



Rozelle Interchange
WestConnex

JOHN
HOLLAND



The Rozelle Interchange Project Women in Construction Celebration Pack

Gender Equity Belongs to Everyone





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Introduction

The Rozelle Interchange Project recognises that diversity and inclusion are a key focus area for the construction industry. Construction has the lowest rate of female participation of any industry in the country, at just 12%, lagging behind other similar industries including mining (20% participation).¹ The Project identified a need to address this inequity in the workplace, developing a multi-pronged approach to increase female participation. The strategy included targeted initiatives to raise awareness, identify issues, implement new systems, develop high-potential female leaders, and offer a space to for women to connect with others and build support networks at work.

The Project formed a Women in Construction (WiC) Committee in 2020 to address the issue of gender representation. The Project committed to not only become part of a larger movement, but to

lead the industry in improving participation rates and career prospects for women in construction. The WiC Committee, Project Management Group and Senior Leadership Team (SLT) collaborated to develop specific and measurable commitments, or 'pledges', to enhance female representation through targeted recruitment, coaching and development, visibility campaigns, engagement and more.

There is always more that can be done. As the Project approaches completion, it's an opportunity to reflect on and share our successes so that others can continue the important work of enhancing gender representation. This celebration pack was developed to capture the framework created on the Rozelle Interchange Project, to serve as inspiration for future women in construction initiatives on other projects and in the wider industry.

¹ Culture in Construction 2021, *A Culture Standard for the Construction Industry*, Culture in Construction, viewed 20 February 2023, <https://cultureinconstruction.com.au/wp-content/uploads/2021/10/A-Culture-Standard-for-the-Construction-Industry_Consultation-Paper_October-2021.pdf>



WiC Framework

Committee

The WiC Committee is comprised of 7-10 project employees (80% female, 20% male). Committee members self-nominated from a cross-section of different Project disciplines, including engineering, finance and administration, safety, support

services, management and others. An SLT sponsor is responsible for chairing the Committee's meetings and ensuring the Committee's resolutions reach the most senior members of the Project for support and implementation.



The 2023 Women in Construction committee

Charles Scarf	Rosie Ward	Kathryn Cserhalmi
Sara Galloway	Shanice Hilliard	Sarah Sharpe
Ali Mearns	Katie O'Driscoll	
Maddison King	Steve Kiddle	



The 2022 Women in Construction committee

Shanice Hilliard	Sarah Green	Ali Mearns
Kathryn Cserhalmi	Rebecca Downie	Emily Lockey
Steve Kiddle	Rosie Ward	Stephen Antonopoulos
	Charles Scarf	



The 2020/2021 Women in Construction committee

Carolyn Teruya	Sim Sohi	Jess Keogh
Jessica Dwyer	Sree Krish	Sara Galloway
Katie Baxter	Steve Kiddle	Stephen Antonopoulos
Shanice Hilliard	Veronica Prado	



Objectives

1. Support inclusivity by addressing obstacles to diversity
2. Embed our Project Values of Care, Innovate and Deliver in all WiC Committee targets and deliverables
3. Foster meaningful change beyond the Project by raising awareness of the Committee's work among the wider parent company business units and construction industry
4. Be accountable and transparent in achieving targets set by the Committee



Consultation and Data

The WiC Committee's first task was to collect data from the Project's personnel to capture their feedback and lived experiences relating to social inclusion on the Rozelle Interchange Project and elsewhere in the construction industry. Two project-wide surveys were rolled out in 2020 and 2022, with the Project consulting with staff, subcontractors, the client and others. The objective was to use survey feedback to establish relevant, data-driven goals to meaningfully enhance gender equity.

2020 Women in Construction Survey - Key findings

Audience: Project-wide (direct staff, subcontractors, client and others)

