

唱LEIGHS

Annual Review

Our Four Pillars of Success:



PEOPLE



PROCESS



PROJECTS



PROFIT



Leighs Board of Directors L-R Albert Brantley, Anthony Leighs, Anna Cassels-Brown, Brian Nightingale, Sinead Horgan and Paul Duffy.

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Albert Brantley

Chairman of the Board

There is no question it is a challenging time to be in construction, but we have much to be positive about, and lots to look forward to.

While I am still relatively new as Chairman, Leighs is a company I have long admired as a great success story for Canterbury and Christchurch. Our job is to build on that legacy and make it a great success story for We have got some iconic work on the books and we're bidding on projects that are complex, bespoke builds. Our work in Antarctica is a classic example of Leighs' reputation of being able to do the complex, difficult things well. We will ensure we are best placed to take advantage of opportunities when they come – for more projects, a greatly increased scope of work and certainly more complex work.

mobile industry, which is a legacy of the fantastic culture that has been built over the years. Leighs is quite rightly considered by many as a great place to work, and we are committed to making it an even better one. Our approach to the current skills shortage is to develop and retain the quality people we have and train them to be even more adaptable, flexible, and skilled.





Cashmere High School, Christchurch

New Zealand into the future.

We want to create a vibrant, diversified portfolio that still gives us that pride that Leighs has always had on the quality of its execution and the contribution its projects make to the daily lives of New Zealanders and the communities those projects serve.

Our focus will be on growth while also taking care, given the current economic uncertainty and the extreme pressures on supply chains, labour availability and skills shortages the industry currently faces.

There is cause for optimism. We have seen Government funding commitments for education and health and many of the areas Leighs has specialised in, which offers growth even amid the current uncertainty.

We are still in a transition with Gary Walker taking over as Chief Executive, and we need to embed that change. We have recently expanded out of Christchurch into Auckland and some of our regions, bringing a need to focus on consistency, ease of working and a clear understanding of the Leighs way of doing things.

The key will be making the best possible use of our existing work programme and our people. That plays very much into the Leighs 'Four Pillars' – people, process, projects, and profit. People are deliberately first, and profit last – as it's the result of getting people, processes, and projects right.

We are blessed with good people. We have a core group who have been with Leighs for a long time, highlighting Leighs' high retention rate for what is traditionally a relatively

Our path is very much about working on our processes, getting them fit-for-purpose, trying to develop best-of-class ways of doing the work we do and training people in new systems they may not have used before. It's important for our future to continue to develop those long-standing staff and the new people coming in, providing career paths and working more effectively, doing the things we have always done well, while still keeping an open mind to new ways of doing.

We acknowledge too that the environment we are operating in is changing. Alongside more awareness around carbon and sustainability, there is an increasing consciousness of workplace environment and mental health and inclusion and diversity, all of which are an important part of our future.

Gary Walker

Chief Executive Officer

Our vision for the Leighs of the future will be far more than a builder who constructs, it will rest more holistically on our relationships, our purpose, our values and delivering services that take value-add as far as we are able to.

Leighs has moved relatively seamlessly towards being a Tier One builder – we are no longer purely a Canterbury construction company, we are a national one serving large-scale corporate and Government clients. By carefully analysing the needs of the market we have grown our delivery capability, carving out a niche in bespoke complex builds. That has put us in a great

Complex buildings require a greater level of service, more specialist technical advice in the areas of technology, sustainability, design management and risk management – advice that is increasingly informed by Leighs' lessons learned from previous projects.

Leighs is invested in perfecting the endto-end service, starting very early with procurement advice, progressing though design management, methodology, buildability, and material selection advice, ending in construction delivery, commissioning, and increasingly environmental certification. We can now It is quite conceivable that in the future we won't undertake any projects without a long-term requirement to test its energy usage, sustainability, and use of green materials.

through putting buildings together in different, faster, and more efficient ways, with more sustainable materials, reducing carbon as close to zero as it can be.

Leighs are excited by the concept of buildings being a kit of parts, providing opportunities to look to the digital and manufacturing worlds for new innovations. It is that sort of thinking that when put alongside the learnings we have gained from doing projects like the Scott Base in Antarctica, where the planning and delivery has to be absolutely spot on – primarily because of the challenging environment, and also because it's a long way to go to Bunnings if you have forgotten something.



Science South Building, Lincoln University

position to move forward, we are now structured to be able to focus on projects where we add most value rather than needing to fill holes in a delivery schedule.

