

Annual  
**Sustainability**  
Review



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# A message from our CEO

Welcome to Beca's FY15/16 Sustainability Review. We are proud to share with our stakeholders our next step on our journey of integrating sustainability into our global business.

Our vision is 'creative people striving together to transform our world'. We put the needs of our global community, today and tomorrow, at the heart of all that we do. A strong and resilient community underpins positive economic growth for business, just as the constraints of finite resources and a changing climate drive new ways of creating value.

From our origins as a small business partnership, and being employee-owned, we serve the aspirations of our own people as well as clients and community. Our core value of 'Care' drives us to support, grow, challenge and reward our people while also managing economic sustainability.

Running a sustainable business also requires an eye on the future and the global challenges that we and our clients face. Unprecedented challenges such as climate change, population growth, technological disruption, rapid urbanisation, commodity market volatility and rising inequality are big issues to grapple with. Having a robust sustainability strategy is key to helping to manage our risks and identify opportunities arising from these issues. We are responding and making our business more resilient and agile.

But we can't face these challenges alone, we will need to collaborate with our peers and our clients, with government and with our community. It won't be easy, but we are preparing ourselves. Leadership is essential and we acknowledge the responsibility we have as a professional services firm to bring the best of Beca to help deliver real value to our clients and community.

We will be working to further integrate sustainability principles into our business. We periodically pause to consult and engage with our people and clients to understand what the most important issues are to Beca, and how we can make the biggest difference. We use this

information to prepare a broader sustainability strategy, with focused aims against which we will measure our progress.

Our journey is one of continuous improvement. We have been a successful business for 97 years and are determined to make the next 97 years as sustainable and successful as the last.

Our business has always depended on the quality and passion of our people. This is the single most critical factor for our continued success. We have an outstanding team of talented people at all levels and we are privileged to work for exceptional clients across a wide range of sectors and geographies. We must never forget that our business and our future depends upon our people, our performance and our clients. It is this ongoing challenge that makes Beca a most interesting business to be a part of. On behalf of the Board I would like to thank our shareholders, employees, key suppliers and of course, our clients, for their continued support.



**We must never forget that our business and our future depends upon our people, our performance and our clients. It is this ongoing challenge that makes Beca a most interesting business to be a part of.**

– Greg Lowe

We are excited to be taking further important steps on integrating sustainability principles into our business and connecting with our stakeholders. We hope this report provides an insight into our direction for the next year. We are committed to transparent reporting along our journey and invite you to send any feedback to [sustainability@beca.com](mailto:sustainability@beca.com).





# Who we are

**At the heart of Beca is our people.**

At the heart of Beca is our people. As a professional services company, the success of Beca is a product of the success of our 3000-plus professionals spread across the Asia-Pacific region.

Our clients do incredible things every day. They are transforming their communities and changing lives through the structures they build, the products they manufacture, the services they provide, and the families they support.

Our Beca team is right there alongside them. We are the problem-solvers – the thinkers, the

creators, the planners and practitioners – who understand their vision and help make things happen.

Beca understands the power of working together with our clients to deliver resourceful and smart solutions.

While our collective experience has been some 97 years in the making, our future as an organisation is a product of how we nurture emerging talent and innovative thinking. We are creative people – and we are striving to transform our world.



Green Mark Platinum Building in Singapore

**This Report**

Here at Beca we have been on our sustainability journey for a number of years. We recognise that sustainability is not a goal in itself, but a guiding set of principles that help shape our decision making. There have been two key notable factors of change: firstly the increasing awareness of the complexity of the issue of sustainability, as has been reflected in the United Nations 17 Sustainable Development Goals released in 2016; and secondly the changing nature of our business towards a global model with increased growth and diversification of services. For these reasons we consider that it is important that we take the time to review our sustainability goals and focus areas, and set new targets and a roadmap to achieve them.

We are pausing to consider and consult on what is important to our future business and to map out our focussed direction and goals – we

will share the outcomes of this in next year's report. Our report this year is intended to be a brief snapshot of our business and operations for financial year ending 31 March 2016 and a look at the road ahead for Beca.

Therefore, we have provided a summary of trends where appropriate and incorporated the use of the Global Reporting Initiative guidelines, instead of our previous years' format of reporting our progress against goals set. Whilst our report this year will provide information on our performance across social, environmental and economic aspects of our business, we are driving towards identifying and responding to our material sustainability issues





# Group business strategy and direction

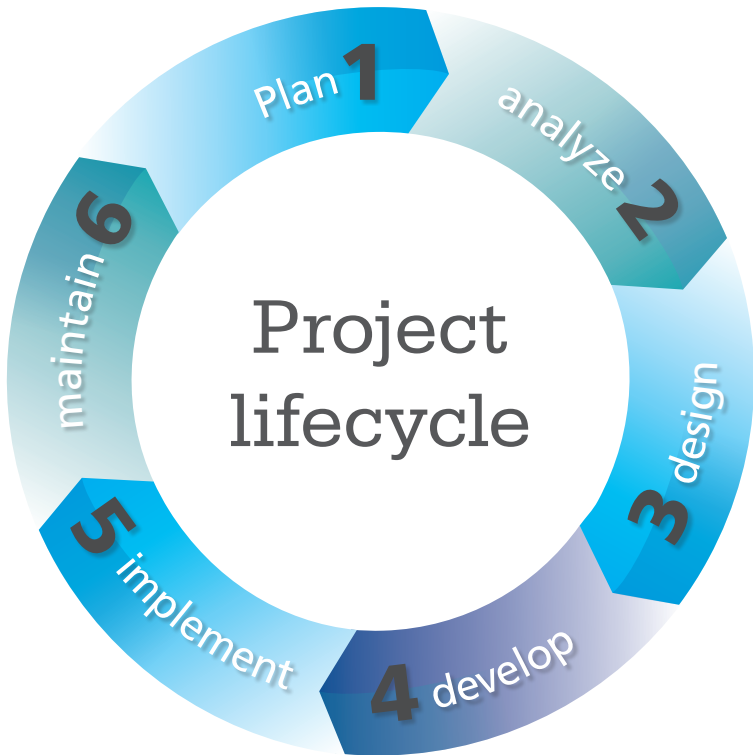
Beca has been a strong and successful business for 97 years and we have worked closely with our clients and stakeholders to help realise our vision to transform our world.

From our origins as a family business, we have evolved over time to become a diverse professional services firm, offering our clients expertise and advice through all stages of their project's lifecycle.

Being true to our vision means remaining cogniscent of the needs of our global community, today and tomorrow through the work that we do. We recognise the greatest impact that Beca can have on the environment and our society is through the advice we give to our clients. We are proud to promote positive solutions that deliver environmental and social benefits.

Moving towards realising our vision, we are in the process of aligning our business and focusing on increased integration between our New Zealand, Asian and Australian hubs. This has provided greater opportunities to support our clients and understand their needs and the communities in which they operate. We have started the process of restructuring our business to integrate our professional disciplines and the markets we serve as we move towards supporting our global clients, whilst maintaining a local presence. As part of the process of aligning strategy and structure, we have adjusted our matrix organisation and created new business groups for Defence and Advisory and Infrastructure services. Against a backdrop of challenging market conditions our new group structure helps to sharpen our client focus, enables quicker decision making and allows us to better leverage our skills across the group to take advantage of growth opportunities wherever they arise. It allows us to deliver the best of Beca anywhere in the world.

This strategy has resulted in achieving better integration of work between hubs, and has



enabled us to create sustainable teams for the longer term. Servicing clients here and overseas, we have been able to increase sharing of information and the facilitation of an innovation focus. However, as a consequence of more movement of staff between our hubs, our carbon footprint has increased (mainly due to air travel – see pages 18 and 19). This is something we will look at in the coming year.

Our strategy is to continue to deepen the integration of our global business and bring the essence of what it means to do business with Beca to our local and global clients.

