



Impact Report 2023

The impact we have with industry, clients and in the environment. In the period 1 April 2022 to 31 March 2023.



Dashboard FY23

We are a successful professional services firm based in Aotearoa New Zealand providing transport and location intelligence.

Growth

OUR PEOPLE

Total Team: 88

31 MARCH 2023

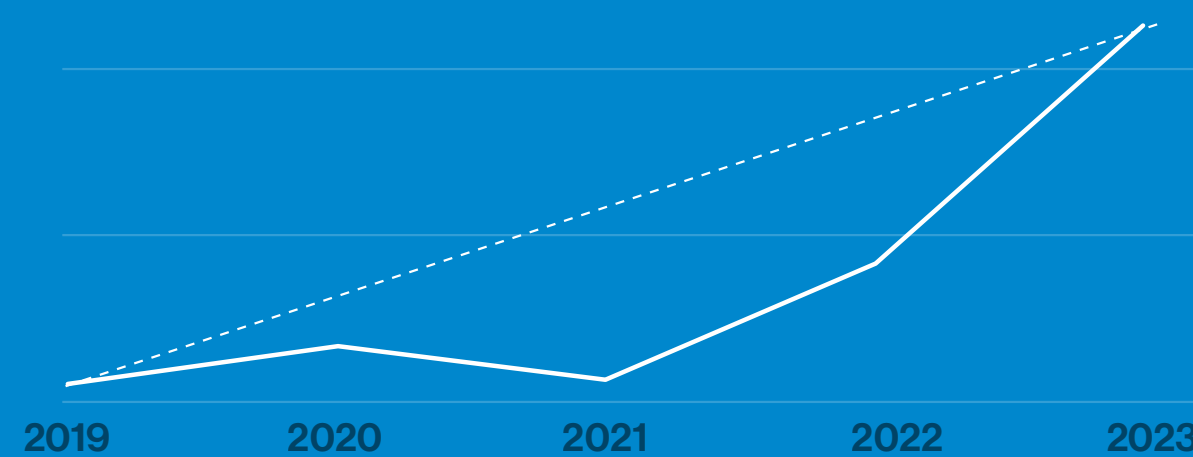
37% FEMALE | 63% MALE

NATIONALITIES

USA, South Africa, Iran, Taiwan,
Philippines, Nepal, Fiji, India, China, UK,
Aotearoa New Zealand

AVERAGE LENGTH OF TENURE **3.53 years**

INCOME PER PERSON



OUR OFFICES

25 Auckland

11 Wellington

49 Christchurch

6 Remote



COUNTRIES WE WORK IN

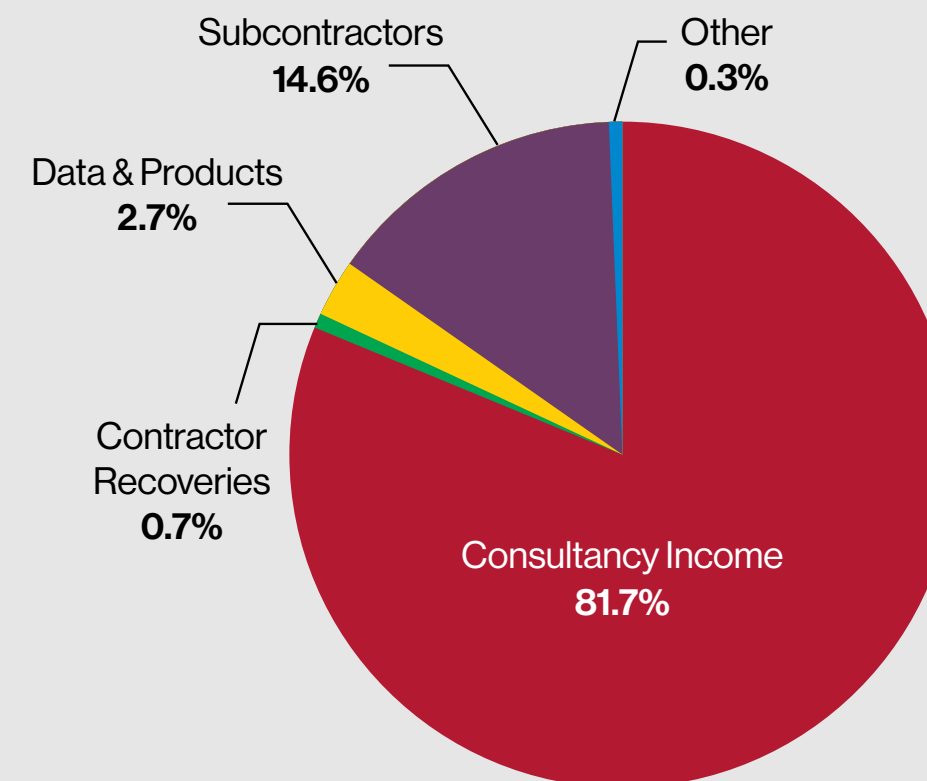
Aotearoa
New Zealand

Australia

U.S.A

Performance

REVENUE SPLIT



REVENUE

+42%

PROJECTS WORKED ON

431

Sustainability

EQUIVALENT GREENHOUSE GAS EMISSIONS

156 tCO₂e

LOST TIME INJURIES

0

HEALTH & SAFETY MEETINGS

11

SITewise STATUS

GOLD

Introduction



This is the first impact report we have produced. The objective of this report is to provide an overview of the positive change we inspire in the work that we do.

We are experts and recognised leaders in road safety, active and public transport modes, business cases and modeling, and spatial and digital software and engineering. We recognise the commercial opportunities in our work, and our societal obligations as professionals to share our knowledge and expertise. It is our responsibility to encourage greenhouse gas emission reduction through transportation mode shift, enable reductions in deaths and serious injuries on roads and provide data and tools to enable our clients to deliver on their own sustainability goals.

The opportunity to play an enduring and critical role in our communities is shared through our widely owned and understood company purpose to; Inspire Positive Change.

As our organisation has adapted to changing business and social conditions, we have continued to embrace diversity, provide meaningful and valuable work for our teams, and delivered change making projects for our clients. We've also started to look internationally for opportunities to spread the positive impact our organisation can deliver. This now means we export our expertise and we're working outside of Aotearoa New Zealand.

Whilst last year's business environment continued to be challenging, as the impact of COVID-19 ebbed and flowed in the wider community, we achieved great results. We continued to deliver projects that had a positive impact on the for our clients and the communities that benefit from our work.

This report sets out our achievements for the financial year ending 31 March 2023 and we look ahead to the goals we have set for ourselves in the next few years. We are excited about the future. We hope this report inspires you in your work.

A handwritten signature in black ink, appearing to read 'Ross Major'.

Ross Major

Elected chair

A handwritten signature in black ink, appearing to read 'Steve Abley'.

Steve Abley

Chief Executive

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About Us

This section briefly describes our business, how we came into existence and why we remain doing what we do.

1.0



1.1 Our Story

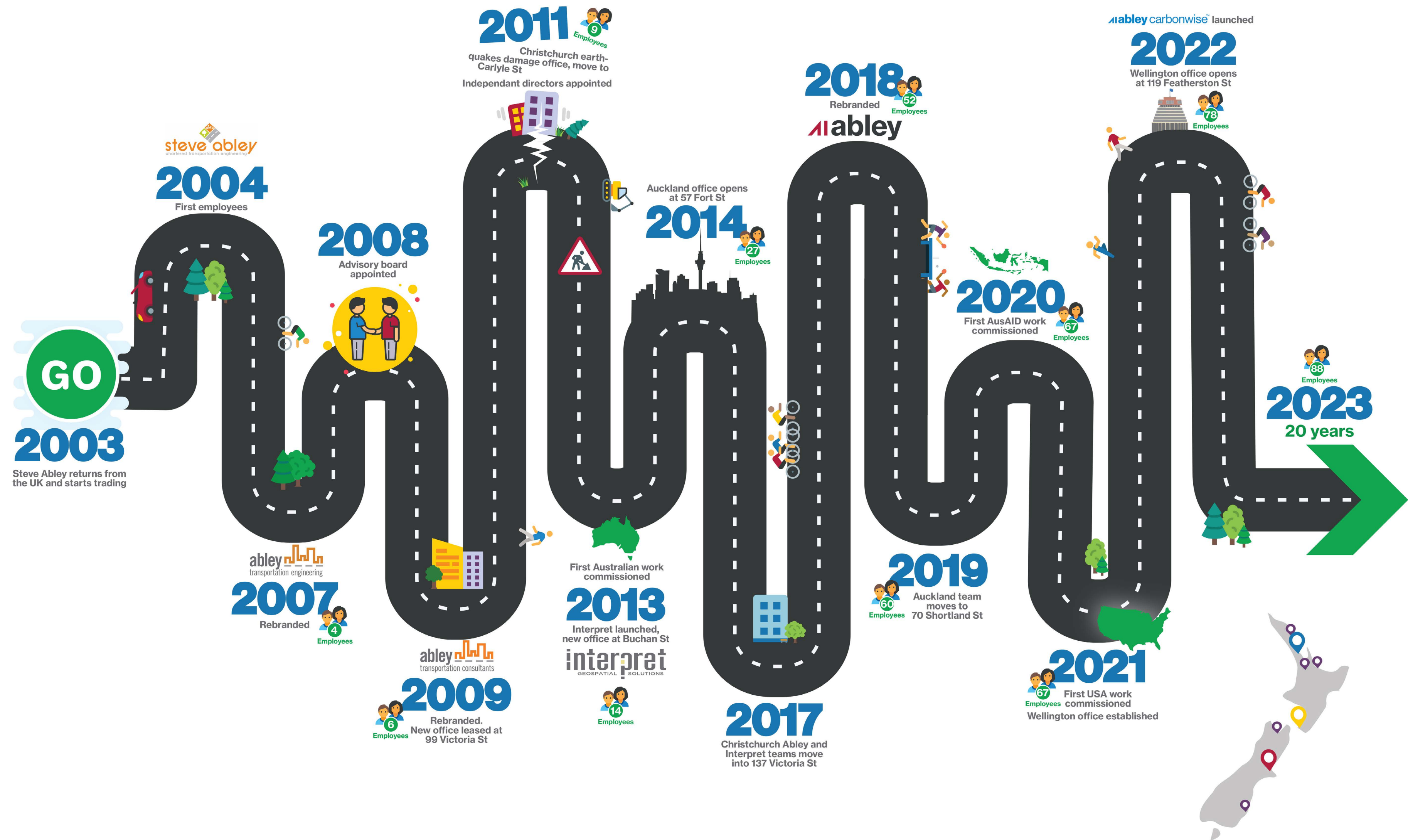
We've evolved a lot since our founder Steve Abley set up business as a chartered engineer, offering transportation consulting in 2003.

The seeds of our success were sown early in our evolution. Our founder, mapped all the pedestrian crossings in Christchurch as part of his final year university project. He loved the complexity of transport engineering and recognised the importance of safe journeys for communities.

In his first projects as a transport consultant, Steve saw the potential to gain deeper insights with data and spatial technology. This laid the foundations for our dual transport and location data expertise.

Today we are a team of 88 transport planners, engineers, sustainability professionals, and designers with offices in Auckland, Wellington and Christchurch. We bring together a deep industry knowledge and internationally renowned expertise in road safety, active and public transport, business cases and modeling, spatial and digital software and engineering to create unique and scalable value in our chosen markets.

We're driven by our core purpose of Inspiring Positive Change to ensure we empower people to take smarter decisions for our communities, our environment, and for future generations. We work to enable careers that produce lifelong leaders by combining our transport and location intelligence expertise.



1.2 What Drives Us to Succeed

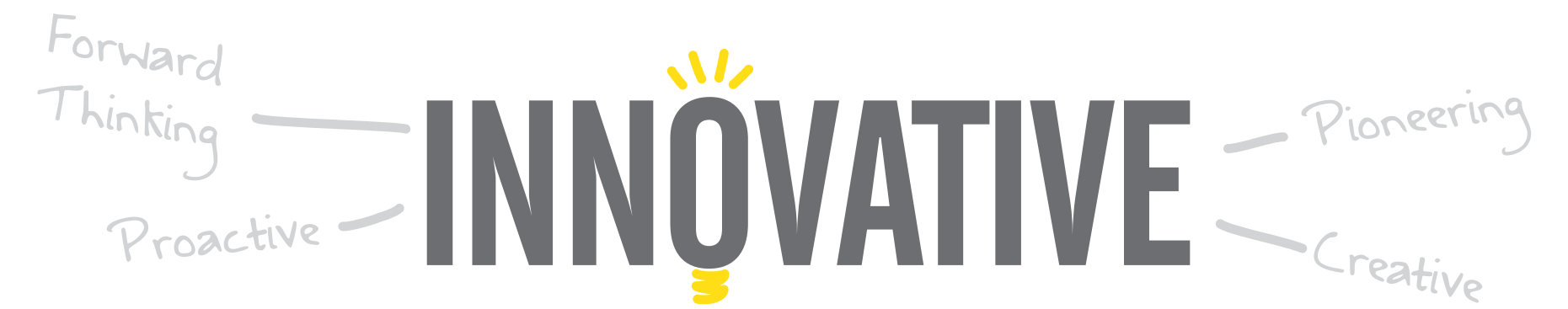
We're driven to success because we have a common purpose. Our purpose is to: Inspire Positive Change.

There is a lot of change happening in the world, it is our imperative to ensure we stimulate, enthuse, and show how change can result in positive outcomes. We do that by combining our technical capabilities, enabling smarter decisions, and producing leaders.

We will have achieved our purpose when we are Australia's leading provider of transport and location intelligence expertise. This goal is tightly aligned with how we work and informed by our mission, values and delivered through our approach to business.

While embracing the strategic growth necessary to achieve our goal, including financial growth and value creation, we deliver through our values. Unsurprisingly, they are at the forefront of our organisational culture.

Our values were developed almost at our inception and have stood the test of time to provide the foundation for the work we do. We live our values; they provide us with guidance for the decisions we make. We embed our values in our internal policies and procedures, and they challenge us when we are faced with decisions as to our next actions. If there is ever an organisation that exemplifies that culture smashes strategy, we are that organisation. We're very proud of our values.



1.3 How We Create Value

It has only been over the last few years that we have actively strengthened and developed our business strategy away from a simple and somewhat accidental strategy of 'do good work, get good work'. We now review and evolve our strategy to ensure we are continuously progressing towards our goal to be Australasia's leading transport and location intelligence provider.

To achieve our BHAG¹ we now align ourselves with 4 strategic approaches.

These are:

- Technology First
- Customer Centred
- Industry Leadership
- Deliver Excellence

Within our annual planning and budgets, we look at the key actions and deliverables that align with these areas. In doing so we ensure there is clear understanding amongst our people as to how each of us contributes towards our strategy.