History in the Construction industry

12.5%

less than 1 year in the construction industry

39.7%

1-5 years in the construction industry

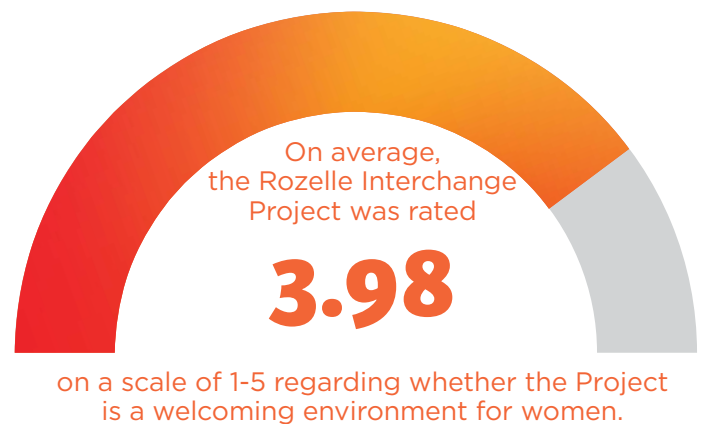
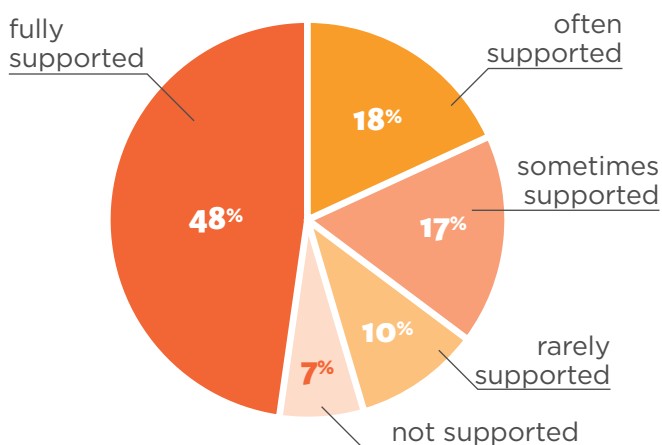
22.7%

5-10 years in the construction industry

25%

10+ years in the construction industry

Is flexible working encouraged and supported by your manager?



Reasons for Low Female Representation

34% say The construction industry stigma is not inclusive

17% say Lack of flexibility

17% say Nature of the work

12% say Lack of role models for women

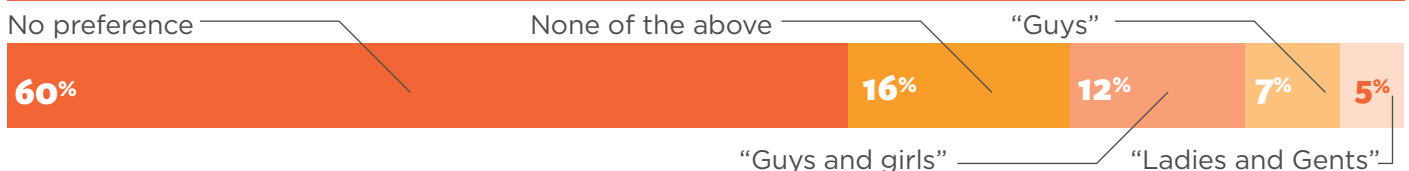
8% say There is a "boys club" mentality

8% say Low STEM uptake

2% say Hours of the job

2% say Treatment of women on the job

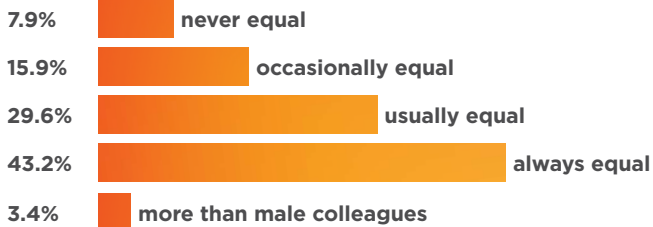
How would you like groups to be addressed?



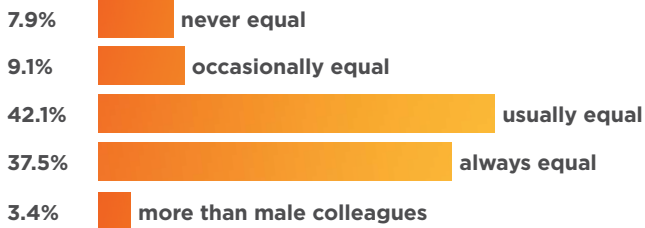
2020 SURVEY - KEY FINDINGS (CONTINUED)