## Deepening sustainability at Beca

Our business has for many years been incorporating smart, design led thinking into our clients' projects, looking to help achieve their long term sustainable development goals. We know that this is where the actions we take can have the biggest impact. Whilst we have been on our sustainability journey for a number of years, we are taking time to consider and consult on what is important to our future business and to map out our focussed direction and goals.

Our focus for next year will be to bring our material sustainability issues to the heart of our business. We are moving ahead with engaging with our staff and our clients to identify our key material issues as a basis for a group-wide strategy.

We will establish the key issues critical to the business through engagement with key stakeholders. This information will be invaluable for use within strategy development for Beca and allow us to refine our focus on the key issues. The outcome of this will be to set new goals and success targets with the principles of sustainability at their heart.

The information collected through this process will be carefully worked through with our Executive Leadership Team, and we will look to integrate aspects into each of our core functions

within Beca such as Group Delivery, Health and Safety, People and Culture.

Combining the results of staff and client engagement will show us the top issues that our stakeholders currently consider to be the most important to our ongoing success. This will assist us in identification of action plans and performance indicators to measure our success in responding to these issues. We welcome the launch of the United Nations Sustainable Development Goals and we will be looking at how we can make a positive contribution to these overarching goals through our sustainability strategy, and through the work we deliver for our clients.

We will engage with our people and clients to share the story of the journey we are on and structure ourselves to be able to help deliver the outcomes our stakeholders consider important.





Leadership and Governance

As an employee owned company, Beca's Board is committed to ensuring that we maintain the highest standards of corporate governance and ethical standards which are appropriate to our business.

In 2015/16, the members of the Group Board were:



**Richard Aitken**  
Executive Chairman



**Greg Lowe**  
Group Chief Executive



**David Carter**  
Executive Director



**Don Lyon**  
Executive Director



**Chye Heng**  
Executive Director



**Catherine Drayton**  
Non-Executive Director



**Jan Dawson**  
Non-Executive Director

In mid-2016 we were pleased to appoint two new directors, Amelia Linzey and Thomas Hyde, while Chye Heng stepped down after many years of invaluable service as an Executive Director. Other Board members continued, although Richard Aitken announced in April 2016 his intention to step down as Chairman of the Board effective April 2017. David Carter is the new Chair, appointed by the Board and announced at the annual shareholder meeting in October 2016.

Catherine Drayton and Jan Dawson were the first female Non-Executive Directors appointed by Beca in 2013. Up until mid-2011 Jan was Chief Executive of KPMG New Zealand. Since retiring from the firm she has joined the Boards of Air

New Zealand, Counties Manukau District Health, Westpac New Zealand, University of Auckland, Goodman Fielder Limited and Meridian Energy Limited.

Catherine's current or previous governance mandates include Ngai Tahu Holdings, Ngai Tahu Capital, Meridian Energy, Christchurch Earthquake Recovery Authority, University of Canterbury and New Zealand Hockey. As an executive, Catherine spent 25 years with PWC, finally leading the firm's Central and Eastern European advisory business with 60 Partners and 1500 staff.

Most recently, Amelia Linzey and Thomas Hyde were appointed to Beca's Board. Amelia is a



Senior Technical Director in our planning business and brings strong leadership and technical ability in the area of community consultation and engagement. Thomas is a Group Business Director for our Advisory and Defence business and brings strong leadership in these areas as well as in information technology.

For many years, David Carter has been our Executive Sponsor for, and has been on the board

of, the Sustainable Business Council (SBC). David has championed sustainability at Beca and has been active within SBC to help drive the adoption of sustainable practices through many parts of industry. With David's recent appointment as the Chairman of the Board, the role of Executive Sponsor for Beca at the SBC has passed to Amelia who will build on the strong relationship developed with SBC.







# A changing world




Whether it's digital disruption, or shifting economic power, global mega forces are causing businesses to adapt and respond.

With constant change, it's important that we stay on top of emerging trends and look to where the future may lie. We continue to monitor global mega trends to understand how they impact our business and that of our clients, and recently we've established a Future Focus Group specifically for this purpose. Every year we hold conferences including a Leadership Conference and a Technical and Delivery Conference where we gather

around 200 of our global technical and delivery leaders to share our learnings and knowledge. We can showcase our brightest innovators and our industry-leading projects and help disseminate ideas throughout the business so that we can help our clients achieve more.

Whilst we are a diverse business responding to many changes, we have selected some examples to share...

Issue	Description	How is Beca responding?
<div>Demographic Change</div> <div></div>	Over 65s are the fastest growing age group, coupled with longer life expectancy, this is escalating costs of healthcare.	A focus on how we can support the healthcare sector, through specific specialist recruitment and tailoring of our services. Being a founding part of the New Zealand Health Design Council, we host forums for professionals to share experiences and knowledge. We collaborate with clients on decision making and future-proofing regarding technological advances and how these can impact and benefit their organisations.
<div>Growth and Demand in Asia</div> <div></div>	Shift of global economic wealth to the economies within the Asia Pacific region offers huge opportunities for New Zealand.	We continue to strengthen our ties with Asian economies, and continue to realign ourselves as a Global Business. We are adjusting to provide integrated Global business groups which can make our decision-making more agile. Our presence in the Asia region allows us to have a focus on key areas of demand such as the food and beverage market.

Issue	Description	How is Beca responding?
<div>Rapid Urbanisation</div> <div></div>	This is putting major pressure on infrastructure, the environment and the social fabric of cities, bringing major implications for government and business needing to plan and deliver compact, smart and liveable cities of the future.	We are actively involved in shaping how our cities develop, most notably through the Auckland Unitary Plan by supporting key clients such as Housing New Zealand and the New Zealand Transport Agency. We are a foundation member for the New Zealand chapter of the Infrastructure Sustainability Council of Australia's (ISCA) and work with our clients around balanced decision making to help deliver better, more sustainable outcomes for infrastructure projects.
<div>Climate Change</div> <div></div>	The world's economic model is being brought into sharp focus through the twin impacts of climate change and resource depletion. We need to realise that our long-term future is not a low-emissions future, but a net-zero emissions future. Even if we rapidly phase out carbon emissions, there will also be a need to adapt and become more resilient to increased extreme weather events and sea level rise.	Our expertise in designing resilient infrastructure and buildings, combined with our strategic partnership with CLIMSystems means we can enable clients to successfully define and achieve their goals for climate change adaptation, particularly understanding local level impacts of climate change. In Singapore we are experienced in sustainable building practice and innovation. Partnering with the Universities of California, Berkeley and Nanyang Technological University, we're working together to deliver Scalable and Smart Building Energy Management Systems. Our extensive involvement in this sector, from design practice, building code compliance and benchmark sustainability projects, meant we could provide valuable industry insight and experience for this research project.
<div>Technological/ Digital Disruption</div> <div></div>	Technology is one of the biggest disrupting forces in organisations, with the potential for disruptive technology to provide both significant risk and/or great benefits to our business over the coming years.	As we have increasing access to more efficient forms of energy and energy management, we look to adopt technologies such as the "Internet of Things". Through broader use of wireless and mobile technologies, we monitor and react to environmental conditions in the field, plus it allows our staff to communicate more effectively in real time regardless of their location.  We also monitor emerging technical trends in engineering disciplines, and advise on changes and opportunities in areas that might impact our clients. This might include sustainable power generation, changes in construction materials and engineering, or design and construction techniques involving emerging technologies like 3D printing, Virtual and Augmented Reality.





