

We are committed to the legacy we leave for future generations.



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01 About this report

This FY23 annual report shares the Beca Group activities and achievements between 1 April 2022 and 31 March 2023.

This report is structured around key focus areas we've committed to as part of our sustainability agenda, which are:

Valuing people and communities

- Upholding technical and professional leadership
- Fostering a diverse and inclusive business
- Prioritising health, safety, and wellbeing

Positive environmental legacy

- Decarbonising our economy
- Shaping resilient and adaptive communities
- Harnessing digital transformation

For each of the focus areas, we share the progress we have made to date, future goals, and how these have contributed to the United Nations Sustainable Development Goals (SDGs).

If you have any questions on the annual report, or suggestions for how we can improve on our reporting, get in touch with us at sustainability@beca.com



02 Executive Chair & the Group Chief Executive Message

Executive Chair and Group Chief Executive Message

Reflecting on the year gone by, it's evident that we have seen unprecedented shifts in the way we connect and do business with one another emerging from the COVID-19 pandemic. Being unable to meet in person, we found new ways of engaging, securing and delivering our work, and saw innovation take a front seat in the way we deliver to our clients and our communities amidst ongoing global disruptions. Further, while we already supported flexible work practices, it took the constraints of the pandemic for flexible working to become truly embedded in our business culture. As we emerge from COVID-19, our offices have taken time to re-establish their operating rhythm. We will need to consider in time how we achieve the best balance between delivering a vibrant and engaging workplace that supports our clients, develops our people and maintains our collaborative culture, while still enabling our people to maintain the appropriate level of flexibility.

Irrespective of the new steady state, we look back with huge pride on the way our people tenaciously navigated through the uncertainty, kept delivering for our clients and communities and adapted swiftly to the dynamic environment we now operate in.

Turning now to FY2023, we are pleased to share some of the highlights of our journey over the past year and reflect on the achievements and considerable progress we have made as a business.

Reconfirming and refreshing our 'Amplify' Strategy

Early in the year, the Beca Board reviewed our progress against the objectives laid out in our Group Strategy and Goals for the five years to 2023 and endorsed our refreshed 'Amplify' Strategy with an updated set of eight goals that we wish to execute for the period 2023 - 2026. This builds on the success of our earlier strategic plan, to help drive us towards our 2030 aspiration to be "the most respected and sought-after professional services and related products firm across the worlds we touch".

Our people are at the heart of everything we do

We are proud to have a truly exceptional group of people working at Beca. We are also fortunate to have some of the leading technical expertise across the services we offer and leaders who are passionate about helping our clients and building our communities. Technical excellence is the lifeblood of our business and underpins our reputation and ability to make everyday better by collaborating and partnering with our clients.

We continue to invest in our people and foster a diverse and inclusive business. We celebrate the value of differences and have worked hard this year on raising the bar on our Diversity and Inclusion initiatives. These include goals for gender balance, establishing employee affinity groups, introduction of gender affirmation leave and more. It is important that everyone feels comfortable to bring their whole selves to work. We know this leads to a better culture for our people and better outcomes for our clients.

We remain committed to growing our cultural competency and looking for ways to positively enrich the cultural outcomes on projects we are engaged with. To this effect, we launched Te Ahi Tūtata, our Māori business unit in New Zealand, and our second 'Innovate' Reconciliation Action Plan in Australia to deliver broader cultural understanding and business engagement with Aboriginal and Torres Strait Islander peoples.

Unsurprisingly, wellbeing has remained a key focus, and we continue to explore ways of helping support our people in recognition of the support they provide in return.

Progressing towards decarbonisation

Decarbonisation remains a critical strategic focus for our business and is an essential element of the wide variety of work we are doing with our clients. We have considerable capability and experience in the Future Energy space and are partnering with our clients on solving some of society's most crucial energy challenges. Building on our longstanding client relationship, Beca is proud to be partnering with New Zealand Steel to provide project management and engineering services on a ground-breaking \$300 million project, constructing an electric arc furnace that will reduce New Zealand Steel's annual carbon footprint by an incredible 800,000 tonnes.

The importance of renewable energy is a hot topic as global demand for electricity continues to soar; and the rise of renewables, conversion and storage technologies is rapidly transforming the energy landscape. Such technologies which are reliable, sustainable and increasingly affordable are providing our clients with tangible opportunities to achieve their carbon reduction commitments. Recent examples include creating a decarbonisation roadmap for St Barbara goldmine in Australia and the opening of Mercury's Turitea Wind Farm in New Zealand, one of New Zealand's largest wind farms that has increased the country's renewable energy annual generation by 2%. We are embracing many opportunities to further cement our position in this market and continue to build capability, with an impressive portfolio of clients already in the solar and wind energy segments.

We are pleased to have achieved a 10% reduction on our 2018 baseline carbon footprint, moving closer to our Group carbon emission reduction target of 32% by 2030. With a 25% growth in FTEs since 2018, it shows we are managing successfully to decouple emissions from growth. We have also made progress with our Group-wide travel initiatives through the introduction of battery electric vehicles to our fleet, initiatives to support more sustainable employee commuting, trialling a hydrogen fuel cell electric vehicle and reducing our air travel emissions.

Shaping resilient and adaptive communities

For over 40 years, Beca has been working with international development clients and vulnerable communities in the Pacific to deliver sustainable development programmes and infrastructure that makes a positive difference to these communities. For example, in the Republic of the Marshall Islands and the Cook Islands, dynamic adaptive pathways planning has been used to provide a roadmap for the future. This is enabling these communities to be self-determining, while also providing clear considerations for long term planning and recommendations to minimise social and economic impacts over time. The launch of our first Pacific strategy in early 2023 identified the key focus areas such as Climate Adaptation and Resilience that will enable future growth in these markets and improve the wellbeing of our Pacific neighbours.

Recent natural disasters across New Zealand and Australia, and indeed globally, reinforce the urgent need to address the challenges posed by climate change on our environment and communities. We continue to work alongside our clients on several significant projects to rebuild, enhance and shape adaptive communities for a sustainable future.

Our digital transformation journey

We are now in year three of our Digital Transformation Programme and thrilled with the progress achieved against our commitment to evolve the way we work, increase our digital capability Beca-wide, and enhance the way we engage and deliver for our clients.

We have seen rapid growth and the broader application of innovative technology to Beca's services and project delivery. Sustainability drivers are increasingly important for our clients across all sectors, and we have responded to this high level of interest and need with new digital services and tools.

Our Digital Twin programme is one example of how we are helping to solve challenges for our clients by enabling new processes and systems to be trialled in a virtual world, before being effected in reality. Virtual reality becomes even more powerful when seeking to "access or interrogate" remote sites or sites with onerous access restrictions, and further enables collaboration both internally and externally. The potential for digital twins is vast, and opportunities for it to add value for our clients are limitless. Over the last five years, we've delivered in excess of 100 digital twins and this year have consolidated our focus on priority markets and sectors.

Consistent with our commitment to investing in our future, our Digital service offerings and products continue to evolve and remain an important growth opportunity. It is pleasing to see growth and innovation in our digital services across the entire business. Further strategic investment in our Digital business is building a collection of products, services, solutions, and people that will enable us to help clients and ourselves to solve problems, achieve greater efficiencies, and embrace the power of new digital technology.

Our ongoing, timely and measured succession

All Beca CEO's have shared one thing in common, a strong passion for the future sustainable success of our business. The breadth of the Group CEO role at Beca is frequently energising, sometimes daunting when we consider the range of activities we are involved in, although always surrounded and supported by the strong leadership we have right across our business. The ongoing, measured and timely succession of one generation of Beca leaders to the next has long been a hallmark of Beca's strength. Earlier this year we heralded a planned change in company leadership and we are delighted that Amelia Linzey is stepping up to lead Beca into the next stage of its future. Amelia is only our eighth CEO in Beca's 103 year history, and we know she shares the passion that all of us have for this great business.



Welcome Amelia to the role of Group CEO; we know you will be a laudable and inspiring leader for our enterprise going forward.

And with that, it is time to conclude this message by recognising the collective effort that our Beca teams commit to the ongoing success of our business, our client's businesses and the communities within which we live. The world is in a state of flux, but with change comes opportunity and a collective responsibility to help deliver on the challenges that lie ahead. These are exciting times, and we are well positioned to embrace the dynamic future that lies before us, and to remain focused on creating positive legacies that make everyday better.



Greg Lowe
 Group Chief Executive
(stepped down 29 September 2023)



David Carter
 Executive Chair

About us & how we create value

Our value chain revolves around our people.

The biggest positive impact we can have is through the work we do with our clients and their projects.

HOW DO WE CREATE VALUE?

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

We focus on our people who deliver our work for our clients, generating outcomes for our communities and environment.

On the following page, we share FY23 highlights that reflect some of our achievements across our value chain.



Values
 partnership | tenacity | enjoyment | care



Vision
 creative people together transforming our world



Purpose
 make everyday better

3,949
 People

9
 Countries

82
 Nationalities

25
 Offices

75
 Disciplines

04 Highlights

Beca benefits

Refresh of our Parental Leave enhancements. New Wellbeing Leave and Volunteer Leave

Enhanced learning

opportunities through launch of 6 new Learning Academies

6%

increase in employees agreeing that 'Beca values diversity' in the 2022 culture survey

'Innovate' Reconciliation Action Plan

continuing with our reconciliation journey in Australia

4

weeks of paid gender affirmation leave introduced

7

new Beca Technical Fellows appointed

Māori competency

framework developed in New Zealand

77%

reduction in speeding through the New Zealand Smart Vehicle System Pilot

Quantifying the decarbonisation impact

on projects using Beca designed methodology aligned to 1.5°C trajectory

Beca HunterH2O

celebrated 1 year!

10%

Greenhouse gas reduction on 2018 baseline

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05 Our Refreshed Strategy

Early in 2023, the Board reviewed our performance compared to our first Group Strategy and plan on a page for the five years to 2023, and endorsed and refreshed our 'Amplify' Strategy with a fresh set of eight goals that we wish to execute for the period 2023 - 2026. This builds on the success of our first plan, to help drive us towards our 2030 aspiration to be...



the most respected and sought-after professional services and related products firm across the worlds we touch. ”

We now have eight goals to guide and grow our business over the next three years.

2023-2026

AMPLIFY

Our Group Strategy & Goals

make everyday better.

Our Vision
Creative people together transforming our world

Our Values
Partnership
Tenacity
Enjoyment
Care

Our Aspirational Goal

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

A Great Business Amplified



2026 goals

Empowering Our People & Potential

Our diversity strengthens us. Our values unite us.
We embrace opportunities to reach our full potential and develop the potential in others.
We grow great leaders.
We collaborate across our business to magnify our success.

Living our Social Contract

We take ownership, always act with integrity and live our Values.
We are socially responsible and accountable to our colleagues, clients and communities.
We are committed to our People & Delivery Absolutes and community partnerships.