Perceptions of equal opportunity

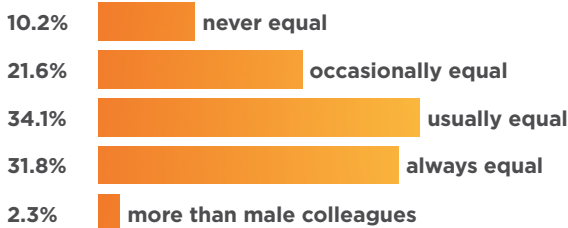
Training and development



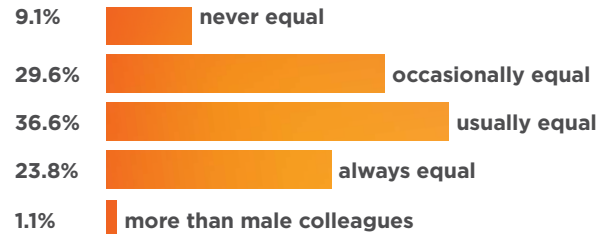
Job security



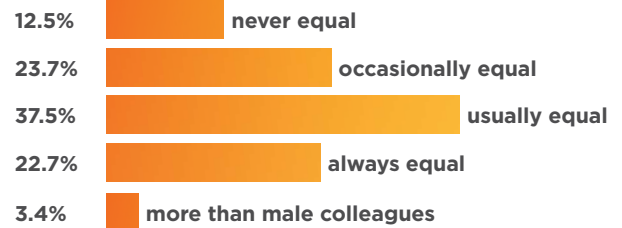
Ideas and opinions heard



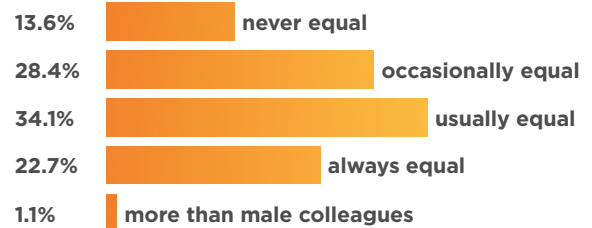
Creating an equally inclusive workforce for all genders



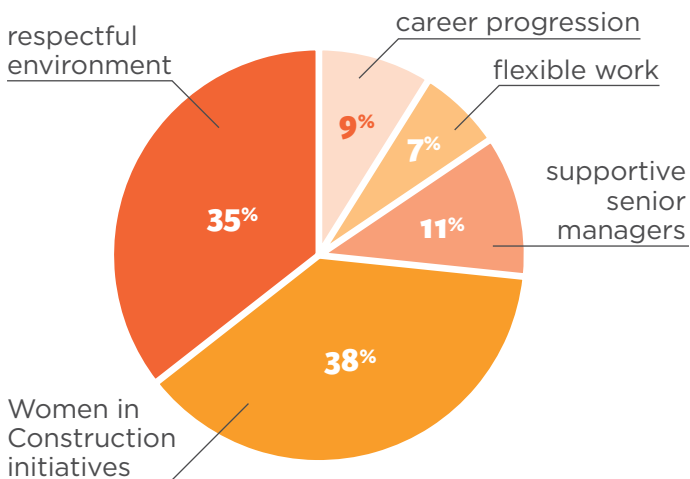
Career progression



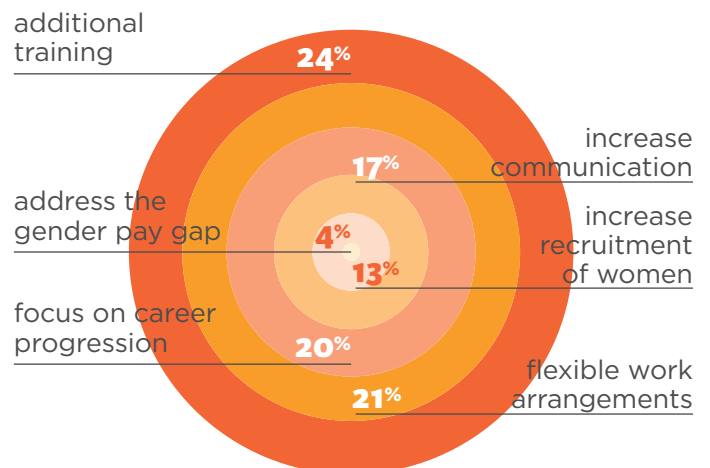
Salary and wages



What is the Rozelle Interchange Project doing well to support gender equality?



What should the Rozelle Interchange Project do to address gender inequality?



2022 Engagement Survey - WiC Key findings

While job security and being heard as part of the team were areas of very positive feedback, there was more to be done in terms of career progression and the perception of salary and wages.

The survey showed that the project was progressing gender equity through building a respectful environment and the work of the Women in Construction committee. Further steps could be taken in terms of providing additional training and flexible work arrangements.

“The work done by many of those on the project and the WiC committee to engage with young adults and school leavers appears an effective means to demonstrate construction as an opportunity for all genders.”

