



Our inclusion and diversity journey

Committed to creating a more inclusive future

→ **The Power of Commitment**





Inclusion and diversity are core to GHD



At GHD, we strive to be an inclusive community, where everyone feels they belong.

Over the last five years, we have built a foundation for Inclusion & Diversity (I&D) as we continue to evolve a workplace culture that values belonging. In fact, 81 percent of our people believe they can be their authentic self at work and do not feel they need to hide aspects of their identity.*

But we acknowledge that the experiences and sense of belonging vary across our people, particularly for those who are underrepresented in our workforce. We can't lose sight of the importance that all our people should feel a sense of belonging and what greater inclusion can unlock.

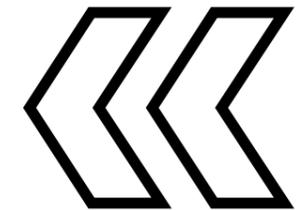
We have a bold aspiration to be a leading employer in our industry for I&D so we need to continuously strive to do better. In short, we recognise that I&D is a journey without a destination. It continues to be ever evolving, with many milestones along the way. This review is the culmination of our learnings from the past five years. Importantly, while acknowledging and celebrating what we've achieved, it also guides the work ahead of us.

Our preparedness to test new ideas and pilot new programs has helped shift behaviours and perceptions surrounding how we interact in the workplace. Our collective willingness to trial fresh approaches and embrace new concepts of inclusion have been key to our success to date. We have had to open our minds to a broader understanding of inclusion and set clear standards that we can all live by, just as we live our values.

Above all else, instilling a greater sense of belonging and trust is something we can all contribute to – and in very tangible, practical ways. Our ongoing journey requires an unwavering commitment, open minds and deep curiosity.

Our I&D journey remains core to who we are and what we stand for.

Ashley Wright
CEO, GHD



“Driving greater inclusion at GHD is non-negotiable for the simple reason that we will not succeed as an organisation without it.”

* Jennifer Brown Consulting survey 2020

Our I&D journey so far +

Shift to recruiting and retaining women and under-represented talent » » » » » » » » » »

2015

2016

2017

Our definition of inclusion and diversity broadens » » » » » » » » » »

2018

2019

Employee Resource Groups expand their influence and reach across other dimensions of diversity » » » » » » » » » »

2020

2021

Creating a more inclusive future

Following our CareerTrackers partnership founded in 2011, signed a 10-year agreement to provide internship opportunities for Aboriginal and Torres Strait Islander peoples

Delivered unconscious bias training across Australian workforce

Founded Young Professionals & Women in GHD (WinG) Employee Resource Groups (ERG) in North America

Launched New Zealand I&D Committee

Partnership founded with CareerSeekers to provide employment for refugees and asylum seekers across Australia

Established National LGBTIQ+ in Australia

Joined Consult Australia's Champions of Change Group to advance gender equity and women in leadership

Partnered with TupuToa to increase Māori and Pacific leadership representation in New Zealand

Achieved 50 percent of women being represented on the GHD Board

Celebrated first International Women's Day globally at GHD
Pioneered Career Relaunch Program in Australia for professionals returning to work

Launched first Reconciliation Action Plan in Australia to further our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples

Held inaugural Inclusion Day in Australia with LGBTIQ+ focus

Launched second Reconciliation Action Plan in Australia to further our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples

Nominated as an Employer of Choice by Workplace Gender Equality Agency in Australia

Awarded an AWEI Bronze Employer at Australian LGBTIQ Inclusion Awards ceremony

Launched unconscious bias training for all North American employees

Founded LGBTIQIA+ ERG (RADII) in North America

Launched New Zealand & Pacific Rainbow Committee

Established Global I&D Council

Founded Black ERG (BEATS) and Indigenous ERG (IN) in North America

Young Professionals ERG founded in the Philippines

Rainbow Tick awarded for inclusion of LGBTIQ+ employees in New Zealand

Founded Neurodiversity ERG, Hispanic/Latinx ERG (HOLA) and Veterans ERG in North America

Founded Women in GHD (WinG) ERG in the Philippines
Launched EMEA I&D Strategy

Initiated the first global pay equity review

Conducted external and internal I&D reviews globally

Founded Asian ERG in North America

Established EMEA LGBTIQ+ ERG and UK WinG ERG

Delivered unconscious bias training in EMEA

Introduced Career Relaunch Program in New Zealand

Appointed Global and Regional I&D leaders

Launched third Reconciliation Action Plan in Australia to further our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples

Signed partnership with Inroad's in Canada and the U.S. to foster career pathways for ethnically-diverse high school and college students

Created LGBT Action Plan in Australia



Recognising insights gained

Gender diversity was an early and critical aspect of our I&D journey from which many other facets have grown.



Sonia Adams

Chief Client Officer

"GHD truly values the diverse perspectives that women bring to technical dilemmas and human centred design. As Executive Sponsor of Women in GHD (WiNG), I am very conscious of the continuing work required to shape our business and a STEAM sector that fully enables the contribution from women and creates thriving career pathways for the next generation."

Our WinG group was founded in 2007 by three passionate women who were concerned about the skill shortage and gender imbalance in our core services of science and engineering. It was immediately supported by our Executive Leadership Team – and the group began gaining traction in Australia and the Middle East.

In 2014, WinG became an employee resource group dedicated to recognising that women at GHD experienced the culture in different, and in some cases, inconsistent ways when compared to men.