Creating Positive Legacies

We have a positive environmental handprint and a responsible footprint.
We engage with, and challenge clients & partners to create positive legacies, and tenaciously pursue and innovate for better environmental outcomes.
We integrate sustainability into our business and measure our impact, recognising our geographical diversity.

Culture & society

2026 goals

A Future-Fit Enterprise

We invest in, and maximise the benefit from, future-fit systems and digital tools.
We tenaciously look for opportunities to simplify our business, so we have more time to focus on the things that create positive impacts for our people, clients & prosperity.

Strength Through Local Partnerships & Global Alliances

We strengthen local partnerships, develop new partnering models and grow strategic alliances with like minded international partners.
We partner where there are mutual benefits with respect to technical collaboration, specialist service offerings or comprehensive geographic coverage.

Sought After for Creative Solutions

We relish taking on our clients' most complex challenges.
We apply our diverse & deep client knowledge, diversity of skills, and collaborative, can-do culture to create with our clients innovative and holistic solutions to those challenges.
We are recognised by our clients as leading collaborative innovation in the market.

Competitive advantage

2026 goals

Best in Class

We deliberately select, and invest in, the services & products within target markets where we can achieve the position of a top 3 provider, and where we can properly value our talents & services.

Focused & Flourishing Growth Priorities

Australia, our most important growth opportunity, achieves its growth goals with a contribution of \$20m profit.
Digital Enterprises are flourishing, generating healthy margin.
Non-time-based revenues grow to 15% of total revenue.
Where we have truly niche value-add, we maximise the global opportunity.

Strategic positioning



make everyday better.

Our purpose to **make everyday better** continues to be strongly embedded in our business and, together with our Values and Vision, continues to motivate us as individuals and guides us forward as a business.



The roll-out of our refreshed strategy across the group has centred on events led by our country, regional, state and branch managers – making our strategy real for our people and helping everyone align their own career goals and objectives with those of our business.

Our purpose reflects the substantial contribution we make to our clients' successes and to positive, sustainable outcomes for the communities where we live and work. Our refreshed strategic goals make this purpose more explicit, in particular, through our **Social Contract**, **Positive Legacies** and **Creative Solutions** goals. Our aim is to live our Purpose through every project we help clients with. This includes considering what we call our handprint – how we can assist our clients to have positive environmental and societal impacts; as well as minimising our own 'footprint' – that is our impact on the environment. By far the biggest positive contribution we can make is through our handprint, working with our diverse clients.

Our **Empowering Our People and Potential** goal now has greater emphasis on developing the potential of our people as a path to empowerment. Over the next three years, this translates to a deliberate focus on leadership development and a learning culture. Our 'People Absolutes', which have been developed in response to our Group Strategy, provide an increased focus on setting clear shared expectations, having regular real conversations and providing frequent and useful feedback. Making these real for our people is a priority focus for all of our leaders.

Our **Delivery Absolutes** were developed in response to our Social Contract goal. These Absolutes are now strongly embedded in our business and consistently monitored and measured.

An important new goal is to be **A Future-Fit Enterprise**. This centres on tenaciously exploring opportunities to simplify our business, so our people dedicate more time to outward facing activities – market development, building enduring client relationships, and delivering excellent outcomes.

Putting more emphasis on lifting Client Experience and empowering our clients and markets community is a near-term priority. Over the next two years, we are investing in a generational shift to A Future-Fit Enterprise systems and tools. Reducing distraction in our business will aid the roll-out and embedding of these critical new future-fit systems.

Our **Best-in-Class** goal has delivered considerable success for Beca over the last five years, providing improved clarity and focus on where Beca can best grow our business and achieve superior margins. It is pleasing to see a clearer focus in both our priority markets and across our geographies on how and where we operate. This improvement has been particularly evident in Australia, although we have more work to do to attain our desired best in class position in a number of our core growth markets and geographies.

Supporting this focus, we have refreshed our goal of **Focused and Flourishing Growth Priorities**. This goal explicitly targets profitable growth in Australia, our most important growth market, and targets generating healthy margins from our digital and non-time-based revenue streams.

With our refreshed goals, we are developing executive-led 'tiger teams' to drive tactical implementation of our strategic plan over the next three years. We will continue to monitor, and where practicable measure progress, against each goal annually. We have a set of strategic KPIs that we will monitor and report to our Executive Leadership Team annually and these have helped guide us since 2018.

We are refreshing this KPI set to match the new goals we now have in place through to 2026. We will also assess alignment between our strategy and our enterprise risk management framework. In turn, this will help guide our decision making, allocation of resources and ultimately contributes to the achievement of our strategy through the proactive identification and management of current and emerging threats and opportunities we are potentially exposed to.

MATERIALITY

The key focus areas include long-standing issues of material importance to Beca, as well as social and environmental issues recognised by our employees and key clients as important in 2017.

Our key areas of focus are:



HOW WE TALK ABOUT DELIVERING BUSINESS IMPACT

Our footprint represents the impacts of our business operations – we aim to minimise the negative impacts of our footprint (for example, the impacts of our supply chain and emissions from travelling), and increase the positive impacts we can have (for example, the wellbeing of our people, diversity of our business through recruitment, and social outcomes from supply chain engagement).

Our handprint represents the positive environmental and social outcomes we can help to deliver through the work we do with our clients and communities. Our focus is to maximise our handprint.

An example of our handprint is our partnership with NZ Steel to deliver project management and engineering services for the construction of an electric arc furnace at their Glenbrook Mill.

MATERIAL ISSUES REVIEW

During FY23, we began a process of refreshing our material issues for the business. Our materiality process identifies and prioritises the most important issues (which in turn create risks and opportunities) from the perspective of the organisation and its key stakeholders.

The objectives of this process are to assess significant social and environmental topics, identify developing threats and commercial opportunities, prioritise resources for the issues that matter most, better manage important risks, and identify where we can make a significant positive impact.

To identify our material issues, we gathered input from our people across our different geographies, business groups and career levels through a survey: gathered insight and feedback from a selection of our key clients across core markets in New Zealand, Australia and Singapore through one-on-one interviews: and used these inputs to undertake an assessment of risks and opportunities within our business environment. In FY24, we will confirm our material issues, work to integrate these priorities into our business operations, and be able to report on our progress.

Outside of this formal process, we have many ways in which we engage with our stakeholders, and we constantly look to understand their needs and priorities so we can respond accordingly. Stakeholder engagement activities and outcomes are summarised in **Appendix A**.

This project will reduce New Zealand Steel's annual carbon emissions by **800,000 tonnes per year**, and demonstrates the scale of impact we can have when compared to our own emissions footprint of approx. **32,000 tCO₂-e**.

06 Valuing People & Communities

Upholding technical & professional leadership

Technical and delivery excellence is at the core of Beca and underpins our reputation and ability to make everyday better for our people, clients, and the communities we serve.

“ Technical capability is fundamental to the value of our business. As the world changes and faces new challenges, our focus is to support our people to stay curious, grow their technical capability, and build collaborative working practices to provide holistic and effective solutions to our clients' wicked problems. ”

Amelia Linzey, incoming Group Chief Executive

At Beca, we continually strive for technical practice development, not only for the betterment of our people, but also for the clients we work with. One way we do this is via Technical Discipline Groups (TDGs). TDGs consist of our most experienced technical leaders, who are responsible for sharing knowledge and building competency within their skillset across the business.

We have 11 TDGs, with a recent addition the sustainability TDG. This new group brings expertise from within our technical disciplines to gather the latest in industry best practice across training, conferences and client advice. This is another important tool to support our people in their work to help our clients to decarbonise their operations and build their resilience to climate change.

TDGs are supported by The Knowledge Centre – a cloud-based repository for verified technical best practice, which we restructured this year to reflect our expanding and increasingly diverse range of knowledge centres, disciplines and subject matter experts.

Our annual Technical and Delivery Leaders Forum this year was themed “Connecting with Purpose”. Technical and delivery leaders from across Beca met in person and reflected on how we could share, learn, and focus on leading technical and delivery excellence as a group. The event concluded by welcoming seven new technical fellows, in recognition of their high level of specialist technical knowledge and delivery expertise.

Bringing together technical specialists

The Hunter H2O merger is a powerful example of how we continue to look for opportunities to increase our technical excellence in the industry.

Some 380 specialists joined forces last year to create one of Asia Pacific's leading water consultancies. One year on, we are excited to be able to leverage decades of combined water experience in regional Australia, New Zealand, and the Pacific nations to help drive the future of water forward. We continue to invest further into initiatives like our communities of practice to share knowledge and focus on specialist skills development, as well as investing in the expertise our clients need to make water more sustainable.

Beca's second annual Sustainability Summit

More than 120 sustainability leaders from across the business took part in the second annual Beca Sustainability Summit. This is a hugely important activity to help us elevate the sustainability conversation across our teams and for our clients, ultimately informing how best to work together. Leaders representing the breadth of our specialty services and teams came together to deliver on the Summit's purpose: to connect, share knowledge, and learn from each other about how to best serve our clients and our people, with sustainability at the heart of everything we do.

Technical leadership across the industry








As one of Australasia's leading consultants, Beca plays a leading role in growing technical capability across the industry. We are members of numerous affiliations and technical bodies and we sponsor and speak regularly at external conferences. We also collaborate widely with other organisations, by which our technical leaders are highly respected for their experience and knowledge.

LEADERSHIP & KEY APPOINTMENTS

Empowering exceptional people is core to our strategy and our annual promotions round recognises, rewards, and empowers our people.

Congratulations to our new appointments, effective 1 May 2023 – 11 Senior Principals, 73 Principals, 101 Senior Associates and 155 Associates.

We also welcomed seven new technical specialists to our esteemed group of Beca Technical Fellows at the 2022 Technical and Delivery Leaders Forum. These individuals join the ranks of 60+ Technical Fellows appointed since its inception in 2013, to reinforce the critical role of technical leadership within our business, and to provide aspiration for those considering a career path in Beca with a technical or delivery focus.

-  **Abhishek Sharma** » Programme Management
-  **Craig White** » Wastewater Treatment
-  **Jeremy Smith** » Water Project Delivery
-  **Malcolm McCabe** » Industrial Project Delivery
-  **Paul Thompson** » Water Treatment
-  **Richard Young** » Geotechnical Engineering
-  **Sian France** » Hydrogeology



CELEBRATING OUR PEOPLE

Our amazing people are recognised globally for their impact and contribution. There is never enough room to list everyone, but here are a few standout performances from FY23.

