



# Annual Sustainability Review

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## 2019/20 Key achievements

## Our focus areas

### Climate change

Reducing carbon emissions

### Sustainable urbanisation

Promoting livable cities

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#### FOOTPRINT

**B-Tune** at Beca House (Auckland) and Christchurch office

Emissions decrease of **14%** compared to our baseline FY18 and a decrease of **8%** from FY19

**ISO14001** certification in New Zealand

**Land Transport** Mobility Group refocus

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#### HANDPRINT

**Handprint** Action Group established

**Discipline sustainability** working groups

**7** sustainability questions for pursuits

**Key topic** at leadership and market forums

**Decarbonising** for a prosperous New Zealand think piece

**New services** and client approaches



PEOPLE HIGHLIGHTS:

**Increase** in female senior leadership roles.

**Decreasing** pay equity gap.

Growing Greatness programme, accelerating the careers of mid-career women into senior leadership roles - **18** women having participated to date.

Asia Emerging Leader programme, **33** of our key talent from across Asia taking part to date.

Amplify our Leaders programme: **400** leaders to date, **80%+** satisfaction from participants.

To support our pipeline of diverse graduate hires this year **44%** of our summer interns were women.

Reaching second phase of Beca Australia's Reconciliation **Action Plan.**

Beca New Zealand signed the **Diversity Accord** which holds Beca accountable for working towards greater diversity and inclusion for women, Māori and Pasifika, and LGBTI+ employees.

Improvement in the **HSE Culture** Index Score across all countries/Hubs – all edging towards Proactive.



## About this review



This Sustainability Review reports on the Beca Group of companies activities' from 1 April 2019 to 31 March 2020. It builds on our reviews from the previous seven years which cover much of the detail about our operations, stakeholder engagement and how we create value.

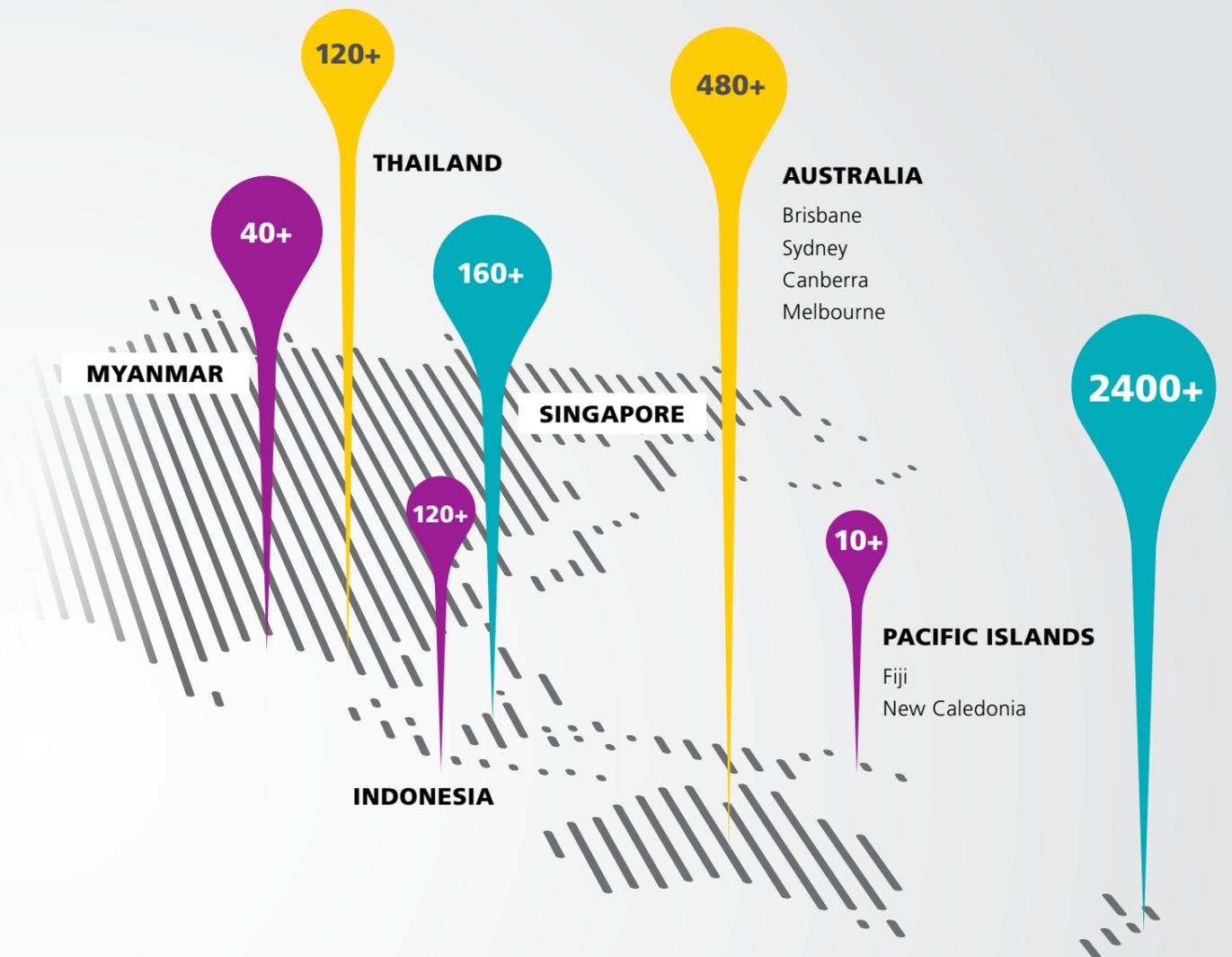
We continue to focus on our two strategic areas of climate change and sustainable urbanisation. We actively work on reducing our carbon emissions and hence our footprint, and we continue to build upon the progress we made last year in deliberately helping our clients improve their sustainability performance, which we call our handprint.

Our review this year highlights the progress we've made to date, our future targets, and how we are embedding these priorities into our business strategy. This review has been developed in consultation with our relevant business groups.

If you have any questions or suggestions for improving this review or Beca's approach to sustainability, please contact [sustainability@beca.com](mailto:sustainability@beca.com).

# 01 Who we are

Beca is one of the largest employee-owned professional services consultancies in the Asia Pacific region. The nature of our 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.



## Vision

Creative people together transforming our world

## Purpose

Make everyday better

## Values

Partnership, Tenacity, Enjoyment, Care

## MARKETS

Industrial | Power and Energy | Buildings | Government and Defence | Transport and Infrastructure | Water

## SERVICES

Advisory | Technology | Engineering | Design | Environmental



**3,200+**  
Employees



**21**  
Offices



**9**  
Countries



**75+**  
Disciplines

## NEW ZEALAND

Auckland \*Head Office  
Hamilton  
Tauranga  
New Plymouth  
Palmerston North  
Wellington  
Nelson  
Christchurch  
Queenstown  
Dunedin

# 02

## A message from our CEO and Chair



Photo by Martin Jeon

"Emerging talent is our future, and an ongoing area of investment. An example of this is our Growing Greatness programme, run by an external provider, targeted at accelerating the careers of mid-career women into senior leadership roles. Our Amplify leadership programme has now been delivered to over **400 leaders** with an **80% satisfaction score** from participants."



Greg Lowe CEO



David Carter Chair

### Handprint our biggest opportunity for positive impact strategy

We continue to integrate and mainstream our two sustainability areas: climate change and sustainable urbanisation. Our efforts to minimise our footprint remain ongoing, however our primary focus remains on maximising our handprint – the positive sustainability impact we can have through working with our clients. We do this through engagement and knowledge sharing amongst our people, to lead deliberate conversations with our clients on meaningful sustainability improvement issues.

### RESPONDING TO MARKET TRENDS

In the last 12 months we have seen a marked shift by our clients towards more action on sustainability issues. Decarbonisation planning and investment across all market segments has gathered pace. The Singapore Government signalled an increase to the stringency of energy standards for the GreenMark scheme, including requiring Government buildings to be super-low energy buildings. The Australian Federal Government has released its Low Emissions Technology Investment Roadmap & National Hydrogen Strategy. Work towards development of a National Long-term Emissions Reduction Strategy is ongoing and scheduled for completion prior to the 2021 United Nations Framework Climate Summit. Clear direction from the New Zealand Government has also helped, with the Climate Change Amendment Act coming into force and subsequent

Independent Climate Change Commission formation and proposed Emission Trading Scheme amendments. One of our contributions to the discourse on this issue was our Decarbonising for a Prosperous New Zealand thought piece and podcasts [Decarbonising for a Prosperous New Zealand thought piece](#). In addition, private and public sector organisations' assessments of their exposure and response to the impacts of climate change is accelerating.

Once again in New Zealand, environmental bottom lines are being redrawn with policy statements on freshwater and biodiversity. The impending major reform of the Resource Management Act will inevitably change the way impacts are managed and communities engaged. We are actively engaged in these topics and support our clients with responding. Technology and digitisation continues to both impose and enable change, from providing data insights to smart ways of working and automating systems and processes. How we use this to create smart buildings and infrastructure as core elements of sustainable urbanisation is the exciting challenge in the medium term.

### PROJECTS AND INNOVATION

We're proud to have delivered some outstanding projects this year that truly reflect our purpose and provide tangible examples of the positive impact of our handprint. A selection is provided in [Section 4](#). Founded in New Zealand oh-so-close to 100 years ago, in 2019 we celebrated Beca's 40<sup>th</sup> and 50<sup>th</sup> birthdays in Singapore and Australia respectively.

## People our biggest asset and how we make our positive impact

### EMPOWERING EXCEPTIONAL PEOPLE

Emerging talent is our future, and an ongoing area of investment. An example of this is our Growing Greatness programme, run by an external provider, targeted at accelerating the careers of mid-career women into senior leadership roles. Our Amplify leadership programme has now been delivered to over 400 leaders with an 80% satisfaction score from participants. Across the Group, leadership within our disciplines has strengthened to provide direction and response to our two sustainability focus areas and empower our passionate people to develop new approaches for our clients.

### DIVERSITY AND INCLUSION

During the year we became a signatory of the Diversity Agenda Accord - a partnership between Engineering New Zealand, New Zealand Institute of Architects and Association of Consulting Engineers New Zealand. Further guidance was provided to our people and our leaders to enable positive conversations about introducing flexible working arrangements that work for role, team and client. In addition, we continued to progress our efforts on closing our gender pay equity gap, which has seen a narrowing of the gap over the last three years across the Group. We have supported greater diversity in leadership roles. An additional key focus for the coming year is on exploring what it means to belong at Beca, and undertaking a Group-wide Diversity Census to support a greater shared understanding of who we are.

### HEALTH AND SAFETY

Our Group HSE Culture Survey shows that we have made excellent progress on our journey towards achieving a generative HSE (health, safety and environment) culture through encouraging behavioural change, increasing awareness and managing our risks. We also continue to see Group-wide participation in several wellbeing initiatives, including our psychological wellbeing workshops and fitness challenges.

### Footprint our demonstration of walking the talk

We continue to track our carbon footprint and report publicly in line with our Climate Leaders Coalition commitments. For FY20, Beca Group's gross greenhouse gas emissions are estimated at 29,600 t CO<sub>2</sub>-e. This is a **decrease of 14%** compared to our baseline FY18 and keeps us on track for our science-based target of **32% reduction** (from a FY18 baseline) across all emissions by 2030.

### FINANCIAL PERFORMANCE

Our financial performance measures show that our business remains financially healthy and prospects for the Group remain positive with a strong backlog and pipeline. A summary of financial performance can be found in [Section 7](#).

# 03

## Our business

### How do we create value?

We don't have a typical value chain where raw materials are used to manufacture goods for sale.



**24.5M**  
Passenger km travelled by air



It is only through the work of all of use (all 3,500 employees) that we can create real value for us and our clients, their customers and the communities we serve. Our work with our clients is the biggest opportunity we have to contribute positively to the environmental footprint of the world we touch.



