



Engineers Australia

Women in Engineering

*Most Outstanding
Company in
Gender Diversity*

AECOM

Built to deliver a better world

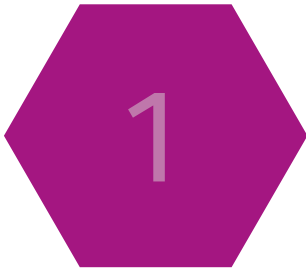


[Click here to watch a quick video from Lara Poloni](#)

*"Gender diversity and equality
make good business sense,
and at AECOM, this is the way
we want to do business."*

Lara Poloni
AECOM Chief Executive, Australia New Zealand





Projects demonstrating recruiting, retaining and recognising female engineers [479/500 words]

At AECOM, we've taken a holistic and sophisticated approach to support the recruitment, retention and recognition of female engineers.

Graduate recruitment success: Our recruitment campaign for our 2017 intake attracted over 5,000 applications, of which 24% were female. Throughout the process we held 14 graduate assessment centre sessions with a minimum 50% female representation. As a result, we employed 119 graduates – with 60 of those being female – and achieved 100% gender pay equity.

We have engaged **Diverse City Careers (DCC)**, a job site dedicated to helping women pursue rewarding careers, to advertise our job vacancies. In June 2016 we hosted their Melbourne, Brisbane and Sydney 'meet-ups' with over 150 female professionals. An AECOM speaker presented on how to manage flexible working practices.

Representation: Since July 2015, the percentage of females in AECOM leadership roles has increased 16% – a statistical representation of our ongoing commitment to elevating females to positions of influence within the business.

Retention: Our 2015/2016 annual engagement survey index for 'Diversity & Inclusion' had a total favourable score of 85. From a total of 16 measurement categories, the success in D&I was only exceeded by our favourable 'Safety' score. The rating to the statement – "my manager demonstrates that having a diverse, inclusive workforce is important for AECOM's business success" – completed by 80%+ of our Australian team members was 12 points higher than the global Engineering & Construction standard.

As of June 2016 our AECOM **ANZ Corporate Executive Committee** (Board equivalent) is now represented by 38% females – a vast improvement on the previous year of 13%.

Equitable remuneration practices: Over the past 12 months we have taken steps to reduce the pay gap between male and female employees. These steps include:

- undertaking a detailed gender pay gap analysis
- redesigning the recruitment offer process to conduct gender pay analysis on each female hire
- reserving 5% of the year end remuneration budget for gender pay adjustments
- undertaking and committing to continue to review salaries of team members on parental leave; and

- training remuneration decision makers on pay gap issues and unconscious bias.

Overall, the gender pay gap has reduced by 3.4%.

Workplace flexibility: Organisations that offer genuine workplace flexibility are ahead of the curve in terms of attracting and retaining the industry's top talent. Since launching our Flexibility Plan in 2015, we have:

- conducted focus groups and surveys across Australia involving 1000+ employees
- advertised all new roles as 'flexible' and openly considered all work practice options during recruitment
- launched a comprehensive toolkit for managers and employees around successfully managing flexible work practices
- abolished forced start and finish times and removed restrictive policies and procedures
- invested heavily in an Inclusive Leadership Development program for our people managers across Australia
- delivered over 1000 new laptops to support flexible working practices; and
- commenced an internal promotional campaign to encourage flexible working practices involving leadership roadshows and a comprehensive suite of traditional communications channels.



Our newly launched 'Flexibility Works' brochure – changing the way we work in 2016



Previous award or recognition or statement in gender diversity and/or significant effort in improvement of policies and procedures in regards to gender diversity [480/500 words]

AECOM's **Gender Diversity Strategy** has three key objectives: to create a culture that embraces flexibility for all team members, to increase the gender diversity of our workforce and leadership teams, and to enable AECOM to become industry leaders in attracting, developing and managing a diverse workforce.

This public Strategy has been distributed across the business and prioritises seven focus areas: unconscious bias, gender targets, gender pay, flexibility, influencing industry, external hiring, and career development for women.

Our progress against **key metrics and targets** is shared transparently. A report is presented to senior leadership quarterly, and relayed to teams through webinars, emails and social media.

Our Gender Diversity Strategy formed the basis of our **2015 WGEA Employer of Choice** citation and **2016 HRD Innovative HR Teams** recognition. Our people are proud to work for an organisation that is making a tangible difference and taking bold steps to change not only our business, but the entire infrastructure industry.

A Diversity & Inclusion (D&I) Panel composed of female and male senior leaders who are passionate about gender diversity supports the development and implementation of the strategy.



Click the thumbnail to read Our Gender Diversity Strategy

AECOM led and hosted the creation of an **Infrastructure Working Group** to tackle diversity in the infrastructure industry. Partnering with public and private clients, we hosted a number of workshops to address structural, cultural, personal and interpersonal barriers hampering business efforts to promote diversity and inclusion.