Ann Williams » Elected to Board of Engineering NZ

Irene Yong » Winner of the Professional Leadership in Sustainability Award

Nalini Gounder » Won first prize in the Rising star category, 2022 NAWIC Awards

Jaclyn Pow » Awarded Highly Commended in the Outstanding Leader of the Year category, 2022 NAWIC Awards

Emma Mannion » Won the New Zealand Institute of Building (NZIOB) Young Achiever of the Year Award

Tony Johnson » Awarded the Appita L R Benjamin Medal for his substantial contribution to the advancement of the science and technology of the New Zealand pulp and paper industry

Rachel Fowler » Recognised at the 2022 Consult Australia Awards for Excellence with 'Highly Commended' in the 'Champions of Change: Female Leadership' category

Krish Shekaran » Recognised as an engineering Fellow 2023 by Engineering New Zealand | Te Ao Rangahau for his ongoing contribution to the profession

Jessica Tucker » Elected President of the International Council on Systems Engineering (INCOSE) New Zealand Chapter

Akshat Malhotra » Won the Outstanding Engineering Achievement Award, FireNZ 2022 Conference

Greg North » Awarded the Society of Fire Protection Engineers (SFPE) NZ chapter President award, FireNZ 2022 Conference

Rebecca Carlier » Won the Australian Water Association's NSW Student Water Prize

Matt Harris » Recognised as an Engineering New Zealand Fellow for his ongoing contribution to the profession

Briar Riddell » Elected to the New Zealand Defence Industry Association (NZDIA) Board

Chye Heng » Winner of the Financial Services Council 2022 Workplace Savings Award for demonstrated excellence through outstanding contribution to the New Zealand workplace savings community (as Chair of BGS Trustee Limited, the Beca Super Scheme)





PROJECT AND CORPORATE AWARDS

We frequently receive recognition for our work from a number of external organisations. Achievements in the last financial year include those that are listed below, **making everyday better for people and communities.**

2022 Australian Defence Industry Awards » Beca was honoured to be recognised as Naval Business of the Year at this year's Defence Connect 2022 Australian Defence Industry Awards

New Zealand Airports Association (NZAA) Awards » The Hood Aerodrome Masterplan, prepared by Beca for Masterton District Council (MDC), was awarded the Small Airport Commercial and Non-Aeronautical Award at the New Zealand Airports Association (NZAA) awards

2022 RICS Awards » Beca was awarded the Quantity Surveying Team of the Year Award and the "Highly Commended" accolade, for the Auckland Zoo Southeast Asia Precinct Project Team

GradNewZealand Top 100 Graduate Employers Awards 2022 » Beca won 1st place in engineering consulting and 3rd place overall

Central Property People Awards » Our Zespri International HQ Team was awarded the Veros Property Best Team Award for the International Headquarters in Mount Maunganui

ENR Ranking » Beca ranked 64th in the ENR (Engineering News Record) Top 225 International Design Firms (compared to 74th in 2021) and 73rd in the Top 150 Global Design Firms (compared to 91st in 2021)

Australian Defence Magazine ADM's Top 40 Defence Contractors 2022 » Beca listed as one of the Australian Defence Magazine ADM's Top 40 Defence Contractors 2022

Property Council New Zealand Rider Levett Bucknall Property Industry Awards » Beca was awarded with Best in Category Award for Te Aratai College (Ministry of Education of New Zealand (MoE), and two Excellence Awards for our green seismic retrofit of 22 The Terrace. Merit Awards included Waimea College (MoE), the National Algae Research Centre (Cawthron Institute), SkyCity 24/7 Staff and Dining (SkyCity Entertainment Group), and Te Pokapū Aotea Centre (Tātaki Auckland Unlimited)



GROWING OUR PEOPLE LEADERSHIP

While we celebrate the recognition and accolades of our senior leaders in industry, we are also looking ahead to grow and provide support to the next generation of our leaders.

GROUP STRATEGIC LEARNING REVIEW

A Group Strategic Learning Review was completed in April 2021 in collaboration with The Capability Group. This outlined a desired future state of learning at Beca that included a learning strategy, creation of a Learning Advisory group, and greater visibility of learning pathways.

Since then, six Learning Academies have been made available through a new Learning Portal. The Portal brings together all of the learning opportunities at Beca into one place and makes it easy for our people to access more tools to support their learning and professional development.

A key highlight during FY23 was been:

Leadership Development Research was undertaken to define the role of a leader at Beca. To support emerging leaders at all levels, we have developed several professional development programmes:

- **Leadership Essentials** is a one-year programme designed for Section Managers and Team Leaders to develop core leadership capabilities. This has been refreshed based on recent research.
- **Asia Emerging Leaders Programme** supports the development of the next generation of leaders to develop growth and sustainability in our Asia region. This one-year programme is designed and delivered in partnership with ROHEI Corporation.
- **Intermediate Development** is aimed at our 800+ Intermediates and has four key pillars. The Empower Programme (the first pillar) builds key capabilities over a two-year period and is complemented by the Mentoring, Professional Development and Local Connects pillars.

- **Graduate Development Programme** – a refreshed two-year programme provides graduates with formal learning opportunities, on-the-job learning, support through mentoring, and an active graduate social community.
- **Delivery Learning Programmes** are designed for Job Managers, Work Package Managers and Job Directors to help develop an understanding of Beca's delivery processes, best practice approaches, how to use the tools, and apply this learning in a way that consistently delivers great project outcomes.

At an organisational level, perception of learning opportunities is measured through Beca's annual culture and engagement survey (Your Voice, Our Culture). In October 2022, 74% of employees agreed 'I have access to the learning and development I need to do my job well': this was a 3% increase from previous measurement. At a programme level, the base measure for success is the feedback obtained from participants. Across all programmes, the benchmark is at least 80% engagement in the facilitation and content provided. This has been achieved or exceeded at Beca for the people leadership development provided.

Fostering a diverse & inclusive business

Diversity and inclusion are about more than completing a set of initiatives. It is also about how we enact all our policies, procedures and processes, make decisions, provide opportunities, and how we treat each other every day, irrespective of difference.

At Beca, we are committed to growing an environment where our people:

- have equal opportunity to build a career that reflects their ability and passions; and
- believe in their potential, feel they belong, are connected, and are able to thrive.

The measures on our progress in diversity and inclusion are aligned to three focus areas – enhancing gender balance, valuing difference, and enhancing cultural diversity.

The Beca Group statistics are found in **Appendix B**.

ENHANCING GENDER BALANCE

Our goal is to achieve a balance of 40/40/20; we aim to have at least 40% women and at least 40% men. The remaining 20% may be men, women, or non-binary people. This target specifically aims to create gender balance, while recognising there are likely to be variations across our business and the disciplines and geographies we work in.

Since the introduction of targets, we have seen positive progress across all the above groups and are within our target range for graduate and professional populations.

However, more work is needed to progress gender balance across all career levels. Several initiatives are underway to enable this, including leadership development; and enhancing policies, processes and systems to provide clearer direction to support our leaders in the recruitment and promotion of our people.

Four weeks of paid gender affirmation leave

This year, we introduced four weeks of paid gender affirmation leave for employees in New Zealand, Australia and New Caledonia. This is an additional benefit alongside the broader work we are undertaking to support Beca's Rainbow Community.

Parental leave enhancements

We have also enhanced our parental leave offerings in Australia and New Zealand for both primary and secondary carers; to support our people who become parents and acknowledge the importance of inclusion.

These changes have been made to support carers for longer, to empower parents to share primary carer leave, and to increase flexibility. In Australia, we are also broadening our policy to include surrogacy, to ensure all parents have access to this support. Note: Surrogacy is already included in New Zealand legislation as carers assume permanent care of a child.

VALUING DIFFERENCE

We recognise that being inclusive of everyone, regardless of differences, is essential to maximising creativity. In our culture survey, results indicated a 6% increase in 'Beca values diversity' since we started measuring in 2018.

This is a positive reflection of the ongoing work led by the Diversity and Inclusion Steering Group's commitment to make Beca a more diverse and inclusive organisation.

For the first time, we asked about neurodiversity, with 4% of our employees identifying as neurodiverse. We supported Neurodiversity Celebration Week to raise awareness, and we have developed resources to support employees and managers.

In addition, we found the Belonging factor had moved up to 81% from 75% in 2020 and the Diversity factor to 84% from 77%. Both measurements are above the industry benchmark and are evidence we are making progress in our diversity and inclusion journey.

Our Employee Affinity Groups are also important 'on the ground' support to value difference and ensure our people feel a sense of belonging. These groups are networks of people that come together to form a community, celebrate days of significance, grow broader awareness across Beca, and to provide feedback to the business on how we can become more inclusive.

Beca now has six employee affinity groups across the Group, including the Pasifika Group, which was launched at the end of 2022 in a kava ceremony hosted in Auckland.

ENHANCING CULTURAL DIVERSITY

In FY23, we conducted our second Diversity Census to understand how our employee demographics are changing over time.

Growing our cultural competency

Building on our cultural competency is a focus area for Beca, to enable us to progress on our personal journeys to become culturally confident, and better engage with and serve our clients and the geographies and communities we operate in.

Te Ahi Tūtata – Beca’s Māori business unit in New Zealand

From a survey to gauge staff appetite and ability with Te ao Māori (the Māori world, or worldview), we identified areas in which we can grow, and where we can offer targeted training and learning opportunities. We have since progressed this through:

The development of the Beca Māori competency framework means:

- Te Reo Māori kaiako (Māori language teachers) are contracted to teach our New Zealand teams. Reo and tikanga (customs) are taught simultaneously (other than a pilot tikanga course in Auckland).
- Offers localised courses that teach local history and Treaty settlement with a number of mana whenua across the motu, including Ngāti Whātua Ōrākei, Ngāti Toa and Ngāi Tūāhuriri.
- Incorporates information about Te Ahi Tūtata into onboarding procedures to ensure kaimahi Māori (Māori staff) feel welcome at Beca from day one, and that all new starters are made aware of our mahi.

Our appointed Kaiwhakatere (Project Navigators) help clients and project delivery teams engage in Te ao Māori. They are involved from the very earliest stages of a project and hold key relationships in the Māori world.

[Click here to find out more.](#)

Innovate Reconciliation Action Plan (RAP), Beca Australia

This year, we launched our second ‘Innovate’ RAP, endorsed by Reconciliation Australia.

The Innovate RAP establishes Beca’s commitment to ensure the business and our people can gain a deeper understanding of our sphere of influence and establish the best approach to advance reconciliation for Australia’s First Peoples.

We have expanded our understanding of and built deeper connections with Australia’s First Nations people, histories and stories, and are proud to share recent achievements, which include:

- Providing opportunities for RAP Working Group members, People and Culture Managers and other key leaders to participate in cultural awareness education sessions.
- Inviting local Traditional Owners to provide ‘Welcome to Country’ and other appropriate cultural protocols at significant events each year.
- Promoting and encouraging participation in significant cultural events among people. This year, our RAP teams organised events to acknowledge and celebrate First Nations people and communities.

Delivering broader outcomes

We are committed to achieving positive outcomes for our people and the communities in the geographies we work in.

In New Zealand, this includes our partnership with Amotai, which connects us with Māori and Pasifika- owned businesses and suppliers.

We are an active sponsor of many Amotai supplier diversity events around the country, including an Amotai/Ministry of Defence event, and another held in Auckland that focused on building relationships with Pasifika businesses.

