our company, our employees, by clients and the communities in which we operate. Our reputation as a reliable and principled business is vital to what we do and it's important we continue to grow this going forward. This approach to ethics has always underpinned the work we do and we're currently formalising it in a Beca-wide policy. This will include our social responsibility as a business, integrity and probity, as well as how employees can raise concerns if they have them.

More broadly, ethics and our shared values are intrinsic to our 'social contract'. This combines our culture and norms of behaviour with each other, as well as through the work we do with our clients, business partners, and communities. Our culture and social contract, combined with our clear purpose, supports employee engagement and satisfaction at work, and motivation to contribute to the work we do. We articulate our social contract as:

"We don't let our peers down. We are reliable and accountable. We embrace and exceed our standards for project execution and delivery, client service excellence and prudent commercial and job management."

OUR EMPLOYEE-OWNED BUSINESS

Our ownership model is key to how we operate as a business. It both defines our culture and is a strong point of difference. Being employee-owned provides a unique incentive to both succeed and provide outstanding service to our clients. Our passion and pride for the services we deliver is continually evidenced by the quality of our projects.

Shareholding is an investment in the future, both for the Group as a whole and its shareholders. As owners, we are able to guide the direction our company takes in response to our ever changing world.

We take great care and attention in the details and oversight of our ownership model and its continued success. We work hard to provide value to those who have dedicated many years of service to the business, invested their capital via share purchasing, and work equally hard to encourage and support those early in their careers to become shareholders. We see shareholding as an incentive to stay with Beca over the long term and receive sustained value from doing so. We feel that this supports engagement with all aspects of our business to create value for our clients, and as a result, our communities and the environment.

INNOVATION

Our world is changing quickly, and to keep pace we must continue to find ways to do things differently. At Beca, we support innovation and have an eye to future changes coming our way.

Our Future Focus Group aims to open our people's minds to technology advances and innovations, thereby enhancing our delivery capability internally. They play a key role in future-proofing Beca in a time of increasing change and are involved in a range of technology initiatives led within our business groups. Activities include driving the automation of design, consideration of new technologies, providing an environment for trialling technological innovations, promoting best practice use of tools, and challenging the status quo.

Underway is our New Ventures Accelerator. Innovation and entrepreneurship will be critical to support our Second Century, so in response to our clients' changing global business environment, our Advisory Group established the New Ventures Accelerator. The Accelerator is a structured innovation and incubation programme to develop and commercialise new IP and launch the next generation of services and products that will diversify our market offering. It aims to realise alternative revenue lines and create new value for our business and our clients. The Accelerator is being based on proven best practices from incubators and accelerators around New Zealand and the world.

These programmes enable us to develop our intellectual capital, and provide an avenue for our people to realise their full potential, as well as identifying solutions that can add value to society or enhance environmental outcomes.



08 FINANCIAL PERFORMANCE

The Group delivered another record result following a similar performance in FY17, with a \$28.1M increase in operating revenue and a \$0.2M increase in pre-tax profit.

The New Zealand market remained buoyant throughout FY18, contributing to the ongoing success of our New Zealand business. The performance of both our Singapore and Australian businesses continued to strengthen, both delivering several landmark projects, with Australia's positive momentum extending into the start of the current financial year.

Embedding a sustainably profitable performance in Singapore and Australia remains a key priority for us. The effort, determination and commitment of our staff in these regions remains unquestioned and the wider support across our now more integrated Group is strengthening and diversifying our offering.

Financial performance summary:

NZ\$ MILLION <i>(for the Year ended 31 March 2018)</i>	NEW ZEALAND	AUSTRALIA	ASIA
Revenues	396.8	98.5	45.9
Operating Costs	Not disclosing	Not disclosing	Not disclosing
Employee Wages and Benefits	For commercial sensitivity reasons Beca Group chooses not to disclose wages nor benefits publicly.		
Donations and Community Investments	(1.9)	(0.3)	(0.05)
(Payments to) / Refund From Government (primarily income tax)	(18.37)	-	(0.26)

Total monetary value received from the Government including tax relief, subsidies, investment grants, awards, assistance and incentives: **NZ\$0.13M**.