Through engagement with the WGEA we have conducted a thorough review of our **Policies & Procedures** to ensure we are promoting an inclusive and equitable workplace. Flexible work hours, time-in-lieu, working from home, part-time work, job sharing and the suite of leave entitlements (Carers, Parental, Annual, Unpaid, Domestic Violence, Community, Study) have all been assessed and adjusted to reflect our commitment to gender equality. To support women at work we have introduced private breast feeding facilities in major offices and offer free childcare and aged care referral services.

We believe by influencing and working collaboratively with the engineering industry we can **raise the profile of gender diversity and promote the industry** as one that is accessible to women. Our most senior leaders are active public advocates for gender equity, often featuring in national and international media and news publications. Recent examples from our Chief Executive, Australia & New Zealand, Lara Poloni include:

- March 2016: Engineers Australia, "International Women's Day Celebration Evening", Sydney, key speaker engagement.
- April 2016: Consult Australia Asia Pac CEO Conference – 'Being at the top of a male dominated industry and dealing with stress', Sydney, key speaker engagement.
- April 2016: Consult Australia 'The Diversity Challenge' breakfast, Brisbane, key speaker engagement.
- May 2016: CEDA's "Women in Leadership: business and innovation", Adelaide, key speaker engagement with 300 attendees.
- October 2016: Workplace Gender Equality Agency social media campaign involving Lara Poloni, "The buck stops with me and I'm committed to making the gender pay gap a thing of the past at AECOM".



Degree to which a company has fostered skills development of female engineers [482/500 words]

By focusing on the skills development of our female engineers, we have achieved success in **leadership development program participation**. In 2015/16 all of our leadership programs had a higher female participation rate than the existing workforce composition. Notably, in 2015 our Senior Leaders Development Program had female participation at 35% - more than double the female leader representation rate.

Partnering with the Centre of Ethical Leadership and world renowned Gender Diversity academic, **Professor Robert Wood**, we have developed a three hour Inclusive Leadership training program for our project and people managers. This program is being rolled out across all our regions and offices, supporting managers in developing capabilities to manage a diverse and flexible workforce.

In 2014 we launched our first female-only mentoring circle – known as **mCircles** – in our Brisbane office. mCircles provides women with a confidential forum to empower themselves to advance their careers. The reach of these circles now extends across ANZ, with 10 mCircles in operation and more than 160 women involved.

Circle members take responsibility for researching topics, which requires them to build their networks and knowledge and bring it back to their Circle to share with their peers. Circles invite guest speakers from within and outside of AECOM to build their knowledge, and connect with senior leaders. Topics such as personal brand, workplace flexibility, developing leadership styles and growth opportunities are covered.

Once a quarter we facilitate webinars between all Circles and provide practical guidance and information that promotes career advancement. AECOM's executives, including Chief Executive, Lara Poloni, are invited to join Circles as either informal or formal mentors, and to connect women with the organisation's strategy and key challenges.

Based on the success of these internal mCircles, AECOM has launched two **industry-wide mCircles**, working with clients to advance the career of high performers within their organisations. These groups were established as part of a collaborative project to address industry-wide challenges in Diversity and Inclusion.

Unconscious bias training forms a key part of our internal senior leaders and graduate development programs. This ensures new AECOM employees and those flagged with leadership potential are well versed on the challenges faced by women in the industry – and importantly, how to remove bias from business decisions.

We have engaged a job site dedicated to helping women pursue rewarding careers, to advertise our job availabilities. In June 2016 we hosted **Diverse City Careers (DCC)** Melbourne, Brisbane and Sydney 'meet-ups' with over 150 external female professionals and dozens of AECOM female engineers. A representative from AECOM presented on how to successfully manage flexible working practices.

AECOM University – our in-house online learning centre – has over 5,000 courses available to employees, many of which tackle the topics of people management and leadership. Most recently, we've added materials that specifically address gender diversity issues, such as 'Importance of Flexibility in the Workplace', 'Diverse Recruitment Process: Hiring & Unconscious Bias' and 'Guarding Against Interviewing Biases' courses.



The Brisbane mCircles group meet with Chief Executive Lara Poloni



Degree to which female engineers have achieved career progression within the company [304/500 words]

Promotion: AECOM is committed to the career progression of its female employees, and is a vocal supporter of 'closing the gap' between men and women in the infrastructure industry. An emphasis on developing the skills of our female engineers has facilitated a greater representation of females in leadership positions across the business.

Results: In 2015/16, a total of 263 female employees achieved promotion, while there was a 16% increase in the number of females occupying leadership roles.

As of June 2016, the AECOM **ANZ Corporate Executive Committee** (Board equivalent) has 38% female representation, up from 13% representation in 2015. The increase can be attributed to a targeted and effective executive recruitment, development and retention strategy. A sharp focus on internal development and promotion produced the majority of the female Executive Committee appointments, with only one appointment the result of external recruitment.