We are also providing scholarships, mentoring young leaders and supporting pathways to education and employment in partnership with South Pacific Indigenous Engineering Students, South Pacific Professional Engineering Excellence, Ministry for Pacific Peoples, Tupu Toa and iwi groups.

In our Australian region, our reconciliation partner Indigenous Defence and Infrastructure Consortium (iDiC) is playing a pivotal role in supporting our knowledge, connection and understanding of Aboriginal and Torres Strait Islander people and geographies.

We work with iDiC across areas including cultural awareness, procurement and business development to deliver authentic and meaningful outcomes for our people, Indigenous business and the communities in which we work.

We have extended our support through workplace giving initiatives with the Go Foundation, whose purpose is ‘To create opportunities for Indigenous young people through the delivery of scholarship programmes with a focus on culture and education to help them reach their full potential.’

Supporting our communities

We support community groups and not-for-profit organisations through fundraising events and voluntary contributions (Pro bono work). As part of the Beca Benefits programme, our people can take paid volunteer leave to give back to the community and the planet.





CASE STUDY

Baryulgil River Water Supply

The Department of Planning and Environment – Water (DPE – Water) is seeking to implement an upgrade to the raw water supply and treatment infrastructure for the remote Aboriginal community of Baryulgil.

This project is being delivered under the Aboriginal Communities Water and Sewerage Program.

Beca HunterH2O has used our working relationship with the Indigenous Defence and Infrastructure Consortium (iDiC) to deliver a full range of services for the project.

To date, iDiC’s network of Indigenous owned and controlled businesses have been used to complete a Review of Environmental Factors, Ecological Assessment and Aboriginal Heritage Due Diligence Assessment. Existing relationships between these businesses and Elders from the Baryulgil community have been identified through this process, resulting in strong local representation during the Aboriginal Heritage site assessment.

Our approach also involves working with DPE – Water to ensure the Baryulgil community are consulted throughout the process, via the Baryulgil Square Local Aboriginal Land Council.

This project also demonstrates our continued commitment to supporting remote and regional communities, and our deepening connection with Aboriginal communities and Indigenous representative groups.



CASE STUDY

Te Ahi Tūtata – Working paper on community climate resilience

The extreme weather events in early 2023 brought climate change resilience and managed relocation into sharp focus.

John Blyth and Jenna Poff of Te Ahi Tūtata, the Māori Advisory team at Beca, were invited to contribute to a working paper by the Environmental Defence Society, as part of its Aotearoa New Zealand’s Climate Change Adaptation Act: Building a Durable Future project. The project focuses on the extent to which current law and policy provides for managed retreat, and identifies gaps which will need to be filled by the new Climate Adaptation Act or other legislative amendment.

“ We approached this in a Māori way, through wānanga with EDS, and by reaching out to EDS board member Dayle Hunia (Ngāti Hōkopū, Ngāti Awa and Te Whakatōhea), who is based in Whakatāne and could be the connection to iwi in that rohe ”

John Blyth, Te Ahi Tūtata – Māori Business Lead

Many Māori communities are in locations that are particularly vulnerable to the effects of climate change. Cyclone Gabrielle devastated many marae, which was significant because the marae is the centre of Māori identity and wellbeing and holds communities together, much like a cultural infrastructure.

“ When a marae is broken, it affects the wairua – the spirit – of that community ”

John Blyth, Te Ahi Tūtata – Māori Business Lead

While relocation may be a reality for some Māori communities, this must be approached with great sensitivity. For some hapū, the consideration of moving off or changing the relationship to whenua is deeply traumatic and needs to be viewed in the context of historic land loss. It is critical that such conversations recognise the implications of processes that might be seen as fettering ownership rights and mana.

Te Ahi Tūtata is also contributing to the third and final working paper in this series, which focuses on recommendations to address the problems identified and is scheduled for release late in 2023.

Baypark to Bayfair Link, Tauranga Moana

Cultural values and broader outcomes

Recognising the cultural identity and values of mana whenua is an integral part of the Waka Kotahi NZ Transport Agency Baypark to Bayfair Link project. In designing this new landscape, a unique opportunity was provided: to use the infrastructure as a canvas to share the stories and history tapu (sacred) to mana whenua, and reconnect the people of Tauranga Moana and visitors alike with whenua and place.

In the past, the Bay Link corridor was part of a broader route Ngāi Te Rangi iwi used to travel east and return for various purposes such as trading goods, seasonal harvesting, sourcing food, visiting whānau and attending gatherings. To this day, people travel the corridor for similar reasons.

To share and connect people with this rich history, Waka Kotahi, supported by Beca's urban and landscape design team, have collaborated with representatives and ringatoi (artists) from Ngā Pōtiki, Ngāi Tukairangi and Ngāti Tapu hapū, to develop a suite of prominent mahi toi (artworks), including carvings, patterns, sculptures and pou whenua.

This process has led to positive and fulfilling outcomes, including improving cultural competency and understanding of Te ao Māori, and building stronger connections with mana whenua. The team has been collaborating with young up-and-coming artists to create mural elements in the new pedestrian underpass, and has also partnered with Longveld, an Amotai-registered company, to fabricate some of the sculptural elements on the project.



Collaborative design workshop with project ringatoi. From L to R Maraea Timutimu, Stu McDonald and Linda Munn with Beca landscape architect Chris Judd. Photo: Waka Kotahi NZ Transport Agency



Project ringatoi. From L to R: Stu McDonald, Maraea Timutimu, Beca landscape architect Chris Judd and Linda Munn. Photo: Waka Kotahi NZ Transport Agency



CASE STUDY

Oakley Creek cleanup volunteering event

The Beca Northern Region Intermediate Committee (NSYNC) sponsored by Rupert Hodson, Beca Northern Regional Manager, works to improve the experience of intermediates in the Northern Region. NSYNC organises a variety of event series throughout the year to foster connection and belonging amongst the cohort of over 300 staff from across the Auckland and Whangārei offices.

In the past year, they have organised a community volunteering series to encourage greater engagement and connection.

The Oakley Creek litter-busting activity was held in association with Volunteering Auckland and Friends of Oakley Creek. Our team of 15 NSYNC volunteers thoroughly enjoyed the day. With a shared passion for the environment, they valued the opportunity to give back to the community and to have fun while doing so.

Oakley Creek (also known as Te Auaunga) is one of Auckland's longest urban streams, flowing from Hillsborough to the Waitemātā Harbour. The creek runs alongside a scenic walkway and is home to an abundance of native and exotic flora and fauna.

“ This is the first time I joined a volunteering activity. A great opportunity for getting a new perspective and doing something I haven't done before. ”

Piyanut (Gus) Moknarong, Intermediate Volunteer



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- 02. EXECUTIVE CHAIR & GROUP CHIEF EXECUTIVE MESSAGE
- 03. ABOUT US & HOW WE CREATE VALUE
- 04. HIGHLIGHTS
- 05. OUR REFRESHED STRATEGY
- 06. VALUING PEOPLE & COMMUNITIES
- 07. POSITIVE ENVIRONMENTAL LEGACY
- 08. BUSINESS PROSPERITY
- 09. GOVERNANCE

Prioritising health, safety & wellbeing

The health, safety and wellbeing of our people and others we impact in the community is our priority.

We are committed to providing the resources and tools to actively encourage and ensure everyone goes home healthy and happy every day. Our leadership and systems are focused on preventing injury and ill health to our people and others we work with, and our commitment extends to developing safer designs for projects that serve our community.

We have made good progress towards our FY23 Health, Safety and Environment (HSE) objectives:

- Almost 60% of our senior leaders and Job Directors have completed the HSE Leadership Training.
- 63% (in Australia) and 100% (in Asia) of employees attending site more than three times a year have completed the Beca Be Site Wise training.
- 75% of all jobs involving site work complete the HSE Planning Activity in our Project Delivery System (PDS).

KEY IMPROVEMENT INITIATIVES

In consulting widely with the business, we previously identified the need to simplify and “de-clutter” our health, safety, and wellbeing systems and training.

- By reducing the number of critical health, safety, and wellbeing risks, we have enabled focused and prioritised action to manage risks associated with driving; psychological health; lone/remote working; international travel; ergonomics; and site work.
- By simplifying our health, safety, and wellbeing behaviours, we focused on three things we can all do to minimise the risk of harm to ourselves, our colleagues, and others around us. We always pursue the safer option; we share personal stories to motivate and influence others to make safer decisions; and we intervene and provide positive feedback because we care. This contributes towards a leading culture where health, safety and environment is part of everything we do.

Safe driving

Driving is the biggest potential cause of physical harm to our people and ensuring their safety when driving is a key H&S priority for us. We have undertaken the following actions to positively impact driver behaviour and keep safety top of mind for everyone.

- Commenced a Smart Vehicle System Pilot to help manage our critical driving risk. EROAD telematics hardware has been installed in 57 vehicles across our Hamilton, Wellington and Christchurch vehicle fleets, which collectively travelled just under one million kilometres during the pilot. We have seen a 77% reduction in overspeed events and a general reduction in at-risk driver behaviours such as harsh braking and sharp cornering.
- The EROAD system also supports emergency or crisis management by providing real time information on location and vehicle status, especially for people working and travelling remotely. EROAD will progressively be installed on other Beca fleet vehicles during FY24/25.
- March 2023 saw the launch of a new driver training programme for Australia and New Zealand that highlights desired low risk driver behaviours based on risk factors such as location, frequency, distance duration, and road conditions.



Supporting flexible working environments

In response to the COVID-19 pandemic, we have seen a greater focus on hybrid working, with employees working both from home and the office. We have undertaken several office transformation pilots, which have involved establishing ergonomic, collaborative, attractive and engaging workspaces in the Auckland, Wellington, Christchurch, Melbourne and Sydney offices. The success of these pilots is helping to define standards for future office growth and refurbishment across Beca.

Our wellbeing programme

Our wellbeing focus of Be Healthy (physical health), Be Mindful (psychological health) and Be Connected (social and work wellbeing) has seen us launch numerous initiatives to support our staff:

- Psychological health workshops to raise awareness and provide tools and resources on how to look after ourselves and others
- High levels of flu vaccination uptake, likely due to immunisation awareness generated through the pandemic
- Annual fitness challenge
- Webinars on sleep, nutrition, psychological health, and immunisation education
- Menopause and financial wellbeing added to the wellbeing programme
- Skin cancer education through Molemap. We have secured a discount for our employees on skin checks and mole maps through the summer months
- Wellbeing leave introduced to focus on wellness and used in a way that works best for individuals

For FY24, we will continue to build on the same themes that align with our wellbeing pillars and strategic framework.



Supporting Road Safety Week

Beca co-sponsored Road Safety Week alongside Waka Kotahi NZ Transport Agency.

Coordinated by Brake, the road safety charity, the event aimed to inspire the hundreds of schools, organisations and communities involved to take action on road safety and promote life-saving road safety messages.