This year we set ourselves targets to:

- Deliver Excellence through improved recruitment planning and tools;
- Be Industry Leaders through the showcasing of our work at the Australasian Road Safety Conference;
- Put Technology First by developing an Integrated Technology Strategy for the business and implement our new product development framework and process; and
- Continue to be Client Centered by reimplementing the way that we use our CRM to manage our sales pipeline and introduce strategic client management in the business.

Some of these initiatives were not implemented with as much vigour as others and those learnings have been applied to the setting of our initiatives for next year. Additionally, we need to be agile to changing market and business conditions, and our capacity for change is carefully balanced against the delivery of client projects. It is our work on projects and the associated revenue that provides us with the platform to invest, deliver on our initiatives and ultimately grow.

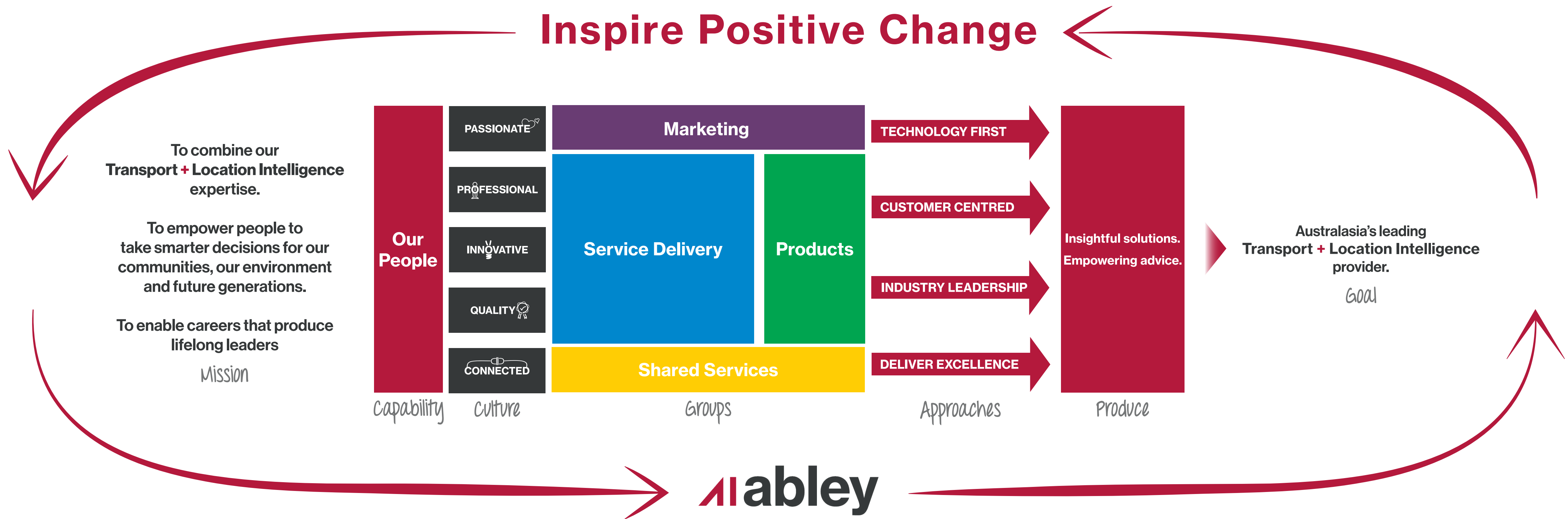
Our business strategy demonstrates why we do the things we do. As we have grown, our business strategy has also grown. Our It is now central to our journey of value creation.



***“The building blocks that together lead us to inspire positive change are also the building blocks to value creation.*”**

We know that when we inspire positive change our people and our clients will stay with us and return in the future.”

1.3 How We Create Value



Our Impact with Industry

This section provides a macro view of the marketplace, our relevance in the market place and how we go about creating value that means we remain relevant, and recognised.

2.0



2.1 Market Overview

Infrastructure and transport are going through a significant period of change, driven largely by the continued growth in the urbanisation of the way we go about our daily lives. By 2050, it's estimated that between 70-80% of the world's population will live in urban areas².

City planning, urban development and infrastructure are critical in developing urban environments where we can all thrive. Of the UN's 17 Sustainable Development Goals established in 2015, Goal 11, 'Sustainable Cities and Communities' has affordable and sustainable transport systems as one of its 10 targets³. This sets the framework for how member nations are approaching transport planning.

Within Aotearoa New Zealand, we've seen an average annual population growth of 1.2% over the last five years to the year ending December 2022⁴. Put simply, this requires more infrastructure services for New Zealanders including roads, public transport choices, homes, schools and related public and private sector amenities.

Aotearoa New Zealand's vision for 2050⁵ is 'for a sustainable, multi-modal land transport system where public transport, active or shared modes are the first choice for most daily transport needs'⁶. The Aotearoa New Zealand Infrastructure Commission's May 2021 Sector State of Play report on Transport reaffirms within their 30 year strategy to 2050 the critical role transport infrastructure plays when supporting the environmental, social, cultural and economic wellbeing for all New Zealanders⁷.

The New Zealand Transport Agency Waka Kotahi sets out the context for change in their Plan (2019) that seeks to increase the wellbeing of Aotearoa New Zealand's cities by growing the share of travel by public transport, walking and cycling⁸.

It's within this changing macro environment that our core expertise and value proposition is enabled. In short, there is strong demand for the offering we provide.

Similarly, Aotearoa New Zealand's vision is that our people, communities, economy and environment are flourishing and prosperous in the digital era.⁹ The change from analogue to greater digital enablement provides necessity to change, and business opportunity. That opportunity is realised when deployed within traditional industries, such as within our core expertise of transportation.

We operate in the business to business sector. Our market is defined across three core categories being: road safety, built environment and digital technology.



Our offerings

	Road Safety	Built Environment	Digital Technology
Target market	Local & Central Government Road Safety Planners Road Safety Engineers	Local & Central Government Project Managers Planners Land Developers	Digital Architects Digital & Software Developers Local & Central Government Project Managers
Expertise offered	Strategy & Planning Transport Design Road Safety	Active Modes Strategic Business Cases Transport Modeling Land Development	Geospatial Services Digital Engineering Software Development
Type of delivery	Professional Services Data Products Safe System Products	Professional Services Data Products	Location Data Analytics Software & Web Solutions Network & Cloud Based Infrastructure FME Data Solutions

2.2 Our Market Position

Our business is domestically focused, with Aotearoa New Zealand contributing over 90% of this year’s revenue. Australia is our next biggest market contributing 6%, followed by the United States at 1%. This trend for increasing international sales commenced in 2013.

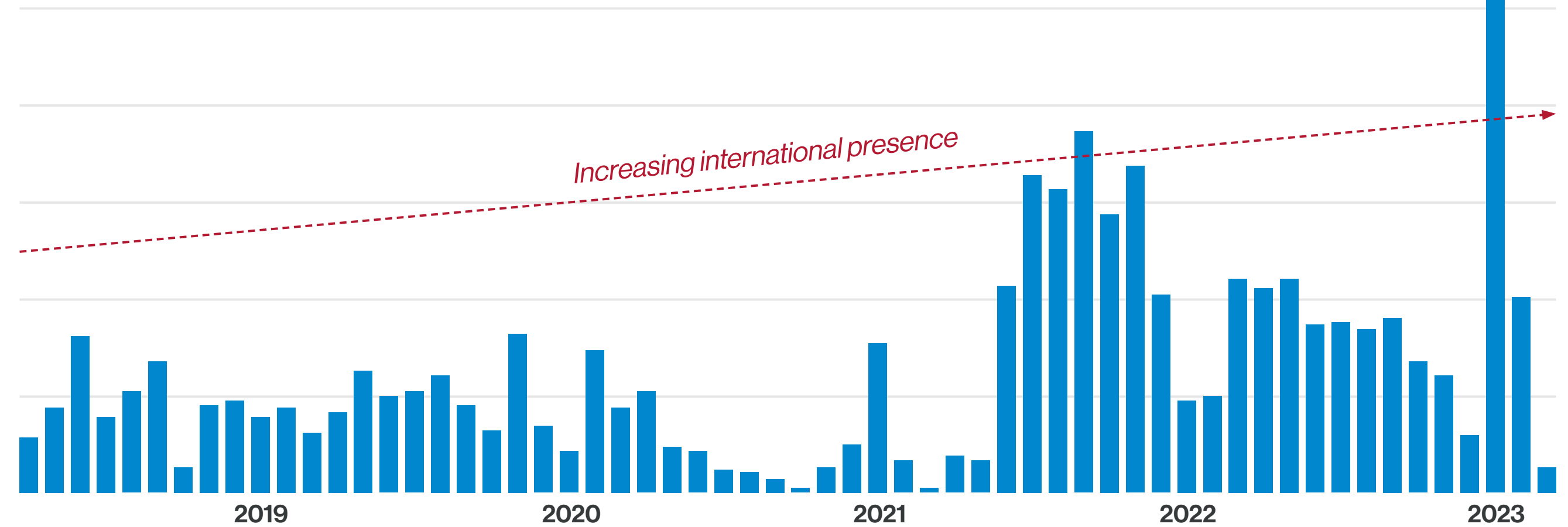
Our international revenue is almost entirely derived from services and products relating to our road safety expertise.

Our expertise and growing reputation has resulted in consistent revenue growth over the last five years. Our traditional professional services revenue has increased on average 14% year on year. That is even considering our 2021 revenue was over the last two years significantly impacted by COVID-19 before reverting to a similar growth trajectory.

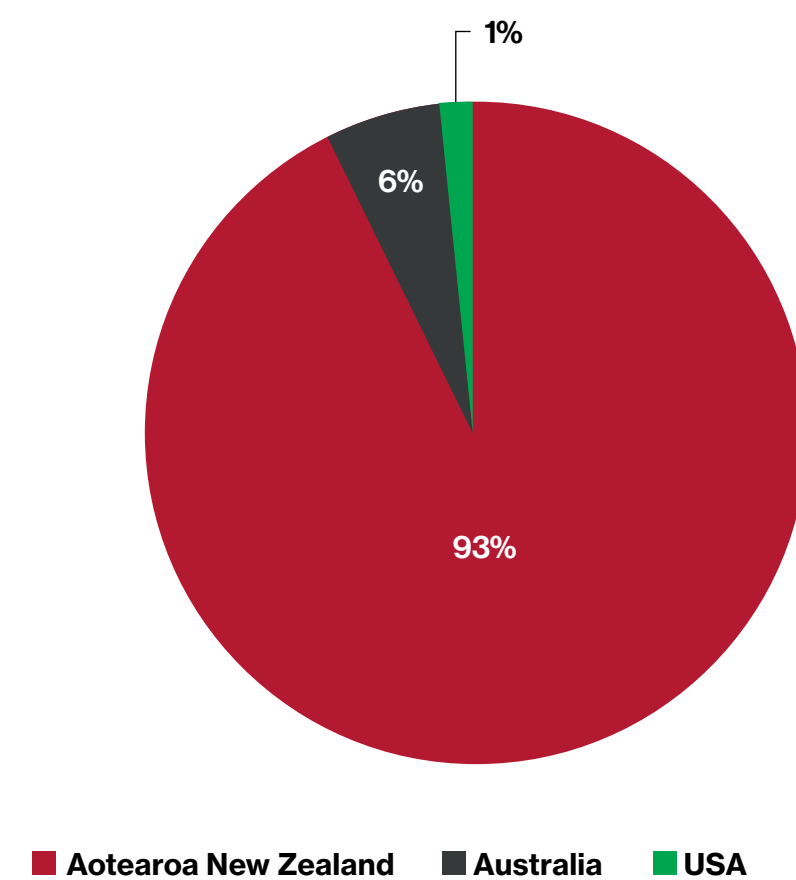
“Aotearoa New Zealand remains our core market, but we are increasingly sought out by international clients.”

This year we have been successful securing significant long term client projects, demonstrating a maturity in the business that moves us beyond simply being a boutique consultancy firm. We are now the prime consultant for the StepChange Consortium¹⁰ delivering expertise to Let’s Get Wellington Moving, and strategically important business case work for Auckland Transport’s First and Final Mile project. These projects increase the opportunity we have to deliver further significant long term programmes of work and develop our internal operations and delivery methods so we continue to deliver excellence.