“I believe equality in the construction industry is great, but not every woman wants to be a construction worker.”

“I love the accountability of the pledges.”

“There are possibly more female workers on this project than any other I have been involved with.”

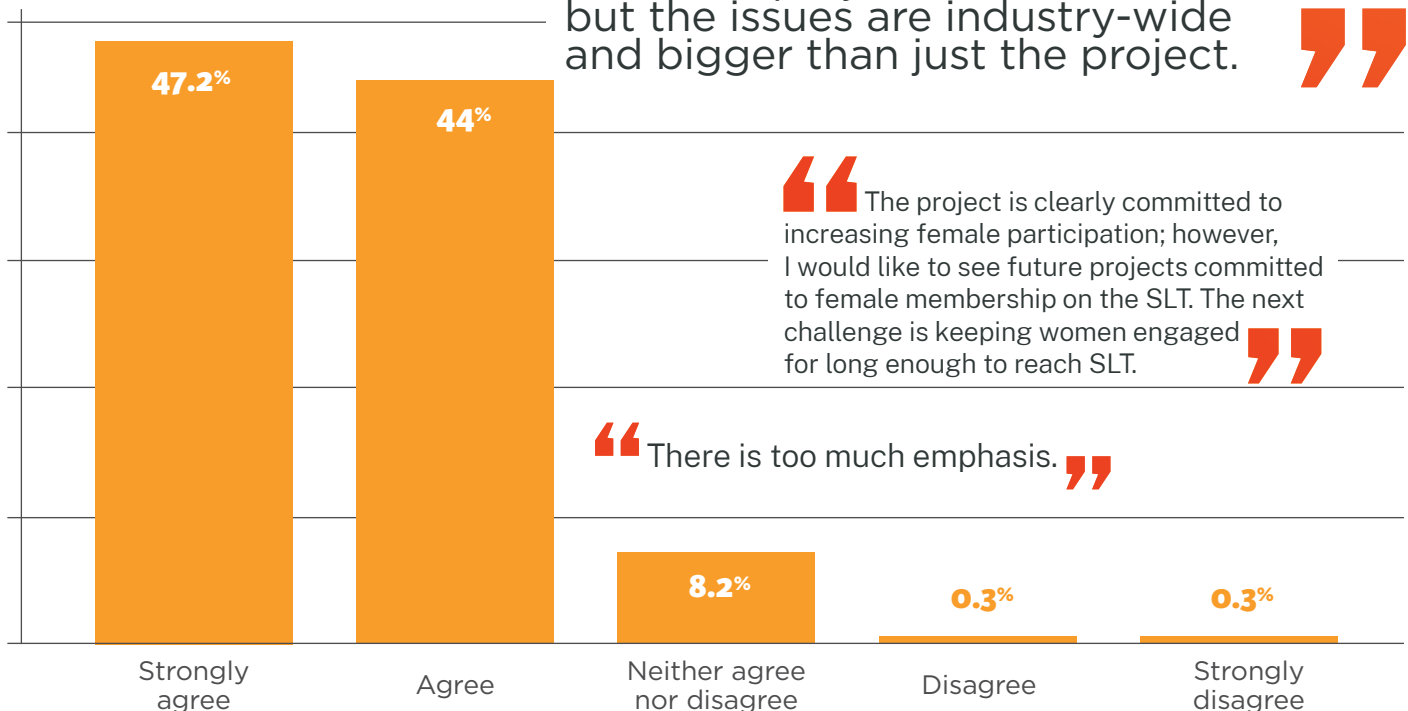
“Things like the open discussion on parents in construction initiated by the project also help encourage women (quite often primary carers) to feel more comfortable about working in construction.”

“I’ve noted that there is a strong push for women in construction on this project which I’m a strong supporter of, however also if we’re ensuring we’re hiring the right people for the job too for a successful project outcome. You can see how this can go out of balance if we’re trying to reach targets rather than hiring the right people for the job.”

“The project does as much as it can, but the issues are industry-wide and bigger than just the project.”

“The project is clearly committed to increasing female participation; however, I would like to see future projects committed to female membership on the SLT. The next challenge is keeping women engaged for long enough to reach SLT.”

“There is too much emphasis.”



Do you feel the project is committed to increasing female participation in the industry?