As one of the activities, Beca donated 600 English and te reo Māori copies of the children's book *My Mum is Queen of the Road* to 150 primary schools. The book tells the story of a traffic management worker and highlights the important role she plays in keeping her community safe. During the week of May 9-15, Beca visited 15 of these schools for a memorable storytime session alongside Waka Kotahi and roading contractor partners.

Here at Beca, we are proud to play our part in road safety through the road design, engineering, construction and maintenance projects we are involved in around the country.

Sponsoring Road Safety Week is one way we can show our appreciation for the road safety heroes in our communities – and help inspire the next generation of road safety heroes too!





07 Positive Environmental Legacy

Decarbonising our economy



Decarbonisation remains a critical strategic focus for our clients and our business. We recognise the urgency with which all sectors of society need to act, and we are invested in the role Beca plays in assisting our clients to reach their carbon reduction goals. All our business groups have decarbonisation as a key focus, as it is an essential element of a wide variety of work we are doing with our clients.



MARKET ACTIVITIES

Future Energy

For 20 years, we have been working on projects that directly drive the transition to decarbonise the energy value chain for the benefit of communities. This puts Beca at the forefront of partnering with clients in their clean energy ambitions. Recent examples include a decarbonisation roadmap for St Barbara Mining in Australia and the opening of Turitea Wind Farm in New Zealand.

Drawing on our experience in development, deployment and utilisation of renewable energy resources, we have a strategic focus on the market for 'Future Energy' services.

This year, our board-endorsed strategy has mobilised specialists to provide an integrated service for clients striving for decarbonisation. Included in our offering is urgently needed energy advisory expertise, to help clients navigate the complex investment decisions between public, private and other entities, through to delivery of programmes, projects and asset renewals.

Transitioning large asset holders to a low carbon future

The NZ Carbon Neutral Government Programme and the Building for Climate Change programme are both signalling a high bar for building performance and limits on embodied carbon emissions in the near future.

With our track record in low carbon designs, alongside our focus on seismic resilience, Beca is helping clients understand and respond to the forthcoming mandatory disclosure of existing building performance, and the possible introduction of retrospective building performance caps. At the portfolio level, we are helping them understand how to achieve these targets and to plan their capital programmes to deliver in a cost optimal manner. We are also supporting their business case and funding applications with government incentives for rapid transition away from fossil fuel heating systems.



Decarbonisation of the transport sector

Over the last year, we have played a key role in helping shape client and sector responses to local and central government policy. Recent national-level work includes:

- Leading research projects for Waka Kotahi on establishing sub-national Vehicle Kilometres Travelled (VKT) baselines; estimating avoided VKT from new cyclists; road pricing strategies for managing demand and subsidising mode shift projects; and implementing low emission zones.
- Facilitating the development of Waka Kotahi guidance for councils on creating their own emissions reduction plans.

With legislative and policy shifts, we have been helping clients respond by:

- Emissions modelling for transport projects to understand transport emissions at project level
- Helping clients and authorities understand how projects and programmes must respond to and align with policy and legislation such as the NZ Emissions Reduction Plan (ERP) and Auckland Council's Transport Emissions Reduction Pathway
- Developing approaches to carbon policy of the Resource Management Act (RMA), to help clients respond
- Working with councils to develop their own ERPs

Embedding decarbonisation into water authorities operations

The last year has seen a significant focus on Aotearoa New Zealand's proposed water reform legislation – Te Mana o te Wai. One of the principles of this legislation is to work towards reducing carbon in the sector and therefore the country.

We have been assisting the National Transition Unit to develop draft Asset Management Plans (AMPs) for each of the 10 proposed Water Service Entities (WSEs). Each AMP includes advice that encourages and guides the WSEs to integrate carbon reduction objectives into the broader planning and management of water services, and to implement carbon reduction measures aligned with long-term planning of carbon goals. We've also helped many water-asset owners across New Zealand and Australia develop their own carbon reduction plans (driven by their own carbon commitments).

QUANTIFYING OUR DECARBONISATION IMPACT

We have a goal to help clients take a long-term view of their business's decarbonisation decisions and align their project targets to overarching organisational targets. When we achieve this goal, we simultaneously reduce our client's footprint while maximising our handprint – the positive sustainability outcomes we can have through the work we do with our clients.

To support this, we have developed a methodology that assesses the emissions associated with an individual project or programme of works against emissions reduction trajectories estimated to limit global temperature rise to 1.5°C.

We have developed emission baselines for applicable projects within our Building Structures business and are progressing baselines for the Water and Transport and Infrastructure businesses. We have also made considerable progress toward determining sectoral-based trajectories.

Our methodology can be used at all stages of a project or asset design to:

- Provide context of works against the 1.5°C trajectory for long-term asset planning decisions, e.g., to identify where and when further carbon interventions are needed
- Determine the most ambitious and achievable carbon budget for the project
- Support decision making around carbon with 1.5°C context by comparing different options for a project, e.g., allowing for long-term carbon reduction planning
- Present the carbon impact of the completed design or project against the 1.5°C trajectory

We are currently piloting our methodology across multiple projects and sectors, including wastewater treatment, public cycleways, water reservoirs, and building refurbishments.

DECARBONISING OUR BUSINESS

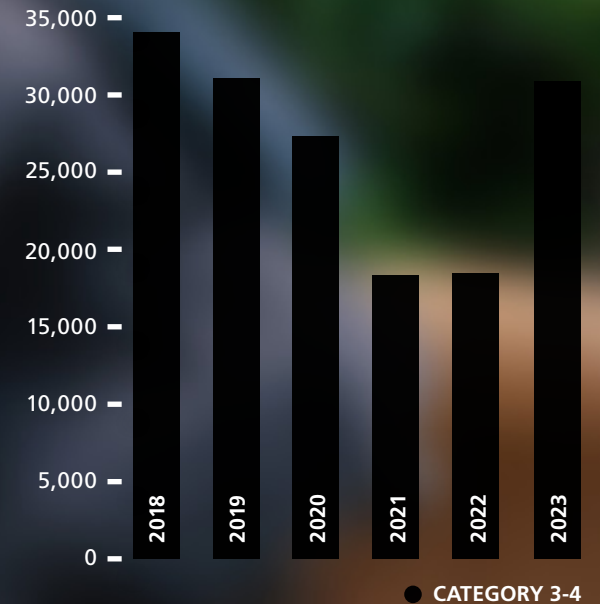
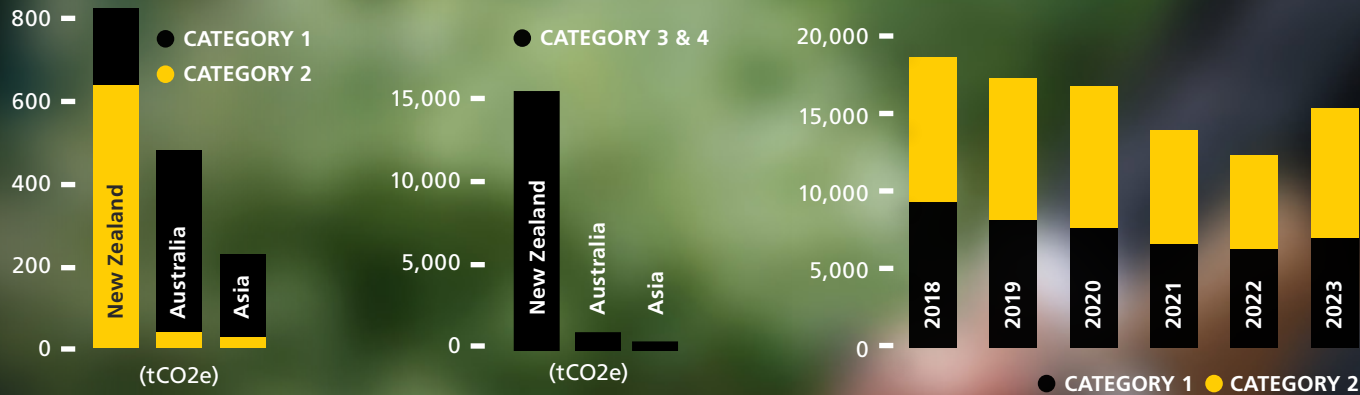
We measure all greenhouse gas emissions over which we have direct control (Categories 1 and 2), as well as emissions we can influence (Categories 3 to 4). This includes emissions from all our business operations across New Zealand, Australia, and our Pacific and Asian regions. Our inventory is third party audited.



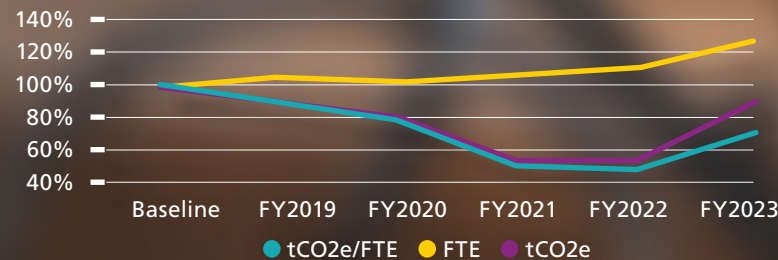
We include the following emissions categories:

Category	Beca included components
1	Beca-owned and leased fleet, natural gas consumption in Beca buildings
2	Electricity used within our offices
3	Corporate travel (air, taxi, rental cars, mileage claims), employee commuting, energy used when working from home
4	Purchased goods and services (including sub-consultants), waste, accommodation, transmissions and distribution losses

FY23 gross GHG emissions were estimated at **32,416 tonnes** of carbon dioxide equivalent (tCO₂e). This is a decrease of **10%** compared to our baseline FY18 emissions. Of these emissions, our New Zealand hub generated **50%** of emissions (16,119 tCO₂e), our Australian hub **33%** (11,002 tCO₂e), and our Asia hub **16%** (5,295 tCO₂e).



Growth in FTEs has increased approximately **25%** since our baseline year, with a steady decrease in emissions per FTE excluding COVID-19 years.



At the end of FY23, we launched a new travel initiative relating to air travel, as one of our largest emissions sources, and one where everyone in our business has an opportunity to influence. This initiative will take a staged approach over the medium term.

Our key focus is on reducing emissions from travel, in addition to other decarbonisation initiatives that are still progressing. Highlights include:

- Completed energy audits for most of our major offices, with initiatives being picked up in FY24 by office managers. The use of our BTune service (the Beca-developed digital product that helps buildings use less energy) in our Christchurch office has delivered 11% whole of office energy savings equating to over 70,000 kWh and 8 tCO₂e in FY23. Our Melbourne office purchased Green Power for FY23
- For our Auckland office, we co-developed a Travel Plan for our staff in conjunction with Auckland Transport's Travelwise programme, linking in with our office relocation in 2025. Targets for the next two years are in development
- Our Travel Mobility Team has progressed our fleet decarbonisation plan with new EVs and PHEVs, and rolled out EROAD for our fleet
- Worked to enhance our Mevo ride-share partnership. With Mevo, our reported FY23 savings are 5.6 tCO₂e plus 6.7 tCO₂e offset, 33,000km travelled, with increasing month on month usage in Auckland

We will focus on obtaining better emissions data for our vendors and suppliers, and commence a programme for supply chain management as it is over 65% of our emissions from FY24 onwards.