APPENDIX A: GRI INDICATORS SUMMARY

In completing this report, Beca has used the G4 Reporting Guidelines produced by the Global Reporting Initiative (GRI). These guidelines reflect good practice in sustainability reporting and we aim to report in accordance with the core G4 requirements. This table identifies where in the report you will find the information. The GRI component of the report has not been externally assured according to AA1000 AS/ISAE 3000.

CODE	DESCRIPTION	REPORT SECTION
STRATEGY AND ANALYSIS	G4.1 Statement from the most senior decision-maker of the organisation.	CEO & Chairman's message
ORGANISATIONAL PROFILE	G4.3 Name of the organisation	Who we are
	G4.4 Primary brands, products and/or services	Who we are
	G4.5 Location of organisation's headquarters	Who we are
	G4.6 Number and names of countries where the organisation operates, and names of countries that are specifically relevant to sustainability	Who we are
	G4.7 Nature of ownership and legal form	Who we are
	G4.8 Markets served including geographic breakdown, sectors served and types of customers	Who we are
	G4.9 Scale of the reporting organisation including employers, number of operations, net sales, total capitalisation and quantity of products or services provided	Who we are
	G4.10 Total number of employees by contract and gender, total number of employees by region and gender	Who we are and Our people in numbers
	G4.11 Total percentage of employees covered by collective bargaining agreements	Creating value for our people
	G4.12 Organisations supply chain	Our business
	G4.13 Any significant changes in the organisation's size, structure and ownership	No change
	G4.14 Whether and how the precautionary approach or principle is addressed by the organisation	Governance and leadership
	G4.15 Externally-developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribed to	Not listed
	G4.16 List of memberships of association and national or international advocacy organisations in which the organisation holds a position on the governance body, participates in projects or committees, provides funding, views membership and strategic	Engaging our stakeholders
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES	G4.17 All entities included in the organisations consolidated financial statements or equivalent documents, including any data that is not reported	Who we are
	G4.18 Process for defining report content and aspect boundaries and how the organisation has implemented the reporting principles	Who we are
	G4.19 All material aspects identified in the process for defining report content	Our strategic focus
	G4.20 Materiality - whether the aspect is material to the organisation and any limitations	N/A
	G4.21 For each material aspect, report the aspect boundary outside the organisation and whether the aspect is material outside of the organisation or not	N/A
	G4.22 Report the effect of any restatements of information provided in previous reports and the reasons for re-instatement	N/A
	G4.23 Any significant changes from the previous report	No change

CODE	DESCRIPTION	REPORT SECTION	
STAKEHOLDER ENGAGEMENT	G4.24	Provide a list of stakeholder groups engaged by the organisation	Engaging our stakeholders
	G4.25	Report the basis for identification and selection of stakeholders with whom to engage	Engaging our stakeholders
	G4.26	Organisations approach to stakeholder engagement including frequency and type	Engaging our stakeholders
	G4.27	Key concerns that have been raised through stakeholder engagement and how the organisation has responded	Engaging our stakeholders
	G4.28	Reporting period	Who we are
	G4.29	Date of most recent previous report	Who we are
	G4.30	Reporting cycle	Who we are
	G4.31	Contact point	CEO and Chairman's message
	G4.32	Report the "in accordance" option the organisation has chosen	Who we are and Appendix A GRI Indicators Summary
	G4.33	Polices and practice in place with regards to seeking external assurance	Appendix A GRI Indicators Summary
GOVERNANCE	G4.34	Governance Structure and organisation, including committees of the highest governance body	Governance and leadership
ETHICS AND INTEGRITY	G4.56	Describe the organisation's values, principles, standards and norms or behaviour behind codes of conduct and ethics	Governance and leadership