## Engaging with the people we value

**We recognise the importance of communication and listening to those who are valued to our business. Our clients, our people, our suppliers and our industry are all key actors that shape who we are and how we operate as a business.**

### Our Clients

As one of our key stakeholders, our clients are the lifeblood of our business. To keep engaged with them and understand their needs is at the core of what we strive to achieve. There are many ways in which we engage with our clients, not least through our Client Relationship Managers who help to bring the voice of our client back into Beca, and to help bring Beca to our clients. Feedback through project work, one-on-one meetings, client workshops are some of the ways we look to listen to our clients. We look to develop long standing relationships with our clients to support them wherever we can. Information from the Beaton Survey every two years, helps us understand where we can improve our client service. We often look to include our

clients in areas outside our project work with them, for example through our Beca Breakfast Series and through our pro bono work either in the community with our clients or through sharing our knowledge and expertise with our clients’ teams. We will be engaging with our clients to understand what they think the most important global issues are that are material to their and Beca’s success.

### Our People

As a people business, we recognise that our people are our biggest asset. We look to engage with our employees through different avenues. Involvement in annual business planning helps to give employees a chance to shape the strategic priorities for the coming year. We have a multitude of internal conferences for

graduates and intermediates, helping them to meet each other and participate in business initiatives and share knowledge together. For our seniors we have annual leadership and delivery conferences, where emerging trends, technology and strategy are shared and discussed. We also look to understand how our employees are feeling through feedback surveys. We will also be engaging with our employees to understand what they think the most important global issues are that are material to Beca’s success.

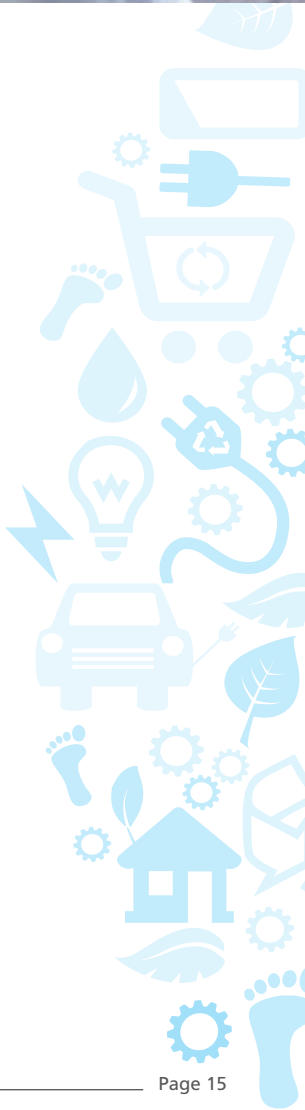
### Our Suppliers

Talking to our suppliers is key to understanding how these partnerships can meet the reasonable expectations of our stakeholders. We are centralising our Group procurement process, and discussions are being held at Board level. Through

this we will appoint a new role and in the coming year we will be determining a procurement policy. This will enable us to link procurement with our Group strategy, providing consistency with our global model. Through this process we incorporate the principles of sustainable procurement through our supply chain.

### Our Industry

The wider industry in which our business operates is important to stay connected to. This is one pathway of being intimately connected to our communities. Actively supporting industry organisations is what we do at Beca, helping to shape better outcomes through professional leadership. A snapshot of the breadth and depth of involvement in professional organisations is provided in the appendix to this report.







# Our Values

**Our values are the foundations of our culture and are integral to our on-going success. We embed these values in the way we deliver and the outcomes of projects for our clients. We will continue to promote these as our business grows and retain the family business spirit of our roots.**

We recognise the greatest impact that Beca can have on the environment and our society is through the advice we give to our clients. We promote positive solutions that deliver environmental and social benefits. Beca is proud to assist clients to deliver a variety of projects that have a focus on sustainable development.

## Partnership

We value longstanding relationships and connection with our clients, our business partners and our colleagues across the globe. Trust, integrity and teamwork are the foundations of our culture.

We are exceptionally proud of our longstanding partnership with Lion Nathan dating back to the 1960s, and we’ve worked together on some pretty incredible projects together since then. Stemming from the Khyber Pass brewery in Auckland where George Beca and Sir Ron Carter delivered engineering services for the cold stores and warehouses on-site, we have seen our relationship go from strength to strength as our respective businesses continue to flourish. We now work in over 7 different countries together where we continue to deliver new assets, infrastructure and services. Lion’s expectations of partnership with organisations such as Beca are that there is a cultural fit, that they are leaders in their fields, that they have a scale to be responsive, are capable of flexible arrangements and are cost effective, and are willing to invest for the long term.

Supporting Lion Nathan wherever possible in achieving their own business aspirations is our aim, for example working with them on the relocation of their main facility in Auckland, ‘The Pride’ several years ago. Being a major project for Lion Nathan, it provided an opportunity to demonstrate their commitment as a company to sustainability and environmental principles. Given Lion Nathan’s high profile in New Zealand they are committed to showing that even in industry, measures can and should be taken to help reduce the impact of the use of natural or energy hungry resources wherever possible.

Our in-depth understanding of their industry, our own commitment to sustainability, and our respect for the client’s budget, timeframe and priorities was an advantage in our focus on developing smart design solutions. Leading discussions and collaborating closely with Lion Nathan, Mainzeal and Kronos AG, Beca contributed greatly to a team effort in determining how best to implement sustainable solutions throughout the facility, both visibly and behind the scenes.

This collaborative effort was recognised in being runners-up for The Arthur Mead Award for the Environment and Sustainability. At the time, the Capital Projects Director of Lion Nathan said “*Our long standing working relationship with Beca for such major capital works and that relationship and understanding of our priorities was instrumental in delivering an extremely complex scope of work in a fast track environment.*”

We are very proud to have received a 50 year Supplier Relationship Award from Lion in 2013, and we look forward to continuing this partnership in the years to come.



## Tenacity

We stick by our clients and the need to solve their complex problems and challenges. Our perseverance, attitude, systems and disciplines focus our efforts into delivering excellent outcomes.

The devastating Canterbury earthquakes in 2010 and 2011 posed a number of challenges for the region. Beca offered support in a number of areas both immediately after the earthquakes and during the recovery phase. Our experts were quick off their feet in undertaking rapid damage and seismic assessments of buildings and other key infrastructure within the CBD and surrounding region for our clients. For example, the Beca team assessed over 200 buildings for Lincoln University. Beca’s tenacious qualities and quick response to our clients’ needs was part of the effort that assisted Christchurch’s recovery.

Following this disaster we have further improved the way we manage and respond to requests for damage inspections for our clients in the future. The live web-based data system enables us to log requests nationally and provide status updates at any time on the buildings within the system. Through new technology our key clients are able to prioritise which of their buildings we respond to in a risk based manner. The learnings taken from the Christchurch earthquakes are being used to ensure we are well placed to respond to future natural disaster events that have widespread effects, and help our communities recover quickly.

Since the earthquakes, we’ve been involved in the SCIRT alliance (Stronger Christchurch Infrastructure Rebuild Team), repairing and rebuilding the horizontal infrastructure of Christchurch, the new Nga Puna Wai Sports Hub to replace the damaged sports grounds around Christchurch and a wide range of projects for the Christchurch City Council,

including the damage assessment of AMI Stadium. We are privileged to be able to help rebuild communities and get the city operating again. We have walked the talk by committing to returning to the city centre by taking a lease in the ANZ Centre.

## Enjoyment

We thrive on challenges and take pride in being innovative and delivering successful solutions. We look to have fun along the way, enjoy each other’s company and celebrate our achievements.

Located in the Southern Ocean where the Antarctic Convergence in the south meets the Subtropical Covergence in the north, the Auckland Islands has much to teach the world around climate change and ocean health. In February 2016, Beca supported Amanda Brown, an environmental engineer from our Water team, to join 27 other lucky adventurers including top environmental scientists, ecologists and high school students on a voyage to the Auckland Islands as part of The Sir Peter Blake Trust, Young Blake Expeditions. The group’s mission was to progress a globally significant scientific research project on climate change. Supporting Amanda’s travel and time away from her day job to be able to accept this once-in-a-lifetime invitation to join the crew built on previous pro-bono work Beca provided on wastewater treatment at a proposed research station at the islands. The data collected contributed to providing the scientists a baseline for further research on understanding climate change and environmental sustainability.