We do this by providing our people with **learning and development opportunities** and support for formal professional certifications. We also invest in the physical and mental wellbeing of our people, because if our people are engaged and satisfied, this ultimately leads to better service for our clients.

**21**

Cities



- Delivering **probono work** to organisations.
- Sitting on **community boards**.
- Joining and working with Professional **institutes**.
- Supporting **local charities**.



Our people develop **thought leadership** and provide **valuable insights** on matters important to the broad market sectors we operate in, including public policy development

**43,500m<sup>2</sup>**

Office space



These communities are another **important component** of how Beca makes everyday better

**21**

Offices and countless communities.



**Our teams develop new services, tools, systems** and processes that support us to maximise the positive environmental, social, cultural and economic impacts that we can have through our clients' projects – we call this our handprint.

**3200+**

People located across Asia Pacific.



As a large employer of graduates, we hire many people from **Universities within the regions we operate**.

We also **hire** talented people from the **marketplace**.



**Our people are our business**, which is why it makes sense to develop and enhance their skills for their roles today and tomorrow.



Our creative people work together to combine their knowledge and expertise in design, delivery and advice to serve our clients with excellence.

### Our Vision

Creative people together transforming the world.

### Our Purpose

**make everyday better.**

**↓32% by 2030**

We're working to reduce our carbon footprint.





## ENGAGING OUR STAKEHOLDERS

We ran our Your Voice, Our Culture survey again in 2019 across our Group, to help us take the pulse of our people engagement. Pleasingly overall positive results were returned, emphasising Beca as a great place to work.

Identifying our focus areas: Our two key focus areas were identified as a result of two employee surveys in 2016 and 2018 and a comprehensive review of publicly available information from a broad cross-section of our diverse clients. The surveys and review sought to understand what issues our staff and clients considered most important across the sustainability spectrum. Two issues were identified where we considered we could have the greatest impacts as a business, and where there was not already a focus and allocated resource to drive business efforts. These are:

- climate change adaptation and mitigation of carbon emissions
- sustainable urbanisation (promoting liveable cities).

Stakeholder	Engagement channels	Some highlighted interests and needs
<b>Employees</b>	<ul style="list-style-type: none"> <li>• One-on-one career development</li> <li>• Surveys</li> <li>• Focus groups</li> <li>• Webinars</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental health</li> <li>• Inequality</li> <li>• Job security</li> <li>• Leadership</li> <li>• Ethics</li> <li>• Safe space to work</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>• Job directors and job managers</li> <li>• Project teams</li> <li>• Client relationship managers</li> <li>• Direct feedback</li> <li>• Industry feedback</li> <li>• Project work</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding and meeting drivers, visions, and goals</li> <li>• Climate change</li> <li>• Digital advancements</li> <li>• Experts in our field</li> <li>• Health and safety</li> </ul>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Shareholder Portal</li> <li>• Annual shareholder meeting</li> <li>• Board communications</li> <li>• Consultation sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable business</li> <li>• Healthy dividends</li> <li>• Robust decision making</li> </ul>
<b>Partners and suppliers</b>	<ul style="list-style-type: none"> <li>• Collaboration on our clients' projects</li> <li>• Corporate activities</li> </ul>	<ul style="list-style-type: none"> <li>• Mutually beneficial relationships</li> <li>• Trust</li> <li>• Integrity</li> </ul>
<b>Local communities</b>	<ul style="list-style-type: none"> <li>• Delivery of our clients' projects</li> <li>• Community partnerships</li> <li>• Pro-bono activities</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental health</li> <li>• Transparent</li> <li>• Giving back</li> <li>• Continuous communication</li> </ul>
<b>Professional bodies and industry groups</b>	<ul style="list-style-type: none"> <li>• Involvement in professional institutes</li> <li>• Governance on Boards</li> <li>• Conferences and events</li> <li>• Mentorship</li> <li>• Sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain professional standards</li> <li>• Giving back</li> <li>• Leadership</li> <li>• Social and environmental responsibility</li> </ul>

## Sustainability Steering Group

We established the steering group in 2018 to lead the integration of key sustainability focus areas into our core business and market operations, linked to the achievement of Beca's 2nd Century Strategy.

The group meets monthly and is made up of representatives from our Business Groups, our Board and Executive Leadership Team, including our Chief Technical Officer, Craig Price, and our Chief Strategy and Operations Officer, Don Lyon. The group is chaired by Board member Amelia Linzey.

**Under the Beca Group strategy to Amplify Beca, the Sustainability Steering Group (SSG) is driving our twin focus areas:**

- climate change adaptation and mitigation of carbon emissions
- sustainable urbanisation (promoting liveable cities).

**Our approach is guided by two perspectives:**

- **our Footprint:** the impact we have as a result of our operations. We seek to minimise our footprint.
- **our Handprint:** the positive impact we can have through working with our clients' We seek to maximise our handprint.



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### FOOTPRINT

In 2019 we signed the Climate Leaders Coalition. We set a science-based emissions reduction target of 32% by 2030, from a 2018 baseline. More information on progress against our target is in [Section 6](#). Footprint activities include:

- implementing our B-Tune real time building energy performance software at Beca House in Auckland and progressing co-tenant and landlord agreements for our Christchurch office
- refocusing a Land Transport Mobility Group with three core pillars: carbon emissions, safety, value for money
- a flexible Working Group looking at the future of work and our office design including how employees commute to work.

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### HANDPRINT

We achieved real momentum this year across the business with action on our handprint. We set up a Handprint Action Group, with representatives from each of our business lines linking across our geography. Kate Meyer, Business Director – Sustainability, is the Chair of the group, and also a member of the SSG.

A key activity has been to introduce to our project delivery process, a set of seven sustainability questions. Designed to support robust discussion on the alignment of a client and/or project opportunity to Beca's purpose, sustainability direction, and ability to maximise our handprint, we will continue to embed this in our approach to our work.

We lifted our communications within the business including sustainability leadership drop in sessions, carbon in delivery training, "Preserving our Planet" conference session at our October Delivery conference, carbon workstreams at discipline specific conferences, weekly intranet updates, sustainability moments at our Group Monday morning meetings, plus SSG monthly communications.

Working groups have been established across the Group to drive discipline-specific sustainability activities and services for our clients. The twin focus areas for the business have been taken up into FY21 business plans, and we see a crystallising of effort happening this year.

Deliberate upskilling and knowledge sharing on good approaches to client conversations and the services we can offer is being supported across the business.

Our collective thinking was brought together in a thought-piece '[Decarbonising for a Prosperous New Zealand](#)' to add our practical professional services insight to the transitions needed to achieve net zero carbon.

We continue to develop new services, insights and tools for our clients that aim to accelerate the decarbonisation transitions across our market areas.

## Beca Group Limited Board

The Board is responsible for the corporate governance of Beca Group. Accountable to all shareholders, they represent and promote shareholder 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.

### MEET OUR BOARD MEMBERS



**David Carter | Executive Chair** has held a wide range of technical, management and corporate roles, including Chief Technical Officer, which has seen him involved in project work around the globe. David is a Fellow of Engineering New Zealand, a founding board member of the Sustainable Business Council, a NIWA (National Institute of Water and Atmospheric Research) advisory board member, a trustee of The University of Auckland Foundation and sits on The University of Auckland's Civil and Environmental Advisory Board.



**Greg Lowe | Group Chief Executive** has overall accountability for the business operations of the Beca Group; leading delivery of Beca's global strategic objectives. He chairs the Business NZ Major Companies CEO Forum and the NZ Defence Industry Advisory Council, and is a member of the King's College Board of Governors and a Fellow of Engineering New Zealand, having previously served on the IPENZ Governing Board and the Competency Assessment Board. In 1998, Greg was made an Officer of the New Zealand Order of Merit.



**Thomas Hyde | Executive Director** is also our Group Director – Advisory and Chief Digital Officer. He has held several roles during his time at Beca including leading the development of our strategic business consulting services, with a focus on helping clients exploit and adapt to technology-led disruption of their businesses. He also leads the integration of all Defence activity across the group, with active involvement in the defence industry in Australia and New Zealand.



**Amelia Linzey | Executive Director** is also Senior Technical Director (Planning), Chief Planner and Beca Technical Fellow. She is the Chair of our Sustainability Steering Group and represents Beca on the New Zealand Sustainable Business Council. She is a member of the New Zealand Planning Institute and Editor of the Planning Quarterly Journal.



**Don Lyon | Executive Director** is our Chief Strategy and Operations Officer and member of our Sustainability Steering Group. Don also oversees our Health, Safety and Environment programmes and our International operations, is a director on both the New Zealand and Australian subsidiary boards, and chairs Beca Corporate Holdings Ltd and Beca International Consultants Ltd.



**Catherine Drayton | Non-Executive Director (FCA)** has held a range of senior international positions in the professional services sector. Most recently, she serves as a Councilor 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.



**Ross George | Non Executive Director** is the founder and Managing Director of Direct Capital our minority capital partner, and has been actively involved in private company investment in New Zealand and across Asia Pacific for over 30 years. He is also a director of Bayleys Real Estate, Fishpond, Qestraland Perpetual Guardian. Direct Capital has made investments into 75 private companies including New Zealand King Salmon, GoBus, Rodd & Gunn, Scales, EziBuy, Ryman Healthcare, AS Colour, EFTPOS NZ, Airwork and PF Olsen



### EXECUTIVE LEADERSHIP TEAM

Our Executive Leadership Team (ELT) is responsible for all operational aspects of Beca, as well as how we deliver value; working alongside the Board to provide the long-term strategic direction and vision for our future. Together our Board and ELT consider external risks that could impact us, while also focusing on the foundations of our business such as talent acquisition and retention, relationships with our clients and strategic business partners, and our shareholding model. This enables them to establish policies, strategies, leadership, management, resources, processes and systems to support the creation of a sustainable business that benefits our stakeholders.

ELT members as at 31 March 2020 were as follows:

- Greg Lowe, (Chair) Group Chief Executive
- Craig Price, Chief Technical Officer
- Darryl Lee-Wendelborn, Managing Director New Zealand
- Craig Lee, Managing Director Australia
- Lee Ang Seng, Managing Director Singapore
- Clive Rundle, Group Director Utilities
- Damian Pedreschi, Group Director Transport & Infrastructure
- Don Lyon, Chief Strategy and Operations Officer
- Jimmy Walsh, Group Director Industrial
- John Boers, Group Director Industrial Markets
- Laurent Sylvestre, Chief People and Culture Officer
- Mark Fleming, Chief Financial Officer
- Mark Spencer, Group Director Buildings
- Thomas Hyde, Group Director Advisory

To deliver on the Board responsibilities, we have sub-committees on Audit and Risk, People and Culture and our Share Committee. 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 decision making.

# 04

## Creating value together with our clients

### SNAPSHOT OF OUR PROJECTS

Motivated by our purpose to make everyday better and our values-driven culture, we're helping deliver transformational solutions and rising to the challenge of sustainability together with our clients. The snapshot of our projects that follow show how we seek to maximise our handprint in our two focus areas of sustainable urbanisation and climate change adaptation and mitigation.

We create value through understanding and delivering successful solutions, exceptional service and our client-centric approach and by using our skills and systems to empower innovation; helping our clients shape communities, optimise their assets and streamline their operations. On [beca.com](https://www.beca.com) you'll be able to read more project examples as well as discover the other ways we continue to **make everyday better**.



Marina Bay Sands, Singapore

## Sustainable urbanisation

### HEALTHIER COMMUNITIES

#### Partnering with Kāinga Ora

Successful intensive urbanisation responds to growth and delivers liveable communities that have a lighter impact on the environment. Since 2013, a Beca team of planners, urban designers and GIS technicians have worked closely with Housing New Zealand (now Kāinga Ora) to create a comprehensive, holistic and integrated approach to demonstrating additional and underutilised intensification opportunities within a number of New Zealand's urban environments, in particular Auckland.

