Parsons Brinckerhoff in 2010

Heritage image: August Belmont (L) and William Barclay Parsons (R) shaking hands across Cape Cod Canal at Foley's Dike in Massachusetts on April 21, 1914. Future image: Terry Fagg (L) Utilities Treatment Manager from Western Downs Regional Council and Thomas Mannhardt (R) Senior Water & Process Engineer from PB inspecting an online turbidity meter which monitors final treated water leaving the Dalby Stage 2 Desalination Plant.

About PB

> *It is not the technical excellence of an engineering design which alone determines its merit but rather the completeness with which it meets the economic and social needs of the day.*

~ William Barclay Parsons, 1927

William Barclay Parson's words from 1927 are at the heart of our values and the basis of sustainability in PB A–P. While he talks about meeting the needs of the day, the notion of 'completeness' invokes the future, as needs can only be met completely when there is provision for the future.

Our vision

PB will be a positive and highly influential force in the development and operation of infrastructure around the world. Through service to our clients and collaboration with colleagues, we will create a lasting legacy that improves the lives of people and communities.

Our vision will only be achieved by living our values, and it will be sustained by our culture. Taken separately, these standards of behaviour are not unique to PB, nor are they new. But by making a commitment to them together, we will find new strength.

Our values

We behave ethically, acting with integrity and respect.

We work with our clients to contribute to their success.

We care for our colleagues, encouraging their development, engagement and achievement.

We share knowledge with our colleagues to deliver professional excellence.

We act in a socially and environmentally responsible manner, committed to high standards of safe performance.

PB globally

PB is one of the world's leading planning, environment and infrastructure firms.

PB's comprehensive services include strategic consulting, environmental studies, design, construction management, and project and program management.

PB A–P is an integral part of PB's 14,000-strong global team working in 150 offices across six continents. Since its inception over 125 years ago, PB has worked on some of the world's most significant infrastructure projects.

In October 2009, PB became part of Balfour Beatty plc, the international infrastructure group operating in professional services, construction services, support services and infrastructure investments.

In 2010, PB became organised under eight operating companies: Asia, Australia–Pacific and southern Africa; Europe, Middle East and Northern Africa; Americas Transportation; Americas Buildings; Americas Power and Energy; US Federal; Water; and Canada.

PB has enhanced its capabilities with the addition of Heery International, serving as its US buildings operating company; and Halsall Associates, serving as its Canadian operating company. PB serves as the global professional services division of Balfour Beatty plc.

PB A–P

The PB A–P team is made up of over 2,500 professionals offering a comprehensive range of services and total delivery. Across Australia, we have worked on infrastructure projects for more than 40 years.

In Australia, our work spans nation-building projects in transport, power, renewable energy, urban development, water, and resources and industry, while in New Zealand the team has developed a strong presence in the power and hydro sectors and, more recently, in the transport and water sectors.

125 years of PB

Our heritage – a 125-year history

In 2010, PB celebrated its 125th anniversary, retaining its position as one of the longest continually operating engineering firms in the world — no small feat, especially when you reflect that during this time we've helped deliver nation-building projects despite the disruption caused by world wars, global depressions and other catastrophes. Importantly, we've used these experiences to build a leadership position with a range of clients, markets and geographies — a position we continue to strengthen and develop.

Since the founding of PB, the world has changed from being made up of discrete industrial societies to societies linked on a global scale by technological culture. As an integral part of this transition, the design of large-scale engineering works has been fuelled by innovation and vision.

PB's story is one of leadership, and our history continues to be characterised by the imprint of outstanding individuals — starting with the firm's founder, William Barclay Parsons.

The first undertaking of William Barclay Parsons was to design New York City's first subway, the Interborough Rapid Transit (IRT). Completed in 1904, this line extended from Lower Manhattan to Harlem, and remains the world's most heavily used rapid-transit system. His second major project was to chart a 1,000-mile railroad in China, from Hankow to Canton, a line that is also still in use today.

In 1906, Henry M Brinckerhoff brought his expertise in electric railways to the firm. Known for his co-invention of the third rail, which revolutionised rapid transit, Brinckerhoff designed the network of roads at the 1939 World's Fair in New York.

From then until now, PB has evolved and expanded. Long recognised as one of the world's leading transportation engineering firms, PB now provides comprehensive services for all types of infrastructure projects, including power, buildings, environment and government services.