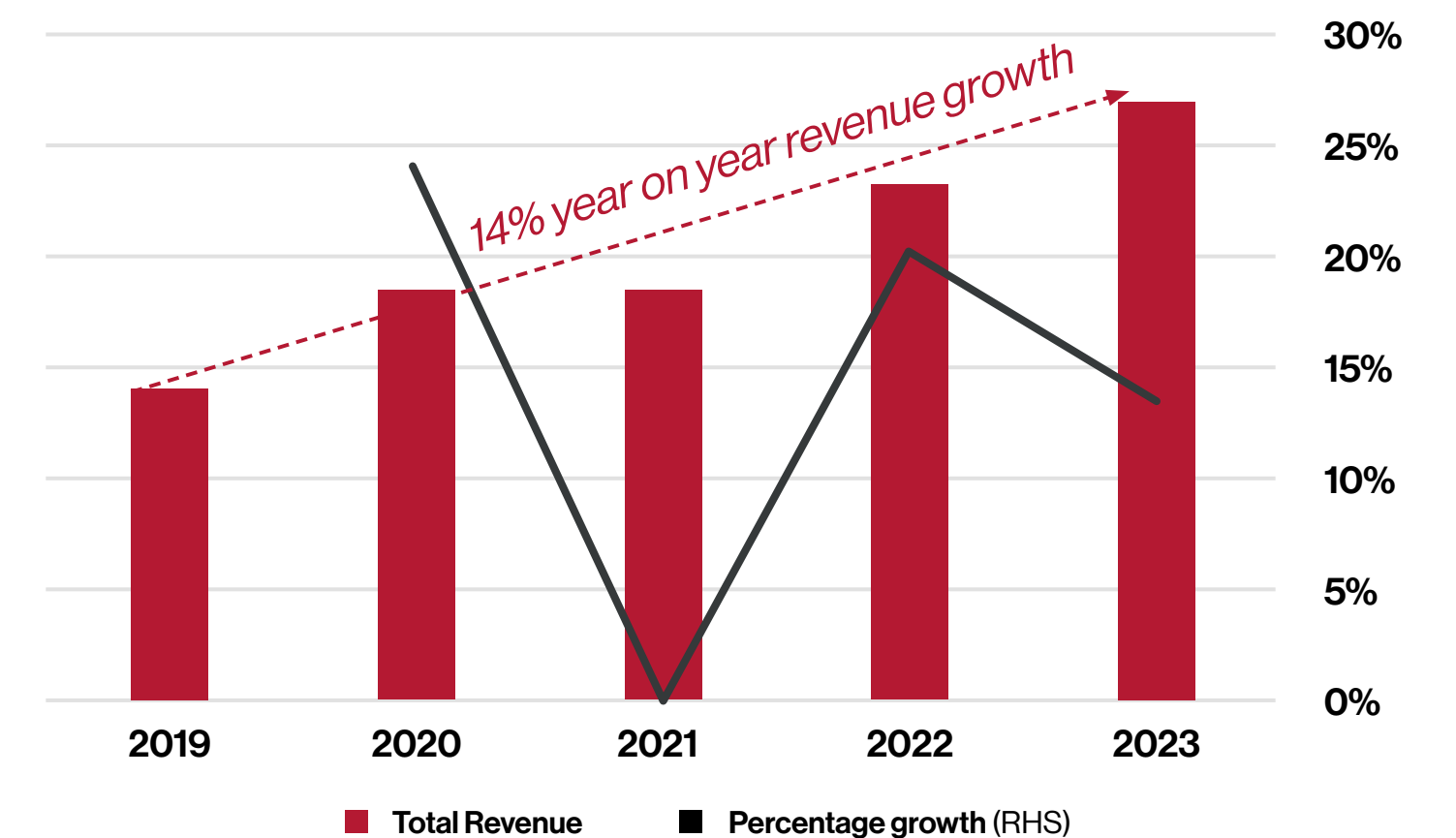
International Revenue Growth



Revenue by Location

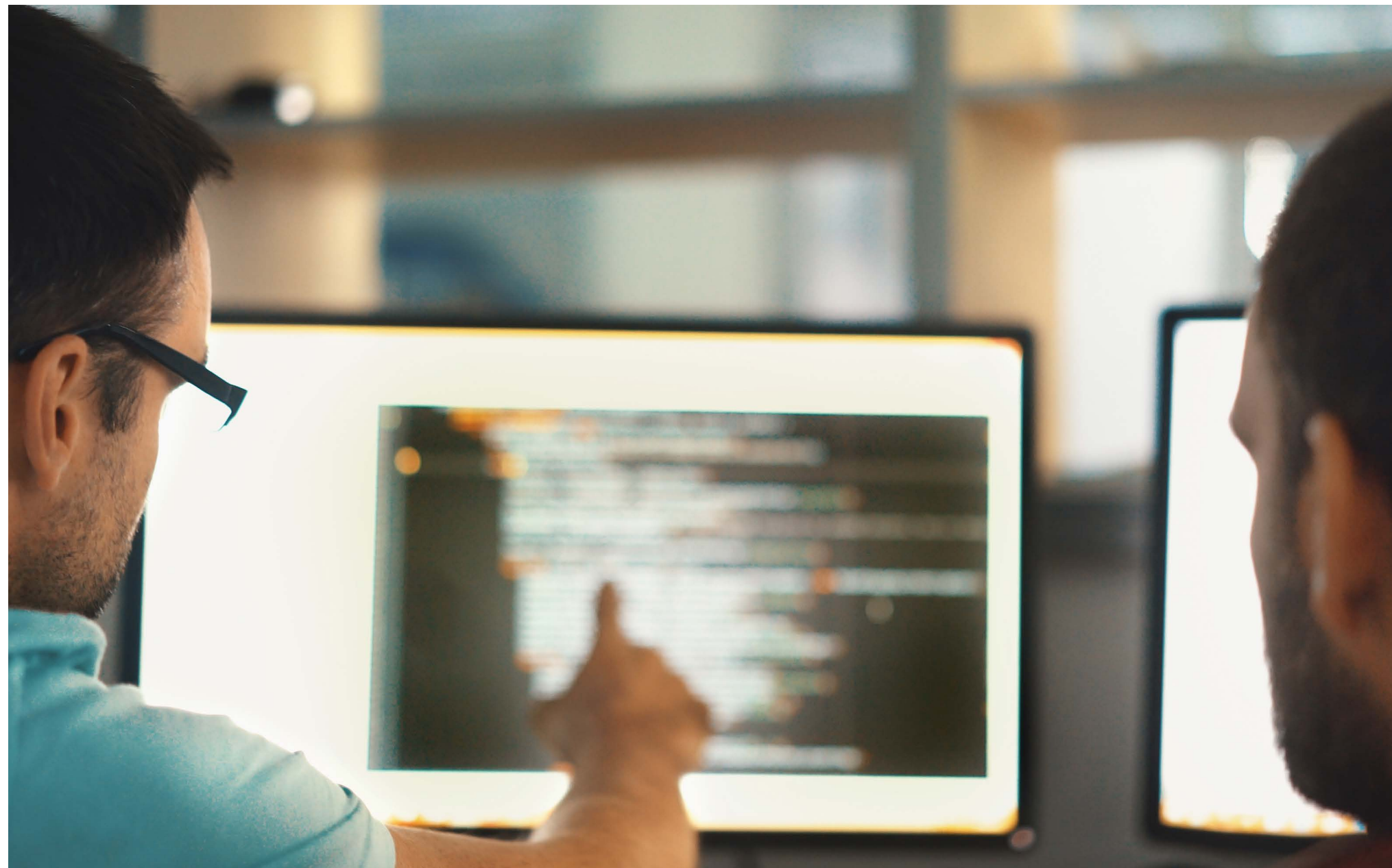


Overall Revenue Growth



2.3 Intellectual Property

This year we formalised our new product development process to ensure that our innovation is well managed and focused on achieving our strategic vision. Innovation is one of our core values and one that has provided us a point of difference since our inception. We continue to invest into our long term future.



“Innovation remains our pathway for ongoing and scalable growth. We’re committed to creating value through new ideas and new ways of delivering professional services.”

Helpfully, this year we received significant funding from the New Zealand Transport Agency Waka Kotahi Innovation Fund to develop and trial a prototype for a commuter management platform. We named that platform OurCommute. The platform enables employers to provide their employees with personalised travel planning and incentives to change their commute behaviours.

As part of this project we added the resources of a Master of Health Psychology student that was externally funded for 10-weeks by a Callaghan Innovation Research and Development Experience Grant. The student provided valuable insights into behavioural change models and how these can be applied to transport choices to promote mode shift.



2.4 Industry Recognition

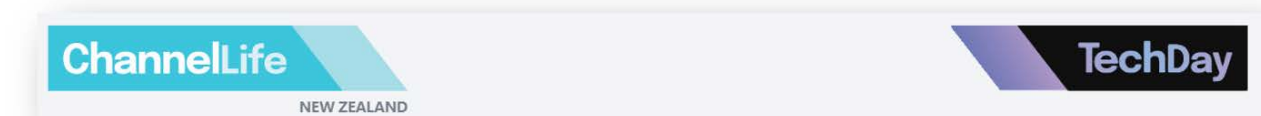
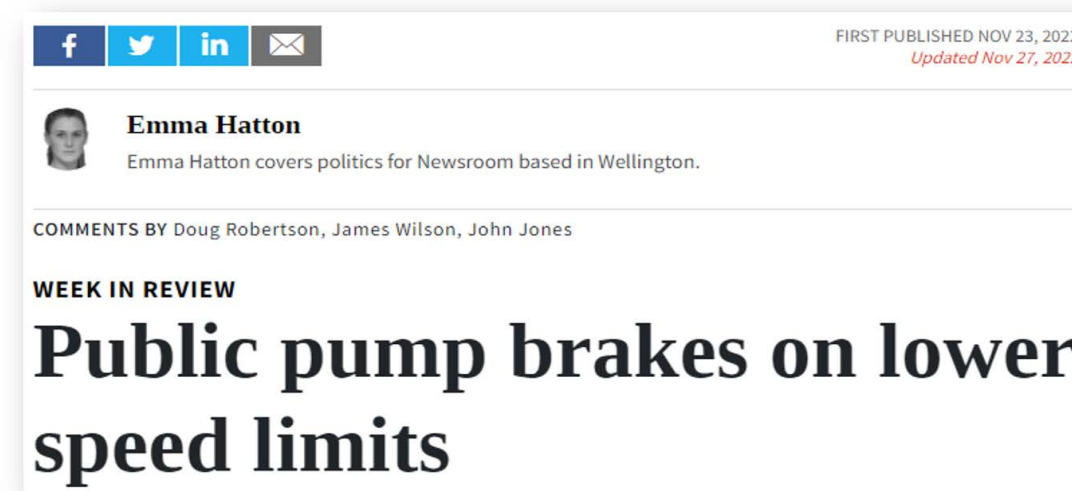
We have been consistently recognised for our thought leadership and location intelligence capability, particularly in the road safety (transport) and geospatial fields. This year we sponsored and exhibited at the New Zealand Transportation Group Conference, the Association of Transportation Safety Information Professionals (ATSIP) (USA) and the Australasian Road Safety Conference (ARSC).

Our expertise in transport planning, road safety and our recently launched commuting emissions tool CarbonWise™ has enabled wider media coverage than in previous years. This media coverage has promoted the benefits of safer speed limits and taking a technology driven approach to help commuters measure and track their emissions.

The media attention has covered multiple news publications such as Stuff,¹¹ Newsroom,¹² Trademe¹³ and Radio New Zealand,¹⁴ as well as New Zealand’s technology website, ChannelLife.¹⁵ These articles have aligned with our purpose and demonstrated the positive changes we are enabling.

Our Awards

Year	Business Area	Issuing Body	Award
2023	Built Environment	Transportation Group Conference (New Zealand)	Best Think Piece Paper: ‘Setting up for Success – Designing for People’
2023	Organisational	Geo Awesome	Global Top 100 Geospatial Companies
2022	Organisational	Beaton Research Client Choice Awards	Best GIS and Spatial Firm
2019	Road Safety	Transportation Group Conference (New Zealand)	Best Practice Paper and Best Conference Paper: ‘Understanding Vulnerable Road User Crash Risk’
2018	Road Safety	ATSIP International Traffic Records Forum (USA)	Best Practice Data Visualisation Project Award for ‘Safe Curves’
2017	Road Safety	Transportation Group Conference (New Zealand)	Best Paper and Best Practice: ‘A Fresh Approach for Prioritising and Treating High Risk Curves’



First digital tool to help reduce commuter carbon emissions

2.5

CarbonWise™

CarbonWise™ is a tool we have created and we ourselves, that measures employee commuting emissions. CarbonWise™ is protected by trademark in Aotearoa New Zealand and Australia.

In Aotearoa New Zealand there are two external drivers for public and private sector organisations relating climate reporting. These are:

- **Carbon Neutral Government programme**

Organisations in the Carbon Neutral Government Programme measure, report, and aim to reduce their emissions. This also aligns with the metrics and targets aspect of the task force on climate related financial disclosures framework. But the Carbon Neutral Government Programme goes further than the climate related disclosures requiring Carbon Neutral Government Programme participants to set targets to reduce emissions in line with a 1.5 degree reduction pathway, and introduce a reduction plan. The intention is also for these organisations to offset remaining gross emissions from 2025 to achieve carbon neutrality. They must include this information in their annual reports and provide it to the Ministry for the Environment each year to show their progress over time.¹⁶

- **The Climate-related Disclosure regime**

This is mandated by legislation (Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021) and captures approximately 200 large financial institutions in Aotearoa New Zealand. It requires these institutions to publish disclosures from financial years commencing on or after 1 January 2023. In many cases these are private sector organisations with a high proportion of emissions emanating from Scope 3 emissions sources¹⁷ (of which employee commuting is one).



CarbonWise™ fulfills several strategically important goals:

- Our first commercial release of a 'product'
- Targets major corporate clients with scale or brand that aligns with our brand
- Extends our brand to an adjacent market
- Paves the way for future product offerings
- Repeatable service offering that is scalable.

CarbonWise™ is a niche product that we have sold to a number of blue chip clients. These clients have either had measuring and reporting obligations imposed on them, such as in the financial sector and some government bodies, or they have voluntarily subscribed to improving environmental outcomes.

This year we successfully passed an independent audit of the CarbonWise™ methodology and survey inputs.¹⁸ The audit was conducted by Toitū Envirocare, an emissions certification body in Aotearoa New Zealand. This means that CarbonWise™ survey results have been verified as Toitū Carbon Compatible and we can advise our clients that CarbonWise™ results can be treated as pre-verified data suitable for use in ISO 14064-1:2018 compliant systems.

Our Impact with Clients

This section demonstrates the strength of relationships we have with our clients and provides a sample of our recent work.

3.0



3.1 Our Critical Enablers

Our Clients chose to work with us for many reasons, but almost always find amongst them is our expertise and relationships and the trust our clients have in us to deliver.

Our long standing relationships are built on a symmetry of values approach. That means 83% of our clients (94% by value) return for future engagements. This year these important and enduring relationships constituted 90% of our revenue.

One of the greatest positive changes we can have for our clients is when we apply our expertise and work in partnership to support wider shared goals. One such project is the New Zealand Transport Agency Waka Kotahi's Road to Zero programme. This enables us to combine our technology first approach with our road safety expertise.

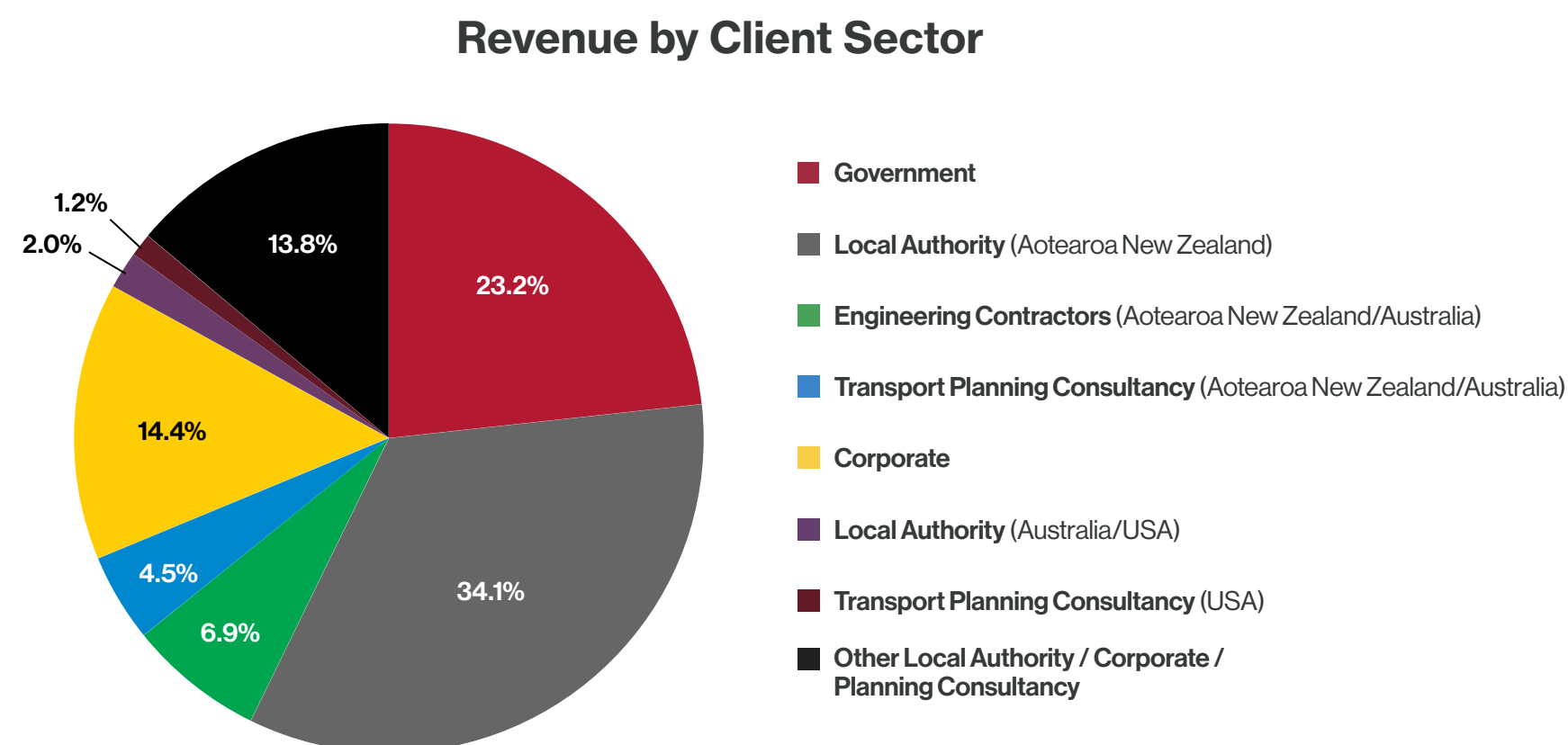
Over half of our revenue (when classified by annual client billings of \$100,000 or greater) are within the Government and Local Authority sectors.