Key to this approach has been the application of 'best practice' urban design and planning principles, driven by a fundamental concept of providing more opportunities for people to live and work in close proximity to key services and amenities, such as commercial centres, parks and educational facilities, as well as the public transport networks and facilities. This approach has sought to achieve a number of outcomes which are fundamental to the development of thriving, compact urban environments, most notably through enabling opportunities to reduce the ongoing reliance of private vehicle use and the associated air quality benefits that come with an increased mode shift towards greater uptake of public and active transport options.

### Engaging with all communities

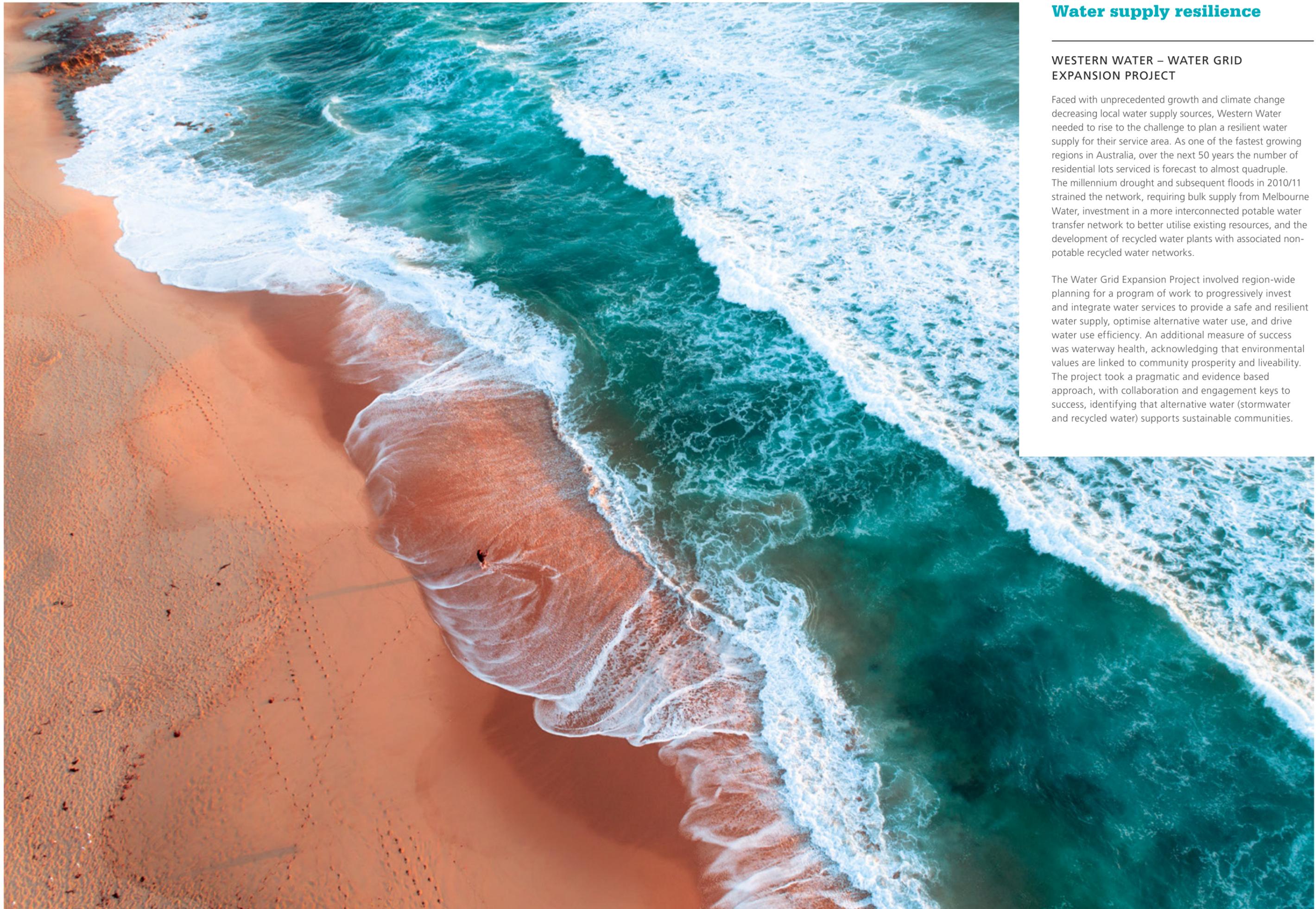
#### THE TALANOA PROJECT – BRINGING ARTIFICIAL INTELLIGENCE TO COMMUNITY CONSULTATION

Community engagement and consultation will continue to be a key need as our cities urbanise and grapple with unprecedented changes and challenges. The Talanoa Project is an example of research into the feasibility of developing conversational agents in languages other than English.

An important element of community consultation is being able to reach diverse representative parts of the community. Beca has considerable experience in providing public consultation services and we are aware that traditional methods, even when they are duplicated online, are not easily reaching minority ethnic groups.

With funding from Callaghan Innovation, we developed a method for our English-speaking Beca Artificial Intelligence (AI) Engagement system to be able to communicate appropriately in formal and respectful Samoan language, to help improve the levels of engagement and feedback from the Samoan Community in Auckland. People could communicate with the agent, named Tala, via a web-browser (<http://talanoa.beca.ai>). Feedback from the Samoan community was that whilst many had not used AI technologies before, most were confident in the potential for the use of the technology to overcome longstanding barriers for members of the Samoan community to take part in community consultation programmes.

We will continue our exploration into the capability and appropriateness of our tool in other prominent languages spoken in Australasia over the coming year, including Pasifika and Asian languages.



## Water supply resilience

### WESTERN WATER – WATER GRID EXPANSION PROJECT

Faced with unprecedented growth and climate change decreasing local water supply sources, Western Water needed to rise to the challenge to plan a resilient water supply for their service area. As one of the fastest growing regions in Australia, over the next 50 years the number of residential lots serviced is forecast to almost quadruple. The millennium drought and subsequent floods in 2010/11 strained the network, requiring bulk supply from Melbourne Water, investment in a more interconnected potable water transfer network to better utilise existing resources, and the development of recycled water plants with associated non-potable recycled water networks.

The Water Grid Expansion Project involved region-wide planning for a program of work to progressively invest and integrate water services to provide a safe and resilient water supply, optimise alternative water use, and drive water use efficiency. An additional measure of success was waterway health, acknowledging that environmental values are linked to community prosperity and liveability. The project took a pragmatic and evidence based approach, with collaboration and engagement keys to success, identifying that alternative water (stormwater and recycled water) supports sustainable communities.

## Industrial water conservation

### DB BREWERIES' WATER STEWARDSHIP PROGRAMME

Food and beverage manufacturers are an important economic sector for New Zealand, providing jobs for thousands and supporting large supply chains. Companies like DB Breweries have a strong drive to be proactive on sustainability issues core to their operations. This includes being committed to improving the way the company uses water and making a positive contribution to the water catchments around its breweries and cidery. In 2019, DB Breweries worked with Beca to better understand the risks and opportunities related to the upstream and downstream catchments for their Waitemata Brewery through a source water vulnerability assessment. This involved a review of the brewery's onsite water use and discharge, as well as investigating water risks and opportunities in the wider catchment area. Through the assessment, DB identified further opportunities to reduce water use as well as water stewardship initiatives that they could implement to help improve water quality and supply in the catchment area.

## Efficient transport connections

### SUPPORTING AUCKLAND'S GROWTH — TE TUPU NGĀTAHI

By 2050 Auckland's population is expected to grow by another million people. As the city grows, transport infrastructure is a key element shaping the quality of its future urban form, supporting sustainable growth and liveable communities. Te Tupu Ngātahi Supporting Growth is a partnership between Waka Kotahi NZ Transport Agency and Auckland Transport to deliver a transport planning programme that supports Auckland's greenfield growth areas, by clearly identifying future transport networks and choices.

Alongside Beca, AECOM and legal providers, Bell Gully and Buddle Findlay, an alliance was formed to partner with AT and Waka Kotahi in 2018 to deliver well-integrated, reliable and accessible transport networks needed to support Auckland's future growth areas.

'To grow together as one' and build a sustainable future for Auckland, the alliance works closely with Manawhenua, KiwiRail, Auckland Council and the wider community. Understanding and responding to the challenges and aspirations of all stakeholders is vital, to ensure the planned transport system supports urban growth.

We are providing a broad range of services to the alliance, including; planning and environmental services, communications and engagement, transport advisory, project management, transport infrastructure, geotechnical, GIS, civil structures, urban design, and architecture.

In 2018, the alliance reached a major programme milestone, scoping how the transport network would be developed and delivered over the next 10 to 30 years. The Indicative Strategic Transport Network for all the growth areas consists of more than 70 projects, including new and upgraded public transport connections, safety upgrades, walking and cycling links, upgraded roads and new state highways and highway connections.

Over the 2019/20 year, significant progress was made on detailed investigations, business cases and preparations for statutory processes, to protect these key transport routes.

Doing this 'route protection' and planning now means that Auckland Transport and Waka Kotahi can identify and protect the land needed for important transport connections and the city can progress the next stages of urban planning with certainty.

Together, we're proud to be involved in building safe, accessible and liveable communities for future Aucklanders.





## Providing our knowledge on sustainable urbanisation

Here are a selection of thought-pieces prepared this year by forward thinkers in our business on topics ranging from smart buildings, resilient water supplies, stakeholder engagement and active transport. All articles can be read on our [Ignite webpage](#).

- Brent Meekan, Working with communities to make our roads safer
- Kaustubh Tamaskar, Balancing economic growth and sustainability
- Renee Jens, Assessing social impacts: What to consider
- Claire Booth Jones, Keeping the future of rail on track
- Michael Howden, Digital revolution or evolution? Three ways to get the most out of digital technologies
- Philip La Roche, Is Chlorine-Free Too Risky?
- Emily Cambridge, Why a bike-friendly city is a more liveable city
- Kate Emerson, How can we multiply the impact of Pacific Island infrastructure development?
- Craig Price, Engineers as leaders of our future sustainable outcomes through engineering practice
- Stephen Witherden, Manufacturing and how can the industry work from home remote working through technology

## Maintaining lifeline infrastructure

### RAROTONGA AIRPORT RESILIENCE

The runway at Rarotonga's International Airport is one of the Cook Islands' main lifelines for connection to the world economy and its continuity is critical to the country's wellbeing. The Rarotonga Airport runway, built in the early 1970s, is located part way across the reef platform. The Airport Authority of Cook Islands (AACI) recognised that this critical infrastructure is significantly vulnerable due to the risk of damage from waves in the event of a cyclone which, due to the effects of climate change will become more frequent.

The remote location of the Cook Islands means airfreight is one of the most important means to get crucial resources into the islands, especially for immediate disaster relief. Without the option to land, this cuts off a critical lifeline for an entire nation.

AACI therefore engaged our Beca airports, survey, coastal and environmental teams to undertake concept studies and design of erosion protection and contingent runway repair to protect this lifeline. Having a design for repair at hand would mean a big time saving to reinstate the full runway length if damage was to occur, minimising the social and economic risk to the Cook Islands' people. The team surveyed the site and reef platform and made an assessment of possible future sea levels and wave heights. The design allows for reconstruction of any damaged concrete runway slabs and provides new rock and concrete armouring to the runway embankment and aeronautical instrument landing system, minimising exposure to coastal hazards, and protecting the wellbeing of the Cook Islands.