More recently, PB has played significant roles in thousands of projects, including some of the most notable infrastructure endeavours of the 20th century. It is these projects that tell the complete story of our heritage, and provide an account of the legacy of our impact around the world. It is a legacy we continue today, where we support our clients in nearly 80 countries around the world.

Balfour Beatty

In October 2009, Balfour Beatty plc completed the acquisition of Parsons Brinckerhoff Inc. to become a wholly-owned subsidiary company. Balfour Beatty, celebrating 100 years of operations in 2010, is a world-class engineering, construction, services and investment business with a resource pool of 55,000 employees worldwide and a strong position in major markets.

Balfour Beatty has four market-leading businesses in professional services, construction services, support services and infrastructure investments. It delivers services essential to the creation and care of infrastructure assets, including investment, project design, financing and management, engineering and construction, and facilities management services. These services can be brought together in any combination to provide an integrated capability.

Balfour Beatty works for clients principally in the United Kingdom, Europe, the US, South-East Asia, Australia and the Middle East who value the highest levels of quality, safety and technical expertise.

PB: an evolution from our early PPK origins
Gordon Benham

My career with the company commenced in 1974, as a transport planning engineer with PG Pak-Poy & Associates in Adelaide. I attribute my longevity with PB to the challenges presented in working on interesting and diverse projects throughout Australia and internationally, coupled with a strong culture within the company in Adelaide. The support of my family in managing extensive absences from home contributed strongly to my being able to maintain inputs internationally.

The past 37 years has seen a significant transition from a small consulting company in Adelaide, through several ownership changes, to a large national consulting group forming part of a global construction and services company. PG Pak-Poy & Associates was a small planning consultancy. Staff numbers varied from 35 to 80 or so. We were much like a large family in many respects.

In 1993, PPK was purchased by Waste Management International, and renamed RUST PPK. Staff numbers grew slowly. The change in ownership to PB brought a significant growth phase to the company, and a significant expansion in resources and skills. We now have strong rail, tunnelling, power and road engineering capability, which has led us to be recognised as a major engineering consultancy in Australia. Through PB, we have also been able to leverage consulting work from Asia and the Middle East.

The acquisition of PB by Balfour Beatty in 2009 has yet to have a significant impact on PB operations in Australia, but is likely to do so more widely within AAPSA as opportunities for PB staff to be involved in international projects increase.

In summary, I have seen a transition from a small local planning-based company to a major national engineering company, respected nationally and internationally across a very broad range of transport, mining and industry, and water and community development projects. Opportunities for wider international growth under the stewardship of Balfour Beatty will further enhance our growth potential.

Stakeholders

Our approach to stakeholder engagement is guided by our vision, our core values and our code of ethics.

By adhering to PB's code of ethics and our values, we will all adhere to the professional codes of conduct of our respective professional or licensed institutions.

Our stakeholders are those we engage with who are involved in the funding, delivery and operation of infrastructure in the markets in which we operate — water, transport, urban development, government, energy, resources and industry sectors. They include:

- clients
- current, past and future employees
- government
- industry bodies
- other similar firms we team with
- media.

Our engagement approaches include:

- participation on key industry association committees
- attendance at industry functions
- sponsorship of industry events
- corporate communication (publications, website)
- PB-run client and stakeholder events on various subjects and technical disciplines
- media relations
- trade displays
- meetings
- government relations (in NSW, we employ a dedicated Government Relations Manager).

As outlined in our business procedures, we actively solicit feedback from our clients using the folowing methods (also see 'Our clients').

Client service brief

At the start of a project we ask clients for their critical success factors so we can deliver to these. Part of this process is to identify the client's preferred engagement method during the project, the PB staff who should be involved in those interactions, and their timing.

Post-project client survey

We survey our clients about our performance (service and technical quality) at the end of our projects. The surveys are conducted face-to-face, by telephone or by email. The outcomes of the survey are forwarded to an appropriate person for follow-up as required. Reports on individual strong performance or poor performance are sent to the Business Systems team and included as part of their systems improvement process. A report on overall business performance is also produced.

A number of key performance indicators (KPIs) relating to client satisfaction are outlined in the A–P strategic plan and measured from this survey process. The KPI targets are then reflected in PB's bonus scheme.

Client Relationship Managers

We have allocated Client Relationship Managers (CRMs) for 54 Brand accounts. Our intent is to provide a contact point for clients, to ensure they are receiving high-quality service and to better understand their business needs so we can deliver project excellence.

In addition, each year we participate in an industry benchmarking study, Engineering Beacon, that rates the performance of Australian engineering firms.