Our broad geographic coverage in Aotearoa New Zealand enables a range of Local Authority clients including Auckland Council, Auckland Transport, Wellington, Tauranga, Gisborne, Christchurch, Timaru, Dunedin City Council as well as Regional Councils.

We actively participate in the independent annual Beaton Voice of Client satisfaction survey. This year our spatial expertise was recognised as industry leading across the Public Administration and Safety, Financial Services, Agriculture, Manufacturing, Construction and Information media and telecommunications sectors.

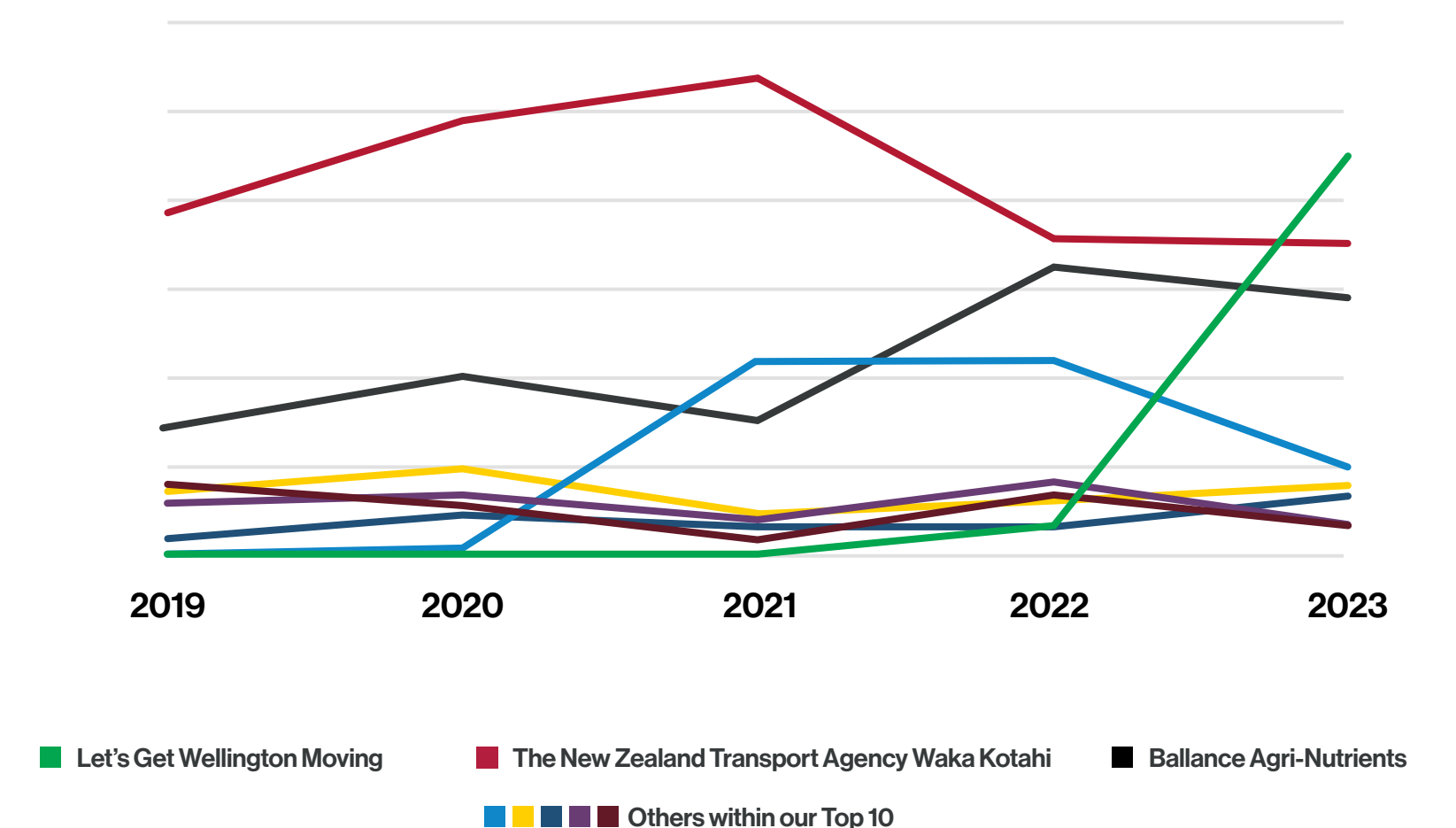
Our clients within the survey rated us as easy to do business with, and for having their best interests front of mind.

When reviewing our top 10 clients by revenue, our clients are spread across the different business areas that we operate. The Let's Get Wellington Moving consortium, The New Zealand Transport Agency Waka Kotahi and Ballance Agri-Nutrients were our top three clients by revenue. Our transport planning, local authority and corporate sectors are all continuously represented at a meaningful level.



“Abley provided high quality exceptional technical and professional services to support our program of work. They were attentive to our needs, with excellent knowledge in our sector, able to deliver the required products within an acceptable time frame. It is like they are part of our business — the energy, passion and commitment are commendable!”

Top 10 Clients by Revenue FY19-FY23



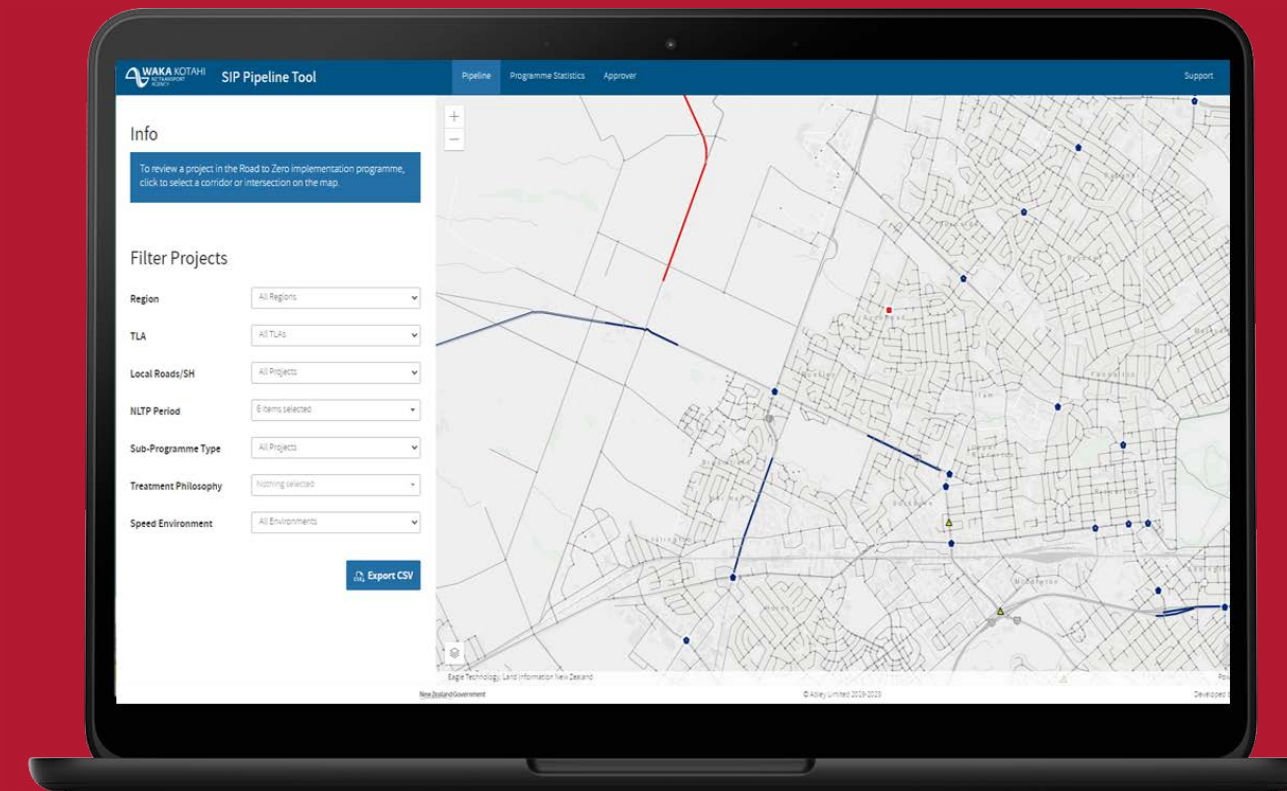
3.2 NEW ZEALAND TRANSPORT AGENCY WAKA KOTAHI Pipeline Development Tool

The New Zealand Transport Authority Waka Kotahi Road to Zero strategy sets out the vision for an Aotearoa New Zealand where no-one is killed or seriously injured in road crashes. To support that outcome, we were asked to develop an interactive tool that would be used to create a 10-year work programme.

Within the wider strategy, The New Zealand Transport Agency Waka Kotahi need to move to a decision based insight 'layer' that could help prioritise safety improvements and associated forecast reductions in serious crashes. They had previously worked with us on a risk assessment tool, and together we leveraged that knowledge and technical expertise to develop a Pipeline Development Tool. This interactive tool is a first for Aotearoa New Zealand that helps facilitate planning conversations and prioritisation so the right programme is developed to enable the Road to Zero strategy to be realised.

We enabled the development of the Pipeline Development Tool. We engaged with local councils and others, and held over 200 workshops to ensure both a quantitative risk, and local market insights and expertise were leveraged. This ensured the tool provided the right evidence based recommendations.

The Pipeline Development Tool is now being used to help steer the Road to Zero strategy towards more evidence based decision making. It's being used to plan the programme of work for The New Zealand Transport Agency Waka Kotahi's Speed and Infrastructure team for the next land transport funding period.



“Reducing road death and serious injury provides meaningful work for our people - it provides purpose and our work is inspiring change dramatically and internationally.”

BALLANCE AGRI-NUTRIENTS

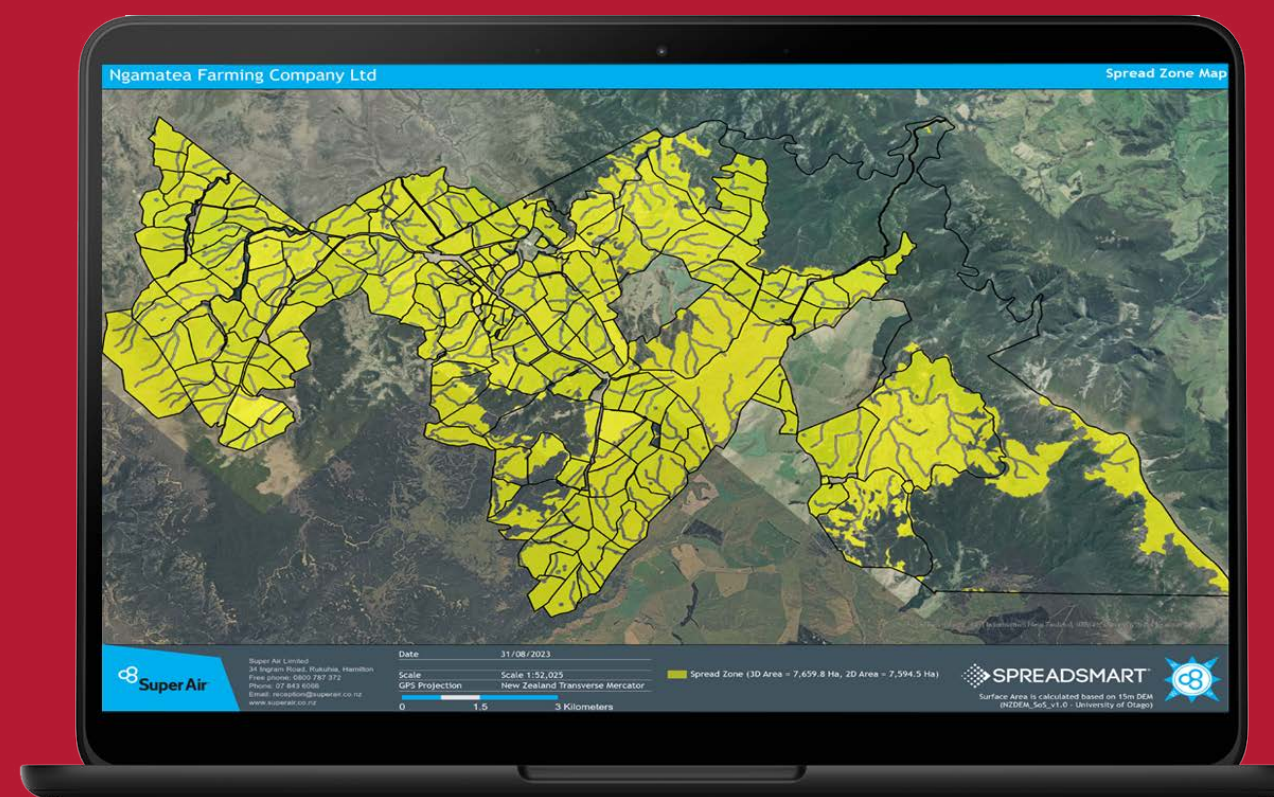
3.3 Making Topdressing more Accurate with SpreadSmart

SpreadSmart makes aerial topdressing more efficient, accurate and sustainable by identifying areas to exclude from fertiliser application – this is great for both the farmer’s wallet, and the environment.