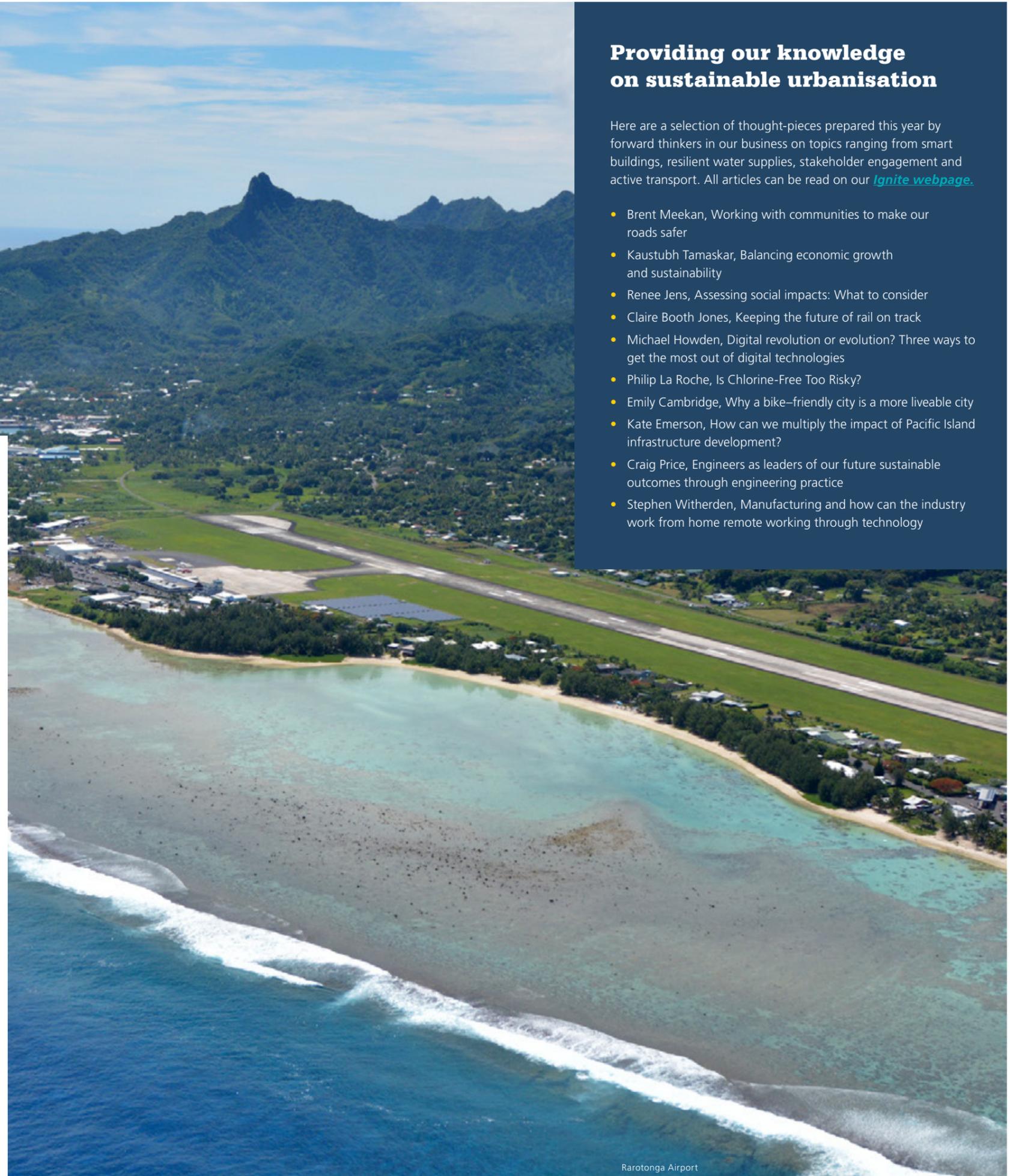
## Climate resilient infrastructure

### APIA PORT DEVELOPMENT PROJECT

The Port of Apia is a lifeline facility for Samoa; providing port facilities to ensure continuous and efficient supply of goods and services to Samoan communities who heavily rely on imported supplies for their everyday lives. The Port is vulnerable to hazards such as cyclones which results in extreme water levels, wave and wind conditions that can affect port operations and infrastructure.

Since 2018, we have been working with the Asian Development Bank (ADB) and the Samoa Ports Authority (SPA) on the Enhancing Safety, Security and Sustainability of Apia Port Project to improve the operational resilience of the port infrastructure to extreme climate conditions as well as the future effects of climate change. The project also improves the movement of people and goods and enhances the safety and capacity of the existing port with major infrastructure upgrades of the port breakwater, container terminal, vessel berths and wharves, navigation channel and bio security being undertaken. As part of this project an analysis of the climate change and disaster risks faced by the port recognised that the main impacts to the port will be sea-level rise, flooding, and changes to the frequency and intensity of cyclone events. These impacts affect both port operations and the capacity of existing infrastructure to accommodate future climate change.

Recognising the importance of the Port as a lifeline facility, we designed the port infrastructure to be resilient to climate change and natural hazard events, ensuring the safety of those working at the Port and that essential supplies are carefully delivered.



Rarotonga Airport

## Sharing our expertise on decarbonisation and resilience

Here are a selection of thought-pieces prepared this year by forward thinkers in our business on green buildings and infrastructure, decarbonisation and resilience planning. All articles can be read on our [Ignite webpage](#).

- Timothy Howarth, Density and decarbonisation – the future of buildings
- Ting-Wei Wang, Q&A: Designing spaces for purpose
- Francis Tse, Why adaptability is critical to airport design
- James McLean, Decarbonising our building materials
- Andrew Baird, Seismic risks in ASEAN?
- Graeme Harding, Big data opportunities in pulp and paper
- John Fallow, BIM in the energy sector – the future looks bright
- Steve Perkins, Smart Buildings: It's not (just) about the tech
- Amelia Linzey: the climate crisis

## Energy, carbon, cost savings – buildings

### VICTORIA UNIVERSITY BUILDING TUNING

The key decarbonisation challenge for building owners is to optimize energy use in existing assets whilst maintaining occupant comfort and building function. For Victoria University of Wellington, action to meet their commitment to achieving Net-Zero Carbon by 2030 was a pressing challenge. We were able to support them by providing our continuous energy monitoring and diagnostic system; B-Tune – for their Alan MacDiarmid Laboratory Building. Our review looked at the building's operation and controls and identify the potential for energy savings and determine if the heating, ventilation and air-conditioning (HVAC) services were operating efficiently. Energy, cost and carbon savings were the focus, whilst improving laboratory conditions and occupant comfort.

Following the implementation of energy conservation measures, and within the first six months, the building had reduced its annual energy consumption by 460,000kWh, equivalent to 77kWh/m<sup>2</sup>.yr, and equating to \$25,000 savings and 91.6 tonnes of carbon savings per annum. This is the equivalent to the annual energy consumption of 66 typical New Zealand homes\*. The majority of energy savings were attributed to an average monthly gas reduction of 45%. This project is ongoing and anticipates achieving annual carbon savings of 183 T CO<sub>2</sub>-e/yr in the twelve months post-implementation, making a significant contribution to Beca's carbon handprint.

*\* A typical all electric New Zealand Home uses 7,000kWh per year (Electricity Authority 2018 Report: Electricity in New Zealand)*

### Key project awards, recognitions and milestones

We have been honoured and proud to celebrate numerous project award wins and recognitions with our clients and partners during the past year. These have been for projects located in New Zealand, Australia, Singapore, Kuala Lumpur and Vanuatu; showing the awesome ability and innovation of our people in the numerous areas we work in from building and construction, to technology and community engagement. For more detail on these exceptional project awards, please refer to **Appendix A**.



# 05

## Creating value for our people

Our creative people are our greatest asset. Together we are transforming our world and making everyday better.

### Empowering and supporting our people

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#### WHAT'S IMPORTANT TO US?

- Creating a diverse and inclusive workplace where everyone feels they can belong.
- Psychological wellbeing.
- Developing our people.
- Health and safety.

Well-being and health and safety has an enhanced focus this year due to the additional challenges our people face from the COVID-19 pandemic. We have provided additional development opportunities for leaders to support their people through this time and to build their own resilience. We see creating an inclusive environment is a key aspect of providing a safe and healthy workplace.

We continue to focus on improving our gender balance across our business by looking both at how we retain and attract women to Beca. We also continue to look at opportunities to grow our cultural diversity with particular focus on Aboriginal and Torres Strait Islander people in Australia and Māori and Pasifika in New Zealand.

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#### OUR GOAL

Grow an environment where our people have equal opportunity to build a career that reflects their abilities and passions, where they believe in their potential, feel they belong, and can be their best selves.

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#### FOCUS AREAS

- Valuing differences.
- Enhancing our gender and cultural diversity.

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#### KEY INITIATIVES THIS YEAR

- We have introduced a Flexible Working Guideline across Beca. The guides provide a framework for both employees and leaders to have conversations about introducing flexible working arrangements that work for role, team and client.
- We have continued to support women in leadership by putting an additional five women through the Growing Greatness programme which looks to accelerate the leadership capability of mid-career women.
- Beca celebrated International Women's Day with events across 11 offices with speakers, lunches, panel discussions and sharing thought pieces.
- In February 2020, Beca New Zealand signed the Diversity Accord which holds Beca accountable for working towards greater diversity and inclusion for women, Māori and Pasifika, and LGBTI+ employees.
- Our Asia Emerging Leaders programme included selecting a diverse talent pool and enhancing their skills in cross-cultural leadership.

## BECA SIGNS DIVERSITY AGENDA ACCORD

Beca has become a signatory of the Diversity Agenda Accord – a partnership between Engineering New Zealand, New Zealand Institute of Architects and Association of Consulting Engineers New Zealand, committing to making our industry more inclusive for all.

The Accord has three focus areas – leadership, people engagement and inclusivity – and places a strong emphasis on monitoring and reporting so that progress can be tracked. We have developed an outline plan for the next 12 months which will see us measure and provide data on several diversity and inclusion indicators. These will help us to understand the diversity within our organisation and determine actions to foster an inclusive workplace for everyone.

The Accord focus areas:

- leaders and decision makers are leading the way
- our people influence our decisions and developments
- we expect fair and inclusive treatment for and from everyone, including all organisations we work with.

<https://www.beca.com/about-us/news-and-awards/2020/february-2020/becca-signs-diversity-agenda-accord>

## MEASURING OUR IMPACT

We have challenges measuring the impact of diversity measures and are planning to launch a Diversity Census in 2020 to have more in depth understanding of the demographics of our business and therefore, create a benchmark for us moving forward.

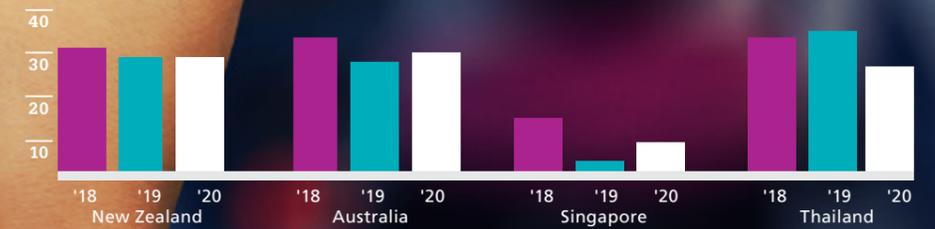
## GENDER PAY GAP AND PAY EQUITY

We have been progressing work on closing our gender pay equity gap. This has involved a review prior to and post annual remuneration rounds and resulted in the ability to target areas with a significant gap.

The data on pay gap compares the median full-time equivalent remuneration for each country. The data on pay equity is based on the average of career levels. Reporting is for countries where there are a larger number of employees.