**We thrive on challenges and take pride in being innovative and delivering successful solutions. We look to have fun along the way, enjoy each other’s company and celebrate our achievements.**

We know that giving back to our communities is something our staff really enjoy. Together with Auckland Council and project partners, we’re helping shape an active, sustainable transport network in Auckland. Launching in 2017, ‘AKL Paths’ will provide locals and visitors with a safer, more enjoyable way to explore the city as pedestrians and cyclists. The connected network of ‘paths’ will deliver environmental, recreational and health benefits to the community, and make discovering the city about both the destination and the journey. We are proud to support Auckland Council on this project.





Care

We respect each other, our clients, the environment and our community. We aspire to embed safety and care in everything we do.

Sometimes the best engagement with communities occurs outside formal statutory consultation process. The Kāpiti Town Centres and Connectors Transformation project took engagement to the next level, and in association with Kāpiti Coast District Council, we were thrilled to receive an Encouragement Award at the annual International Association for Public Participation Australasia Core Value Awards. We were recognised for excellence in the field of public participation, demonstrated through the development and implementation of an outstanding project. The project involved assessing how to revitalise two town centres on the Kapiti Coast of New Zealand, to remain attractive for both shopping and future business development as a result of major roading redevelopments.

Extensive engagement with the wider community involved workshops with business and school children, and various open days. Over 1000 ideas were received through the open days and a regular newsletter kept over 1400 affected stakeholders informed. In addition, a fun innovative LEGO Town was built to scale to spark engagement and connect with the hearts and minds of the community.

Helping clients achieve their vision is what we do.

Nanyang Technological

University (NTU) in Singapore has a vision to assess the environmental sustainability of all their academic and non-academic buildings within the campus. NTU engaged our leading Beca teams to deliver Green Mark Platinum Awards for the existing buildings under the Building Construction Authority Green Mark scheme in line with their EcoCampus initiative and on top of that, to achieve the Green Mark Platinum Champion Award. Achieving this prestigious title would put NTU as only the second development in Singapore to reach such goals. The 250-ha garden campus which houses over 100 buildings, developed the EcoCampus initiative which targets to reduce 35% in energy, water and waste consumption by 2020 from its baseline consumption in 2011. In 2016, they received the inaugural Green Mark Platinum Star Champion Award – the first of its kind in Singapore – for achieving more than 50 Green Mark Platinum buildings on campus. Beca was proud to help them achieve their vision.



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# A snapshot of 2015/2016

As we are pausing to consider and consult on what is important to our future business and to map out our focussed direction and goals, the remainder of this report provides a snapshot of our business during 2015/2016. Whilst not reporting on previous goals set, we have provided information on various indicators across

social, environmental and economic aspects of our business. Our intention is to identify and respond to our material sustainability issues this year, allowing us refine measurement of our performance and share this with you in next year's report.





# Our People

Beca seeks to employ and retain the best people in the markets that we operate in and to offer them outstanding opportunities to grow and fulfil their career aspirations. This requires us to empower our people and provide exciting career pathways to ensure both they and our business grow together.

Our business has always depended on the quality and passion of our people and is the critical factor for our continued success. We also continued to ensure inflow of skilled and motivated graduates - in fact we won the award for the Best Graduate Development Programme at the 2015 NZ Association of Graduate Employers Graduate Industry Awards.

The talent, innovation and sheer hard work by many of our team has resulted in a number of Beca employees and teams being deservedly recognised externally for their outstanding achievements. Here are a selection of awards and recognition received by a cross section of our people over the past year.



- ▶ The Institution of Professional Engineers New Zealand (“IPENZ”) Awards, March 2016. Martin Peat won the Young Engineer of the Year award for his crowd modelling work on the Rio Olympics, and Mo Chalabi was awarded the Ray Meyer Medal for Excellence in Student Design. At the same awards Samir Govind, Geoff Bird and Craig Price were appointed IPENZ Fellows.
- ▶ Craig Price has also recently been appointed IPENZ Deputy President, following a long tradition of Beca people supporting industry bodies at senior levels, with other notable current examples being Mike Kerr (ACENZ President) and Bryce Julyan (NZPI President). Paul Collier has been elected Chair of the Civil College Board for Engineers Australia.
- ▶ Edi Hartono was named the Association of Consulting Engineers Singapore Young Structural Consulting Engineer of the Year in March 2016. This was the third year in a row that a young engineer from Beca won the award.
- ▶ Karen Sanderson was named Young Professional Woman of the Year by the National Association of Women in Construction in September 2016.
- ▶ Beca in Singapore received the Business Leadership in Sustainability Award at the inaugural 2016 SGBC-BCA Sustainability Leadership Awards in August 2016.
- ▶ Beca was again recognised for engineering innovation and excellence at the Association of Consulting Engineers New Zealand (“ACENZ”) 2016 Innovate Awards held in September 2016. Beca teams won 1 Gold, 1 Silver, 1 Merit and an ACENZ Special Award at the 2016 Innovate awards.
- ▶ Beca Australia was recognised with a Civil Contractors Federation Award for a design and construction project with South East Water.
- ▶ Beca Warnes was recognised for the Best Resort Residence Asia in the prestigious Asia Pacific Property Awards and the Best Residential Development Koh Samui in the Thailand Property Awards.
- ▶ Beca is proud to be a founding New Zealand-based member of the Infrastructure Sustainability Council of Australia (ISCA), the peak industry body for advancing and setting the industry standards in sustainability in infrastructure.

# Career development

We support our staff in their careers through annual performance and career development reviews.

We are in the process of reinvigorating this process, and developing new initiatives to enhance these reviews throughout the business sections.

We have sought to support our staff not only professionally, but also through programmes such the Wellbeing 360 Health Checks which

were offered to employees across Australia and New Zealand. Other initiatives included Employee Assistance Programme sessions, the “Well Aware Portal”, Mental Health workshops for managers and even cooking demonstrations.



1. We had teams participate in the Taupo Great Lake Relay 2016 run, with Wellington and Hamilton fielding 17-strong teams each. Both teams performed well, with Wellington completing the 155km in 12 hours 31 minutes for a 12th place finish, while Hamilton was 18th in 12 hours 49 minutes.
2. Our five Beca teams of six cyclists for the 2015 TEAR Fund Poverty Cycle Challenge collected \$8,000!
3. Our Singapore team holds an annual Ten Pin Bowling evening. Over 60 budding young (and young-at-heart) bowlers ventured to the Orchid Bowls - all vying to take out the ultimate prize and be crowned Male or Female Bowling Champion 2015.
4. Beca Singapore dinner and dance April 2015.





# Our Workforce

Beca continues to grow welcoming approximately 100 new staff in the last financial year, bringing our total to 2934 part and full time employees. 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.

## Ratio of pay by gender

Overall the gap between ratio of pay by gender in Beca is close and by career level the difference is between 3-4%. These statistics have improved from the 2015 reporting round and is a positive reflection of our business. We are looking into setting appropriate metrics for measurement of gender pay next year.

## Diversity and Inclusivity

The clients we work with and the communities we work within are diverse, so our workforce needs to reflect our clients, communities and the real world. Diversity in our teams enables us to produce a wider variety of services, styles, personalities, fresh ways of thinking, creativity and robust solutions.

Our approach is to promote inclusivity and provide support to our people and their way of life. We’ve has recently appointed a diversity and inclusion task force manager to steer our current and future initiatives in this space.

These are some of the things we’re doing ...

- ▶ Women in Beca: Women in Beca is a committee to raise gender diversity awareness. They organise a range of presentations and speakers are organised in different regions.
- ▶ Cultural diversity online modules for those travelling overseas.
- ▶ July diversity month: Increasing awareness of diversity throughout the company, run by the Green Teams.

