Chief Executive message



Amelia Linzey

The environment changes, our people's commitment to delivery endures

In a year that has demonstrated our ability to deliver while changing and growing the business, one of the things I'm most proud of is the way our people responded with focus and commitment. They balanced project delivery, capability building, system change and growth while continuing to create positive outcomes for clients and communities.

The success of our approach is clear in our very strong financial result for the year, including a record profit in Australia and significant revenue growth in Singapore.

Delivering outcomes that matter

Throughout the year, we worked alongside our clients on some of the most significant projects and programmes underway across New Zealand, Australia and the wider Asia Pacific. From helping improve water security in regional communities, like our work with Kempsey Shire Council in Australia, to accelerating the energy transition through projects like PT Vale Indonesia's electric furnace rebuild, supporting critical defence assets, and contributing to the completion of iconic buildings like the New Zealand International Convention Centre in Auckland.

Investing in capability, innovation and growth

Our people successfully embraced significant strategic change in FY26 as we strengthened our client and market leadership, embedded new enterprise systems and began realising the benefits of those investments.

Innovation has been part of our DNA for more than a century, and FY26 saw us expand our use of artificial intelligence, digital engineering, automation and data-driven solutions across both our client delivery and our own operations.

Integrating an AI agent into the New Zealand Geotechnical Database and using machine learning to drive smarter irrigation management across Australia's food bowl are just two examples of the innovative work you'll find in this report. Our investments in systems and personal development are supporting our people to spend more time applying their judgement, creativity and expertise to solve complex problems and deliver better outcomes for our clients.

We are also investing in our strategic growth aspirations, with the recent acquisition of Rockhampton-headquartered CQG Consulting in Queensland, following the end of the financial year. This expands both our geographic reach and our environmental and planning capability to support clients across Australia, particularly in our water, energy and defence priority growth markets. With more than 45 specialists, the acquisition brings our national team in Australia to more than 1,000 people.

Our people are building our positive legacy

We are a people business, and during FY26 we continued investing in the talent, leadership and future capabilities needed to deliver consistently for our clients. The expertise, judgement and commitment of our people remain among our greatest strengths and a primary reason clients continue to place their trust in us.

Thank you to all our people for their contribution during FY26, as everything we deliver is a result of their expertise, commitment and care. Our people's collective efforts have enabled us to deliver for clients and communities while positioning the business for the future.