CASE STUDY



CASE STUDY

Turitea – New Zealand’s Largest Wind Farm

Mercury’s Turitea Wind Farm is currently New Zealand’s largest wind farm, consisting of 60 wind turbines constructed on the ridgelines of the Tararua Ranges above Palmerston North.

Beca’s long history with Mercury and the Turitea project dates back to 2006, when we supported Mercury with obtaining resource consent for the project. Since 2019, the Beca team has been engaged as the Owner’s Engineer for the construction of the wind farm and has provided project management, civil, stormwater, electrical, geotechnical support and environmental management.

Extensive environmental controls were put in place by the wider project team to mitigate the environmental impacts on the location (being largely located within the Turitea Water Supply Catchment Reserve, and on adjacent private land mostly used for agriculture).

Turitea produces on average 840GWh each year, which is enough to power 375,000 electric vehicles or 120,000 households, and has increased the country’s renewable energy annual generation by 2%.

Benalla Rapid Earth Fault Current Limiter (REFCL)

Part of a State Government mandated programme to improve bushfire safety across Victoria, AusNet’s Benalla Rapid Earth Fault Current Limiter (REFCL) will act as a giant safety switch to reduce bushfire risk for this country community.

With Benalla located in Victoria’s dry and bushfire-prone north, the new REFCL will limit the flow of power from 22kV distribution lines in milliseconds in the event a fault occurs.

Installation of REFCL units is a significant undertaking within an existing zone substation. However, with our extensive experience in REFCL design and having successfully designed similar projects before, Beca worked with AusNet to design a solution that would minimise power outages to the Benalla community, by staging works in a safe and methodical manner.

With installation now complete, Benalla and its surrounding communities have an extra line of defence against the very real risk of bushfires.

Subnational VKT and GHG Baseline

To help achieve net zero emissions of long-lived gases by 2050, the New Zealand Government has set a national target of reducing total vehicle kilometres travelled (VKT) from the light fleet by 20% by 2035, in part through improved urban form and providing better travel options, particularly in our largest cities.

This globally unique national VKT reduction approach not only addresses greenhouse gas emissions but also realises multiple societal benefits.

Beca was commissioned by Waka Kotahi New Zealand Transport Agency (Waka Kotahi) to undertake research to develop subnational baseline VKT and greenhouse gas (GHG) emissions for urban environments across multiple target years.

The research created consistency across the tier 1 and tier 2 urban environments and a clear point of reference for climate impact policy assessment at a strategic systems level, and for business case development/evaluation and environmental permitting. Tier 1 urban environments include Auckland, Christchurch, Wellington, Tauranga and Hamilton. Tier 2 urban environments include Whangārei, Rotorua, New Plymouth, Napier-Hastings, Palmerston North, Nelson Tasman, Queenstown and Dunedin.

It involved the analysis and integration of a wide range of data sources from across the New Zealand transport sector to derive a methodology.

The research from this project has since been published as a research note by Waka Kotahi and Beca has secured follow-on research work from Waka Kotahi, related to deriving subnational land transport GHG emission estimates from multiple data sources.



Shaping resilient & adaptive communities

At Beca, we recognise the urgent need to address the challenges posed by climate change and its impact on our environment and communities.

We are committed to playing a vital role in building a sustainable future and enhancing climate resilience across our projects.

The recent cyclones that had particularly high impacts for the Hawkes Bay, Auckland and Northland communities in New Zealand are examples of types of these challenges we expect to face more frequently in the future.

In July 2022, we announced the appointment of Cushla Loomb as Business Director – Climate Risk and Resilience. This role was established as part of our commitment to drive more climate resilience into all our project work.

We have been working with our clients on some significant projects, with the objective of enhancing resilience, and we continue to invest in new services and products to help our clients tackle their climate challenges. In FY23, this has included working in partnership with the Beca New Ventures Accelerator and a major Australian water client and a New Zealand port client to test various physical climate risk tools to determine which best meets their varied needs.



In addition, we have expanded and strengthened our service offering in the following:

- **Climate Risk Assessment and Adaptation:** Our teams collaborate with clients to identify vulnerabilities, assess potential climate impacts, and design resilient solutions. For example, in remote Pacific Island countries and across New Zealand, dynamic adaptative pathways planning has been used to provide a roadmap for the future. This is enabling the communities to be self-determining, whilst also providing clear considerations for long term planning and recommendations to minimise social and economic impacts over time.
- **Infrastructure resilience:** We integrate climate resilience principles into our engineering designs, designing infrastructure projects to withstand extreme weather events, sea-level rise, and other climate-related challenges. In other cases, this may mean infrastructure that is safe to fail in controlled circumstances when that is determined with communities to be the best long-term option. (For example, where additional costly infrastructure may not be the best long-term solution, given the increasing risks associated with climate change in many areas).
- **Beca Circular Design Framework:** is being used to challenge our way of thinking, recognise our changing environment, and enable us to develop innovative designs that adopt regenerative principles, socio-economic outcomes, circular economy principles and in

New Zealand, provide a Te ao Māori lens in our design. We are running internal training for this systems-thinking approach and are delivering workshops on projects for those clients that seek broader outcomes. Peka Peka to Ōtaki Expressway (PP20) is a good example where the designers, constructors, owner and other stakeholders of this major infrastructure project have undertaken several sustainability initiatives that followed the Beca Circular Design Framework principles.

- **Natural Resource Management:** We firmly believe that preserving and restoring the health of our natural resources is an important way to enhance climate resilience. By promoting nature-based solutions and responsible resource use and protection, we help regenerate ecosystems, mitigate climate risks, and promote long-term sustainability.
- **Community Engagement and Capacity Building:** Beca actively engages with communities to raise awareness about climate change impacts and empower them to participate in climate resilience efforts. Through our work in New Zealand and the Pacific we undertake workshops and community consultations; and foster knowledge sharing and capacity building; to ensure local communities our team held hui at Te Ūpokorehe Marae in Kutarere to work alongside the community to understand their values, concerns, share knowledge of potential future climate risk, and discuss potential 'tipping' points and adaptation options.

- **Decision-making guidance:** We are providing practical guidance to our clients on how to understand the risks and opportunities associated with infrastructure investment and policy decisions to better move them towards their climate goals, reduce long-term maintenance and renewal costs and incorporate sustainable development practices. This includes developing a Climate Impact Assessment Tool for local government clients to use when assessing potential projects for investment through the Long-Term Plan or inclusion in their infrastructure strategies. This tool estimates the climate risks and opportunities to achieve better alignment with their long-term goals – whether those are emissions reductions or enhanced resilience (or both).
- **Walking the talk:** We continue to take steps to understand, and act on our own climate risks and opportunities. Following our first public disclosure in FY22, we have integrated our climate risks and opportunities into our enterprise risk management process. In FY24, we will be looking to develop metrics and targets to measure our progress.

As we refresh our Beca Group material issues in FY24, we will be setting clear objectives and goals for critical issues such as climate resilience.





CELEBRATING OUR PEOPLE

Our amazing people are recognised globally for their impact and contribution. There is never enough room to list everyone, but here are a few standout performances from FY23.

Craig Pocock » Awarded President’s Award in International Achievement – Carbon Landscape, 2022 New Zealand Institute of Landscape Architects (NZILA) Firth Conference.

Lee Ang Seng » Appointed as the new President of the Singapore Green Building Council.

Dr. Ben Waterhouse » Recognised as a General Certified Environmental Practitioner and a Site Contamination Specialist by the Certified Environmental Practitioner (CEnvP) Scheme.

Laura Robichaux » Won the Best Presentation Award, NZ Coastal Society Conference.

Graeme Roberts, Keith Frenz and Paul Whyte » Awarded the New Zealand Planning Institute Distinguished Service Awards on World Town Planning Day.





Auckland Harbour Bridge » Auckland

PROJECT AND CORPORATE AWARDS

We frequently receive recognition for our work from a number of external organisations. Here is a selection of our achievements from FY23, that have **contributed towards building positive environmental legacies.**

2022 Institute of Structural Engineers (IStuctE) Awards

» Beca's involvement in Te Herenga Waka – Victoria University of Wellington's Rankine Brown library building won a structural engineering award for a technically impressive response to save a public building after earthquake damage.

URA AHA 2022 Award for Conservation

» Beca was a part of the rejuvenation effort for the iconic Raffles Hotel, recognised by the Urban Redevelopment Authority of Singapore (URA) in the prestigious URA Architectural Heritage Awards (AHA).

Southbase Construction 'Excellence in Sustainability Award'

» The Beatrice Tinsley Building at the University of Canterbury has been awarded the Southbase Construction 'Excellence in Sustainability Award' at the Property Council's South Island Property People awards.

SCNZ Excellence in Steel Awards » Special recognition given to the 18-storey Civic Administration Building, a project that focused on the adaptive reuse of existing steel.

Austrroads Bridge Awards » The Auckland Harbour Bridge Emergency Repairs project won the 'Excellence in Asset Management and Maintenance' Award.

NZ Bridges Award » Beca's Auckland System Management team won the Award for Excellence in Asset Management and Maintenance for the Auckland Harbour Bridge (AHB) Emergency Repairs at the NZ Bridges Summit.

Asia Pacific Spatial Excellence Awards:

Award for Community Impact » recognised our work on the Ahu Ake, Waipā Community Spatial Plan, submitted in collaboration with Waipā District Council.

Award for Innovation » Medium to large business - for the development of a robotic scanning vehicle which enabled the collection of data in dangerous and remote locations.



Beatrice Tinsley Building, University of Canterbury » Christchurch

Waikalou Development

Beca was approached by Dong Cheng Investments Limited to provide environmental impact advice for the 'Waikalou Development', a mixed commercial and residential development proposed near Pacific Harbour in Fiji.

The natural topography of the 290-acre site is low lying and located on both sides of the Waikalou Creek, which flows into Rovodrau Bay. This makes the existing site and surrounding area prone to flooding during high-rainfall events, which will likely be exacerbated by climate change in the future.

The original development layout proposed by the client presented some residual flooding issues, and the development was conceptually planned so that a significant stand of mangroves would be removed. Following an assessment by the Beca team, a proposed new masterplan was drawn up that retains the mangroves – to not only protect the biodiversity and form an educational feature for tourists as part of the development, but also to provide a level of protection to the development from wave attack.

Further changes to the site layout also meant that blue/green corridors were introduced to accommodate flooding during heavy rainfall events.

The layout responds to the character of the site and takes advantage of natural assets, such as a mangrove forest, waterways, islands within the creek, and the white sand beach of Rovodrau Bay. This revised concept demonstrates how development can enhance climate resilience by using nature-based solutions, while promoting responsible resource use and protection to help safeguard the existing ecosystems and promote long-term sustainability.