Employment Type			
Table 1 Workforce by Employment Type	Female	Male	Grand total
Australia	93	310	403
Full time	76	275	351
Part time	17	35	52
China	18	25	43
Full time	18	25	43
New Zealand	636	1415	2051
Full time	525	1288	1813
Part time	111	127	238
Singapore	91	145	236
Full time	89	142	231
Part time	2	3	5
Thailand	24	72	96
Full time	22	68	90
Part time	2	4	6
Indonesia	19	86	105
Full time	18	86	104
Part time	1		1
Grand Total	881	2053	2934

- ▶ Measure and reporting of diversity metrics as part of people review each year.
- ▶ Work life blend workshops run within business lines with People and Culture.
- ▶ Flexible working arrangements policy.

Together with the tangible elements such as age, gender and ethnicity, we recognise the importance of diversity of thought. People bring different cultures, backgrounds, and personalities to the table — and those differences shape how we think. Cultivating ‘diversity of thought’ within our people boosts innovation and creative sustainable problem-solving. Knowledge sharing and creating open networks is supported via platforms such as the Beca intranet, ignite your thinking articles, yammer, conferences and networking events.

We have some exciting pockets of diversity initiatives happening throughout the business and generally a high level of diversity awareness. Moving forward, we have goals of upskilling our leaders in understanding and managing unconscious bias, a more formal global diversity and inclusion strategy to include actions that span the employee lifecycle from when they start to when they may leave Beca and greater support for part time parents on parental leave. We are still working on a formalised plan for achieving a strong diversity and inclusion culture through the business, however, movement, vision and awareness in this area is well underway.

## Employee Benefits

There are several benefits that are available and offered to full time employees. These have not changed from previous years: New Zealand employees are offered a health care subsidy (or allowance) and an employer superannuation or statutory standard Kiwi Saver contribution. Australian employees receive a statutory superannuation contribution from Beca. Employees in our Asian offices have similar statutory requirements – the Central Provident Fund in Singapore and Indonesia, and the Employment Provident Fund in China. A bonus scheme is offered to senior permanent employees (representing about 40% of the business) which is based on company profitability and the employee’s personal performance.

## Health and Safety

Health and safety is a critical component of our success. We are strongly committed to the safety and wellbeing of our people, our clients and the communities that we operate in. We have continued to make good progress in the past year in creating a leading culture at Beca where health and safety is at the heart of everything that we do. Maintaining a strong health and safety culture requires the effective combination of active leadership, great systems and most importantly the contribution of all employees.

Goal	Status
1. Develop our Group-wide health and safety culture model.	<b>Achieved – ongoing:</b> In the absence of an agreed global standard benchmark, we developed our own Health and Safety culture model with survey so we can get a better understanding of our employees’ thoughts on our Health and Safety culture. This is currently being rolled out across the business.
2. An on-going Group wide commitment to Safety in Design (SiD).	<b>Achieved:</b> SiD SiD has been a core focus for Beca for over 5 years and we continue to endeavour embed the good practice into our designs.
3. Formal reviews of the “top 10” Health and Safety risks for each hub and business line.	<b>Achieved:</b> Top 10 risk workshops were undertaken in all hubs and rolled up for a group approach. These were communicated widely across the group and formed a goal for this year’s objectives.
4. Enhanced safety induction for all new graduates.	<b>Achieved:</b> A full focus across the group on ensuring graduates were taken on site/project visits (construction) to impart good safety behaviours, knowledge and expectations. This is now part of business-as-usual.

We have section health and safety champions who meet monthly and a health and safety Steering Committee meeting chaired by a Beca board member. This structure allows all employees to have direct access to a health and safety champion.

We aspire to lead the industry in health and safety standards. To ensure we are up with the play, we monitor international standards, legislation and recognise industry good practise. We look to translate this focus into an industry leading service for our clients. We have made good progress, as shown above.



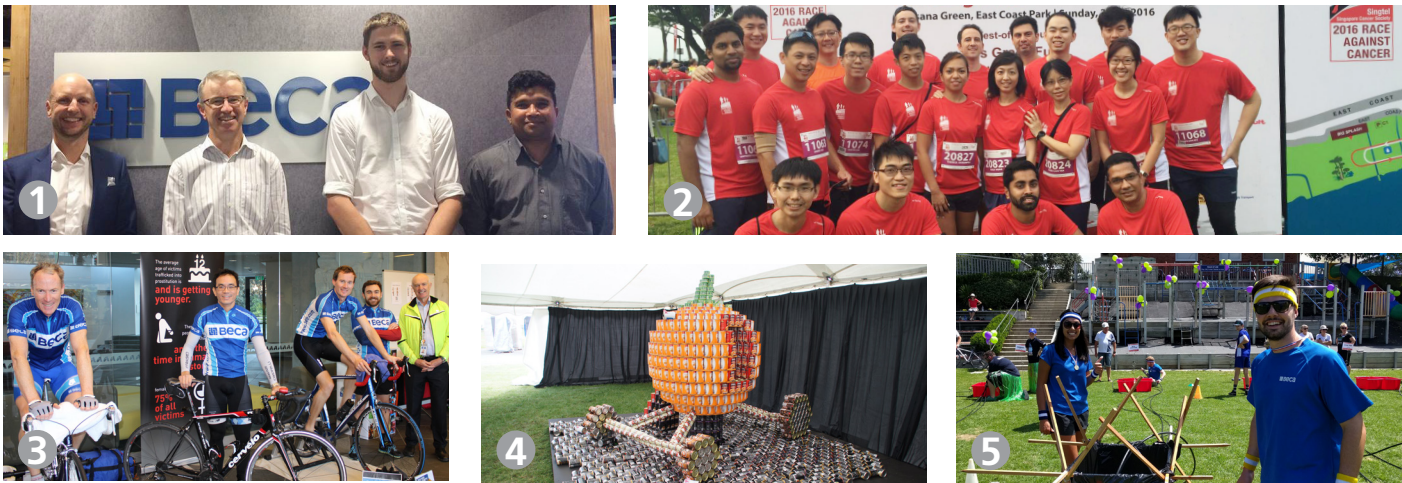


# Contributing to our Communities

Community engagement has always been essential to Beca's identity.

Our core value of Care means that we are dedicated to respecting each other, our clients, the environment and our community. We support community initiatives that matter the most to our employees and the people they hold relationships with, facilitating genuine engagement and interaction rather than

merely providing sponsorship. Looking forward, we are actively encouraging our staff to become involved in community fundraiser events and look at ways we can engage with community on a meaningful basis when designing projects.



**1. Sleep at the 'G, Australia**

Five "Beca Bandits" from our Melbourne office slept in solidarity with young homeless people at the Melbourne Cricket Ground, with over 1000 others in support for City Mission. The team fundraised over \$4500, which will help Melbourne City Mission provide young people with the opportunities and support they need.

**2. Singapore Cancer Society Race Against Cancer, Singapore**

Five "Beca Bandits" from our Melbourne office slept in solidarity with young homeless people at the Melbourne Cricket Ground, with over 1000 others in support for City Mission. The team fundraised over \$4500, which will help Melbourne City Mission provide young people with the opportunities and support they need.

**3. Tearfund Poverty Cycle Challenge, Auckland, New Zealand**

For many years, Beca has provided volunteer collectors for the Mercy Hospice Auckland annual campaign to raise funds in order that the Hospice can continue to provide specialist community palliative care and hospice services for people facing life limiting illnesses.

**4. Canstruction Christchurch, New Zealand**

Canstruction® is a unique, annual design competition where teams compete to build enormous 3D structures made entirely out of cans of food. The event has resulted in over 11 million kilograms of canned food being donated to food banks globally. For 2015's theme 'Once Upon A Time' our team 'BeCANZ' designed and built a Cinderella-style pumpkin carriage, which won Juror's favourite award.