Pledges

On International Women's Day 2021, the Rozelle Interchange Project launched the first of its WiC Pledges, announcing 51 measurable commitments set by the Project's management team.¹ Informed by the data provided in the 2020 WiC survey, these pledges aimed to tackle a under-representation of women in construction through a broad range of initiatives. These pledges had measurable targets tracked in an online dashboard to keep the Project accountable.² The 2021 pledges were a resounding success, with a 104% overall completion target achieved.

Continuing from the success of the 2021 pledges, on International Women's Day 2022 the initiative was relaunched for a second time with a further 17 Pledges set by the Senior Leadership Team.³

¹ See Appendix B: 2021 WiC Pledges

² See Appendix C: 2021 pledge tracker

³ See Appendix D: 2022 WiC Pledges

⁴ See Appendix E: 2022 pledge tracker

Hear more about the Pledges here:

The Pledges focused on recruitment, training and upskilling, coaching and development, engagement, raising awareness and effecting cultural change. The Project continued to excel in exceeding the commitments, attaining 111% of the overall completion target.⁴

Engagement

Training & Upskilling

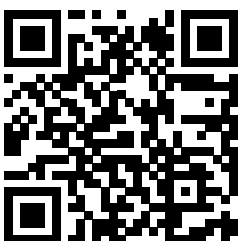
Coaching & Development

Raising Awareness

Recruitment

Cultural Change

Celebrating Women in Construction
How we continue to make a difference



Visibility

Challenge: There is a misconception that careers in construction are only for men. Studies have shown that these beliefs are fostered in high school and even earlier. At an age where young women are beginning to assess their career opportunities. By increasing visibility of the opportunities for women in construction, the Project aimed to remove the stigma and bring more women into the industry.

Internal

Initiatives we implemented to enhance visibility of women already working for the Project and Parent Companies.

Tools

POWERBI DASHBOARD

All too often, well-intentioned diversity and inclusion commitments get lost to short-term production deliverables, and little to no meaningful change is achieved.

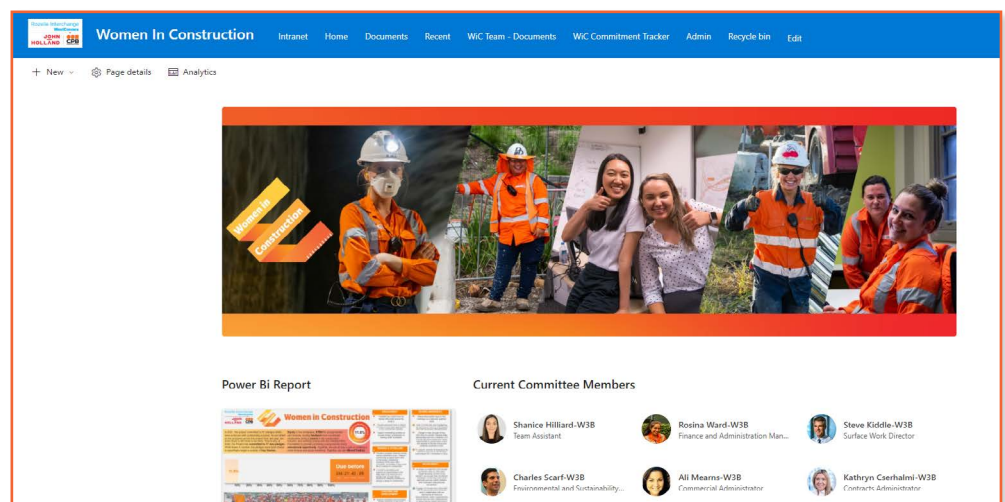
In seeking to buck this trend, the Rozelle Interchange Project committed tracking its Pledges in a dashboard¹ that was accessible to the wider business. In this way, progress in achieving the Pledges would be transparent, and the Project could be held accountable in achieving its aims.

“I pledge to provide an update of the WiC commitments and progress against achieving them to the leadership team and wider project.”

– John Crane, People, Environment and Stakeholder Director **2021 WiC Pledge**

INTRANET

The Project created a Women in Construction portal on the intranet with information on WiC initiatives, the Committee, news articles and more. The portal is accessible to all John Holland and CPB employees on the Rozelle Interchange Project. Here, you can find all working documents used by the Committee, and quick links to the WiC Pledge trackers, giving staff the opportunity to monitor the Project's progress in real time.



WiC Intranet Page

“I have never worked on a Project before with a dedicated WiC team.”

– 2022 Engagement Survey

¹ See Appendix C and Appendix E

Site Tours

With so many varied disciplines required in the construction industry, many roles don't have the opportunity to get on site regularly. Staff are offered formal and informal opportunities to be shown around site to keep up to date with what is happening on the ground.