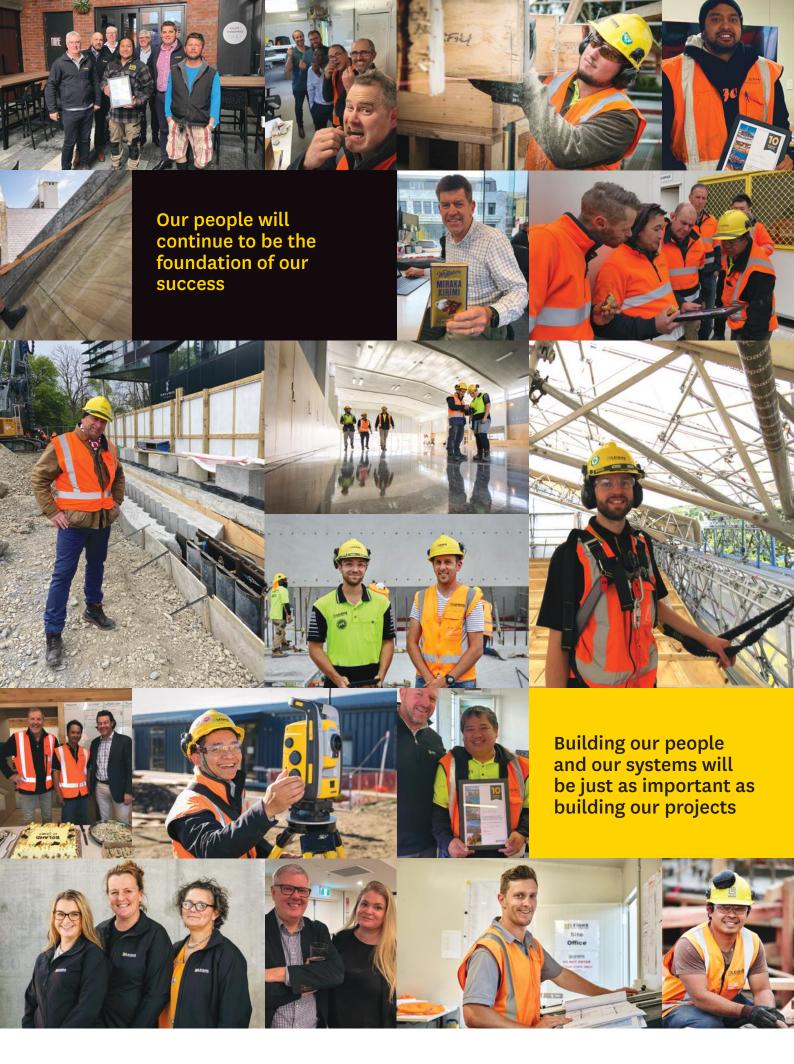
Leighs are all about making complex builds as simple and as straightforward as they can be; we are comfortable influencing the end-to-end process, than just the construction. We combine this increased skill set with a good solid history of collaborative and caring client relationships.

provide advice around carbon footprints and carbon usage. There is a very definite shift towards a more conscious selection of materials and really rethinking how we put buildings together.

Increasingly, our work is forward focussed towards informing the selection decisions that affect the daily operation and lifecycle of a building. We are always looking to help make the design process more efficient

We are increasingly likely to be constructing a building virtually before we do in the real world. Manufacturing for design and assembly, pre-fabrication, lean waste initiatives and carbon accounting provide the opportunities to advance our thinking, and the way we deliver project outcomes is limited only by our imagination.







MainPower Stadium, Rangiora

Shareholders Address Anthony Leighs

As Leighs Construction (Leighs) approaches its fourth decade, it is as clear as it always has been that our people will continue to be the foundation of our success, and that building our people and our systems will be just as important as building our projects.

As founding shareholders, we have an enormous level of pride in the position
Leighs holds in the New Zealand
construction market. We have consistently
delivered for our clients and evolved into
a boutique constructor with a specialty in
the health and science sector. These two
sectors in particular have a significant future
role in the wellbeing of New Zealand and
New Zealanders and need a lot of future
investment.

We are very well positioned for that, and that's primarily about the people we have and the passion and capability they bring to allow Leighs to continue to deliver our clients' projects superbly well.