SpreadSmart analyses location data and uses machine learning to create detailed maps of farms for aerial topdressing. The maps are automatically referenced by the plane’s navigation system, also making it safer for SuperAir pilots to apply fertiliser on-farm.

Before Ballance Agri-Nutrients implemented our automated process, the SpreadSmart mapping process was manual and cumbersome. It took anywhere up to four hours and seven different touch points to create plans for each farm. Ballance Agri-Nutrients’s GIS analysts would spend hours setting up files, importing data, running processes, and keeping them running. Not only that, but map storage was rudimentary, with no easy way to search and retrieve existing SpreadSmart plans.

Abley worked with Ballance Agri-Nutrients to automate the process using Partner Safe Software’s FME. Now all the GIS analyst needs to do is load the plans for a property and quality check the modelled results before marking them as final. We’ve also built a search function so Ballance can retrieve existing SpreadSmart maps fast. The other benefit is the new FME tool is very hands off. Now a Ballance Agri-Nutrients GIS analyst can set and forget, get on with other work and be automatically notified when the plans are ready.



“The tool we provided Ballance Agri-Nutrients has provided a 600% increase in efficiency.”



3.4 QUEENSTOWN LAKES DISTRICT COUNCIL Emissions Reduction through Travel Plans

Council (QLDC) are New Zealand leaders when it comes to taking responsibility for their organisational environmental impact. Their climate action planning is ahead of the game.

One-way QLDC are an exemplar of best practice is their recent investment in a travel plan designed to reduce their commuting and business travel carbon emissions. Given our specialist expertise, we were asked to develop the plan.

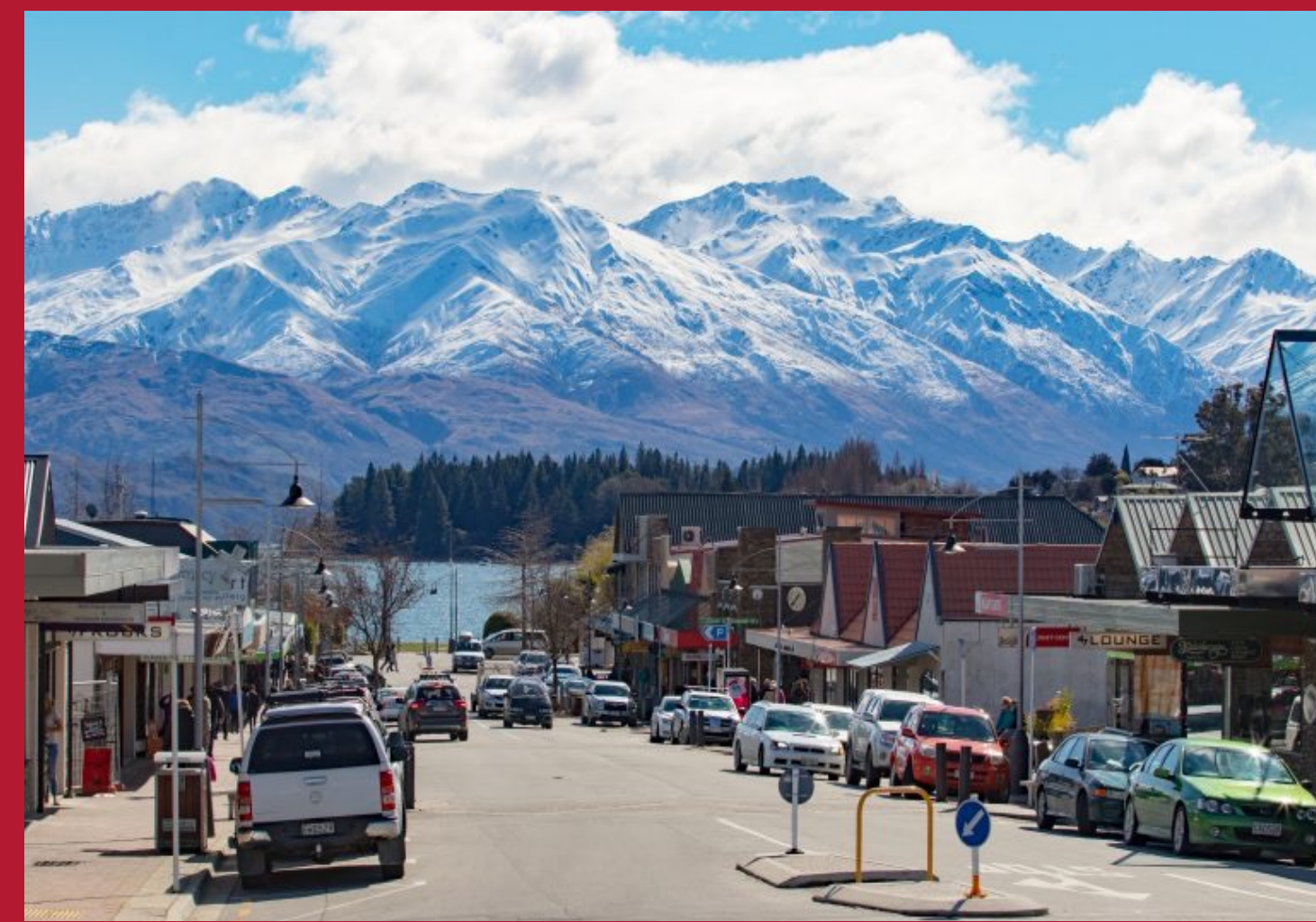
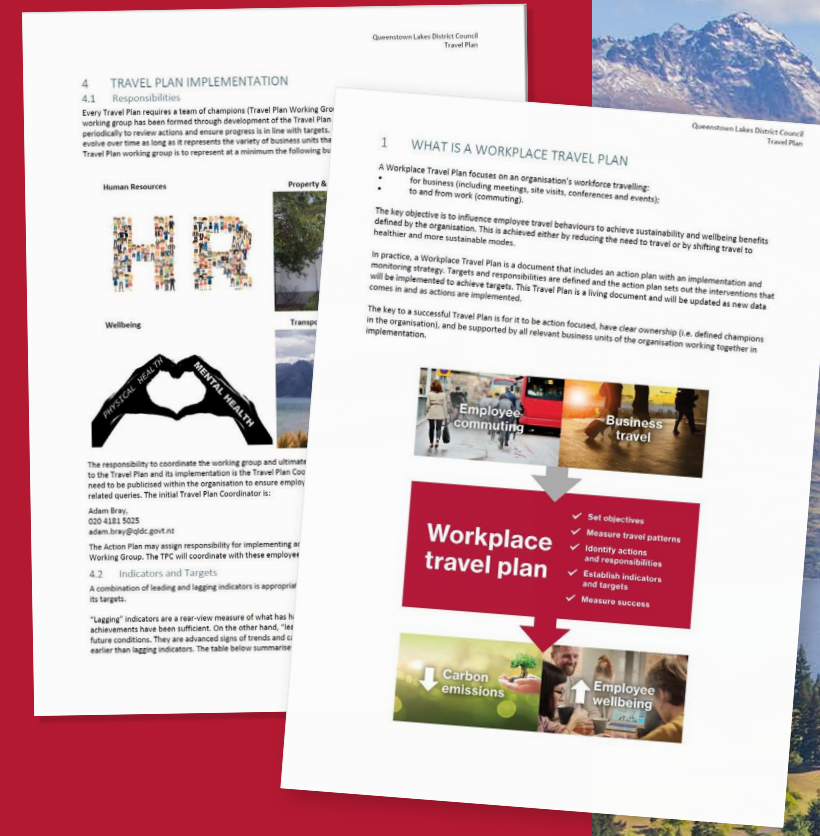
The Council selected us as their travel plan consultant because of our expertise in active transport and sustainable travel, and specifically our experience developing travel plans. Some consultancies treat travel planning as a paint by numbers exercise, giving clients a set of generic recommendations

to reduce travel emissions. That's not how we work because we understand every organisation has different resources, and opportunities.

Our approach to travel planning is highly collaborative because, while we know travel planning, it is the client that knows the most about their organisation. Co-designing a travel plan makes the difference between a plan that sits on the shelf gathering dust, and a plan that drives real organisational change.

For this project together we established a travel plan steering group that included transport, human resources, and facilities management to ensure every part of the organisation had its say. We met with the steering group at the start of the project to discuss their aspirations and several times as the project developed. We then presented baseline emission data and looked at challenges and opportunities.

The travel plan was well very received by the senior leadership team and launched to the wider organisation. This steering group will continue to meet to monitor progress and evolve the travel plan as they learn what works best.



“Abley are strong in the travel planning space... so it's useful for us to have that experience to draw on. And Abley have been very good. They've got great ideas and I'd definitely recommend them.”



3.5 NEW ZEALAND TRANSPORT AGENCY WAKA KOTAHI CarbonWise™

Aotearoa New Zealand’s Carbon Neutral Government Programme (CNGP) has been set up to accelerate the reduction of emissions within the public sector. The New Zealand Transport Agency Waka Kotahi is one of those organisations committed to the CNGP and reducing emissions.

The New Zealand Transport Agency Waka Kotahi is committed to the CNGP and reducing carbon emissions. We’ve recently completed our third year of the Toitū Envirocare carbonreduce certification for corporate activities. This enables them to accurately measure their greenhouse gas emissions and put in place strategies to manage and reduce impacts.

Given the New Zealand Transport Agency Waka Kotahi is tasked with reducing transport emissions across Aotearoa New Zealand, they are encouraged to lead by example. Consequently it is crucial that they look at their activities to reduce their own emissions. They are now expanding that to include measuring and looking at the carbon emissions from their employees’ commute to and from work.

The New Zealand Transport Agency Waka Kotahi looked at several tools to measure commuting emissions, seeking a ‘one-stop shop’ to capture data and calculate emissions quickly and efficiently. With so many staff spread across Aotearoa New Zealand, doing different work activities, they needed something able to capture a complex array of commutes.

Ultimately they selected CarbonWise™ because of its completeness, external certification, and ease of use. The New Zealand Transport Agency Waka Kotahi are very satisfied with the CarbonWise™ experience and have since renewed their subscription for next year.

abley carbonwise™



“We landed on Abley’s CarbonWise tool, which was able to capture the complexity for us and could be customised to meet all our requirements. It provides an easy tool we can send out to people to survey commuting behaviour.”

DT GLOBAL ON BEHALF OF INDONESIAN NATIONAL HIGHWAY ORGANISATION

3.6 Improving Road Safety in Indonesia

Our positive impact on communities extends beyond our own people and beyond Aotearoa New Zealand. Our road safety work in Indonesia is part of a long term drive to improve upon one of the worst road tolls globally.

This work commenced in 2021 and continues this year. Indonesia, like many South-East Asian countries, has a high number of road deaths per capita. Its rate of 15 deaths per 100,000 people (2015) is around five times higher than the world's safest countries, such as Sweden, and three times higher than developed countries in the Asia-Pacific region, such as Australia. A high proportion of Indonesian road deaths and hospitalisations involve vulnerable road users, in particular motorcycles and pedestrians.

Why such a high rate of road deaths?

In recent years Indonesia has experienced a large increase in motor vehicle ownership, especially motorcycles. One main factor in road safety risk is the quality of road infrastructure, which varies considerably across the country from high standard freeways to narrow, high-risk rural highways. Another factor is speed limits which are too high for vulnerable road users, especially in towns and cities.

Making a change: blackspots and star-ratings

In response to their road safety record, the Indonesian government plan to significantly reduce the number of annual road deaths by 2030. As part of achieving this goal, they are focusing on improving the safety of over 900 crash blackspots and increasing the proportion of the national road network that achieves minimum three-star rating (iRAP¹⁹) for vehicle occupants, motorcyclists, and pedestrians.

Our expertise

In late 2020, we were invited to join the team responsible for improving the asset management of Indonesia's national road network. With over 47,000km of roads, this is no small task.

Our role was to develop a safety module attached to Indonesia asset management software, for use by the Directorate General of Highways (DGH) – the Indonesian National Highway organisation. Following discussions with DGH, our role was expanded to include advice on assessing and treating the worst blackspots, including training and strategic advice for Indonesian staff. We also investigated the development of a predictive element within the safety module, following the safety science approach outlined in the USA Highway Safety Manual.



3.7 AUSTRALASIAN COLLEGE OF ROAD SAFETY Conference 2022

This year the conference was held in Christchurch so we took a visible leading role including being part of their organising committee, Platinum sponsorship and keynote speeches.

Our people presented on a range of subjects at ARSC on the theme of 'Changing Today for Tomorrow.' For work this included two key focus areas.

Speed Management and Road Safety

This included our work with The New Zealand Transport Agency Waka Kotahi in publishing New Zealand's speed management guide, we carried out in Indonesia (technically an Australian client) and analysis tools to transform the New South Wales road network.

Applications and use cases within a Safe System framework

This featured our work prioritising pedestrians in a Safe System, how we worked with Auckland Transport when developing a Safe Speed programme and our predictive work setting urban street speed limits.

The conference reinforced our reputation as being leaders in the road safety and infrastructure planning space, in the way that our urban environments operate, and how the transport aspects within them need to be planned for and built into the future.

The Australian Road Safety Conference is the key industry event bringing together road safety stakeholders and decision makers to share and collaborate on best practice. The key objective of the conference is to enable saving lives and reducing injuries on our roads.

“Abley has comprehensive knowledge of the geographical and road safety data for all the roads and highways in New Zealand. Abley had also already built Mega Maps for Waka Kotahi, making them the logical partner to make a tool to facilitate planning conversations. Abley are great because they always do what they say, suggest innovations and improvements, and keep to their timeframes.”

2022 Australasian
Road Safety Conference



CHRISTCHURCH CITY COUNCIL

3.8 Embedding Active Travel into Schools

Our clients typically take a long-term view of the changes they are seeking to achieve.

In the terms of education facilities, that means working to make sure new and redeveloped education facilities work in both the short and long term. This means extends to educating school users of the options they have when traveling to school.

We work with the Ministry of Education on school developments to improve safety and encourage active modes of transport for wider school communities. We achieve these outcomes through reviewing and typically lowering speed limits around schools and enabling a range of other improvements. These enable walking and cycling and other active means of transport for children and families travelling to and from school.



As part of this wider school work programme, we trailed a bespoke school journey planning tool in parts of Aotearoa New Zealand. As part of that work, the Christchurch City Council took a strong interest in our work and asked us to deploy a more advanced tool at Wharenui School. Wharenui School is a multicultural full primary school located in the heart of Riccarton, Christchurch teaching from year 1 to year 8.

Our work included development of a digital school journey planner. The journey planner was designed to be used by school children and their families throughout Aotearoa New Zealand. The School Journey Planner produced for Wharenui School enabled us to investigate the patterns, behaviours and barriers to active travel for children and their caregivers. In addition, we worked alongside teachers working the journey planner into lesson planning that supported students and provided them with a deeper understanding of active travel.