PAY GAP



PAY EQUITY



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## DEVELOPING OUR PEOPLE

Our people are our greatest asset. We continue to have a sustained focus on development of our people, supporting leadership and our emerging talent. A summary of progress on our core programmes over the last three years includes:

- **Amplify Me:** Approximately 450 graduates have taken part in our award-winning Graduate development programme.
- **Amplify Others:** The Amplifying our Leaders programme has been delivered to over 400 leaders.
- **Amplify Beca:** In FY20 we ran our inaugural Senior Leadership Forum, incorporating 130 leaders.
- **Emerging Talent:** We continue to invest in emerging talent. An example of this is our Growing Greatness programme, run by an external provider, targeted at accelerating the careers of mid-career women into senior leadership roles. This is Beca's fourth year of taking part in the programme with 18 women having participated. Another example is our Asia Emerging Leader programme, which was run for the second time in FY20. We have now had 33 of our key talent from across Asia take part in this programme.

### Successful outcomes:

- **Amplify Others:** We have 80%+ satisfaction from participants in the Amplifying our Leaders programme.
- **Amplify Beca:** The Senior Leadership Forum was interactive, focused on key business challenges and used a design thinking process. The outcomes of this conference included leadership priority areas against client, people and delivery themes.

### Focus for next year:

We need to continue to adapt to deliver our programmes in new and innovative ways that will deliver on business and client needs, while giving all our people the opportunity to learn. This includes:

- Reviewing the Graduate development programme, including delivering conferences virtually. The Discover conference (for first year graduates) will be delivered virtually over three weeks to 120 graduates across New Zealand and Australia. The Emerge conference (for second year graduates) will be delivered virtually over five weeks to 140 graduates across New Zealand, Australia and Asia.
- Continuing to deliver the weekly virtual 'Leader Drop in Series', which offers timely, leader driven and in demand topics that can be applied to make everyday better for our people and clients. This series is an example of a success as a result of an agile experiment during COVID-19.

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## PEOPLE AWARDS

Our people have achieved well deserved recognition for their contributions to sectors they work in and showing leadership in their technical fields. We have been happy to celebrate regional and national recognitions; from those just starting out in their career journeys, to the more well-seasoned veterans. We have also been honoured to be recognised for our client service as whole, made only possible by the awesome team who work alongside our clients. Appendix B has more on these outstanding achievements.

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## SUPPORTING OUR FUTURE PEOPLE

In support of our goal to create a pipeline of diverse graduate hires this year 44% of our summer interns were women. In line with our aim to empower diverse future leaders, we are proud to support outstanding students and their achievements through various scholarship programmes, including:

University of Canterbury, five scholarships <https://www.beca.com/about-us/news-and-awards/2019/july-2019/beca-scholarships-celebrate-future-leaders-in-engi>

University of Auckland, nine scholarships <https://www.beca.com/about-us/news-and-awards/2019/august-2019/beca-scholarships-recognise-top-engineering-talent>

- University of Waikato, three scholarships
- Wellington Technical Institute, two scholarships
- Ngāi Tahu
- Tainui Maori

A Beca internship was awarded to a STEM student via the Sir Paul Callaghan Eureka Awards.

To support Engineering NZ Wonder Week, we host and connect with schools to provide insight into STEM subjects and their application in the working environment.

We were voted a Grad New Zealand 2020 Top 100 Graduate Employer of choice, 4th overall in New Zealand and 1st in engineering consulting. <https://www.beca.com/about-us/news-and-awards/2020/february-2020/beca-ranked-no-1-by-graduates-as-an-employer-of-ch>



# Our people in numbers

Who we are in numbers strongly demonstrates our diverse and inclusive culture.

Our statistics are of those in our career framework, that is, permanent and fixed term employees, as well as our Beca Group Limited (BGL) Board members. To help us better understand the diversity of our people going forward, we will be broadening the information we collect on our people to include sexual orientation, disability and religion, as well as nationality, ethnicity, age and gender.

## COUNTRY / BRANCH

### New Zealand

	2019	2020
Auckland	1121	1196
Christchurch	308	316
Dunedin	31	38
Hamilton	142	143
Nelson	13	14
New Plymouth	32	35
Palmerston North	10	11
Tauranga	238	271
Wellington	287	294
Queenstown	7	6
<b>Totals</b>	<b>2189</b>	<b>2324</b>

### Australia

	2019	2020
Adelaide	4	1
Brisbane	41	37
Canberra	22	24
Melbourne	261	256
Sydney	133	135
<b>Totals</b>	<b>461</b>	<b>453</b>

### Asia

	2019	2020
Indonesia	114	117
Singapore	141	144
Thailand	114	113
Myanmar	40	42
Philippines	2	5
<b>Totals</b>	<b>411</b>	<b>421</b>

### Pacific / other

	2019	2020
New Caledonia	10	10
Fiji	4	2
Other	5	-
<b>Totals</b>	<b>19</b>	<b>12</b>

## NATIONALITIES

### Employees

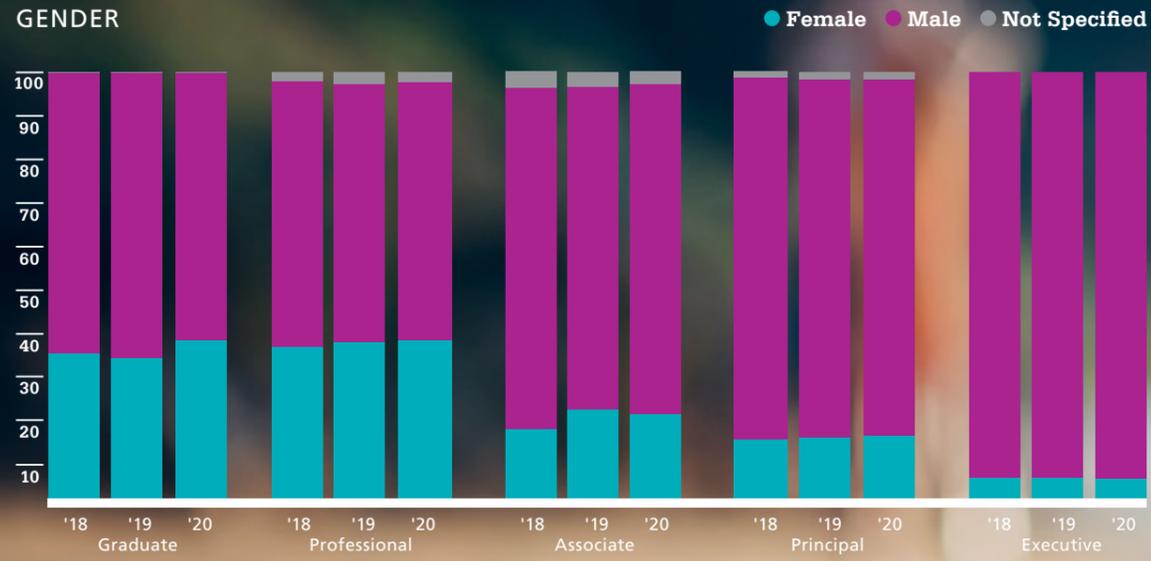
	2019	2020
New Zealander	52.4%	51%
Australian	9.6%	9%
British	7.5%	7%
Indonesian	3.3%	3%
South African	2.3%	3%
Malaysian	2.3%	2%
Singaporean	2.3%	2%
Thai	1.9%	2%
Chinese	1.4%	2%
Indian	1.6%	2%
Myanmese	1.6%	2%
American	0.8%	1%
Filipino	0.8%	1%
Irish	0.9%	1%
Canadian	0.5%	1%
Iranian	-	1%
Unknown	5.3%	6%
Other	4.7%	6%

### BGL Board members

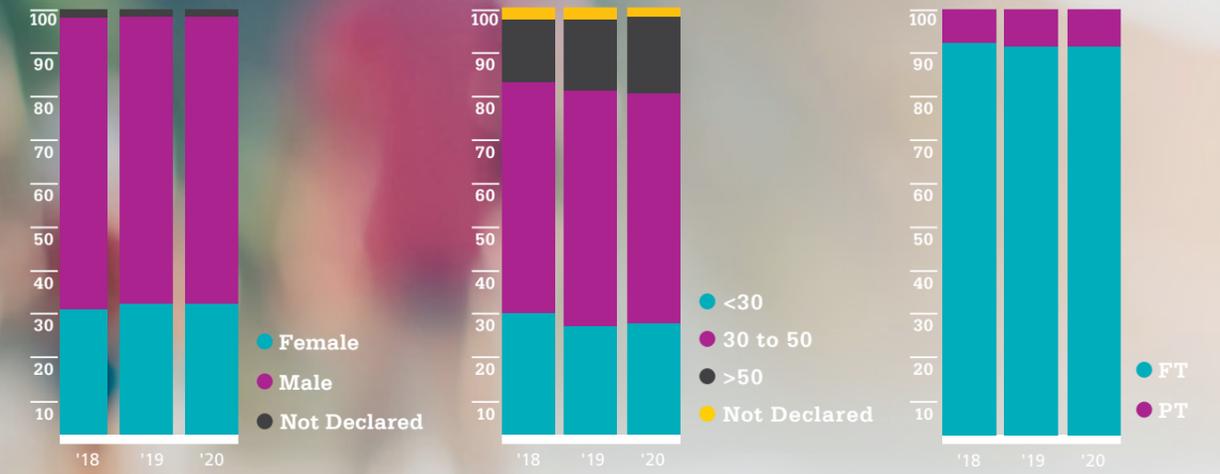
	2019	2020
Australia	14.3%	17%
New Zealand	85.7%	83%