From our early days, we've always done things differently and punched above our weight. We've sought out the tricky, the difficult, the unique, and the projects a bit bigger than a company of our scale would normally undertake, fostering a culture that

has attracted a lot of great people to Leighs.

I look back on our journey with an enormous sense of pride and satisfaction. We've gone from a very young two-man band to being one of the larger and more respected New Zealand constructors delivering a wide range of complex projects throughout New Zealand and internationally. We are particularly proud to be the only company to build for the New Zealand Government in Antarctica.

The recent years have been an enormously difficult period. Covid-19, unfathomable levels of material supply challenges and cost inflation have brought significant challenges. We are grateful for the huge additional effort required by our people to continue to operate successfully in that environment.

Our journey has meant a transition from a founder-led business to a board and executive management-led one, bringing in different skills and experience equipping us for our next evolution.

Our desire is to see Leighs continue as a sustainable, solid, capable, and profitable construction provider doing important work; well-positioned to meet current and future challenges. The key to that will always be

our people. We are committed to continuing to grow our staff and the skills they bring to the business.

As shareholders, our expectation of the board and management is to operate the company in a manner which sees the company continue to grow in a considered way as a profitable, distinct, responsible, and sophisticated business. That involves embracing Leighs' success and track record to date, its spirit and culture and growing in a considered, structured, and sustainable way, enabling our great people to continue to deliver great projects.

We have every confidence in Leighs' bright future and the important contribution it makes to New Zealand's social infrastructure.



Executive Team





Dave Hunter

General Manager Construction

Leighs is on a journey to ensure our business is project led and that our project teams are suitably skilled and supported by easy-to-use systems and processes. This approach will allow them to deliver great projects that leave a legacy for the community. We have set up the organisational structure to ensure project teams will feel supported by the business operations and functional support teams that only exist to support project delivery.

To achieve this, we are putting considerable effort into updating and embedding our operational business systems and procedures. We are moving to an auditable system that will fall in line with ISO 9001 – to provide a level of consistency and discipline expected from a business of our size and complexity.

We are looking to transition to an online platform for project reporting to enable more immediate and transparent governance on project performance.

A strong safety culture must remain at the forefront of everything we do and with this in mind the team have been bolstered with a reorganised safety leadership structure. This comprises a National Health and Safety Manager to maintain, train and report on the health and safety operating system and regional safety managers to ensure consistent application with adequate specialist safety support of the management system requirements on all projects.

Our focus for the future is to embed our updated systems and processes into "The Leighs Way" through training, coaching and mentoring for our current teams.



David Jarman

Chief Financial Officer

Leighs is undertaking a range of large and complex projects and a key part of this is ensuring that we have a strong balance sheet and the financial capability to do these types of projects, particularly as we are a privately owned business.

We have sufficient capacity for the work we take on, as demonstrated by major projects we have secured recently, including the Taranaki Hospital NEWB project, Scott Base Redevelopment, University of Otago Christchurch Campus Redevelopment and Lincoln University's Science North Building project.

We are really focused on bringing the power of the information we have, and what we learn, to bear on our projects and decision-making for the benefit of our clients, as well as making the job easier for our team and our subcontractors.

We have improved reporting and forecasting in the business to ensure we are managing our projects well. We have also been implementing new IT systems to provide project teams with better business information that they can use to do their jobs more efficiently, with additional applications on the way.



Kristina Wischnowsky

General Manager People and Culture

The People and Culture team exists to enhance the Leighs employee experience. Our aspiration is to position Leighs as an employer of choice in the New Zealand construction industry – by providing development and pathways, an outstanding employee experience and amazing culture based on our values of pride, passion and excellence.

In recent times we have been reimagining the People and Culture function knowing that one of our biggest assets is a great culture that supports people, looks after and nurtures them. We have amazing projects, but our focus is to sustain the amazing glue that holds our people together to help deliver them.

We hold a vision of creating career pathways that support someone starting with Leighs as an apprentice, and one day being able to run the company. We are focused on creating that experience and that ability to create life-long careers. We put our people at the heart of all we do. We aspire to be an employer of choice and are doing all we can to make that a reality.



Greg Douglas Regional Manager - North Island

I was grateful to join Leighs earlier this year to continue the fantastic work being done to grow the Leighs brand and reputation in the North Island market.

In mid-2022 we signed the largest Leighs contract to date and began work on a key regional project, the Taranaki Base Hospital. This is a project of significance for Taranaki in that Leighs is delivering a great community asset while also supporting the development of key skills for the region. We are currently supporting two Future Leaders (graduates) on this project.