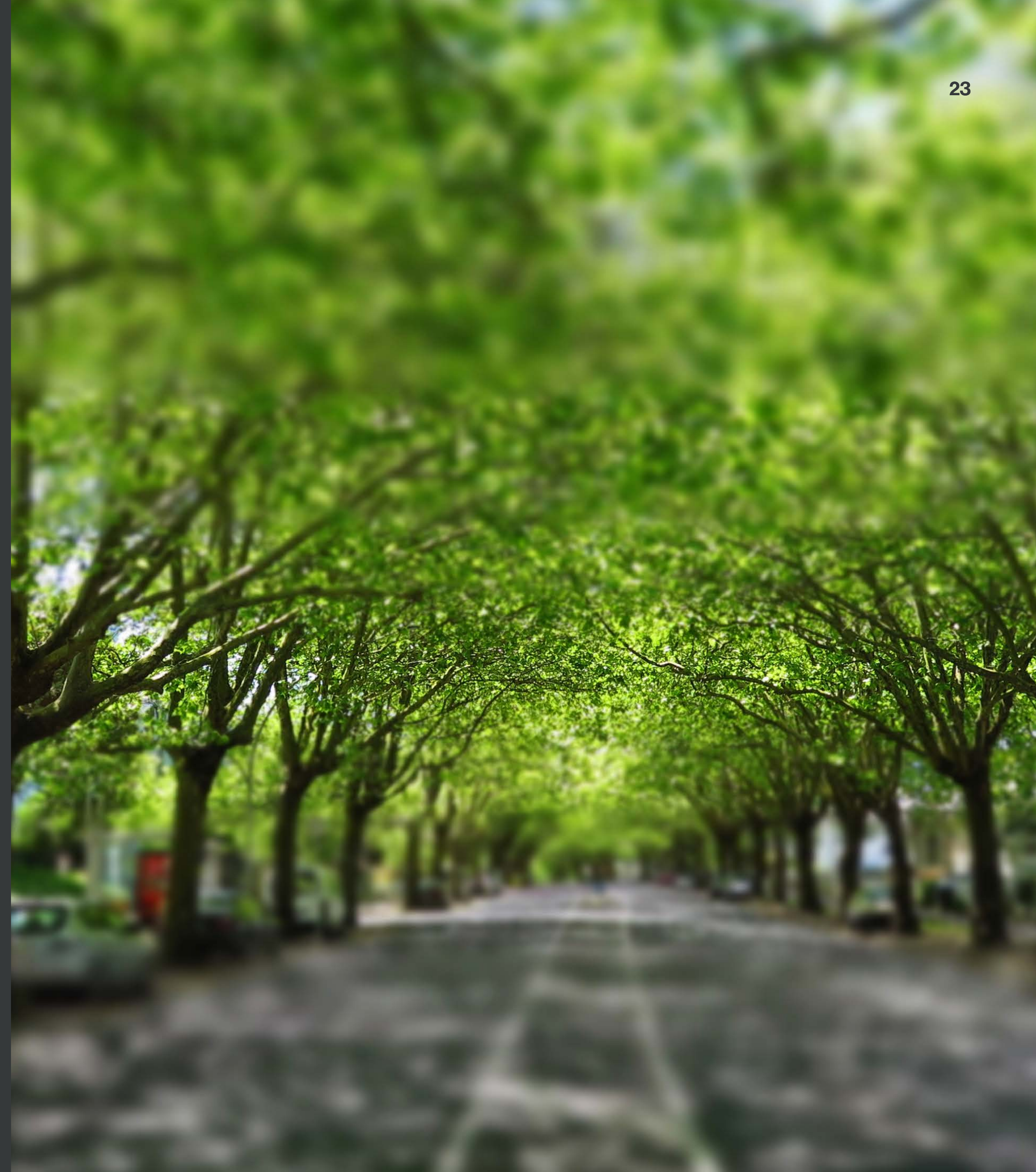
This project successfully combined great travel planning with student learning. These learnings extended into mapping activities that reinforced and in turn promoted the school journey planning tool. The project was meaningful for the school community, Christchurch City Council and our people. There is a significant opportunity to extend this style of project to other schools.



Our Impact in the Environment

This section explains the impact we have on the environment because of our business activity.

4.0



4.1 We Care

Transport makes up 17% of New Zealand’s gross annual greenhouse gas emissions and 39% of CO₂ emissions. The government has set targets to reduce those emissions by 41% by 2035 via four separate sub-targets.

Slowing and reversing climate change is therefore an urgent concern. Reducing carbon emissions from transport is critical and we are committed to reducing our own carbon footprint.

We offer a range of sustainable transport solutions. We advocate for walking, cycling and public transport, and we use our voice as industry experts to promote active transport nationally and internationally.

This year we continued our Investor for Impact membership of the Sustainable Business Network. We are working on measuring and reducing our environmental impact, and empowering our business so we and nature can prosper.

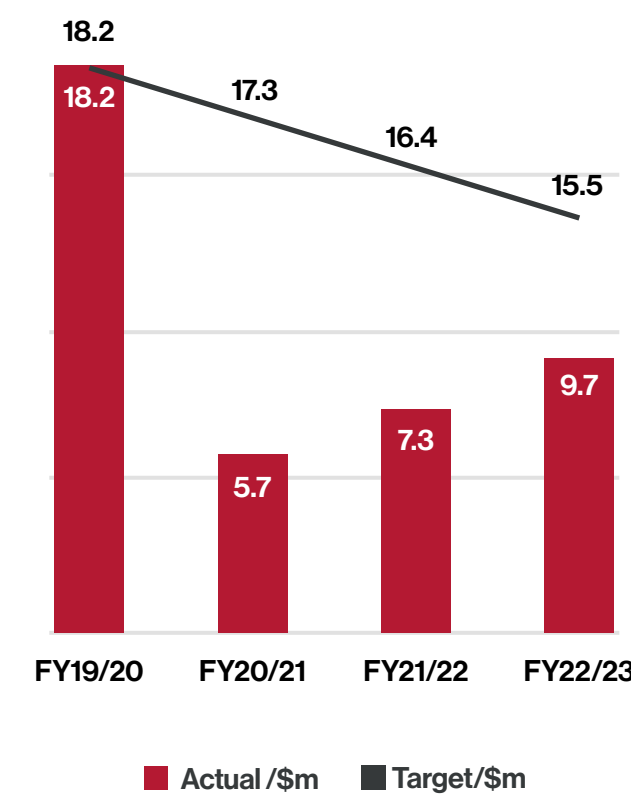


This year we also maintained our Toitū Carbon Reduce Certification. We are committed to reducing the greenhouse gas emissions our business creates in the course of our activities.

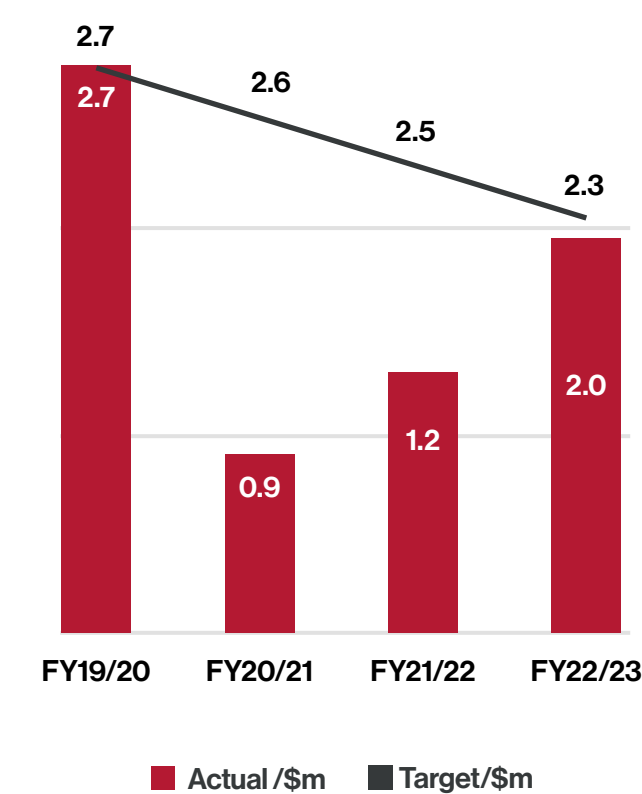
Our greenhouse gas monitoring and emission tracking continues to show a rise in emissions since COVID-19 albeit we still have a net reduction in emissions since FY2020. Cognisant that increased long haul travel is inevitable with our growth aspirations outside Aotearoa New Zealand, we are working with our internal sustainability group to look at other ways to reduce and minimise our emissions. Our per employee and revenue reductions continue to perform significantly better than our original target reductions.



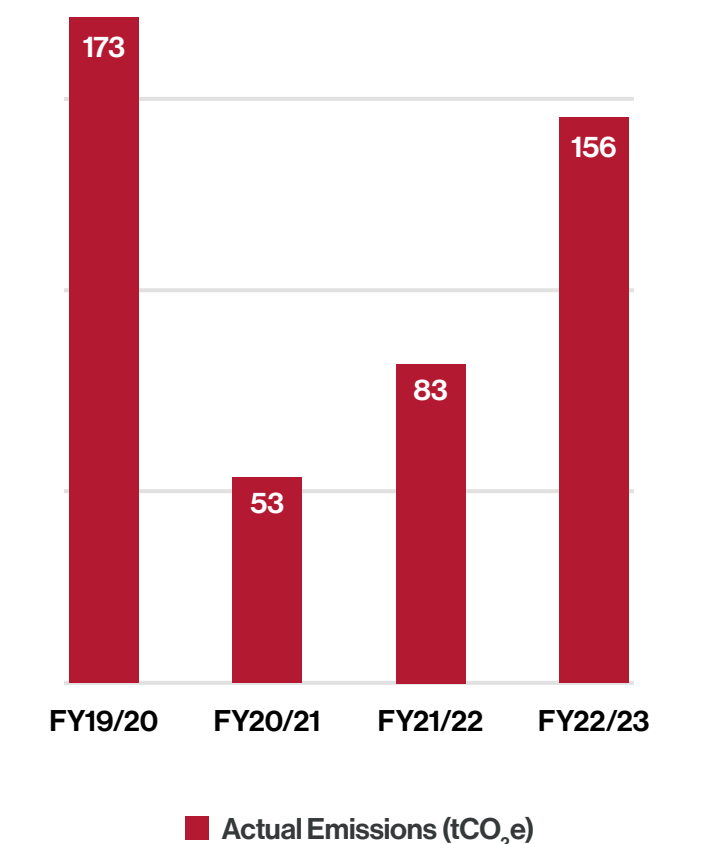
Emissions per \$m turnover



Emissions per FTE



Emissions (tCO₂e)



4.2 Sustainability Initiatives

We measure our commuting emissions and our internal monitoring shows that we remain a business committed to supporting and enabling our employees to commute sustainably. Commuting emissions have stayed the same on a per employee basis at 0.30 tCO₂e in Winter per annum and 0.32 in Summer. The results of this commuting survey show:

- All our commuting metrics improved, even considering our average commute distance increased from 7.5km to 8.1km.
- 82% of respondents lived within 10kms of our workplace,
- 25% of respondents take a personal vehicle (car or motorbike) (a decrease from last year of 27%)
- 53% take active modes (walk/bike/e-bike/e-scooter) which increased slightly from 51%
- 22% take public transport (the same as last year)

Other Initiatives this year included:

- Engaging social enterprise Kilmarnock for the recycling and / or disposal of e-waste
- Joining Mevo in Wellington to provide for further sustainable transport options
- The implementation of an updated Travel Policy to include sustainability considerations in our travel decisions



“Our people embrace the reason why we exist as an organisation.”

Our People

We do our work through our talented people. This section introduces our people and the activities we embrace to support and grow our people.

5.0



5.1 Governance & Leadership

Governing Board

We are committed to ensuring a high standard of corporate governance with keen oversight and a focus on the ongoing growth of the business. Our board reflects a wide range of experience and backgrounds.



Ross Major Independent Director (Elected chair) **Paul Durdin** Employee and Shareholder **Kelly Smith** Independent Director **Doug Allcock** Independent Director

Executive Management

Our Group Manager Shared Services provides leadership for health and safety and employee engagement as well as diversity, risk management and compliance. The Group Manager Marketing and Products implements and leads our strategic initiatives in relation to product development and new revenue generation. The Group Manager Service Delivery ensures that the consultancy business is thriving and successful with a wide remit over business development, people growth and project selection and escalation support.



Steve Abley Chief Executive **Richard Fry** Group Manager, Service Delivery **Mark Reeves** Group Manager, Marketing and Products **Charlotte Harris** Group Manager, Shared Services

Technical Directors

The Technical Directors lead our expertise and provide expert advice to our clients, mentoring to our wider technical team and provide technical foresight for our business.



Dave Smith Transportation Planning **Jeanette Ward** Transportation Engineering **Paul Durdin** Road Safety **Shane Turner** Road Safety **Todd Davis** Systems and Data

5.2 Meet the Team

Our team reflects a range of backgrounds, ages and experience. Our Diversity, Equity and Inclusion Policy continues to be implemented through ongoing initiatives that are extensive and include:

- Flex-Abley²⁰
- Enhanced parental leave entitlements
- Wellness fund
- Support for learning and professional development and associated memberships
- Balancing of hours across a four week work period
- Remote working
- Extended leave options.

At the end of the year we represented 17 nationalities, a wide range of ages and a gender split representative of the industries we operate in.