# Employees

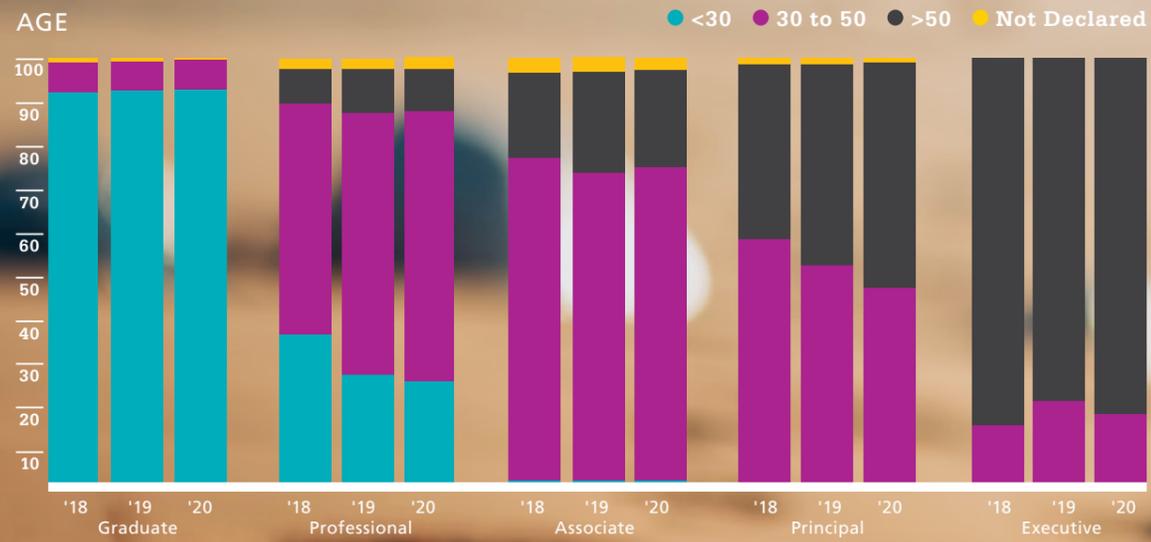
## GENDER



## ALL STAFF GENDER, AGE, FULL TIME/PART TIME

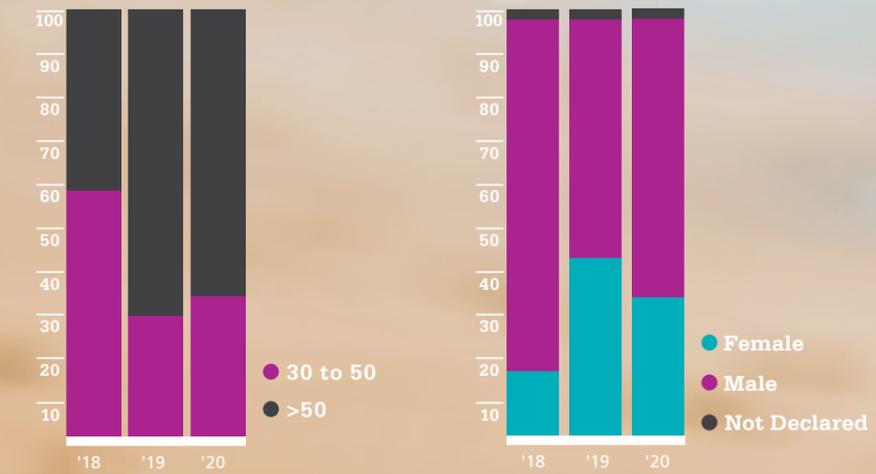


## AGE

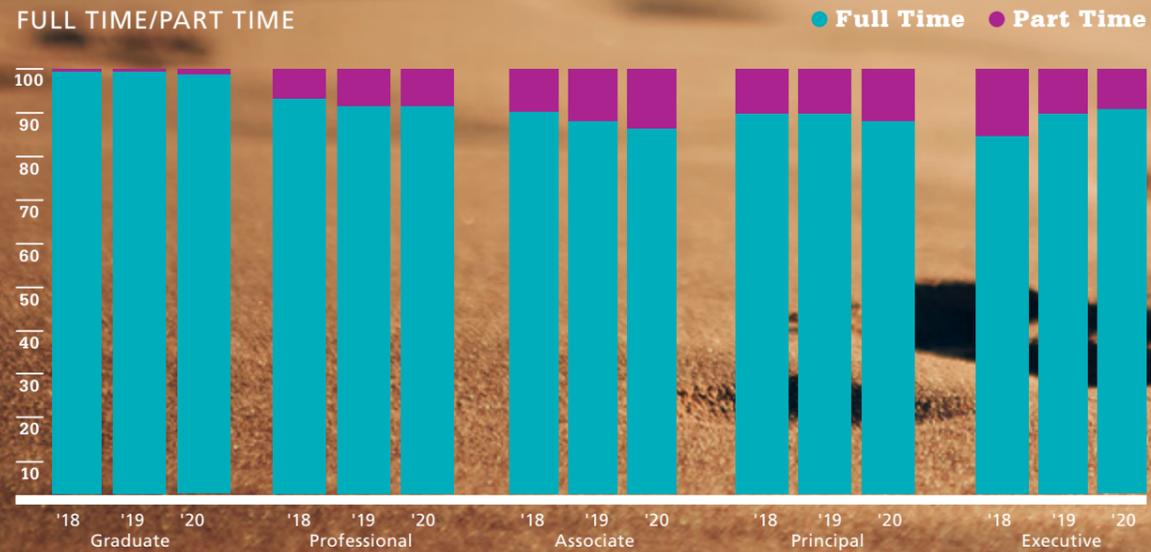


# Board Members

## GENDER & AGE



## FULL TIME/PART TIME



## Total Head Count

'18      '19      '20  
**3071    3132    3210**



## Health and safety

Our Group HSE Culture Survey shows that we have made excellent progress on our journey towards achieving a generative HSE (health, safety and environment) culture through encouraging behavioural change, increasing awareness and managing our risks.

We also continue to see Group-wide participation in several wellbeing initiatives, including our psychological wellbeing workshops and fitness challenges.

Within the wider industry we continue to work closely with Construction Health and Safety New Zealand (CHASNZ) (<https://www.chasnz.org/about>) and with our partners on the many projects and alliance's Beca is involved with.

### 2019/20 OBJECTIVES

- Embed our HSE behaviours through proactive leadership, increased awareness and positive messaging.
- Our top three HSE risks (driving, psychological health and site work) are understood and managed across the business.

- Consciously seek and promote opportunities to mitigate climate change and deliver positive environmental outcomes.
- Manage our own greenhouse gas footprint in line with a 32% reduction by 2030.

We achieved most of our Group HSE Objectives which included linking our HSE behaviours to our employee recognition program. These safe behaviours that our employees have displayed really make a difference to our culture and more importantly the safety of our clients and communities. We continued to achieve proactive leadership, increase awareness through our communications campaigns as well as manage our risks with a specific focus on site and project work. Progress on our environmental objectives is included in **Section 6**.

We had planned to review our sub-contractor HSE processes however it became a much larger project across all of our corporate functions requiring input therefore the project has been delayed. It is an area that we have highlighted needs improvement for our HSE site risks.

Our Beca HSE Culture Index scores (based on the Hudson Safety Culture Model) are on a scale from a regulatory compliance and blame culture (pathological) to a culture where safety is a way of life (generative).

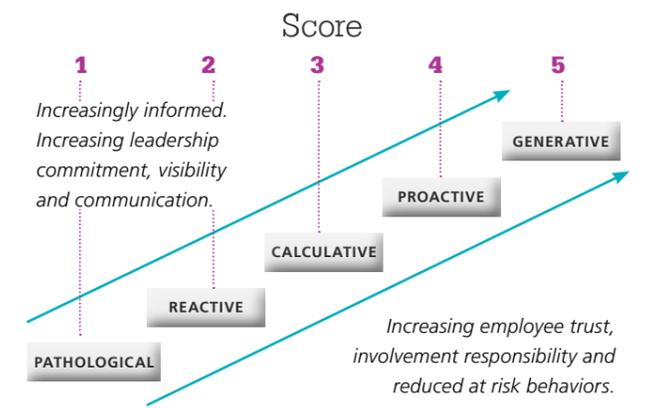
### 2020/21 OBJECTIVES

Our focus continues to be on embedding our desired culture; reducing specific HSE risks and living our HSE behaviours; supporting the physical and psychological health, safety and wellbeing of our employees; and implementing positive environmental and sustainable solutions

- Embed our HSE behaviours through proactive leadership, increased awareness and positive messaging
- Our key risks are understood and managed across the business with a specific focus on ergonomics and psychological health
- Promote positive environmental protection through reducing our carbon emissions and achieving our group wise ISO14001 accreditation.

In addition to the objectives, like the rest of the world we are also responding to the global pandemic and looking at the future of work, not only for Beca but also for our clients.

### HSE CULTURE MODEL

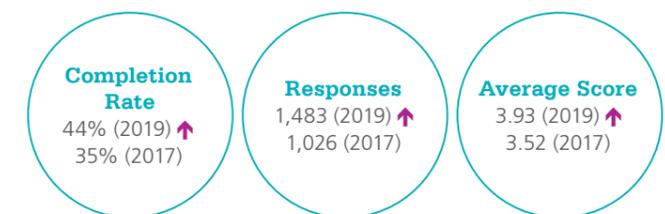


### Beca Global HSE Pulse Check Results:

The data has been analysed against the nine Cultural Themes and 16 Cultural Dimensions of the Beca Group HSE Culture Model.

HSE Culture Index (HSECI) scores are calculated for each of the 16 Cultural Dimensions and analysed by business group, regional office and country. Our aim is to move along the ladder towards a Generative culture (Score of five).

### BECA GLOBAL HIGHLIGHTS



- Beca Group HSE Culture Index Score in 2019 of 3.93 (just under Proactive).

Number of responses and Culture Index Score shows an improvement on 2017 survey.

- 2017 Responses: 45% increase on 2017.
- 2017 Average Score: 3.52 (8% increase in score).

### AVERAGE PULSE SURVEY RESULTS BY HUB



There has been an improvement in the HSE Culture Index Score across all countries/hubs – all edging towards Proactive.



Image Credit: Mahruckh Stazyk

## Community partnerships

We proudly support our local communities including through probono services and partnerships. Examples include:

### VIEWING PLATFORM FOR REGENERATED NATIVE FOREST – CUE HAVEN

Supporting the design and construction supervision of the viewing platform for [CUE Haven](#). The project aims to regenerate a 24 hectare farm located just north of Auckland into native forest to create a haven for plant and bird life and a nature reserve for future generations to enjoy. The viewing platform is located at the top of this community nature reserve.

### PUBLIC SCULPTURE AND STORYTELLING – WHALE SONG

We provided probono structural design services to this inspirational public sculpture and community education project for the Kapiti Coast region. “Whale Song” is a reflection on Kapiti’s proximity to the coast, Kapiti Island, early whaling and the surrounding marine environment. By engaging with these incredible creatures of the sea, visitors will better understand the need for marine conservation, ensuring a thriving ocean and a healthy planet for future generations. <https://www.whalesong.kiwi/>

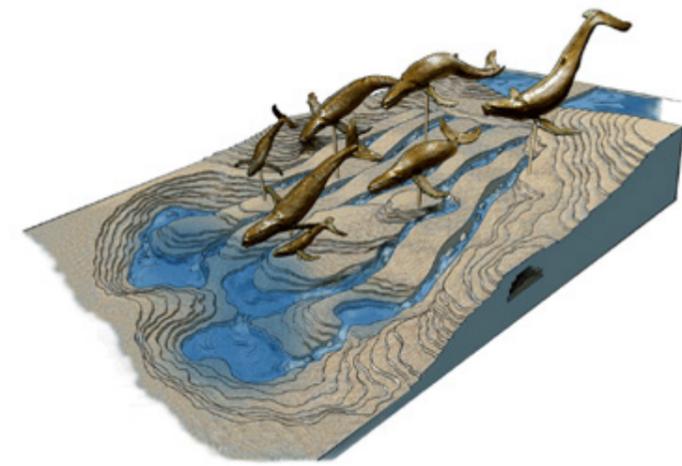
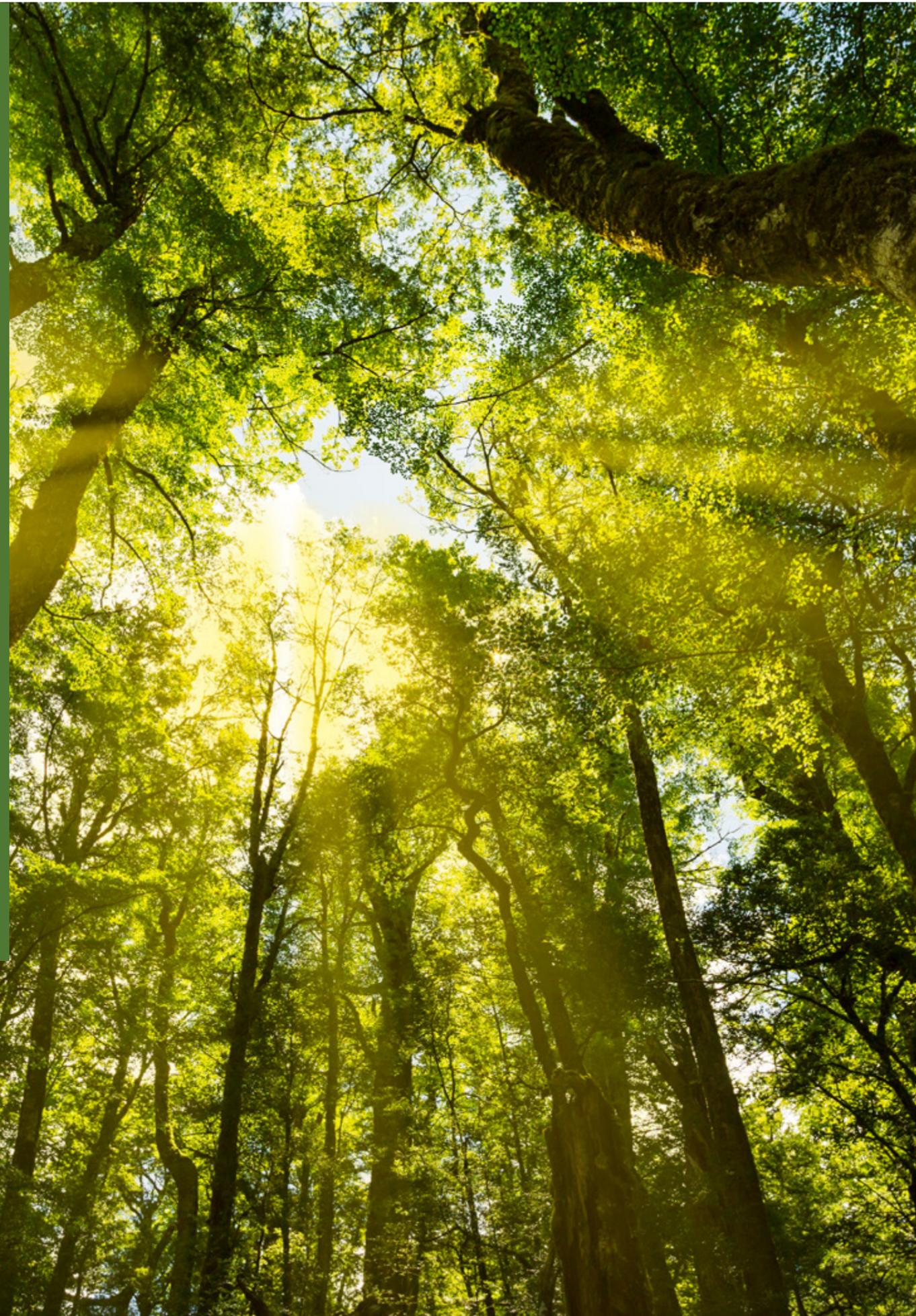