Alongside growing community sentiment, an awareness of inconsistencies included: women not being represented in leadership roles and development programs as well as acknowledgement of gender imbalance across our talent pipeline and retention.

Today WinG is still very popular and well represented across GHD. WinG links to many strategic initiatives including client experience excellence, empowered people and high performance. In 2021, International Women's Day was the theme at GHD's first global town hall. The session, which was highly rated and well attended, featured a panel encouraging courageous conversations as well as a video highlighting women in various roles across GHD globally. Finally, thanks in large part to grassroots efforts, GHD conducted its first pay equity review in 2021 and GHD has expanded the effort to include other under-represented populations across the Enterprise.

Diversity simply means difference.

As we evolve, so does our understanding of the definition of diversity to include differences such as: educational background, thinking and leadership styles, culture, LGBTI+, diverse abilities/disabilities, age, generations, Indigenous and First Nations peoples, and flexible working arrangements for our people.



Courageous conversations matter

Open conversations are bringing about new learnings and positive experiences of belonging and change.

Actively encouraging a workplace environment for real and honest conversations has proven a powerful conduit for change at GHD.

Open and honest dialogue has become a major theme in our I&D strategy. Fostering a safe workplace to ask questions or challenge existing thinking is a powerful means of strengthening and intensifying our commitment to greater inclusion.

The range of globally recognised events such as Pride and International Women's Day – has afforded many GHD people with a forum to safely raise real issues of concern: e.g. pay equity, leadership profiles and parental leave.

Experiences like these provide a forum where difficult questions can be asked and challenging situations viewed as opportunities rather than roadblocks. At GHD we are continuing to build a community of belonging and trust by encouraging our people to be curious and lead with an inclusive mindset.



Rob Knott
Chair

“Living our values of respect and teamwork will nurture our culture of belonging within the GHD family.”



Tasos Katopodis
Enterprise Cost Optimisation Leader

“Inclusion is more than awareness or even sponsorship, it’s actually about having the curiosity to want to know and understand more than you do.”

Passion and leadership proves a powerful mix

The passion of our people and the advocacy of senior leaders have been a dynamic force for change

The tone at the top, including visibility and accountability and the relationships developed alongside our ERGs has been key to building active communities of change, resulting in a growing network of mentors, champions and allies across GHD globally.

Today GHD people can contribute to more than nine employee groups that deliver programs that foster greater inclusion in the workplace, with our clients and in the communities we operate in.

Our employee communities include, but are not limited to, focus areas such as diverse abilities/disabilities, ethnic/cultural identities, gender, education/work experience, sexual orientation and technical excellence.



John Davis

Founding Chair, BEATS
(Black Empowerment, Action,
Teamwork, & Success) ERG

“There is still much work to be done in BEATS. As support and inclusion grows, we must continue to evolve and accelerate the changes needed to get to a place where everyone feels welcomed.”



Sarah Helsdon

People Leader, EMEA

“It’s really inspiring to see the momentum and impact of our ERGs in creating a deeper sense of inclusion. The touchpoints and reach of these groups are definitively helping shape the DNA of our culture.”

Defining success

Defining and measuring our success is crucial



Jan Sipsma

Chief People and Strategy Officer

“We will continue to work at the diversity component. But our focus must also be on inclusion and belonging. That will be the longer journey for us. But we are committed to working together on it.”

At GHD we shape our thinking and measurement of I&D through external I&D assessments, employee surveys and consultation, industry analysis, and strategic partnerships with leading organisations focused on improving I&D in the workplace and the community. Guided by the direction of our Global Inclusion and Diversity Council (chaired by our CEO and Global I&D Leader) and with support of our Board, we are seeking to make a step change in our understanding of diversity and the importance of inclusion in unlocking the potential of a diverse workforce.

The work before us includes, lifting the internal visibility of I&D metrics, attracting and retaining diverse talent, closing the pay equity gap, growing membership of our ERGs, increasing the reach and recognition of our I&D programs, increasing employee engagement scores and holding GHD leaders accountable for I&D goals.

A powerful example of the work being undertaken is our rigorous review of pay equity, a process in which we assess like for like gaps by gender and ethnicity which then inform our updated salary review process. It is a complex review now conducted annually that takes into account a range of factors (including market rates and the median salaries of the opposite gender) with the aim of equitably paying all those who perform similar work.



The road ahead

Our I&D journey is ongoing and we need to be able to take well informed steps to continuously improve.

Representation is critical and we are working harder to create a much more diverse workforce. We need to expand our understanding of diversity to be more intersectional and include diversity that isn't always apparent.

The work of our Global I&D Council, the direction of our Board and the passion of GHD people for greater social inclusion will help guide our next steps.

We are committed to a creating a culture of belonging at GHD through: focused and sustained actions, a readiness to listen and value the experience of others, ongoing education, applying an inclusion and diversity lens to how our business and talent processes operate, and most importantly, by fostering accountability.

We recognise too that this is a continuous process that will take time, commitment, consistency, flexibility and engagement from everyone.



Sadaf Parvaiz
Global I&D Leader

"To take our I&D journey to the next level we will approach this work with humility, authenticity and a steadfast commitment to do better. There are no shortcuts, the only way is through. We may stumble or face roadblocks so it will take genuine curiosity, courage and conviction from all of our people to trust each other and do the right thing."