The project is continuing with the next stages involving further community engagement to seek comment on the proposed development.



CASE STUDY

Tauranga City Council – Climate Plan

Tauranga City Council (TCC) was looking to develop its first climate plan, covering the whole city. The Beca project leads worked with Council, tangata whenua representatives and key community stakeholders to develop a climate change action and investment plan.

The Climate Action and Investment Plan provides a strategic framework and outlines the actions TCC will take towards their city-wide goal in Tauranga Taurikura (Environment Strategy) for a 'low emissions and climate resilient city', by focusing on two main areas – climate adaptation and climate mitigation.

The plan has been developed in two parts; the first part outlines the vision, goals and outcomes across a number of 'themes' that need to be achieved collectively with the community of Tauranga. The second part describes the actions and investments TCC will make over the short, medium, and long term to move towards contributing to the city's vision of Tauranga: Together we can ... prioritise nature, lift each other up, and fuel possibility.

Key deliverables of the project include:

- A Climate Action Plan for a Local Government client, including a Te ao Māori Framework for the plan, integrating Māori values and concepts
- A basic emissions model showing three scenarios
- A science-based target for the city of Tauranga



Woodleigh Residences and Woodleigh Mall, Singapore – Green Mark Platinum

The Woodleigh Residences and the Woodleigh Mall is an exciting mixed development that integrates private residential units with retail experience.

Located centrally within the Bidadari Estate, the new development is well connected to the existing Woodleigh MRT Station, cycling routes, and the upcoming Bidadari Bus Interchange. It is nestled between lush foliage and connected to Bidadari Park and Alkaff Lake and to the surrounding Heritage Walk. The mall is integrated with community facilities, including a community club and neighbourhood police centre.

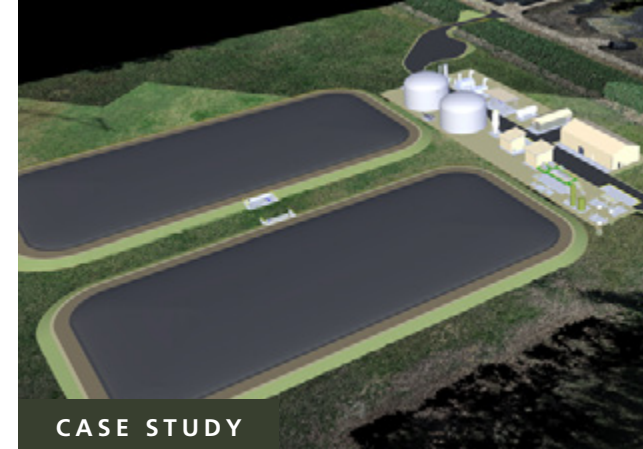
Beca was the Mechanical and Electrical (M&E) and Environmentally Sustainable Design (ESD) Consultant for The Woodleigh Residences and The Woodleigh Mall which were completed in 2023. Prior to completion, both developments successfully attained the Building and Construction Authority's Green Mark Platinum for New Residential Buildings and New Non-Residential Buildings in 2019 and 2020 respectively.

As the M&E and ESD consultants, the Beca Singapore team worked in collaboration with the clients to achieve the environmental and social sustainability outcomes in the integrated space, which include:

- Use of water-efficient fittings and energy-efficient equipment aimed at reducing the water and energy consumption of the development
- Corridors, lift lobbies and communal areas at the residential blocks designed to be naturally ventilated
- Implementation of water design features, which uses natural elements to treat stormwater runoff before releasing downstream
- Use of high-performance glazing with low emissivity for the façade to minimise solar heat gain
- Residential units provided with ceiling fans (with the option for homeowners to opt out) to encourage residents to use fans instead of aircon, to achieve thermal comfort while reducing energy use



Photo credit: *©Cuscaden Peak Investments (Formerly SPH)*



CASE STUDY

West Wodonga Wastewater Treatment Plant – Greenhouse Gas Emissions Reduction

West Wodonga's Wastewater Treatment Plant (WWTP) is close to capacity, with over 40% of its load attributed to high organic strength trade waste.

With the area experiencing significant growth, we've partnered with North East Water (NEW) who own and operate the plant, to develop a new bioenergy facility to ease the pressure it faces, whilst significantly reducing its greenhouse gas emissions by 2025.

With extensive experience in WWTP design, Hunter H2O has been working closely with NEW over the last five years to plan, design and procure this new bioenergy facility, whilst increasing the robustness of the existing WWTP plant, generating green electricity to offset site electricity demands, and ultimately reducing GHG emissions through process changes.

Currently in the design phase, the new Bioenergy Facility will receive diverted high strength organic waste currently managed through the WWTP.

This process waste will then be anaerobically digested, with the biosolids produced able to be reused beneficially in agriculture.

With construction set to be completed by 2025, we're proud to play our part in making everyday cleaner for the residents of West Wodonga.

Harnessing digital transformation

We are three years into our Digital Transformation Programme and excited to see real traction being achieved in the adoption and utilisation of digital technology across Beca, as well as acceleration in the development and sales of digital products and digital consulting services.

Digital Transformation at Beca is about our dedicated commitment to evolving the way we work, increasing our digital capability, and enhancing the way we engage with and deliver for our clients. Ultimately, it's about helping our clients solve their problems more effectively with digital solutions, today and in the future.

Central to driving Beca's Digital change programme and enhancing digital capability is the establishment of our Digital Business Leaders Group (DBLG). This group promotes the sharing of ideas and innovation initiatives. Each Business is on a different part of the digital journey, the DBLG aims to take our "isolated pockets of brilliance" and make them the norm across the whole Group.

Two strategic initiatives progressed this year were:

- 1. The Enterprise Systems Replacement programme,** which includes our project management and accounting system, as well as our payroll and core human resources software platform, was advanced, with several implementation activities commenced in FY23. Work continues on the programme in FY24.
- 2. The all-of-Beca approach to digital transformation** is designed to significantly increase our digital capability and expertise across Beca, including upskilling in digital skills and design automation. A number of business groups within Beca have established their own dedicated digital teams to deliver to their clients' specific needs, processes and innovation opportunities. Growing digital capability within our growth market of Australia has also been a key focus.

In the last five years, our digital teams have seen incredible growth in the application of technology to Beca's services and project delivery, enabling a significant maturing of the solutions and advice that we provide to help our clients across the lifecycles of their complex assets.

The importance of sustainability is increasing exponentially for our clients, as they look to deliver greater positive outcomes for society and the environment. We are responding to high interest in digital services and tools to help them understand, quantify, manage and help solve problems relating to issues with climate adaptation and carbon assessment, as well enhancing people and community outcomes such as stakeholder engagement.

Digital twins have emerged as an integral part of Beca's Digital Transformation Programme, evolving the way we work and enhancing the way we engage with and solve problems for our clients.

The potential for digital twins is vast, and applications for it to add value for our clients are limitless. Over the last five years, we have delivered over 100 digital twins and this year, have consolidated our focus on priority markets and sectors, supported by the launch of a new name and website for our digital twin platform – BEYON.

We are growing our digital maturity together. Beca's New Zealand, Australian and Singapore offices are all certified to ISO19650 and over the next 12 months we will be extending this certification to Indonesia and Thailand. This is an international standard for managing information over the whole life cycle of a built asset using building information modelling (BIM).

We are also employing and developing leading-edge AI and Machine Learning (ML) models to optimise performance, reduce costs, speed up delivery and enhance decision-making for our clients.

Our current AI and ML applications include:

- Analysing large sets of data to deliver targeted insights
- Using computer vision and ML to automate asset condition inspections
- Automating complex engineering designs using Generative AI to give solutions in hours instead of days
- Predictive maintenance and anomaly detection
- Energy emission reduction platforms for building and supporting infrastructure
- Community engagement product (FranklyAI) that leverages text-based generative AI to enhance consultation across a variety of situations, languages and interfaces

DIGITAL ENTERPRISES:

During FY23, we continued to develop our portfolio of Digital Enterprises. As is typical with start up businesses we have experienced a range of growth and market related challenges and have continued to pivot to respond to client demand as we look for scalable new revenue and profit generating approaches for Beca. The portfolio of Digital Enterprises includes:

- **CAPEXinsights:** Progress for the year included maturing the product to be much more configurable to make it easier to deploy and support and securing new clients in Europe, including Arla and Perrigo, enabled by our in-country team in the Netherlands. Towards the end of FY23 we saw a drop off in business from Unilever as a result of organisation changes, which has increased the pressure on sales in FY24. www.capexinsights.com
- **BTune:** with the focus on the US market the BTune team has secured a backlog of more than 40 buildings to implement and is focused on delivery, both scaling up the delivery team and optimising the delivery technology. In parallel, relationships have been put in place with US-based sales channel partners in readiness of a sales push. www.btune.com
- **BEYON:** Beca's digital twin platform and related suite of digital twin solutions has been rebranded as BEYON. Sales experiments are underway with several clients, targeted at solving operational problems for asset intensive clients. Outside of this, the platform is being increasingly used as the delivery vehicle for a range of software solutions, and we have had success with both private and public sector clients. www.beyon.global
- **FranklyAI:** The emergence of ChatGPT in November 2022 created a catalyst for FranklyAI, and its founder Matt Ensor, to have a voice in the market as clients wrestled with the impact of generative AI, resulting in global media coverage and 2,000+ organisations using FranklyAI in Microsoft Teams environment. This has however yet to translate to significant subscription revenue and therefore we have now scaled back our investment. www.frankly.ai

CELEBRATING OUR PEOPLE, PROJECT AND CORPORATE AWARDS

We are proud to be recognised for our digital capability and digital leadership, and for our **contribution towards providing smart digital solutions to drive project delivery efficiencies.**

Emma Mannion » Appointed Regional Lead for Women in BIM (WIB) in New Zealand.

Thomas Hyde » Recognised as the 20th most innovative Chief Information Officer (CIO) in the prestigious CIO50.

Singapore joins Beca's ISO 19650 certification » The Beca Singapore office became ISO 19650-2 certified, a global standard that governs the management of information regarding built assets over their entire lifecycle, using BIM (Building Information Modelling) processes.

Transpower Engineering and Technology Excellence Awards » Beca celebrated the Clutha Upper Waitaki Lines project, winning the sustainability category.

Australasian Award for Process Safety » Beca and Fonterra were recognised with the Process Safety award at the Hazards Australasia and Chemeca 2022 Gala dinner.

Bentley Systems 2022 Going Digital Awards in Infrastructure » The Takitimu North Link project was awarded winner in the Roads and Highways category at the Going Digital Awards in Infrastructure in London.

Construction Sector Accord Beacon Awards 2022 » State Highway 2 Waihi to Omokoroa (W2O) project has been identified as a 2022 Beacon – embedding a relationship-based delivery model for complex projects to deliver project outcomes.