Our North Island work has continued to move away from simpler quick-turnover, repetitive style projects towards those with a greater complexity and higher client

expectations for cost management and quality control. We are sticking to our knitting of being good builders while also building a great team of high achieving individuals in all areas of our business.

We have managed to secure a good future work programme in the regions and have consolidated our efforts into central Auckland. A range of large and smallmedium projects have allowed us to grow our people through the business and into larger builds. We are currently working on a number of schools for the Ministry of Education and apartments for Kāinga Ora, this is what Leighs is all about - creating a legacy of buildings that have a lasting impact in their communities.

Completed Projects NORTH ISLAND

Douglas Pharmaceuticals, **NPD Pilot Plant** Facility Stage 2, **Auckland**

Client | GBD Investments

This project involved the construction of a specialist pilot plant facility which is used in the research and development of new pharmaceutical products. Scope for the \$31m project included an extension to an existing pharmaceutical facility, including head office where the facility remained operational throughout the construction phases, with close communication required on site with Douglas Pharmaceutical staff.



The scope of works included foundations, forming of the building platform and the construction of a three-storey building comprised of pressurised laboratory spaces, controlled pharmaceutical manufacturing areas, write-up spaces, general office and staff facilities, and a canteen on the third level. A new warehouse space connects to the existing facility through a skybridge.



Ministry of Education Projects

Hillmorton High School, Christchurch

The \$12m project included the construction of a new middle school building and refurbishment of existing buildings, as well as civil works, infrastructure, and remediation works. As part of the Christchurch School Rebuild Programme, and due to an increase of the Build Roll forecasted for the school, the Ministry chose to construct a new two-storey Middle School building with twenty teaching spaces for mainstream and two teaching spaces for Van Asch Special Education. This was built on the existing location of the six tennis courts site, adjacent to Tankerville Road.

Whangārei Boys' High School, Whangārei

Construction of this \$40m project was delivered via simple staging, a shorter programme, reduced disruption, and improved functionality of the final deliverable. The scope included relocation and minor refurbishment of the existing whare to the lower field, construction of a two-storey hall with a mezzanine floor for tiered seating with the capacity to accommodate up to 1,300 students, a single-storey technology block connected to the hall, an administration block including library and café, a general teaching and science block, car parking with integrated access to State Highway 1 and landscaping.





CURRENT PROJECTS

Pītau-Allenvale, Burnside Primary and Cobham Intermediate Schools (ABC), Christchurch

The new ABC campus brings the three schools together in one location, maintaining their own separate teaching spaces, while sharing facilities. The \$35m project consists of seven new teaching blocks, an administration building and a new gymnasium/hall with associated landscape and hardscape areas. In July four of the seven teaching blocks were completed and handed over to the schools, with the remainder of the build on track for completion late-2023.



Belfast West School Campus, Christchurch

The new Belfast West School Campus caters for two schools in one location; Pītau-Allenvale and Belfast Primary School's year 5-8 pupils. The new \$34m campus includes the design and build of three buildings, comprising a teaching block and hall/ administration building for Belfast Primary and the third, a separate learning space for Pītau-Allenvale. The project includes associated landscaping, play areas, infrastructure and parking/drop off zones. Work has recently commenced on the foundations after an early works period of piling was completed in September. The Campus is due for completion early-2024.

Three Schools Cluster, Auckland

The schools – Botany Downs Primary in Howick, Puhinui Primary in Papatoetoe and Sutton Park Primary in Mangere East – make up the Three Schools Cluster in Auckland. Ranging from decile one to nine, these schools are part of the Ministry's Roll Growth Programme. Construction on the \$23m multi-school project is scheduled to commence early-2023.

Orewa North West Primary School, Auckland

Orewa North West is a new school, required in response to housing developments in the area. The \$20m new build will deliver 18 teaching spaces for a build roll of 420 students and has been master planned for a future roll of 700. Due for completion mid-2023.



Mike Knowles

Regional Manager - South Island

In the South Island we are doing larger scale works with some projects exceeding the \$200m mark, mainly for Government and large corporates with a particular focus in health and education sectors.

A highlight has been completing the ICU Facility Expansion project. It was awarded in December, we started in January, and we delivered on time in May. We worked with the consultants as they designed it, and we started without full documentation. It was a

project of national importance and a tricky job that was turned around in less than five months. It is a showcase of what is possible when council, clients, consultants, and constructors collaborate, which is applicable to a range of sectors.