**5. Oxfam Water Challenge, Auckland, New Zealand**

In February 2016, two Beca teams raised over \$5000 to take part in building, designing and operating a temporary water supply system that could be used in a Melanesian community.

**6. Mercy Hospice Auckland Annual Awareness Week**

For many years, Beca has provided volunteer collectors for the Mercy Hospice Auckland annual campaign to raise funds in order that the Hospice can continue to provide specialist community palliative care and hospice services for people facing life limiting illnesses.

## Pro bono Work

Beca regularly supports staff in engaging and helping not for profit organisations with development and their projects. We provide time and advice for free to a number of organisations including Engineers without Borders, Future in Tech, Sir Peter Blake Trust, and Zealandia Wildlife Reserve.

### Engineers Without Borders, New Zealand

Engineers Without Borders New Zealand (EWBNZ) is a non-profit organisation that aims to connect, educate and empower people through humanitarian engineering. Humanitarian

engineering uses a people-centred, strength-based approach to improve community health, wellbeing and opportunity. Our involvement with EWBNZ dates back to the beginning of 2009 and has been strengthened by a number of our staff being passionate advocates for social development and working as EWBNZ volunteers. Our current partnership includes sponsorship of EWBNZ's annual conference and First Year Design Challenge competition, in addition to dedicated pro-bono time for projects. Over the last year, we provided expertise to projects including drafting and verification for a rainwater harvesting structure in North East Ambrym, project screening and advice for a cyclone community safe-house in Vanuatu, and guidance and feedback on student projects for Massey University's First Year Design Challenge.





# Environmental Stewardship

Closely monitoring our internal environmental impact is essential so that we operate in an environmentally responsible manner.

For a number of years we have measured and monitored our performance in the areas where we have the most significant impact. These areas include carbon emissions, energy consumption, travel, waste generation, and paper usage. Whilst we provide general commentary regarding trends, there may be discrepancies in the methodologies and data consistency that mean these are only indicative.

## New Zealand Hub

Our operations in New Zealand emitted approximately 4,818 tonnes of carbon dioxide equivalent emissions (t CO<sub>2</sub>-e) equating to 2.58 t CO<sub>2</sub>-e per full time equivalent (FTE) employee. This represents a less than 1% increase in total emissions from last year.

Though there was a 3% decrease in emissions produced from air travel (our largest emissions contributor, producing two-thirds of total emissions in New Zealand), small increases in

land travel and electricity usage compared to FY14/15 influenced the minor overall emissions increase observed for New Zealand. The increase in electricity consumption can largely be attributed to our Auckland office associated with the acquisition of additional floor space in February 2015.

## Australian Hub

The emissions from our Australian hub were approximately 1,964 t CO<sub>2</sub>-e (5.28 t CO<sub>2</sub>-e per FTE). This represented a 10% reduction in total emissions from last year, which is largely due to a reduction in energy use.

A 45% total reduction in emissions from building electricity consumption was calculated across the Australian hub, with the largest decreases observed in both Melbourne and Sydney. However, some difficulty was experienced in data collection for these offices and we continue to look into our supplier data and metering points

going forward. It seems unlikely that the recorded reduction is reliable.

Despite this reduction, increases in air and land travel which make up two-thirds of the Australian Hub emissions meant a lesser overall emissions decrease for this Hub. The increase in air travel is likely to be reflective of the movement towards a global business.

We note the significance of the notable difference in energy grid mix between Australia and New Zealand. Australia's use of largely non-renewable energy sources has influenced a higher t CO<sub>2</sub>-e per FTE compared with New Zealand.

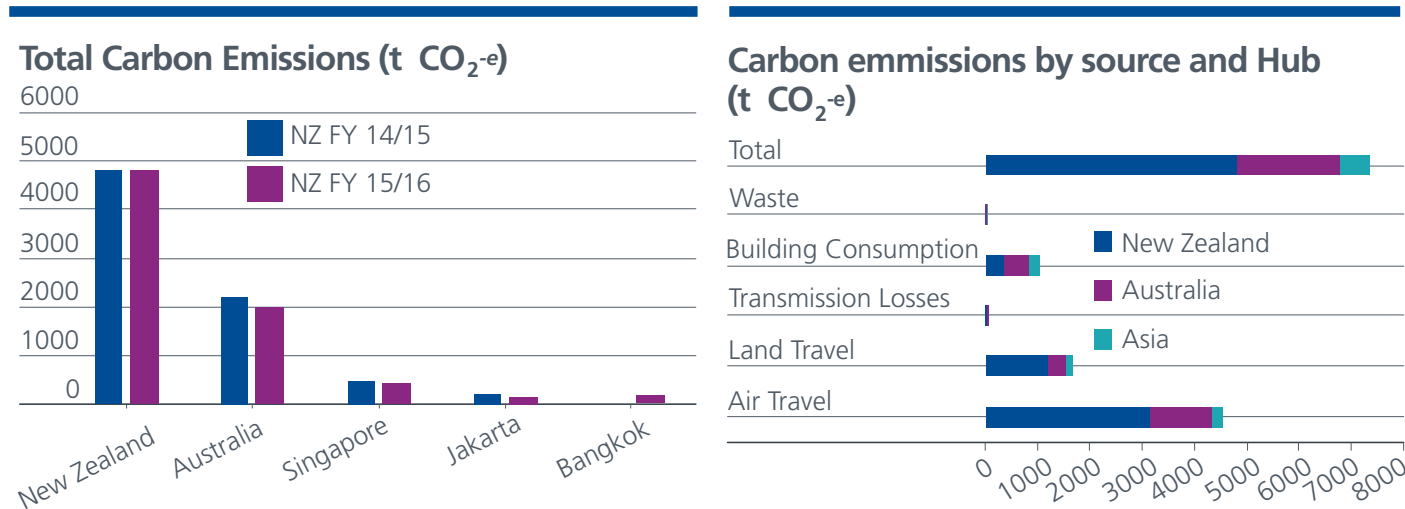
decrease can be attributed to the adoption of energy saving design elements within these offices. Increases in air travel for Jakarta were significant.

Emissions for our Bangkok office were approximately 174 t CO<sub>2</sub>-e (1.58 t CO<sub>2</sub>-e per FTE). The Bangkok office was acquired in 2015 so this is the first year that emissions have been reported. However, the results are generally good when compared with the other offices in our Asian Hub on a per FTE basis.

## Overall Emissions

For FY15/16, combined carbon emissions from our operations were 7,613 t CO<sub>2</sub>-e which was similar to FY14/15, decreasing by 1%. Though Australia and Singapore Hubs reported larger decreases in emissions, the small decrease in overall Group emissions was influenced by the increase in emissions produced from our New Zealand Hub. The New Zealand emissions contribute significantly to the overall figure being approximately two-thirds of combined Group emissions.

Overall, air travel is the single largest contributor to our carbon footprint across all of our hubs, contributing around 60% of total emissions reported. Emissions associated with air travel, particularly short-haul international travel have increased due to the concerted drive to grow our global business within the Asia Pacific region.





## Waste

**Waste data is estimated for offices in New Zealand, Australia, Singapore, Jakarta, and Bangkok using information from waste audits. These typically sample waste over two to five days each year which can produce variable data when extrapolated to an annual figure.**

Despite efforts to educate staff on the importance of correct waste separation, waste to landfill in our New Zealand hub continues to show an increasing trend. Overall, our New Zealand offices saw an increase of 13% in total emissions from landfill waste in this reporting

period. In Australia, an increase of 28% in total emissions from waste to landfill was observed.

Unlike Jakarta and Bangkok, waste from our Singapore office is separated at government transfer stations and therefore the values reported represent both landfill and recycling waste. No noticeable trends are reported in waste data for the offices in our Asia hub. Overall, emissions from waste to landfill makes up a very small component of our Group carbon footprint (typically less than 0.5%).

## Paper

**Total paper consumption in our New Zealand hub has marginally decreased approximately 4% since last year**

For our Australian business, total paper consumption for the hub has decreased by 24% since last year.