Image Credit: <https://www.whalesong.kiwi/about-whalesong>

## FACILITATING COMMUNITY AND INDUSTRY ENGAGEMENT

At Beca, we have been facilitating networking and engagement within our community and industry. We have been fortunate to share our facilities throughout the year for numerous events with the following organisations:

- The Sustainable Business Council (SBC), Engineering New Zealand (ENZ), the Illuminating Engineering Society of Australia and New Zealand (IESANZ), the Chartered Institution of Building Services Engineers (CIBSE), the Association of Consulting and Engineering New Zealand (ACENZ), the Property Institute of New Zealand (PINZ), the New Zealand Defence Industry Associated (NZDIA), the University of Auckland (UoA), the New Zealand Institute of Quantity Surveyors (NZIQS), Rotary Science, the New Zealand Planning Institute (NZPI) and the National Party.

“We look forward to welcoming you and your team on to the platform and valued Beca's contribution to the community. The viewing platform is an amazing work of architectural and engineering design which will last for several generations and provide visitors another reason to trek up to the top through the emerging native forest at CUE Haven.”

**Community Project organisers**

## ANOTHER SUCCESSFUL YEAR FOR EWBNZ'S HUMANITARIAN ENGINEERING CONFERENCE

For the second year in a row, we worked alongside Engineers Without Borders NZ (EWBNZ) as Platinum sponsor for their Humanitarian Engineering Conference. An event where leaders including four Beca speakers, discussed how best to connect the dots between engineering and humanitarianism for a more sustainable future. We sponsor a range of industry events, a range of which are noted below.

- **Wellington Gold Awards** – gold sponsor and sponsor an award for Infrastructure and Professional Services providers.
- **Property Council of New Zealand** – sponsor of their annual People in Property award, including the Category sponsor of the Women in Property Award at the Waikato Property Council Awards.

We provide donations to many charitable organisations, including:

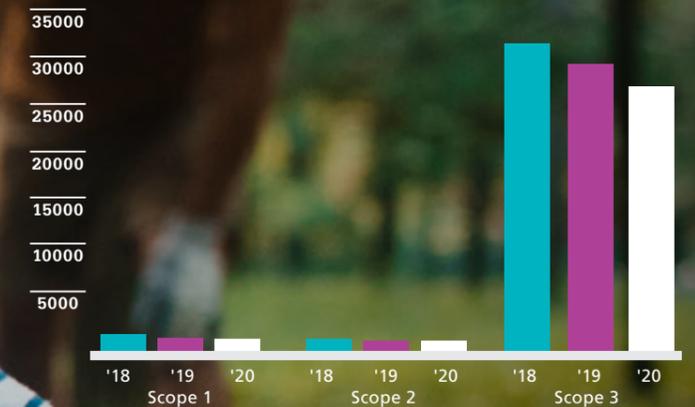
- **Festival for the Future – a not for profit annual festival for youth, themed around:**
  - Discrimination, Inclusion, Diversity and Whakawhanaungatanga
  - Climate and Environment
  - Hauora/ Wellbeing
  - Building our Regions and the Future of Work
- **Auckland City Mission** every Christmas with food and financial donations
- **Red Cross** – supporting a refugee student
- **Victoria University** – donation to diversity festival
- **Waikato** largest mural in NZ sponsorship
- **Boon after Dark Festival** in the Hamilton CBD.



# 06

## Environmental performance

BECA GROUP EMISSIONS



### Greenhouse gas emissions

As part of our commitment to the Climate Leaders Coalition, we continue to publicly report on our carbon emissions. We have also set an emissions reduction target in line with keeping planetary heating to well below 2 degrees consistent with international best practice from the Science Based Target Initiative. Our emissions reduction target takes an absolute emissions reduction approach and includes those emissions over which we have direct control, as well as indirect emissions from our supply chain. This target is a combined 32% reduction across all emissions by 2030 from a 2018 baseline.

#### RESULTS:

For FY20, Beca Group's gross GHG emissions are estimated at 29,600 tonnes of carbon dioxide equivalent (t CO<sub>2</sub>-e). This is a decrease of 14% compared to our baseline FY18 and a decrease of 8% from FY19. Of this our New Zealand hub generated approximately 16,300 t CO<sub>2</sub>-e, our Australian hub 8,400 t CO<sub>2</sub>-e, and our Asian hub 4,900 t CO<sub>2</sub>-e.

### Managing our footprint

#### FOCUS AREAS FOR REDUCTIONS IN FY21 INCLUDE:

- new norms related to connectivity during the crisis will provide a strong platform to continue to challenge the way we do business and continue reductions in air travel, accommodation, and land based transport

- engagement with purchased goods and services providers to improve the influence over our supply chain emissions
- employee commuting as the business explores further flexibility of working from home
- building energy efficiency through use of our B-Tune software.

#### GREEN TEAMS

Our Green Teams have been restructured to align interested groups to our footprint and handprint workstreams across the business.

The Green Team's efforts have been focused on raising awareness of sustainability issues within Beca and externally for our clients, to encourage collaboration and generate new thinking to help solve the complex problems our communities face both now and in the future. Internally our Green Team has been supporting the weekly Beca sustainability moments initiative to share sustainability wins and updates that may be applicable to other projects and teams across the company.

Externally our Green Team has facilitated networking events which included an Industry 2050 Breakfast Panel. The panel was made up of representatives from Lion, Transpower and Watercare; sharing the actions being taken within their businesses and communities and how these impact Sustainable Development Goal 9. The panel addressed questions on carbon footprints, adopting new technology, innovation, social contract, changes to New Zealand's energy usage and more. The aim was to encourage attendees to collaborate within the market to tackle the complex issue of sustainability for the coming years.

Other events and initiatives which have continued this year have included tree planting, beach clean-ups, lunchtime presentations, and office initiatives around waste minimisation and active transport to work. All these initiatives and awareness raising events assists with instilling sustainability thinking and considerations into our business-as-usual; for us, our clients, and the communities we work in.

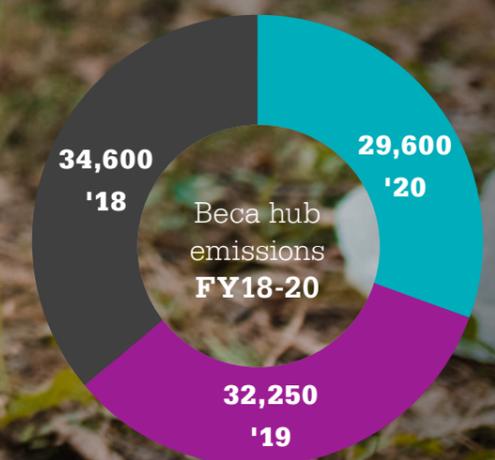
### Systems to support our handprint

#### PROJECT ENVIRONMENTAL MANAGEMENT AND ISO14001

Our integrated Beca business management system (BMS) is certified to ISO 14001:2015 in Australia and Singapore, and we have been working on extending this certification to include our New Zealand business in 2020. During February 2020, we introduced the requirement to complete an assessment of potential environmental risks and opportunities for every Beca job in our bespoke Project Delivery System (PDS). This is a broad assessment across a variety of issues from community impacts, protection of biodiversity and habitat, to reducing discharges and waste. Overtime, analysis of PDS data will help us to understand, measure and improve environmental performance through our project work and handprint.

### Trends FY20:

- Decrease in the spend on purchased goods and services category, with spend related to computer hardware and subconsultants down in FY20.
- Continuing trend of reduction in air travel across the group, even before the effects of COVID-19 on Q4 travel.
- Land-based transport emissions are reducing across the Beca fleet, rental car usage and reimbursed mileage for person car use.



# 07

## Financial performance

In FY20, the Beca Group delivered its strongest ever trading profit, further boosted by Research & Development tax credits in New Zealand.

This was despite a relatively slow start to the year and also at year end having to recognise additional provisions for our private sector debtors and contract assets due to the heightened credit risk from the uncertainty of the COVID-19 pandemic.

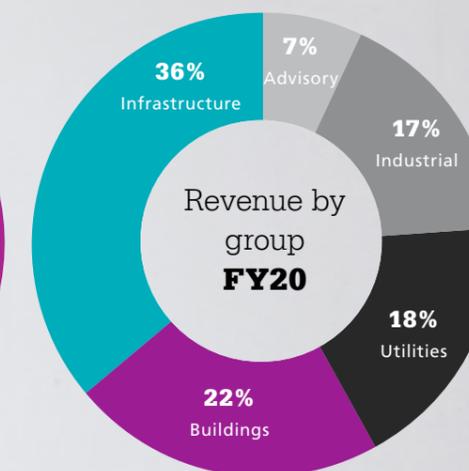
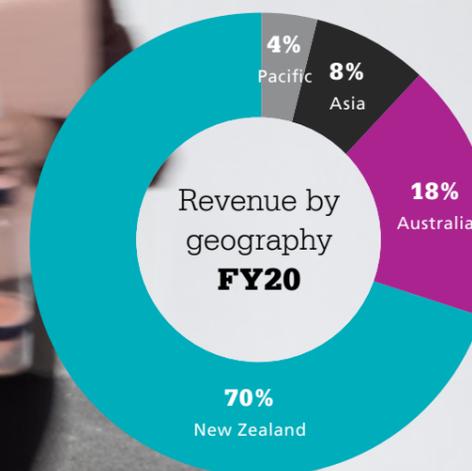
Our New Zealand business achieved a solid result, despite some softness in key markets, reflecting strong economic conditions throughout most of the year and the benefit of cost savings achieved. Profit in our Australian business was significantly higher than the prior year, noting the prior year included a significant bad debt write off. Our Singapore operations incurred a loss and while overall company performance was below expectations, the result included strategic investment to reposition the business for future growth.

The 4% overall growth in Group revenue reflects 1% growth in New Zealand and 8% growth in the Asia hub, with a slight 3% decline in Australia year on year. On geographic diversification of our revenue, work performed on projects outside of New Zealand increased marginally from the prior year to 31% of total revenue.