Lara Poloni, Chief Executive – Australia & New Zealand:

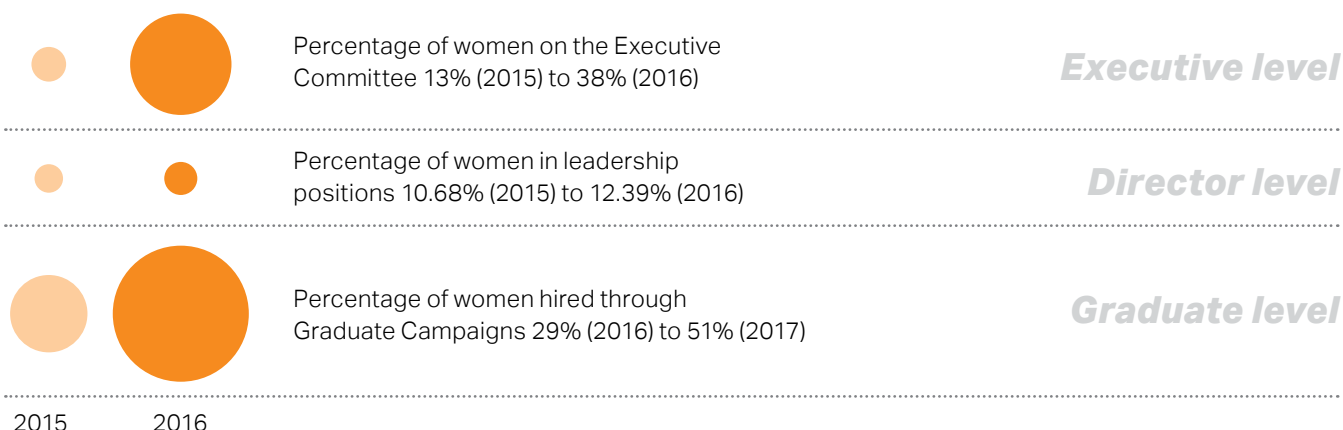
Lara's career at AECOM has spanned more than two decades and has seen her progress from an ambitious

planner working on the planning, design, assessment and development of major transport, energy and telecommunications projects, to the role of Chief Executive, overseeing 4000 team members across Australia and New Zealand.

In 2015 Lara became the first of 78 CEOs across Australia that pledged their support to become one of the Workplace Gender Equity Authority's Equal Pay Ambassadors – a commitment that continues today. She is also an active mentor for the Committee for Melbourne's Future Focus Group Leadership Program, The Roads Australia Leaders of the Future program and the National Association of Women in Construction's Shadow a CEO program.

Lara previously developed the successful AECOM Women in Infrastructure network operating in Melbourne and Sydney, and was a founding member of AECOM's Global Diversity & Inclusion Committee.

Lara is also a current board member of [Infrastructure Partnerships Australia](#).



2015 WGEA Employer of Choice citation and 2016 HRD Innovative HR Teams recognition



AECOM led and hosted the creation of an Infrastructure Working Group to tackle diversity in the infrastructure industry



Invested heavily in an Inclusive Leadership Development program



Delivered over 1000 new laptops to support flexible working practices



Number of female engineers and female members of Engineers Australia per male equivalency (fellows, CPEng, members and graduates) [115/500 words]

AECOM covers subscription costs to one professional membership for each employee. Whilst we don't keep dedicated records, a large percentage of our workforce holds an Engineers Australia Membership. Currently, around 21% of our total workforce consists of female engineers. It can be estimated that most, if not all, are members of Engineers Australia or will be in the near future.

Our systems are currently being updated to capture this information more concisely. Business leaders continue to encourage membership to Engineers Australia to promote ongoing professional development and ready access to networking opportunities.

AECOM supports numerous Engineers Australia groups, committees and functions through the broad commitment of team members across Australia, including Women In Engineering (WIE).

"AECOM has chosen to take a trail-blazing approach to creating gender equality in our business and the broader industry. Change takes real action, as well as words, and we are proud to invest in creating the workplace of the future; a future where diverse teams create better solutions for our clients, with the overriding purpose of ultimately delivering a better world."



Helen Fraser
Director Human Resources,
Australia New Zealand



38%

of our AECOM ANZ Corporate Executive Committee roles are filled by women

5%

of year end remuneration budget reserved for gender pay adjustment

3.4%

reduction in the gender pay gap

100%

gender pay equity in our graduate recruitment program, with 60 of 119 graduates employed for 2017 being female

About AECOM

AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A *Fortune 500* firm, AECOM companies have annual revenue of approximately US\$18 billion.

See how we deliver what others can only imagine at aecom.com and [@AECOM](https://www.instagram.com/AECOM).

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