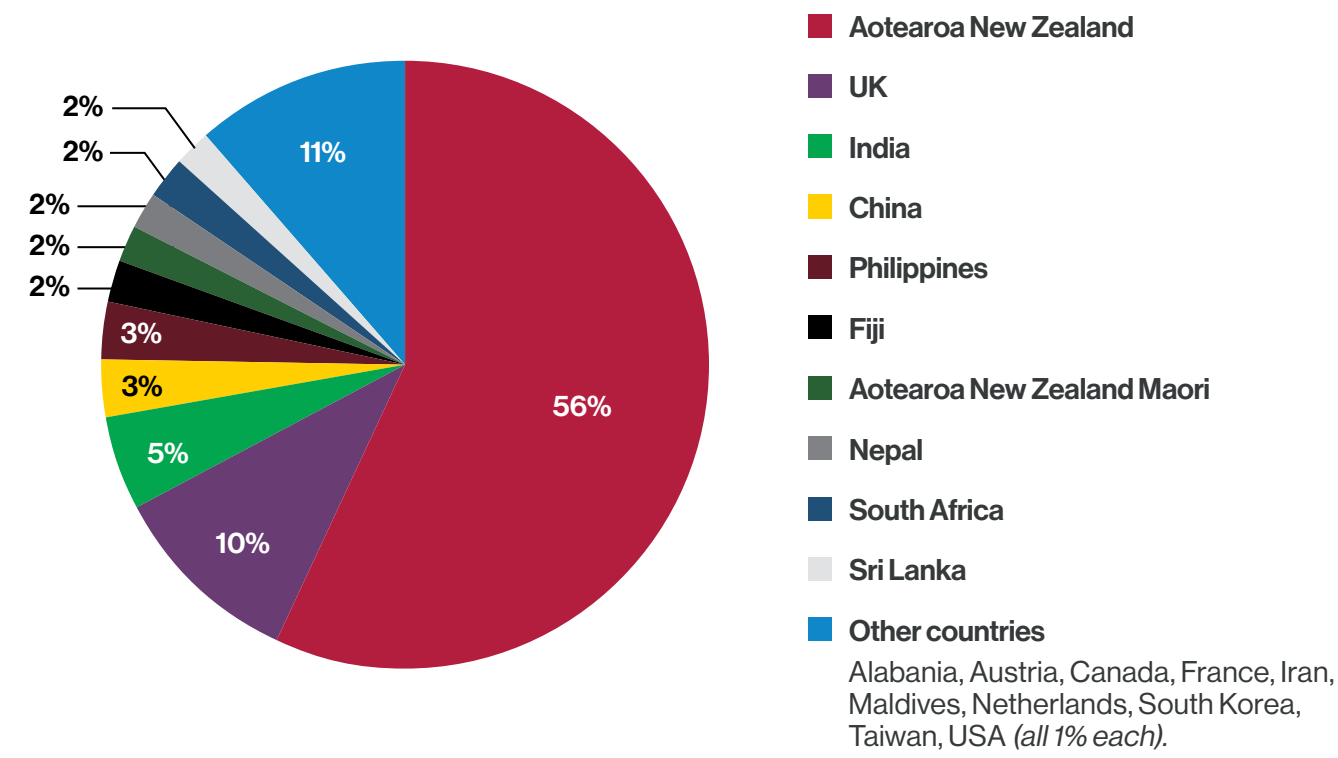
This year we continued to support the work of The Diversity Agenda Accord²¹ and introduced a new recruitment tool to support transparency and fairness in our recruitment practices. Our systemised well-being and performance processes for all employees start from day 1 and the ongoing engagement of our people is regularly measured with us asking ‘*What else can we do to make Abley a Great Place to Work?*’ As a result we consistently achieve a great net employer promoter score.²²

Significant effort is placed on enabling connectedness between our people through the work our Social Non-Club achieves. We believe we have created a workplace culture that our teams are proud to share and which we continue to nurture.

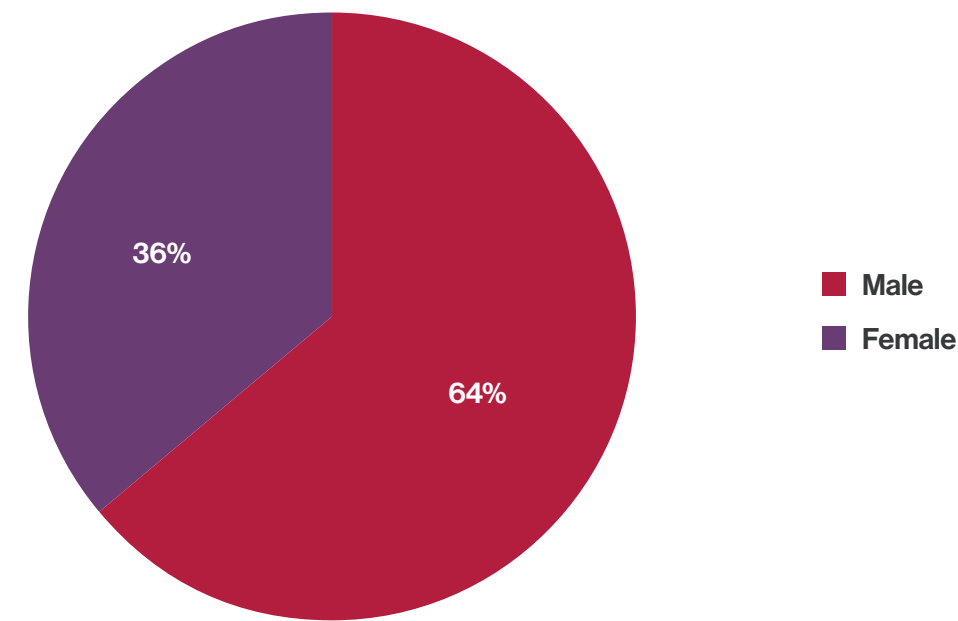


We are wholly owned by current employees. Company shareholding provides an opportunity to reward outstanding contribution and build upon the relationship between employee and employer. Opportunities exist for new employee shareholding and candidates for shareholding are periodically considered and reviewed by the Board.

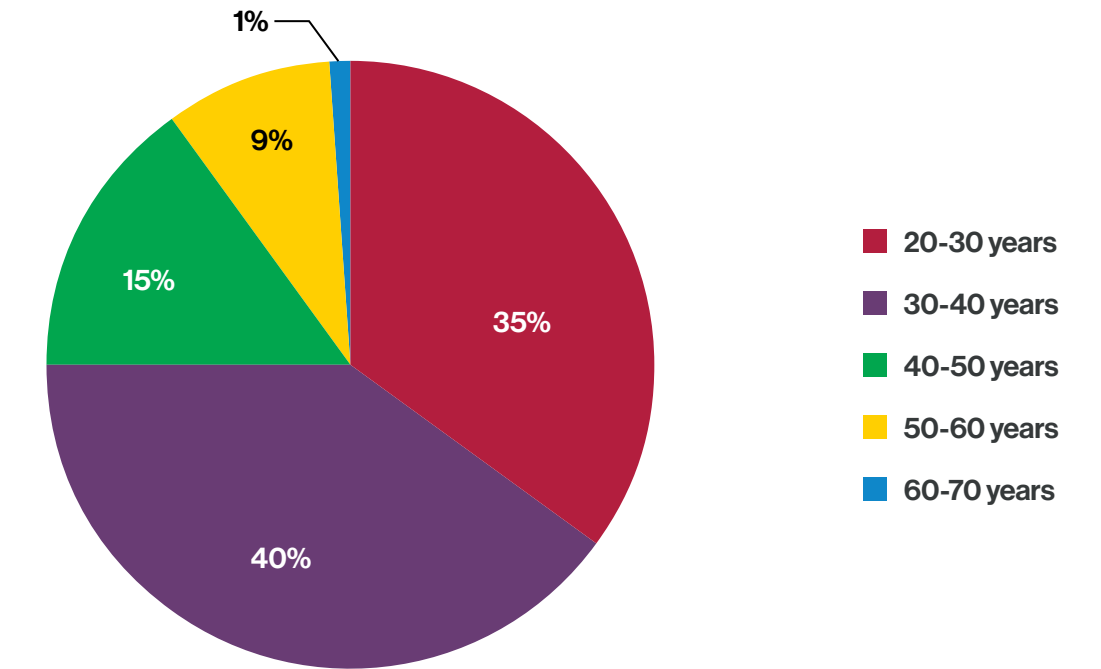
Country of origin



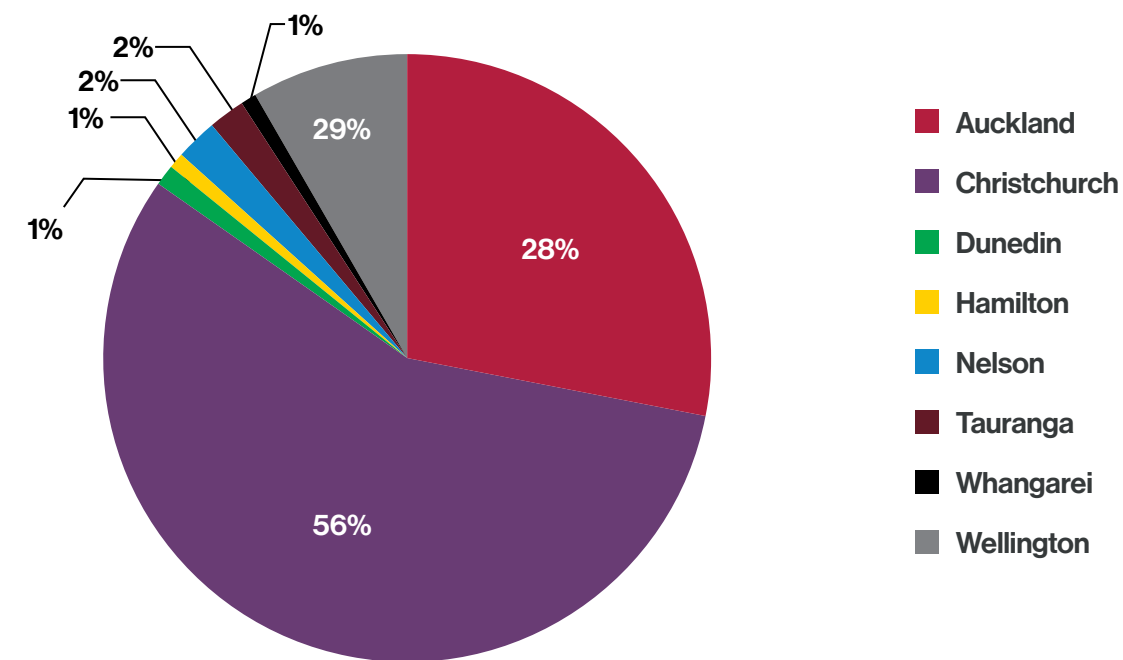
Gender



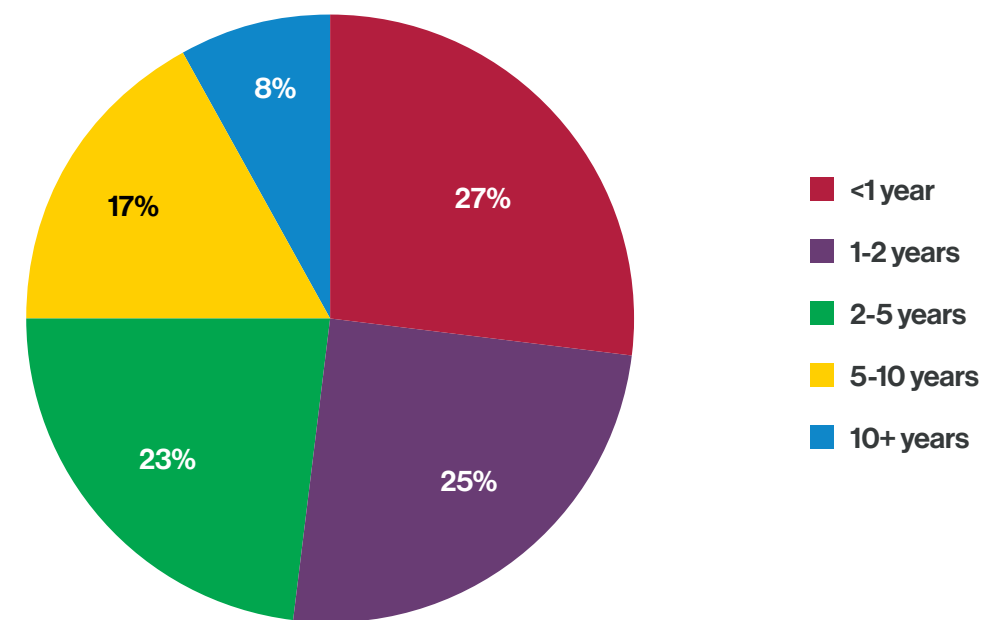
Age



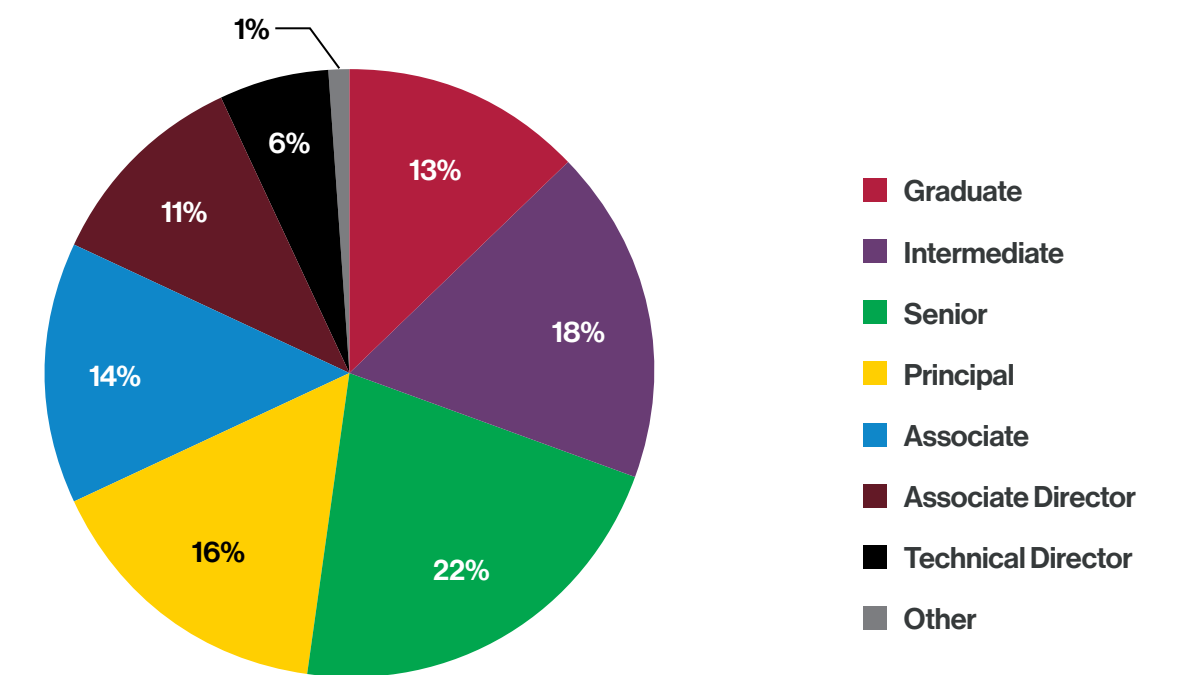
Location



Length of Service



Role



5.3 Creating Careers

Learning and development matters to us because we believe in investing in our team. As a Professional Development Partner²³ with Engineering New Zealand,²⁴ our training systems are independently reviewed every three years to verify our commitment to recruiting, engaging and training members of the profession.

As a Member of the Association for Consulting and Engineering Professionals²⁵ we support professional development and representation for our consulting teams.