The Board's short-term strategy is to ensure as far as practicable that Beca continues to perform strongly over the coming months as the world continues to grapple with the COVID-19 pandemic. Whilst to date our business as a whole has been fortunate not to have been severely impacted by COVID-19, ongoing disruption from the pandemic is expected for the foreseeable future in many of our locations and the global economy remains very uncertain.

NZ\$ million for the Year ended 31 March 2020	New Zealand	Australia	Asia
<b>Revenues</b>	<b>401.2</b>	<b>104.8</b>	<b>43.9</b>
<b>Operating costs</b>	Not disclosing	Not disclosing	Not disclosing
<b>Employee wages and benefits</b>	For commercial sensitivity reasons Beca Group chooses not to disclose wages or benefits publicly		
<b>Donations and community investments</b>	<b>1.3</b>	<b>0.2</b>	<b>0.10</b>
<b>Payments to/refund from Government</b> primarily income tax	<b>21.01</b>	<b>0.03</b>	<b>0.38</b>

**Total** monetary value received from the Government incl. tax relief, subsidies, investment grants, awards, assistance and incentives **NZ\$3.04m**



## Appendix A

# Key project awards, recognitions and milestones



### [At the 2019 Building and Construction Authority Awards gala dinner, nine Beca projects were recognised across four award categories.](#)

- Downtown East Integrated Development; Marina One - Universal Design Mark (Goldplus)
- DUO - Universal Design Mark (Gold)
- CapitaSpring; Yale-NUS College; Chin Cheng Polyclinic and Senior Care Centre - Green Mark Award for Buildings (Platinum)
- Golden Ginger (Serangoon North C18 HDB); Corals at Keppel Bay; Serangoon Road Nursing Home - Construction Excellence Award

### [We were involved in the following 2019 Property Council of New Zealand award-winning projects:](#)

- Housing New Zealand Multi-Unit Residential Property Award
  - Merit - Wynyard Central
- GIB Education Property Award
  - Merit - Nga Wai Hono – AUT University, Auckland

- Excellence - Rutherford Regional Science and Innovation Centre, Christchurch
- Merit - Te Toki a Rata, Wellington
- RCP Commercial Office Property Award
  - Excellence / Best in Category - PwC Centre, Wellington
- Holmes Consulting Group Tourism and Leisure Property Award
  - Merit - Auckland International Airport
  - Merit - Chelsea Bay, Auckland
  - Merit - Admin Building, Auckland Zoo
- Natural Habitats Urban Land Developments Property Award
  - Best in Category - Vinegar Lane and Cider Building, Auckland
- Yardi Retail Property Award
  - Excellence / Best in Category - H&M Commercial Bay, Auckland
- CBRE Industrial Property Award

- Merit - Bunnings Distributions Centre, Auckland
- Warren and Mahoney Civic and Arts Property Award
  - Merit - Museum of New Zealand Te Papa, Wellington
  - Best in Category - Tūranga
- Fagerhult NZ Health and Medical Property Award
  - Merit / Best in Category - Te Aka Mauri Children's Health and Library Hub, Rotorua
- Hawkins Heritage and Adaptive Reuses Property Award
  - Merit - Te Aka Mauri Children's Health and Library Hub, Rotorua
  - Merit - 44 Symonds Street, Auckland (Waikohanga House)
- Resene Green Building Property Award
  - Merit - MH Building, AUT South Campus
  - Best in Category - Mason Bros, Auckland
- Rider Levett Bucknall Supreme Award
  - Tūranga

### [Brunswick Terminal Station shortlisted for World Architecture Award](#)

Beca celebrated two Gold, one Silver and two Merit award wins at the 2019 Association of Consulting Engineers New Zealand (ACENZ) Awards of Excellence gala. We were extremely honoured and proud to be able to celebrate with our clients, and to take home the following awards:

- Mangere biological nutrient removal (BNR) facility upgrade – Gold Award
- The Well-Connected Alliance: Waterview connection – Gold Award
- Richmond Terminal Station Upgrade – Silver Award
- Pukete Wastewater Treatment Plant BIM implementation – Merit Award
- AUT Mana Hauora building – Merit Award

### [B-tune wins Supreme Award at The Beca 100 Innovation Awards](#)

B-Tune our Building Tuning Technology has been recognised for outstanding innovation, winning the Beca 100 Innovation Awards - Supreme Award at Beca's annual Technical and Delivery Conference last Friday 18 October.

### [Beca wins prestigious digital engineering award](#)

Transport for NSW has announced Beca as the winner of this year's Digital Engineering – Connecting Smarter Award for its work on the Bundarbo Bridge refurbishment in Jugiong, NSW.

### [DUO Singapore & The Exchange 106 win prestigious accolades](#)

Two Beca projects – DUO Singapore and The Exchange 106 in Kuala Lumpur – have recently won prestigious 'Awards of Excellence' from the Council on Tall Buildings & Urban Habitat (CTBUH), the premier international body for skyscraper design.

### [Vanuatu Tourism Infrastructure Project wins community design award](#)

Beca's Design Practice team was recognised for their best practice approach and involvement in regenerating the Port Vila waterfront in Vanuatu recently, taking home the Community Design Award at the 2019 Resene New Zealand Institute of Landscape Architecture (NZILA) Awards.

### <https://www.beca.com/about-us/news-and-awards/2019/august-2019/big-night-for-beca-at-acenz-awards>

### [Beca awarded innovation grant for VR health & safety programme](#)

### [Seismic team delivers yet again: Recent engagement by Watercare \(Sep 2019\)](#)

### [Otira Viaduct celebrates 20 years of making everyday better \(Nov 2019\)](#)

### [Auckland Motorway Alliance: A decade of award-winning service \(Jun 2019\)](#)

# People awards



## [Celebrating our exceptional women: NAWIC Excellence Awards \(Oct 2019\)](#)

At this year's National Association of Women in Construction (NAWIC) Excellence Awards, Beca was delighted to celebrate the success of their outstanding women including Erin Black, awarded Professional Woman of the Year, and Rising Star Award winner Lisa Mace (joint wins).

## [Winner of Best Provider to the Power and Utilities sector at 2020 Client Choice Awards \(Mar 2020\)](#)

This year we were nominated by clients across Australia and New Zealand as a top performer in the following categories:

- Best Built Environment Firm (>\$200m revenue)
- Best Provider to the Power and Utilities markets (won)
- Best Built Environment Consultant - Jorge Martinez.

## [Consult Australia recognises Beca for client service excellence](#)

Beca is proud to have been Highly Commended in the Client Service Excellence category at the 2019 Consult Australia Awards for Excellence.

Recognition was given for our work supporting the Transport for NSW (TfNSW) 'More Trains More Services' Business Case Support and Strategic Plan Development.

## [Paul Jackson elected to Engineers Australia Victorian Divisional Committee](#)

Beca's Paul Jackson, Section Manager – Water AU, has recently been elected to the Engineers Australia Victorian Divisional Committee, with his tenure commencing 1 January 2020.

## [Beca named best provider to the power and utilities sector at 2020 Client Choice Awards](#)

## [Beca's Ann Williams and Dr David Whittaker receive Engineering New Zealand Fellowships \(April 2019\)](#)

## [Beca's project management team recognised at 2019 RICS New Zealand Awards](#)

## [Clarissa Phillips elected VP of Australian Water Association NSW](#)

## [Beca's Garry Macdonald named Water Environment Federation Fellow](#)

## [Kam Weng Yuen named FIDIC Young Professional of the Year \(Sep 2019\)](#)

## [Damien Vermeer wins Young Electrical Power Engineer of the year](#)

## [Grad chatbot wins 2019 NZAGE Best Innovation Award \(Oct 2019\)](#)

## [Darryl-Lee Wendelborn, NZ MD, wins national Engineering Leadership award \(Nov 2019\)](#)

## [Amelia Linzey receives NZPI Distinguished Services Award \(Nov 2019\)](#)

**Appendix C**

# GRI indicators summary



Photo by Markus Spiske

In completing this review, 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 review you will find the information. The GRI component of the report has not been externally assured according to AA1000 AS/ISAE 3000.

	<b>Code</b>	<b>Description</b>	<b>Section</b>
<b>Strategy and Analysis</b>	<b>G4.1</b>	Statement from the most senior decision-maker of the organisation.	2. A message from our CEO and Chair
	<b>G4.3</b>	Name of the organisation.	1. Who we are
	<b>G4.4</b>	Primary brands, products and/or services.	1. Who we are 3. Our business
	<b>G4.5</b>	Location of organisation's headquarters.	1. Who we are
	<b>G4.6</b>	Number and names of countries where the organisation operates, and names of countries that are specifically relevant to sustainability	1. Who we are
	<b>G4.7</b>	Nature of ownership and legal form.	1. Who we are
	<b>G4.8</b>	Markets served including geographic breakdown, sectors served and types of customers	1. Who we are
	<b>G4.9</b>	Scale of the reporting organisation including employees, number of operations, net sales, total capitalisation and quantity of products or services provided	1. Who we are 7. Financial Performance
<b>Organisational Profile</b>	<b>G4.10</b>	Total number of employees by contract and gender, total number of employees by region and gender	5. Creating value for our people
	<b>G4.11</b>	Total percentage of employees covered by collective bargaining agreements	5. Creating value for our people
	<b>G4.12</b>	Organisation's supply chain	4. Our business
	<b>G4.13</b>	Any significant changes in the organisation's size, structure and ownership	No change
	<b>G4.14</b>	Whether and how the precautionary approach or principle is addressed by the organisation	3. Our business
	<b>G4.15</b>	Externally-developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribed to	Not listed
	<b>G4.16</b>	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	Not listed

	<b>Code</b>	<b>Description</b>	<b>Section</b>	
<b>Identified Material Aspects and Boundaries</b>	<b>G4.17</b>	All entities included in the organisation's consolidated financial statements or equivalent documents, including any data that is not reported	B. About this review	
	<b>G4.18</b>	Process for defining report content and aspect boundaries and how the organisation has implemented the reporting principles	B. About this review	
	<b>G4.19</b>	All material aspects identified in the process for defining report content	3. Our business	
	<b>G4.20</b>	Materiality - whether the aspect is material to the organisation and any limitations	3. Our business	
	<b>G4.21</b>	For each material aspect, report the aspect boundary outside the organisation and whether the aspect is material outside of the organisation or not	Not listed	
	<b>G4.22</b>	Report the effect of any restatements of information provided in previous reports and the reasons for re-instatement	N.A.	
	<b>G4.23</b>	Any significant changes from the previous report	No change	
	<b>G4.24</b>	Provide a list of stakeholder groups engaged by the organisation	3. Our business	
	<b>G4.25</b>	Report the basis for identification and selection of stakeholders with whom to engage	3. Our business	
	<b>G4.26</b>	Organisations approach to stakeholder engagement including frequency and type	3. Our business	
<b>Stakeholder Engagement</b>	<b>G4.27</b>	Key concerns that have been raised through stakeholder engagement and how the organisation has responded	3. Our business	
	<b>G4.28</b>	Reporting period	B. About this review	
	<b>G4.29</b>	Date of most recent previous report	B. About this review	
	<b>G4.30</b>	Reporting cycle	B. About this review	
	<b>G4.31</b>	Contact point	B. About this review	
	<b>G4.32</b>	Report the "in accordance" option the organisation has chosen	B. About this review Appendix C. GRI indicators summary	
	<b>G4.33</b>	Polices and practice in place with regards to seeking external assurance	Appendix C. GRI indicators summary	
	<b>Governance</b>	<b>G4.34</b>	Governance Structure and organisation, including committees of the highest governance body	3. Our business
	<b>Ethics and Integrity</b>	<b>G4.56</b>	Describe the organisation's values, principles, standards and norms or behaviour behind codes of conduct and ethics	3. Our business



**Beca**

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