For Singapore total paper consumption has decreased by 5% since last year, largely due to the introduction of access control on internal printing. For Jakarta, there has been a total decrease of 16.5% in paper consumption since last year.

## New Beca Singapore Office

**In July 2015 Beca Singapore moved to a new office building at the Westgate office tower.**

The Singapore team has incorporated environmentally sustainable practices into the new office, using the sustainability mind-set to provide an engaging office environment for the staff.

In recognition of the environmentally sustainable practices adopted by our Singapore team in the new office, the Building Construction Authority (BCA) has presented Beca Singapore with the Green Mark for Office Interior Gold Award. Key green features of the new office include extensive

use of LED lighting and use of access control for internal printing.

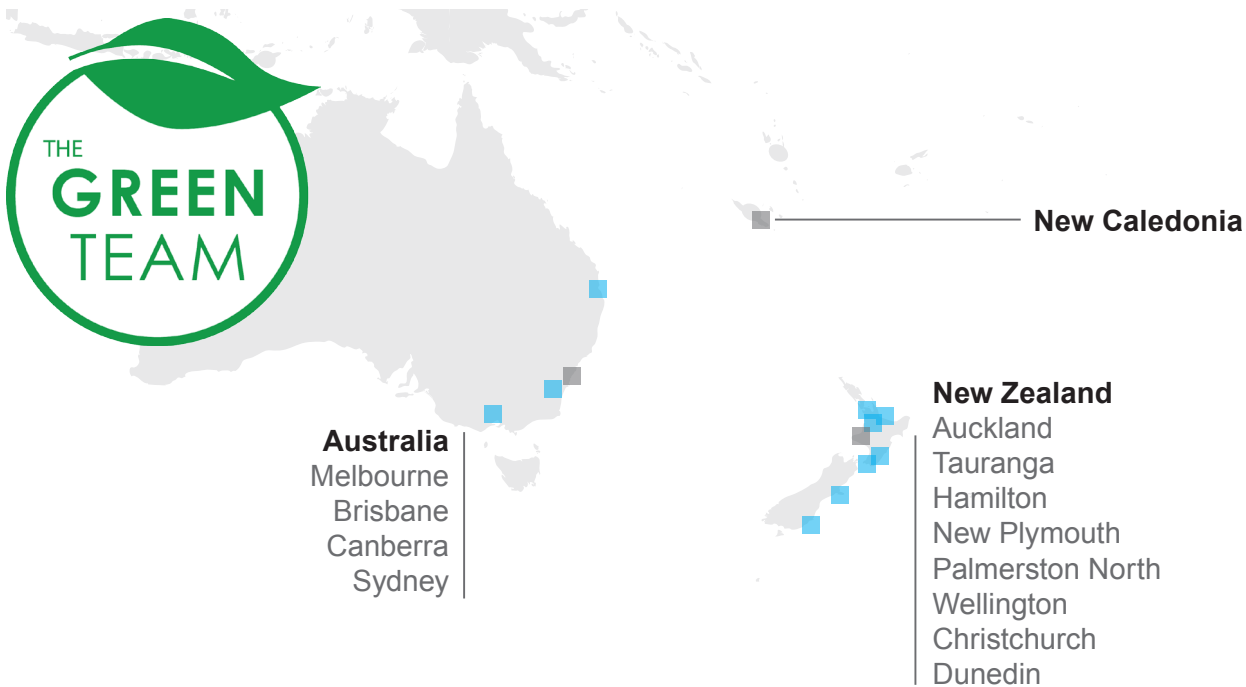
With multiple award-winning projects in the Green Building sector, Beca has continuously proven that sustainability and being green sits at the heart of our business. As one of the pioneers and a leading Environmentally Sustainable Design (ESD) consultant in Singapore, we not only offer professional advice to our clients to achieve a greener built environment, but also aim to lead by example.

## Beca Green Teams

**For many years now, Beca has cultivated some grass roots engagement amongst staff through participation in Green Teams.**

Years after the genesis of the first team, the forum has spread across the Group, where we now have 12 regional teams that work on initiatives that are important to their local community. Recently refreshed, the purpose of the Green Teams is to generate awareness and

action across the Beca Group on sustainable development issues covering environmental, social/cultural and economic areas – both from an internal perspective, and also joining with our clients on mutual areas of interest. A great example of this is below.





Green Teams ‘Cut-the-Carbon’ with sustainable travel campaign

With an aim to reduce our environmental footprint from travel, Green Teams from across our New Zealand offices came together to promote sustainable travel.

With an aim to reduce our environmental footprint from travel, Green Teams from across our New Zealand offices came together to promote sustainable travel. Launched in October 2015, an internal ‘Cut-the-Carbon’ campaign targeted three themes to promote: Active Transport, Public Transport and Ride Sharing. Catchy slogans for each theme included: “walk ride and roll”, “avoid the fuss take the bus” and “share the load”. Prior to the campaign, we sent out a NZ-wide travel survey to identify how staff commute to work in the different regions, which enabled us to target specific travel promotions. The campaign was highly successful in raising

internal awareness around sustainable transport options, and also won the overall Supreme Award and the Green Trip Award at Auckland Transport’s 2015 Commute Awards.



Sustainable Business Performance

Beca Group delivered a solid financial result in the year ending 31 March 2016.

Total Group Revenue was \$467.4 million, up 7.1%. Group profit was adversely affected by difficulties experienced our Australian and some of our Asian businesses, notably China and Singapore, which resulted in both those hubs reporting losses. The New Zealand business continued to perform strongly. The Group’s financial position is very satisfactory.

Financial Summary			
NZ\$ million (for the Year Ended 31 March 2016)	New Zealand*	Australia	Asia
Revenues	330.7	86.0	50.7
Operating Costs	(70.3)	(27.7)	(8.9)
Employee Wages and Benefits	For commercial sensitivity reasons, Beca Group chooses not to disclose wages nor benefits publicly		
Donations & Community Investments	(1.1)	(0.3)	(0.03)
(Payments to) / Refund From Government (primarily company income tax)	(18.3)	0.7	(0.6)
Note: figures shown on cash basis.			
■ Includes pacific islands			
Note: Numbers have been prepared using management information which has not been subject to audit. Preparation of the data has required interpretation of the nature of the information requested. Figures are on an accrual basis except where noted otherwise.			





In New Zealand we did not receive any financial assistance from the government in the financial year.

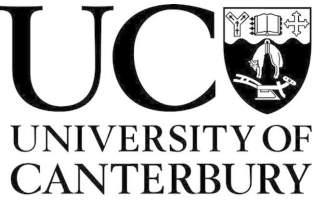
Beca Australia received Research & Development tax concessions from the Australian Tax Office to the value of NZ\$1.5 million which substantially offset income tax liabilities. Beca Asia received tax incentives to the value of NZ\$0.3 million.

We are proud to be able to provide scholarships to various institutions and these have included:

- ▶ Engineers Without Borders
- ▶ Engineering Scholarships to both Auckland and Canterbury University to recognise outstanding engineers
- ▶ Scholarships to the University of Waikato
- ▶ Scholarships to the Wellington Institute of Technology
- ▶ Joint Scholarship between Ngai Tahu and Beca aimed to foster relationship between Beca and Ngai Tahu and supporting career opportunities for Ngai Tahu Whanau who are studying engineering, architecture, planning or other related fields.
- ▶ Unitec Scholarships



Anna Sanson- Receiving the Ngai Beca Scholarship.  
Anna is now working for Beca in our Environments team.