At the Master Builders Commercial Project Awards this year we were awarded Gold for each of the projects we entered – MainPower Stadium in Rangiora, Cashmere High School Redevelopment and Science South Building at Lincoln University – which is a great achievement.

We also finished The Observatory Hotel at The Arts Centre, a high-profile heritage rebuild about six weeks early. We have had great success winning projects and repeat clients wanting us to work for them. In a resource-stretched market we have 18-months of work ahead, and that's a great place to be.



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Completed Projects

SOUTH ISLAND

MainPower Stadium, Rangiora

Client | Waimakariri District Council

This 6,000m² multi-use indoor sports facility is located on Coldstream Road, Rangiora. The \$26m project is comprised of a single-level portal frame sports arena and an adjacent structure with gym, changing rooms and administration space. Exterior works included car parking areas for 190 cars, a bus drop-off lane, drainage and sewer management, and a large courtyard with a pergola and associated hard landscaping. It covers an area of approximately 2.1 hectares.

This high-quality sports facility required particular attention taken with acoustics within the facility. The courts have been set up so that various sports events can be held simultaneously by utilising dividing curtains. Car parking for the adjacent hockey fields for a further 54 vehicles and formation of 10 tennis courts was added to our project scope as part of the longer-term development of the facility.





Cashmere High School, Christchurch

Client | Ministry of Education



The Cashmere High School Redevelopment was awarded gold in the Education category, at the 2022 NZ Commercial Project Awards.



Covering multiple stages, this \$26m redevelopment of Cashmere High School included the construction of a new science building and performing arts centre, as well as the redevelopment of campus wide infrastructure, civil works (main water ring, stormwater, and sewer), and site works (road asphalt) and landscaping, regeneration of multiple existing teaching blocks and the fitout of a special education facility with hoisting equipment. Delivered within the centre of an operational school campus with over 2,000 students, one of the most

successful aspects of this project was to deliver on short term goals as promised. This included handing over multiple stages of the school on agreed dates and undertaking a no-surprises method of delivery, and a committed approach to aftercare.

Science South Building, Lincoln

Client | Lincoln University

Construction for a new animal science building commenced in June 2020 and progressed rapidly to completion in July 2021. The \$8m building houses leading-edge research that will be undertaken by Lincoln's renowned animal scientists in the new

facility. A distinctive red-hued, sun-louvred, single storey, 1,450m² building located in the south-eastern corner of the campus includes research spaces, labs, offices, cool rooms and pressurised spaces, an in-roof

plant deck, collaboration spaces and social

The Science South Building was awarded gold in the Education category, at the 2022 NZ Commercial Project Awards.

areas for the Faculty of Agriculture and Life Sciences. The new building is the first of two new science facilities that Leighs is constructing to deliver fit-for-future learning and research spaces where the finest minds in land-based scientific pursuits will be equipped to take on the world's most pressing environmental challenges.





Te Rauhītanga: The Gathering Place, Lincoln

Client | Manaaki Whenua Landcare Research (MWLR)

Te Rauhītanga: The Gathering Place is an Importance Level Two (IL2), \$10m project in Lincoln for Manaaki Whenua Landcare Research. The building was designed to improve science collaboration and integration. It's ultimately a space that will help to solve the big problems in science that Manaaki Whenua and its science collaborators are tasked with. The project is comprised of a modern two-storey office wing, and a two-storey linked building connecting the offices with the existing Herbarium and Fleming buildings. The new gross floor area is approximately 1,750m2, with a further 450m2 of upgrade works in the existing office buildings.





Completed Projects SOUTH ISLAND

ICU Facility Expansion, Christchurch

Client | Christchurch District Health Board (CDHB)

Leighs have a longstanding relationship with the Christchurch District Health Board, and a proven track record of delivering many successful health projects. As part of the National Covid-19 response, Leighs was approached by the CDHB to urgently deliver a fast-tracked project at Christchurch Hospital, expanding the ICU facilities in preparation for Covid-19. This involved the addition of twelve beds in the existing ICU unit and the associated fitout, within an operational hospital environment.





With our history of delivering Christchurch Outpatients Building, Burwood Hospital and current work at Hillmorton Hospital, Leighs was engaged early to ensure that this \$6m project of national importance was delivered within the tight timeframe of just over four months as outlined by the Ministry of Health, in order to prepare wider Canterbury for future Covid-19 cases.