The finance team go underground on an M&E tour

“I pledge to facilitate two tunnel tours for female office staff across the project.”

– Sam Diamond, Tunnel Director
2022 WiC Pledge

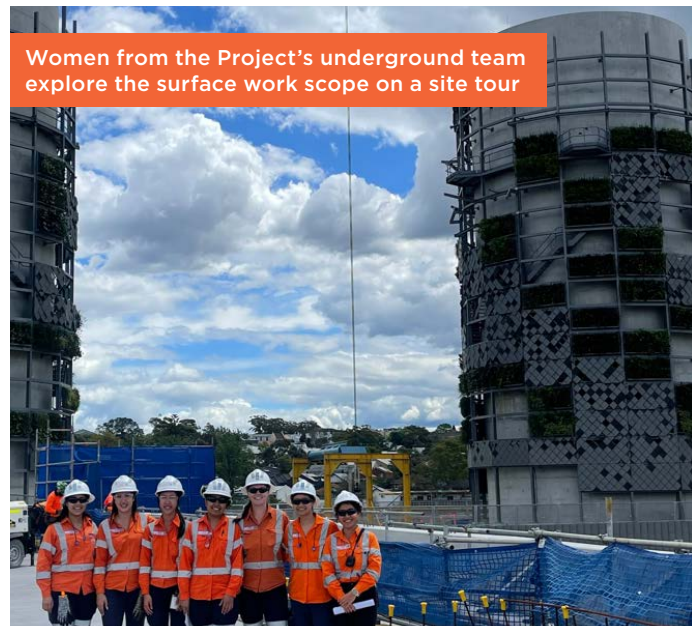
PROJECT STAFF CROSS-COLLABORATION

The Rozelle Interchange Project Tunnel Director, Sam Diamond, organised opportunities for the Project's female civil engineers to collaborate with female tunnel engineers in cross-discipline site tours.

These walks were conducted with a focus on safety leadership, asking for feedback on work scopes and the differences between approaches by civil and tunnel workers. This initiative resulted in a total of four site tours across both surface and tunnel sites, and was a valuable opportunity to gain a new perspective from across disciplines.

“Coordinate site tours for finance and commercial staff to allow an understanding and provide perspective towards the relevance of the office work undertaken by individuals towards the Project's delivery and ultimate success.”

– Andrew Johnson, Mechanical and Electrical Director 2021 WiC Pledge



Women from the Project's underground team explore the surface work scope on a site tour

“I pledge to provide an opportunity for site tours for women outside of the team.”

– Daniel Backhouse and Glen Day,
Tunnel Site C Team 2021 WiC Pledge



Administrators and executive assistants from corporate roles heading to the Rozelle Interchange Project for a site tour in March 2021

PARENT COMPANIES

The Rozelle Interchange Project hosted site tours for women working in corporate roles for the Project's parent companies.

Female administrators and executive assistants were shown around the Rozelle Interchange Project to understand the size and scale. This visit was followed by a lunch with the Project Director, Steven Keyser, who shared his support for women in construction.

WORKFORCE

A site tour was held for women participating in a 3-week construction pre-employment program. The women had just earned their tickets to operate moxies, bobcats and rollers, as well as completing first aid, spotter and general safety training; placing them on the pathway to receiving a Certificate III in Civil Construction Plant Operations. For many, visiting the Rozelle Interchange Project was their first time on a construction site, and was an exciting first taste of their future career opportunities.

“I pledge to implement site tours for women to have conversations and promote employment working in the construction industry.”