*The Takitimu North Link project » Cut and Fill areas near Wairoa Road
Overbridge looking south with the Wairoa Valley in the distance*



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08 Business Prosperity

Beca is proudly employee owned. Around 35% of our employees are shareholders, with ownership across regions and roles. Our ownership model is underpinned by Shareholding Principles that date back to our early days: a belief that success is built on the aggregated achievements and contributions of all of us. It's about empowering exceptional people – giving those who are making a sustained contribution the opportunity to purchase shares and become owners of the company.

After a century of operation, employee-ownership remains key to Beca's future and the Beca Group Limited Board is committed to maintaining a sense of proprietorship amongst employees. This is based on the belief that people who think and act like owners are more likely to make a greater contribution to company growth and profitability and gain greater job satisfaction.

Our ownership model delivers a number of benefits to both Beca and its shareholders, including:

- A shared sense of pride and partnership
- Reinforcing a culture of collaboration, commitment and alignment of purpose
- Financial benefit from any dividends and increases in the share price
- Having greater control over Beca's future
- Driving performance and client service excellence
- A key differentiator in the market that sets us apart from our competitors
- The ability to recruit, motivate and retain talented people

In FY2023, we collectively delivered another strong financial performance, despite the ongoing challenges and volatility experienced with further disruption from Covid, inflationary pressures and extreme weather events in some of our locations.

While this strong momentum was carried into the first few months of the current financial year, the market has recently become more volatile, with projects stopping and starting, combined with ongoing regional and global uncertainty. We expect these conditions to remain with us at least until the end of the calendar year, particularly in New Zealand, with changes resulting from the recent election.

Key priorities for the year ahead include realising strategic growth opportunities in Australia and our strategic goal of becoming A Future-Fit Enterprise. An important part of this goal is the considerable investment underway in our enterprise systems and shifting to flexible and integrated cloud-based solutions to support automation. It is currently an exciting time of rapid change for Beca as we position the business for the future, to enable us to focus on delivering great work for our clients that makes everyday better.

09 Governance

Corporate Governance

Our strong governance structures contribute to the proactive management of risk and having the right strategies, objectives, actions and an enabling culture in place across the business to achieve our vision as creative people together transforming our world.



OUR BGL BOARD

The BGL Board of Directors (the Board) is responsible for maintaining high corporate governance standards and monitoring the business and affairs of BGL, including setting strategic direction, establishing goals for management, and monitoring the achievement of those goals.

Consistent with our nature as an employee-owned business, the Board is accountable to all shareholders and represents and promotes their interests with a view to building long-term shareholder value, with due regard to other stakeholder interests.

BGL Board Directors as at 29 September 2023 were:



David Carter
Executive Chair



Sandra Dodds
Independent Director



Ross George
Non-Executive Director



Thomas Hyde
Executive Director



Amelia Linzey
Executive Director and incoming Group Chief Executive



Greg Lowe
Group Chief Executive (stepping down 29 September 2023)



David Papps
Executive Director



Catherine Savage
Independent Director



Letitia Drury
Executive Director (from 2 October 2023)



Womens FIFA world cup, volunteer day Wellington

EXECUTIVE LEADERSHIP TEAM (ELT)

While the Board remains responsible for overall governance and the strategic direction of the Beca Group, as at 29 September 2023, the ELT was Beca's executive leadership body. The ELT was constituted under the chair of the Group Chief Executive and typically met every two months. Our Executive Leadership structure has been revised with effect from 1 November 2023.

ELT members as at 29 September 2023 were:



Greg Lowe
(Chair) Group Chief Executive



Kevin Doherty
Group Director – Transport & Infrastructure



Mark Fleming
Chief Financial Officer



Anne Henry
Chief People and Culture Officer



Thomas Hyde
Chief Digital Officer and Group Director – Defence & National Security



Lee Ang Seng
Managing Director – Singapore and Myanmar



Amelia Linzey
Group Director – Advisory



Don Lyon
Chief Strategy and Operations Officer



David Papps
Managing Director – Australia (Acting)



Craig Price
Chief Technical Officer



Clive Rundle
Group Director – Utilities



Mark Spencer
Group Director – Buildings



Jimmy Walsh
Group Director – Industrial



Darryl-Lee Wendelborn
Managing Director – New Zealand

SUSTAINABILITY GOVERNANCE

Beca's Sustainability Oversight Group meets regularly to enable and support our business to integrate key sustainability focus areas into our core business and market operations.

As at 29 September 2023, the group comprised of three Business Group Directors, Jimmy Walsh (Group Director – Industrial), Kevin Doherty (Group Director – Transport and Infrastructure) and Amelia Linzey (Group Director – Advisory and Chief Planner), our Chief Technical Officer Craig Price, our acting Managing Director of Australia David Papps, and our General Manager Australia Clients and Markets, Cameron Menzies. The group is chaired by BGL Board member Amelia Linzey.

The Sustainability Leadership Team is made up of Amelia Linzey, supported by two Sustainability Directors – Genevieve Smith and Tom Kelly, and our Marketing and Communications lead, Andrew Hobbs. They are responsible for a programme of activities aligned to our footprint and our handprint.

In support, established structures link into our business operations teams who look after our people, our finances, our supply chain, as well as our seven Business Groups, each with their discipline sustainability working groups and market facing leaders.

CHIEF SPECIALISTS

Chief Specialists are our more experienced and esteemed gurus – individuals who are recognised both inside and outside of Beca as leaders in their respected fields. They are Beca's ultimate arbitrators of technical advice and have proven their ability to promote innovation while balancing risk alongside other commercial drivers. Inevitably, they are also proven deliverers, work winners and people leaders, and provide aspiration for budding specialists to follow a more technical career path. Such leaders are vital to our business, as ultimately we produce a technical solution.



Rob Jury
Chief Specialist –
Structural



Amelia Linzey
Chief Planner –
Environments and
Design Practice



Do Van Toan
Chief Engineer –
Geotechnical



Jon Williams
Chief Specialist –
Project Delivery



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STAKEHOLDER ENGAGEMENT

Appendix A. Stakeholder Engagement

We have many ways in which we engage with our stakeholders, and we constantly look to understand their needs and priorities so we can respond accordingly.

STAKEHOLDER	ENGAGEMENT CHANNELS	SOME HIGHLIGHTED INTERESTS AND NEEDS
Employees	<ul style="list-style-type: none"> • One-on-one career development • Surveys • Focus groups • Webinars • Workshops 	<ul style="list-style-type: none"> • Belonging • Contribution to project sustainability outcomes • Leadership • Flexible working • Feedback
Clients	<ul style="list-style-type: none"> • Job Directors and Job Managers • Project teams • Client Relationship Managers • Direct feedback • Industry feedback • Project work 	<ul style="list-style-type: none"> • Understanding and meeting drivers, visions, and goals • Decarbonisation and climate resilience • Digital integration and efficiency • Cultural integration guidance • Social procurement • Business resilience • Health and safety
Shareholders	<ul style="list-style-type: none"> • Shareholder Portal • Annual Shareholder meeting • Board communications • Consultation sessions • Q&A sessions 	<ul style="list-style-type: none"> • Sustainable business • Healthy dividends • Robust decision making
Iwi and First Nations	<ul style="list-style-type: none"> • Direct feedback and engagement • Strategic partnerships 	<ul style="list-style-type: none"> • Improve collective knowledge, understanding and practice of Te ao Māori • Partnership • Employment and development opportunities • Reconciliation
Partners and suppliers	<ul style="list-style-type: none"> • Collaboration on our clients' projects • Corporate activities 	<ul style="list-style-type: none"> • Mutually beneficial relationships • Trust • Integrity
Local communities	<ul style="list-style-type: none"> • Delivery of our clients' projects • Community partnerships • Pro-bono activities 	<ul style="list-style-type: none"> • Environmental health • Transparency • Giving back
Professional bodies and industry groups	<ul style="list-style-type: none"> • Involvement in professional institutes • Governance on Boards • Conferences and events • Mentorship • Sponsorship 	<ul style="list-style-type: none"> • Maintain professional standards • Giving back • Leadership • Social and environmental responsibility

B.

GROUP STATISTICS

STAFF NO. / LOCATIONS

Total Head Count No.		3,949
Location	Offices	Employee No.
New Zealand	Auckland	1,395
	Christchurch	401
	Dunedin	46
	Hamilton	170
	Hastings	10
	Nelson	29
	New Plymouth	51
	Palmerston North	25
	Tauranga	295
	Wellington	330
	Whangārei	23
Queenstown	19	
Australia	Adelaide	2
	Brisbane	68
	Canberra	16
	Melbourne	337
	Newcastle	108
	Sydney	149
	Wollongong	5
Indonesia	Jakarta	166
Netherlands	Amsterdam	3
Singapore	Singapore	161
Thailand	Bangkok	80
Malaysia	Kuala Lumpur	1
Myanmar	Yangon	40
Philippines	Manila	3
Pacific Islands	Fiji	4
	New Caledonia	11
	Samoa	1

NATIONALITIES

We have **80** nationalities.

Here are the most common ones:



GENDER

Career level 2023

	Graduate %	Professional %	Associate %	Principal %	Executive %	All Employees %
Female	41.5	41.7	24.1	17.5	21.0	34.4
Male	58.1	55.9	73.5	80.9	79.0	63.0
Not Specified	0.4	2.4	2.4	1.6	0.0	2.6

Beca has a 40/40/20 gender target across all levels of our business by 2030.

Pay gap 2023

The tables below show the high level results of Beca's most recent review of gender pay gap and gender pay equity gap. Reporting is for countries where there are sufficient employee numbers to ensure confidentiality.

New Zealand %	Australia %	Singapore %	Indonesia %	Thailand %
23.8	26.0	35.1	29.2	24.0

Pay gap compares the median full-time equivalent remuneration for each country.

Pay equity 2023

New Zealand %	Australia %	Singapore %	Indonesia %	Thailand %
1.8	1.6	1.7	-6.9	0.8

Beca's gender pay equity target is +/-1%. Pay equity is based on the average of each Career Level.

ETHNICITIES

We identify with **101** ethnic groups.

Here are the most common ones:



AGE

All employees

Fiscal Year	<30	30-50	>50	Not Declared	Average Age
2023	26.3%	55.1%	18.0%	0.6%	39

Career progression

Career Progression	<30	30-50	>50	Not Declared
Graduate	91.0%	9.0%	0.0%	0.0%
Professional	29.0%	60.5%	9.5%	1.0%
Associate	0.4%	76.3%	23.1%	0.2%
Principal	0.0%	45.4%	54.4%	0.2%
Executive	0.0%	9.5%	90.5%	0.0%

FULL TIME / PART TIME

All employees

Fiscal Year	Full Time	Part Time
2023	89.7%	10.3%

CAREER PROGRESSION

Career Progression	Full Time	Part Time
Graduate	97.5%	2.5%
Professional	90.2%	9.8%
Associate	86.1%	13.9%
Principal	86.4%	13.6%
Executive	90.5%	9.5%



 **Beca**