The Observatory Hotel, Christchurch

Client | The Arts Centre of Christchurch Trust

The Arts Centre is a much-loved heritage complex in the heart of Christchurch.

Damage sustained in the 2011 earthquakes resulted in a multi-year, \$290 million restoration of the facility's numerous precincts. This \$34m stage of works at

the Arts Centre included the extensive structural strengthening and the fitout of three buildings known as 'F Block'. These buildings were originally constructed between the late 19th century and early 20th century and suffered substantial damage in the Canterbury earthquakes including the almost total collapse of the Observatory Tower. Starting in July 2019, Leighs steadily

and methodically strengthened the existing structure through new foundations, shear walls, diaphragm floors and roof structures. The internal spaces were then reconfigured as a 33-room, luxury boutique hotel, including seven suites and three accessible rooms.





The Langlands Hotel, Invercargill

Client | Invercargill Licensing Trust (ILT)

The \$42m Langlands Hotel is one of the largest construction projects Invercargill has seen in recent years. Built during the hardships of COVID-19, construction faced multiple shortages and labour restrictions. The 4.5-Star, 3,000m² hotel is comprised of three main forms, two are five-storeys high, with a larger, seven-storey form on the corner of Dee and Don Streets. Designed to invite the public in, the building has numerous entrances making all spaces very much part of the city. The hotel boasts 78 hotel suites, two bars, a café, restaurant and several function rooms; a bar on the top floor aptly named "360" provides expansive views of the city. It was important that local businesses were used as much as possible, from the local designers and subcontractors through to suppliers of fixtures, fittings and equipment and even the artwork for the guest rooms.





LEIGHS







PROCESS



PROJECTS



PROFIT



Current Key Projects

The more we talked about this hare-brained scheme of building it in New Zealand in large modules and putting it on a large ship, sailing across the Southern Ocean, then onto fancy trailers to negotiate the tricky ten-degree slope on the ice, the more it became realistic – the feedback was good. It was that outside-the-box thinking that won Leighs the project.

Scott Base Redevelopment, Antarctica

The \$300m Scott Base project speaks to Leighs' legacy of innovation and learning from the past to create a better future. It's become something of a flagship.

It's one of the biggest jobs the company has ever taken on. For the next six to seven years we'll be on the ice every summer and for the last season we will have a winter-over presence.

Everything we've learned from our involvement with Scott Base over the last 16 or so years we've brought into the project.

We've learned about the environment and

We went through a process of considering options for how to construct the facility. Traditionally the Scott Base facilities have been built in Antarctica using modular components and materials that can be transported there in containers.

For a complete replacement of Scott Base, we needed a solution that could reduce the number of people needed to work on the ice due to accommodation constraints, and also to minimise the length of time the overall project will take.

We tested out an idea that the base could



pushed that into the building science, we've looked at the seasons, we've understood the complexity of working on the ice and come up with some very innovative solutions.

We are working closely with designers and Antarctica New Zealand to construct and commission the complete base in Timaru. It will be strategically separated into eight or nine large modules fully testing all requirements, services, ability to operate, meet building code, and other compliance and client requirements.

be built in New Zealand and shipped as a complete unit to Antarctica. We were initially assessing this option to discredit the idea and to show we had looked at the project from every angle.

Lake Road Apartments, Auckland

Client | Kāinga Ora

Kāinga Ora's Lake Road development sees construction of a new \$34m public housing complex comprising three separate, sixstorey apartment blocks. There are 85 individual units with a mix of one, two and three bedroom homes; 17 of which are step-free and accessible. Also included

within the complex are two community rooms and four office areas. The ground floor will be occupied by Kāinga Ora as the North Auckland neighbourhood unit. Construction is well underway and is due for completion mid-2023.





Hillmorton Hospital Specialist Mental Health Facility, Christchurch

Client | Te Whatu Ora Canterbury

Construction of two new clinical buildings and an extension to the campus energy centre began in 2021 and covers a development area of 8,000m2. The \$60m project is comprised of an Integrated Family Services Centre which will house services for mothers and babies; inpatient and outpatient eating disorder units; and a child and family inpatient unit. There will also be a High and Complex Needs Unit to provide services for patients with acute mental health illness. The building will have a modern, therapeutic environment with centralised courtyards, single rooms and flexible spaces. This Green Star project is on target to attain a 5-Star rating; currently in construction and is due for completion in mid-2023.