– Steven Keyser, Project Director
2021 WiC Pledge



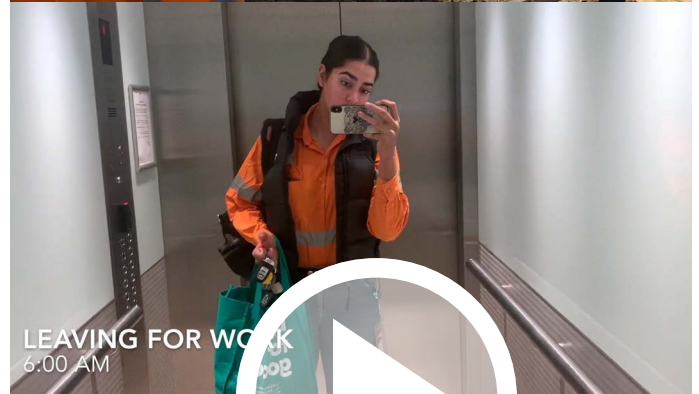
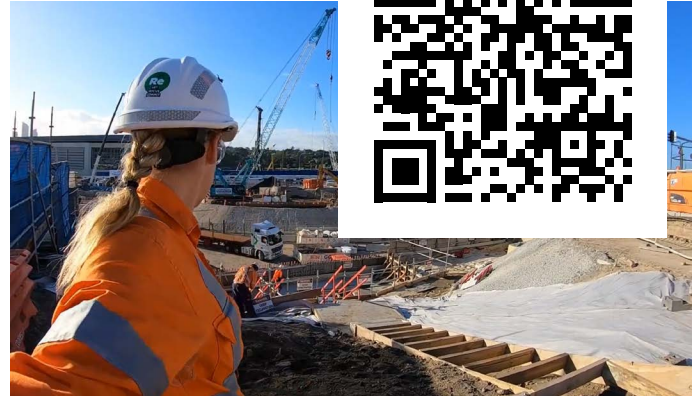
Women participating in a construction pre-employment program visit the Rozelle Interchange Project tunnels in September 2022

'A Day in the Life' vlogs

"I pledge to promote office-based engineering support roles with site field visits to improve education and further value to the employee."

– Plant Team
2021 WiC Pledge

The Project wanted to highlight the various career opportunities in construction and give a real insight to what a typical day may look like for women in the industry. Using a vlog format, the 'day in the life' short videos are designed to be shared with family and friends of our existing construction workforce. The videos convey the breadth and variety of the roles available on the Project, and demonstrate that a career in construction is possible while managing commitments outside of work. They normalise seeing women working in construction and men adopting carer responsibilities, and are intended to attract new entrants to participate in the construction industry by showing that a career in construction is possible for anyone.



Interviews

Understanding the challenges women face when working in construction can help us make meaningful change in the industry. We interviewed staff on the Project to hear about their lived experiences of social inclusion.

One of the common issues highlighted in the interviews was that women consider their voices are often dismissed or not taken seriously unless vouched for by someone more senior. It is noted that the industry is changing, however there is still room for improvement.

To continue the create change in this area, both men and women need to call out unacceptable behaviour on the spot, when it happens.

The interviews also highlighted the benefit of having a good mentor in the industry. Having someone to look up to and get advice from can be an invaluable tool, and was often attributed to why these women had stayed in construction for so long.



“I hope to see more women in senior positions [...] because they are being fostered, given the flexibility they need to stay in the industry, and to have that support they need to move through that glass ceiling.”

– Katie Baxter, Environmental Approvals Advisor



External

Initiatives to enhance visibility of opportunities for women in construction amongst the broader community

Career Conversations

“I pledge to conduct community interaction sessions twice per year to outline and demonstrate the broad opportunities for women, across various roles within the industry and project environments.”

- Project Controls Team
2022 WiC Pledge

“It was really interesting speaking to all of these accomplished women and getting a detailed look at what a job in construction really looks like.”

- Evie, Year 9

The Project regularly meets with students in local schools to discuss career options in the construction industry. Experienced women share insight into their roles, enabling students to see that the construction industry is not just for men. Our female representatives also offer practical advice on what steps students can take to join the industry themselves. Disciplines showcased at these discussions have included finance, human resources, communications, law, environment and sustainability, electrical trades, information technology and engineering.

THE ACCOUNTANT STIGMA IS NOT WHAT YOU SEE IN MOVIES AND BEING AN ACCOUNTANT IN CONSTRUCTION IS MUCH MORE EXCITING THAN JUST DOING 'JOURNALS AND BALANCE SHEETS'! - ROSINA WARD

I WANTED TO STUDY SOMETHING THAT INTERESTED ME. I STARTED WITH MATH AND SCIENCE, BEFORE FINDING DIFFERENT TYPES OF ENGINEERING. I FOLLOWED THAT PASSION TO WHERE I AM TODAY - RACHAEL PRICE