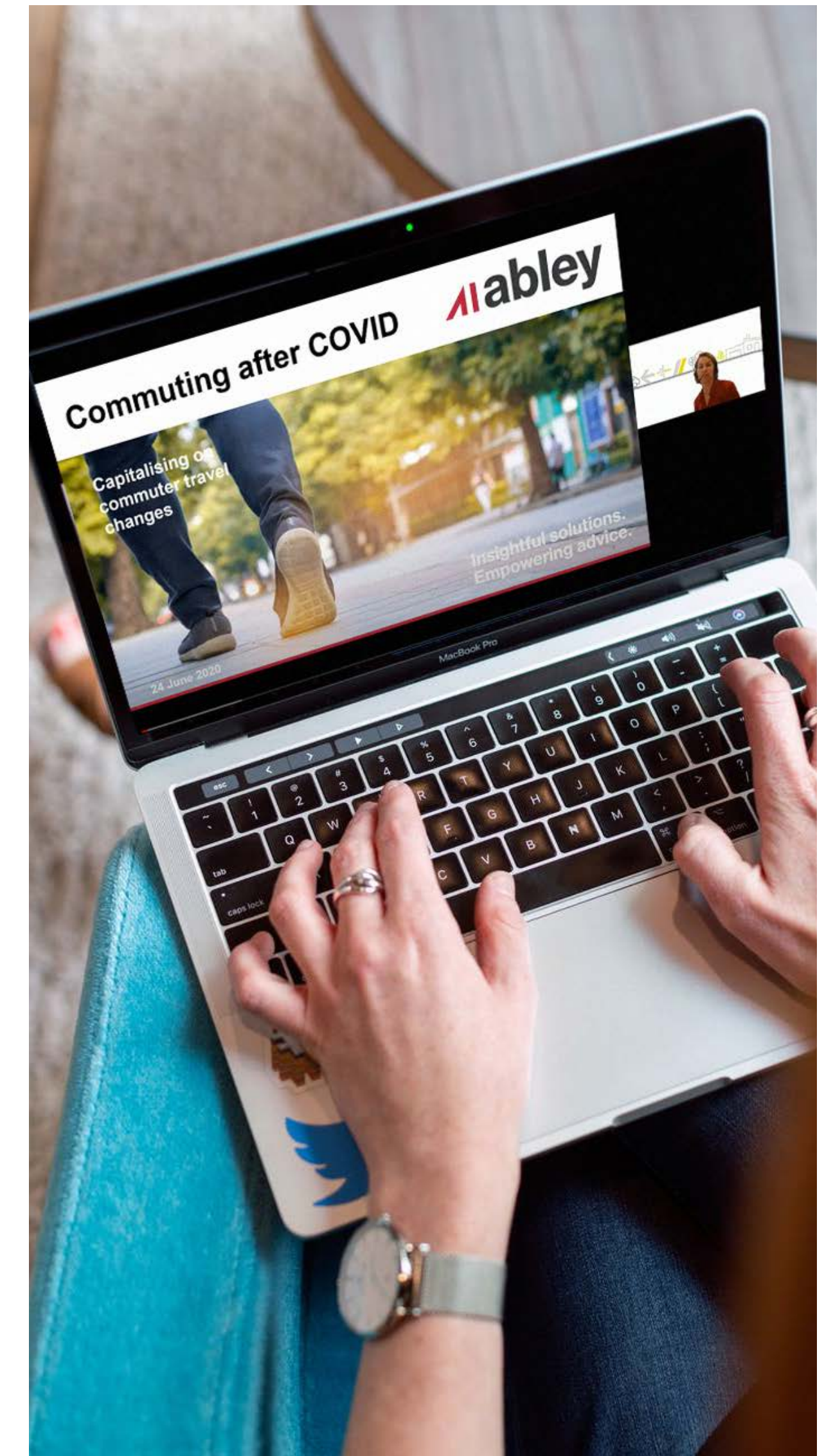
We are a Members of a wide range of professional organisations and our team is up to date with industry best practice and developments. Our people are connected to a community of their peers who act as collaborators, sounding boards, and mentors.



This year we again supported our people to contribute to a large number of industry presentations, webinars and awards.

Our team are Members of various professional and non-professional organisations including:

- Āpōpō Infrastructure Asset Management Professionals (Member)
- Association of Chartered Certified Accountants (Member)
- Australasian College of Road Safety (Member)
- Chartered Accountants Australia & New Zealand (Member)
- Chartered Institute of Logistics and Transport (Member)
- Eastern Asian Society for Transportation Studies (Member)
- Engineering NZ Affiliate (Member)
- Engineering NZ Chartered (Member)
- Engineering NZ Emerging Professional (Member)
- Engineering NZ Fellow (Member)
- Engineering NZ (Member)
- FME Server (Certified)
- Human Resources NZ (Member)
- Institute of Directors (Member)
- Institute of Transportation Engineers USA (Member)
- Chartered Institute Highways and Transportation (Member)
- Institute of Civil Engineers UK (Member)
- New Zealand Planning Institute (Member)
- Public Relations Institute of New Zealand (Member)
- Resource Management Law Association (Member)
- The Sustainability Society (Member)
- Transport Planning Society (UK) (Member)
- Transportation Group (Member)
- Urban Design Forum (Member)
- UX Professionals Association (Member)



5.4 Belonging

This year we embarked on several new initiatives that continue to reflect our values and approach in relation to our communities and our people.

Sponsored by NZTE²⁶ we participated in a learning programme with other technology industry players to discover and learn about the B-Corp Movement.²⁷ Our self-assessment was very strong. It provided ideas for next steps, and whilst we are not pursuing B-Corp Certification, the production of this Impact Report is a direct outcome of our B-Corp learnings.

Some of the other initiatives we supported this year to provide our people a sense of belonging included:

- **DignityNZ**
Providing period products on a buy one–give one basis - gifting to youth and community groups in Aotearoa New Zealand including schools.
- **Baking Day**
Sharing food and gathering as a whole organisation. Baking day epitomises how we have been able to maintain tradition, culture and values.
- **Social Non-Club**
Continued to provide our teams with a wide range of opportunities including to connect our people beyond only technical work.



Business Management

This section describes some of the business tools we use and maintain to function effectively and efficiently.

6.0



6.1 Health, Safety & Wellbeing

The health, safety and wellbeing of our team and of those we work with is a top priority. Alongside legislative compliance we achieved Gold SiteWise²⁸ certification this year and we introduced a number of new health and safety initiatives. This included new subcontractor assessments and due diligence processes including overhauling our health and safety management system. This included introducing revised site visit checklists and we continued to support our teams with a positive approach to mental health and wellbeing activities.

Our Health and Safety Management System includes a robust risk assessment process that our team members must complete when engaging in out of office activities. Our processes align with the New Zealand Transport Agency Waka Kotahi Code of Practice for Temporary Traffic Management.²⁹ Anyone engaging in these activities must complete the required external training and develop their competency through support provided by our in-house Temporary Traffic Management champion. For relevant projects we create a Health and Safety Management Plan that provides clear guidelines for avoiding, reducing and managing occupational Health and Safety risks and hazards.

Our flexible working arrangements enable our people to balance work and life commitments in a way that suits the individual, our clients and our business. This year we continued to support a number of team members to take extended leave overseas. Extended leave is approved where that achieves our triple win requirement being a win for the individuals, the wider team and our organisation.

6.2 Partners

We have four key technology partnerships, that support and complement the industries within which we work, as well as our technical expertise. Working with partners enables us to extend reach of our work and offer something new into the market. Our technology partners are TomTom, Here, Safe Software and ESRI.

Alongside our technology partners we work within a series of collaborations formed to deliver better outcome for our clients. These collaborations combine best in class expertise so we deliver projects and programs of work for clients in an aligned and consistent manner.

We continued to maintain our International Association for Public Participation³⁰ and were appointed as a supplier to the New Zealand Government's Carbon Neutral Programme suppliers list.

Our partners help us to stay ahead of change and ensures we are well positioned to continue the positive change our work creates.

We are a reseller and distributor of TomTom, providing solutions and support for TomTom's road network performance data, analytical tools and map data. TomTom is a pioneer in the field of map technology, floating car data, and a leader in the industry of traffic information. Launched in 2008, the TomTom Traffic database has trillions of data points, with over 50 billion new records being added every day. TomTom's traffic portfolio is available in 80 countries and counting, making it a scalable service for global solutions.



We are a member of HERE Technologies global network of partners, selling HERE's location data products. HERE products use real-time location data to help public sector organisations and businesses make smarter decisions.



We are an official FME "Solution Provider" with Safe Software. This is a significant endorsement of our capability and commitment to FME and is recognised internationally.



We are proud to be recognised as an ESRI



Silver Business Partner. We are part of a global community of like-minded organisations approved to deliver solutions using the world's leading mapping and analytics software.

6.3 Managing Risk

Similar to other businesses, we manage business risk. Our primary tool is our Risk Management Policy that describes our approach to risk management. The risk register is reviewed quarterly by the Board, monthly by the Executive and at other times as needed. We encourage all projects and programs of work to have a risk lens applied to them and our appetite for risk is modified according.

Mitigation strategies we apply to manage risk in our business include:

- Insurance
- Opportunity assessment through our pipeline management and go-no-go processes
- Contract management processes
- Internal governance for major projects

This year Aotearoa New Zealand generally emerged strongly from what had been two years heavily impacted by COVID-19 restrictions and associated policy.

Risks in the wider macro-economic area dominated much discussion but they did not negatively impact our income or growth aspirations. Challenges did exist in two main areas. One was the ongoing search for great talent to support our professional service delivery. The other was our ability to convert suitable innovation propositions and productise our professional services. In response we have revitalised our tactics for marketing and business development with a focus on productising our existing professional service offerings that already have a successful market presence.



6.4 Business Systems & Compliance

Supporting our operational delivery we have a mature portfolio of business policy and processes. We are broadly aligned to the ISO 9001 Quality Management System Framework³¹ and this year we identified the gaps we need to close to be eligible for full certification. This is on our tactical roadmap as we recognise the importance of this certificate for some of our clients. It also provides industry recognition for the hard work that goes into maintaining our business systems.

We have not been afraid to invest and maintain our systems and business support at a level that enables growth, whilst remaining carefully tuned to the wider organisational size.

This year we reimplemented our CRM³² with a clearer pipeline management and in-built controls around opportunity management and progression through our sales pipeline.

We continued to invest in tools to support our people management capability and IT support functions. Our work towards alignment with ISO 27001 continues with our next security audit that is scheduled next year. Ensuring that our client data is protected is of the highest priority for us.

Continuous improvement is a focus for our shared services teams and we continue to find ways to work efficiently and smartly, delivering a great help to our service delivery and marketing and products teams, so they can deliver extraordinary outputs to our external clients.

Our Next Steps

This describes some of our initiatives for next year and beyond.

7.0



7.1 FY24+

Inspiring positive change with our industry

- Review our alignment to United Nations sustainability Goals as a means of reporting and prioritising progress.
- Implement policy and practice to mitigate the risk of Modern Slavery in our supply chain
- Maintain our work with the Diversity Accord and increase capability in Te Ao Maori

Inspiring positive change for our clients

- Continue to extend our knowledge and expertise around the core transport emission reductions goals the government has set. Notably vehicle kilometres travelled (VKT) reduction and applying innovative ideas to supporting freight emission reduction
- Review and revise our client experience to ensure that we continue to inspire positive change for our clients from day 1. This means putting the impact we have on clients and communities at the forefront of our thinking and offering new ways for our clients to make a positive impact on the environment and the communities they support

Inspiring positive change in the environment

- Conducting a supply chain materiality assessment
- Reviewing and resetting science based emissions targets for FY25 and beyond
- Joining Sustainable Business Council
- Updating our CarbonWise™ offering and roadmap to address client needs



Appendices

The supporting information that further explains or describes our business impact.

8.0

8.1 References

1. The term big hairy audacious goal (BHAG) refers to a clear and compelling target that an organization tries to reach. The term was coined in the book Built to Last: Successful Habits of Visionary Companies by Jim Collins and Jerry Porras
- 2 <https://www.overshootday.org/solutions/cities/>
- 3 https://en.wikipedia.org/wiki/Sustainable_Development_Goal_11
- 4 Estimated Resident Population (mean quarter ended) Statistics New Zealand, December 2022.
- 5 The New Zealand Transport Agency Waka Kotahi's vision for 2050
- 6 <https://www.nzta.govt.nz/assets/resources/toitu-te-taiao-oursustainability-action-plan/sustainability-action-plan-april-2020.pdf>
- 7 <https://www.tewaihang.govt.nz/assets/Uploads/State-of-Play-Transport-Discussion-Document-May-2021.pdf>
- 8 <https://www.nzta.govt.nz/assets/resources/keeping-cities-moving/Keeping-cities-moving.pdf>
- 9 <https://www.digital.govt.nz/assets/Digital-government/Strategy/Digital-Strategy-for-Aotearoa-English-PDF.pdf>.
- 10 <https://www.stepchangelearning.co.nz>
- 11 <https://i.stuff.co.nz/environment/climate-news/129998714/lower-speeds-add-minutes-save-lives-and-carbon--expert>
<https://www.stuff.co.nz/business/prosper/128052592/local-app-helps-cut-the-carbon-from-daily-commute>
- 12 <https://www.newsroom.co.nz/public-pump-brakes-on-lower-speed-limits>
- 13 <https://www.trademe.co.nz/c/employer/article/why-employers-are-granting-staff-mini-oes->
- 14 <https://www.rnz.co.nz/national/programmes/checkpoint/audio/2018834797/nz-app-developed-to-help-cut-commuters-carbon-emissions>
- 15 <https://channellife.co.nz/story/first-digital-tool-to-help-reduce-commuter-carbon-emissions>
- 16 <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/climate-reporting-requirements/>
- 17 <https://abley.com/abley-news/CarbonWise™-is-toitu-carbon-compatible/>
- 18 <https://environment.govt.nz/assets/Publications/Files/Measuring-Emissions-Detailed-Guide-2020.pdf>
- 19 <https://irap.org/>
- 20 Flex-Abley is a simple approach to providing you with choice in where you work. We believe having agency about our workspace (whether this is in the office, a co-working space, at home or in an alternative work environment) supports wellbeing, productivity and engagement.
- 21 The Diversity Agenda Accord is the next step and a key tool to achieving this change, with the personal responsibility from CEOs and business owners of Diversity Agenda members to be held publicly accountable for achieving truly diverse industries.
- 22 <https://www.netpromoter.com/know>
- 23 <https://www.engineeringnz.org/programmes/professional-development-partners>
- 24 <https://www.engineeringnz.org>
- 25 <https://www.acenz.org.nz>
- 26 <https://www.nzte.govt.nz/>
- 27 <https://www.bcorporation.net/en-us/>
- 28 <https://sitewise.co.nz/howitworks/sitewise-gold/>
- 29 <https://www.nzta.govt.nz/roads-and-rail/code-of-practice-for-temporary-traffic-management/>
- 30 <https://civilserviceinstitute.nz/iap2/>
- 31 <https://www.iso.org/standard/62085.html>
- 32 Customer Relationship Management is a software system that helps businesses track all communications and nurture relationships with prospects and clients.

8.2 Financial statements

Included when relevant.



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