# Awards

## 1. The New Zealand Planning Institute (NZPI) Awards

- ▶ NZPI Distinguished Service Award - Graham Spargo
- ▶ Lance Leikis Young Planner Award - Perri Duffy
- ▶ Best Practice Award for Excellence in Integrated Planning - Auckland Harbour Bridge Adaptive Management Framework
- ▶ Best Practice Award for Excellence in Consultation and Participation Processes - Mana Whenua Fibred project
- ▶ Best Practice Award Commendation for Strategic Planning and Guidance - Waitomo Caves Village Structure Plan
- ▶ Best Practice Award for Integrated Planning and Investigations – Camp Adair project

## 2. Property Council New Zealand Rider Levett Bucknall Property Industry Awards

- ▶ Hawkins Heritage and Adaptive Reuses Property Award
- ▶ Merit - BATS Theatre
- ▶ Merit - The University of Auckland Engineering Building Newmarket

## 3. Financial Review Client Choice Awards

- ▶ Market leader
- ▶ Best provider to the professional services sector
- ▶ Best provider to the power & utilities sector
- ▶ Best provider to the property sector
- ▶ Best NZ firm



## 4. CIBSE Building Performance Awards

- ▶ International Project of the Year - Christchurch International Airport Artesian Heating and Cooling System

## Contact Points for this report

We welcome any feedback or comments you have on our review. You can get in touch with us via [sustainability@beca.com](mailto:sustainability@beca.com), or directly to [Amelia.Linzey@beca.com](mailto:Amelia.Linzey@beca.com) or [Genevieve.Smith@beca.com](mailto:Genevieve.Smith@beca.com).





# Appendix – Our Engagement with Industry

Provided below is an example of the depth and breadth of our engagement with industry through representation within professional organisations. Provided below is an example of the depth and breadth of our engagement with industry through representation within professional organisations.

Abbreviation	Professional Association	Beca Representative	Abbreviation	Professional Association	Beca Representative
AAA	Alliancing Association of Australasia		IOD	Institute of Directors in New Zealand	
AACEI	Association for the Advancement of Cost Engineering		IPENZ	Institution of Professional Engineers New Zealand	<b>Craig Price</b> – Deputy President <b>Lucy Abraham</b> – Engenerate National Chair <b>Darren Burrows</b> – Engenerate Tga Chair
ACENZ	Association of Consulting Engineers New Zealand	Mike Kerr – President Andy Skerrett – Taranaki Chair Kate Muldrew – Wellington Chair	IStructE	Institute of Structural Engineers	<b>Neil Horsfield</b> – Regional Group Chair, Joint SESOC/IStructE Committee <b>Richard Aitken</b> – Joint SESOC/IStructE Committee
ACES	Association of Consulting Engineers Singapore	Mike Bransfield – YPC Chair Rocky Lee – Secretary Samuel Kilkenny-Brown – Board Member	NAWIC	National Association of Women In Construction	
AIRAH	Australian Institute of Refrigeration, Air Conditioning and Heating		NZBCSD	New Zealand Business Council for Sustainable Development	
AMINZ	Arbitrators and Mediators Institute of New Zealand		NZBCSD NZCID	New Zealand Council for Infrastructure Development - founding member and sponsor	

Abbreviation	Professional Association	Beca Representative	Abbreviation	Professional Association	Beca Representative
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers		NZGS	NZ Geotechnical Society	<b>Gavin Alexander</b> – Immediate past chair
AWATEA	Aotearoa Wave and Tidal Energy Association		NZIOB	New Zealand Institute of Building	
EEA	Electrical Engineers Association		NZIQS	New Zealand Institute of Quantity Surveyors	
EWB	Engineers without Borders	<b>Emily Hinton</b> Learning and Change Manager <b>Jen Johnstone</b> Working with Communities Manager	NZIS	NZ Institute of Surveyors	
HERA	Heavy Engineering Research Association		NZPI	New Zealand Planning Institute	<b>Bryce Julian</b> – President <b>Richard Douch</b> – Waikato Branch Chair <b>Michael Briggs</b> – Waikato Branch Treasurer <b>Genevieve Doube</b> – Central NI Branch Treasurer <b>Ying Liu</b> – National YP Rep <b>Anna Sanson</b> – Central NI YP Rep
IAT	Institute of Asphalt Technology		NZSEE	NZ Society for Earthquake Engineering	
ICE	Institution of Civil Engineers		NZWEA	New Zealand Wind Energy Association	
IChemE	Institution of Chemical Engineers			Roading New Zealand	
			RMLA	Resource Management Law Association	<b>Andrea Rickard</b> – Treasurer
			PIA	Planning Institute of Australia	
IEEE	Institute of Electrical and Electronics Engineers and Associated Societies		PMINZ	Project Management Institute of New Zealand	<b>Tracy Couchman</b> – Vice President
IET	Institution of Engineering and Technology		SESOC	Structural Engineering Society NZ	<b>Geoff Bird</b> – Committee Member <b>Yogesh Kumar</b> – Committee Member <b>Geoff Brown</b> – Bridge Group Chair <b>Richard Aitken</b> – Joint SESOC/IStructE Committee <b>Neil Horsfield</b> – Joint SESOC/IStructE Committee
IPWEA	Institute of Public Works Engineering Australia	<b>Chris French</b> – Wgtn/Taranaki Branch Chair	SBC	Sustainable Business Council	<b>Amelia Linzey</b> – Council Member
IHRACE	Institute of Refrigeration, Heating & Air Conditioning Engineers of New Zealand Inc		TAPPI	Technical Association of Pulp and Paper Industry, USA	





# Appendix – 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 Page Number
1. Strategy and Analysis	G4.1	Statement from the most senior decision-maker of the organisation.	CEO statement
	G4.3	Name of the organisation.	Introduction
	G4.4	Primary brands, products and/or services.	Introduction
	G4.5	Location of organisation's headquarters.	Introduction
	G4.6	Number and names of countries where the organisation operates, and names of countries that are specifically relevant to sustainability	Introduction
	G4.7	Nature of ownership and legal form.	Group business strategy and direction
	G4.8	Markets served including geographic breakdown, sectors served and types of customers	Introduction
	G4.9	Scale of the reporting organisation including employers, number of operations, net sales, total capitalisation and quantity of products or services provided	Introduction, Sustainable Business Performance
2. Organisational Profile	G4.10	Total number of employees by contract and gender, total number of employees by region and gender	Our People
	G4.11	Total percentage of employees covered by collective bargaining agreements	Our People
	G4.12	Organisations supply chain	Supply chain engagement
	G4.13	Any significant changes in the organisations size, structure and ownership	Group strategy
	G4.14	Whether and how the precautionary approach or principle is addressed by the organisation	CEO statement and Group business strategy and direction
	G4.15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribed to	Not included
	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	Appendix - Industry engagement

Code		Description	Report Page Number
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	Sustainable Business Performance
	G4.18	Process for defining report content and aspect boundaries and how the organisation has implemented the reporting principles	Introduction
	G4.19	All material aspects identified in the process for defining report content	Group business strategy and direction
	G4.20	Materiality- whether the aspect is material to the organisation and any limitations	Group business strategy and direction
	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	Introduction
	G4.24	Provide a list of stakeholder groups engaged by the organisation	Engaging with those we value
Stakeholder Engagement	G4.25	Report the basis for identification and selection of stakeholders with whom to engage	Engaging with those we value
	G4.26	Organisations approach to stakeholder engagement including frequency and type	Engaging with those we value
	G4.27	Key concerns that have been raised through stakeholder engagement and how the organisation has responded	N/A
	G4.28	Reporting period	Introduction
	G4.29	Date of most recent previous report	Introduction
	G4.30	Reporting cycle	Introduction
	G4.31	Contact point	Contact point
	G4.32	Report the "in accordance" option the organisation has chosen	Appendix
	G4.33	Polices and practice in place with regards to seeking external assurance	GRI Indicators Summary
	G4.34	Governance Structure and organisation, including committees of the highest governance body	Group business strategy and direction
Ethics and Integrity	G4.56	Describe the organisations values, principles, standards and norms or behaviour behind codes of conduct and ethics	Group business strategy and direction, Our Values