Current Key Projects



Science North Building, Lincoln

Client | Lincoln University

The Science North Building sees the construction of a new three-storey science facility on the Lincoln University campus. At 9,450m², the new \$74m building will provide teaching laboratories, research laboratories, workspaces, meeting spaces

and flat floor teaching areas as well as a social / collaborative space and associated amenities. Construction is well underway and is due for completion mid-2023.

Project Maunga Stage 2, New East Wing Building, New Plymouth

Client | Te Whatu Ora Taranaki

This 25,000m², \$230m development houses clinical facilities including a new radiology department, emergency department, acute assessment unit, operations centre, neonatal unit, maternity department, intensive care unit, and laboratories, as well as other ancillary spaces. The six-storey, 5-Star Green Star project is currently in construction and due for completion in December 2024.





University of Otago Christchurch Campus Redevelopment (UOCCR), Christchurch

Client | University of Otago



Located in the new Christchurch
Health Precinct, the University of Otago
Christchurch Redevelopment will result in a
stunning new research and learning facility
located on Oxford Terrace. The seven-storey
plus basement building will house laboratory
and research spaces, a medical imaging
suite, clinical research facilities, teaching

and workspaces. Work has commenced on site with secant pile retaining walls now complete and bulk excavation underway. The new \$176m building will have a usable floor area of approximately 16,500m², and is targeting completion early-2026.



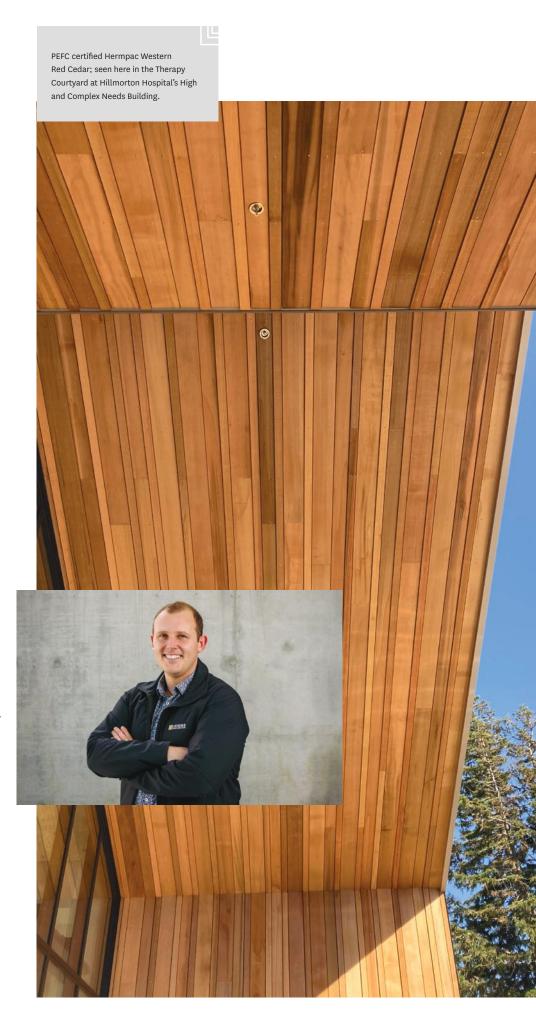
Sustainability

Tom Williams. **Environmental and** Sustainability Manager

With an increasing awareness of reducing our environmental impact and client desires to consider more sustainable construction practices, Leighs is taking the opportunity to lead the way and do things better than in the past through numerous environmental and sustainability objectives that are set within the strategic framework for 2022-2025.

Leighs already holds the internationally recognised ISO 14001 Environmental accreditation, and we stand committed to working alongside our clients toward common environmental and sustainable targets. "We're involved with a lot of projects where clients are asking for our environmental certification, qualifications, and expertise, or are meeting Green Star or Home Star standards. It's demonstrating the use of sustainable products, such as timber, steel and concrete. It's also about reducing our waste to landfill by implementing waste management plans on site.

The key thing I'm excited about is to make sure our sustainability strategy flows from our offices all the way to our projects - from the company to what we're building. We hope our clients are on board with it as well, and soon the default for us will be the Leighs Sustainability Benchmark. At the end of the day, it's about leaving a project and company footprint that's as light as possible. In the next ten years sustainable construction practices are going to continue to develop and will become the default, and we're well on the way to making that change.





