



Diversity & Inclusion at AECOM

In recent years, we've made encouraging progress towards creating a progressive, open and inclusive workplace. In many ways, we've led and influenced our industry to firstly start a conversation about Diversity & Inclusion, and then affect positive workplace change that has been embraced outside of AECOM.

That's why it's so important that, as industry leaders, we maintain that momentum.

Continuing to prioritise Diversity & Inclusion matters to me because I want to lead a business that delivers excellence for our clients.

I know our business delivers best when it comprises people of diverse backgrounds, skill sets and thinking.

We're committing to meet bold targets in Our Action Plan not only because we see the business value in doing so; we're committing to them because it's the right thing to do.

Please join us as we continue creating the workplace of the future.



Todd Battley
Chief Executive
Australia New Zealand

Our D&I Vision

At AECOM we know diverse teams deliver the best solutions for our clients and, as a result, the best outcomes for our communities. **Our D&I Vision is to have the best minds, working together in an environment which truly embraces all of our differences.**

At AECOM we have a chance to create a progressive way of working, one built on foundations of flexibility and technology, and one where differences are understood and valued. We believe it is only when people feel trusted that they can share who they really are, can bring their 'true selves' to work, and can contribute and develop to their full potential.

Over the coming years, AECOM will continue to drive increased gender diversity across all levels of our business, with a particular focus on creating more diverse leadership teams.

Our flexibility agenda will continue to develop as we invest in enabling technology and create a culture based on outputs – not where and when work is completed. Finally, recognising both Australia and New Zealand have some of the most culturally diverse populations in the world, we are adding Cultural Diversity as a new pillar to our D&I Strategy for 2017 – 2019.

This document outlines the specific focus areas and how all our people can support change.

2017-2019 - Our four focus areas

Focus area

Where we are now

Where we want to get to

Our Actions for Change

Inclusion

Create a culture that is inclusive of all people and all their differences (abilities, age, mental health, LGBTIQ, religion, race)

Inclusive leadership training delivered across some regions.
No data on how our people identify



Stronger capability in our people managers in managing diverse teams.
Accurate measurement of the diversity of our people



- Audit our recruitment processes, highlighting opportunities for bias; develop action plan for change
- Set clear behavioural expectations for all of our people
- Continue inclusive leadership training
- Encourage and support local interest groups and actions
- Develop symbols to reinforce inclusion
- Broaden diversity data collection
- Collect diversity data in a confidential and respectful way; enabling us to measure and report genuine diversity

Gender Diversity

Continue our focus on increasing female participation at all levels so as to remain at the forefront of gender diversity achievements across our industry

33% female workforce
50% of graduate intake female
15% women in leadership roles



40% female workforce by 2022*
Maintain ratio of 50% graduate roles filled by women
25% women in leadership roles by 2020 **
Eliminate unexplainable, gender pay gaps



- Set targets for senior leaders to increase percentage of women in leadership positions
- Continue analysis and actions around gender pay gap
- Review parental leave benefits for secondary carers
- Introduce high-potential female sponsorship program
- Promote Women in STEM strategy
- Implement conference pledge across ANZ
- Continue to influence industry and enhance our brand

* Current and suspended employees, permanent full-time and part-time, permanent, limited term.

** All Director classifications, including active and suspended employees, permanent full-time and limited term.

2017-2019 - Our four focus areas

Focus area

Where we are now

Where we want to get to

Our Actions for Change

FlexWorks

Create a consistent culture of flexibility across ANZ, where ***“If it works for your client, your team and for you, it works for us.”***

80% of people formally or informally accessing flexible working arrangements
44% agree that flexible workers are given equal status when considered for promotions and training



Increased use
Increased confidence from both men and women that flexibility supports promotion and training



- Continue FlexWorks communications and training
- Establish an effective condensed work arrangement
- Trial school term employment strategy
- Review superannuation for part-time workers
- Further embed flexibility into our recruitment process and branding
- Increase access to technology to support flexibility
- Develop effective strategies to increase flexibility on major projects

Cultural Diversity

We recognise that a truly diverse workforce must reflect the diversity of the communities in which we operate.

No data on how our people identify
No data currently on the cultural diversity of our people
Adhoc recognition of cultural diversity through communications, celebration and facilities



Measure baseline data
Increased communication and recognition of diverse cultural traditions



- Collect cultural diversity baseline data
- Analyse the differences in pay, promotions and recruitment outcomes, based on cultural differences and develop action plan to address priority areas
- Increase cultural diversity in the annual graduate intake
- Education in cultural competence
- Review current public holiday policies and practices to recognise diversity of cultural traditions and celebrations

Alongside these new actions, we will continue to invest in and implement initiatives that have been successful and have now become “business as usual”.

- Reconciliation Action Plan
- Reviewing gender participation in all leadership programs and other core development programs

- mCircles
- Increasing the proportion of women to be considered for promotion in the annual process

Diversity & Inclusion Strategy Principles

To attract and retain the brightest minds by embracing difference and collaborating to deliver transformational business outcomes.

The following principles guide our leadership behaviours, our development of actions, and our measurement of success.

- We are committed to building diverse and inclusive teams to create better business outcomes for our clients.
- We foster an environment where our people feel like they belong. Our culture of respect for difference encourages collaboration and creative thought.
- We consciously expand our pool of talented people through promotion and recruitment decisions that consider both merit and existing gender biases in our industry. We are committed to attracting and retaining the best people at AECOM.
- We seek to employ a workforce that reflects the communities in which we operate, and be seen as an employer of choice for all.
- We seek to be more active in attracting, retaining and valuing people at diverse cultural and racial backgrounds.
- When we talk about gender diversity in AECOM, we mean both women and men. We look to create a mix of gender diversity across all teams, career streams and roles.
- We seek to be recognised as the thought leaders by industry and our peers for our leadership in Diversity & Inclusion.

Governance

The strategy has been developed by our ANZ Diversity and Inclusion Advisory Panel, which will continue to monitor and report on progress to AECOM's Executive Committee on a quarterly basis.

If you would like to know more about our strategy, progress, or become involved, please contact your local D&I Advisory Panel member, your local HR team member or review the ANZ D&I Advisory pages on Ecosystem.

Our Diversity & Inclusion Advisory Panel



Craig Davidson
Auckland



Duncan Richards
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Mark McManamny
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Helen Fraser
Melbourne



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Paul Steinwede
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