Diversity, equity and inclusion

Leighs has long recognised the benefits diversity can bring to its business.

Leighs is built on a philosophy of people first. Diversity is not something we just think we should do, we do it because ultimately it adds to our business. A more diverse workforce enables a different style of leadership and communication and ultimately drives better outcomes.

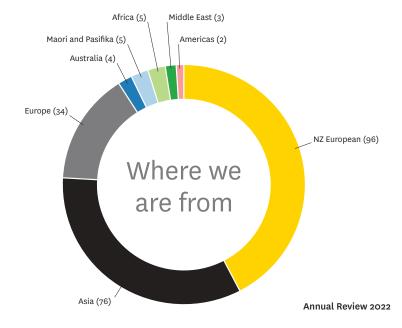
In an era where there is increasing awareness that diversity of thought, background and experience brings new skills, new ways of thinking and new ways of doing that drive success, Leighs' diversity journey is already more than a decade in the making. We have had a focus on increasing female representation in all roles at Leighs and currently have a workforce that is 20 percent female, with a solid representation in all types of roles. This year we are pleased to welcome Anna Cassels-Brown and Sinead Horgan as our first two female directors on the board.

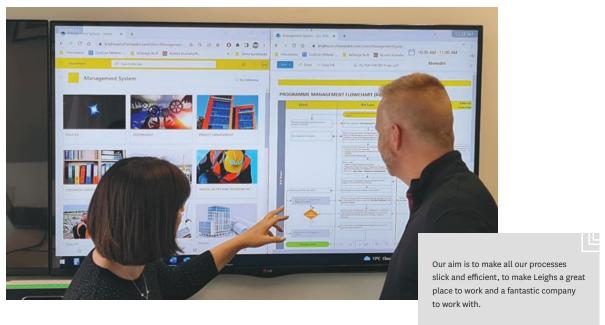
We are also proudly multi-cultural, particularly since the 2011 Canterbury Earthquakes. When what began as a postquake effort to recruit carpenters from the Phillippines is now only part of the Leighs cultural diversity picture. Leighs has continued its Philippines recruitment and they have become part of the DNA of the company's growth since. Many of that first cohort celebrated ten years with the company in September 2022.

Our talent attraction and retention strategy is about ensuring we attract a broad range of talent. That means people from different cultures, different genders and different backgrounds and actively providing equal opportunities for them.

We have matured enough to recognise that as an organisation, the sum of parts is greater than the whole. Everything we do, we do for our people. If we focus on our people and help them be the best, then the service we provide is the best we can.

What we have seen from that is a real shift to be a more inclusive, more diverse and more tolerant, less judgemental organisation so we can be more collaborative and challenge without regret or conflict to create something that we can all be proud of.





Digital Transformation

Leighs has recently embarked on an exciting journey to transform its IT and business systems.

A significant focus for the coming years is a review of Leighs' ERP and HRIS systems to implement systems that will enable better project performance and improve the experience of our people who use our systems on a daily basis. This will eventually result in a consolidation of our many online and in spreadsheet systems into fewer better integrated, real-time systems.

Over the past few years, Leighs has risen to the challenge of enabling its widely dispersed team to work remotely. We have implemented the tools needed to meet the demands of a more flexible way of operating while improving productivity. Key among that is a transition to SharePoint, which will allow us to collaborate more effectively and

provide a launchpad for our future growth.

A big part of that is making our systems work for the business, but also our people – making our systems work for us, not against us, and help people do their jobs, not hinder them. We focus on not wasting people's time, because that's the most valuable thing they have.



Project Mārama -Strategic Update

Leighs has grown significantly in recent years, and we are all proud of what has been achieved. Our growth and success has resulted in larger and more complex projects and with that our technology solutions need to be refreshed.

We have reached the stage where we need to have more focus on our project and business productivity and performance by improving our systems and processes.

Mārama means brightness, clarity and light. We aim to create clarity, ease of understanding and transparency of our project and business systems and processes.

One of our goals is to be a long-term sustainable business and to deliver successful and profitable projects every time. This brings out the best in our people and creates highly engaged teams on all fronts. Project Mārama will hold this goal firmly in sight and help us deliver a long-term future for Leighs that is bright and clear.

Following an in-depth feasibilty study, we have determined that our first area of transformation will be our project and business financials.



PrideKo te Mana

Passion

Ko te Wawata

ExcellenceKo te Panekiretanga



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