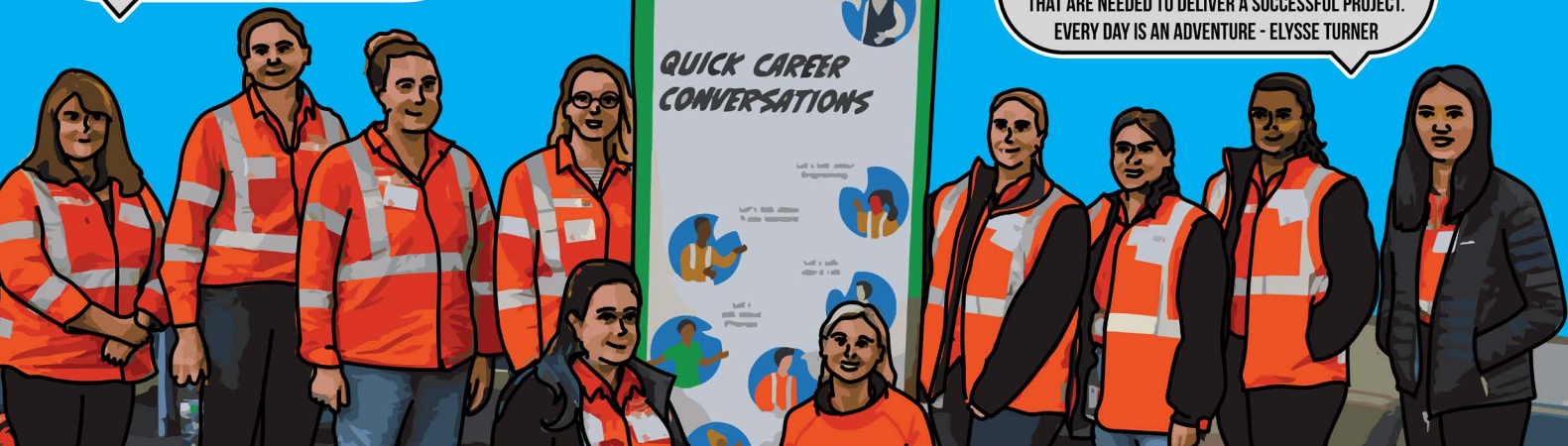
I LOVE MY ROLE. WE EXPLAIN ALL THE UPDATES TO THE PROJECT IN A WAY THAT ALLOWS RESIDENTS TO DIGEST ALL THE COMPLEXITIES OF THE PROJECT AND HOW IT WILL AFFECT THEM. - ELKE DAVIS

THERE ARE MANY PATHWAYS TO REACH A CAREER OF YOUR CHOICE: YOU DON'T ALWAYS NEED TO START WITH A DEGREE IN THE FIELD TO GET TO WHERE YOU WANT TO GO - MANDY VAN

GET WORK EXPERIENCE WHERE YOU CAN, AND DON'T PUT A LOT OF PRESSURE ON MARKS AS ATTITUDE PLAYS A KEY PART OF A WORKING RELATIONSHIP. YOU CAN LEARN TECHNICAL SKILLS ON THE JOB - SARA GALLOWAY

I HAVE BEEN IN CONSTRUCTION FOR OVER 10 YEARS AND I ENJOY IT BECAUSE EVERY DAY IS DIFFERENT. YOU ARE GIVEN OPPORTUNITIES TO DIVERSIFY YOUR SKILLS AND PART OF A GREAT TEAM - CHRISTINE WALSH

AS A GRAPHIC DESIGNER, I NEVER EXPECTED TO END UP IN CONSTRUCTION, BUT THERE ARE SO MANY DIVERSE ROLES THAT ARE NEEDED TO DELIVER A SUCCESSFUL PROJECT. EVERY DAY IS AN ADVENTURE - ELYSSE TURNER



Work Experience

The Project has hosted 20 work experience students on the Project (73% female students) through higher and vocational education institutions to encourage interest in STEM and construction-related careers.

After completing work experience, students have shared their surprise that construction doesn't

match their pre-conceived idea that construction is a manual labour job reserved for those physically strong enough to complete it. This misconception is often cited as a barrier to entry for women into construction. However, completing work experience helps students understand the breadth of roles available, with different skill sets required to complete construction projects..

Rozelle Interchange
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Work Experience on the Rozelle Interchange
Building a future for Women in Construction



“Work experience is really important. Having the students come here and be able to see it from themselves, **they will remember this for a long time. It’s not only their experience... They will talk about it to their friends and they will know that construction is a place that is welcoming, is accepting, is a place that they can see themselves in.”**

– Vivien Thai, Graduate Engineer

Partnering with Education Providers

The Project has been working closely with schools and universities to share the opportunities for women in construction.

Representatives from the Project have been involved in primary school outreach events, fostering interest in STEM and inspiring the next generation of enthusiastic engineers.

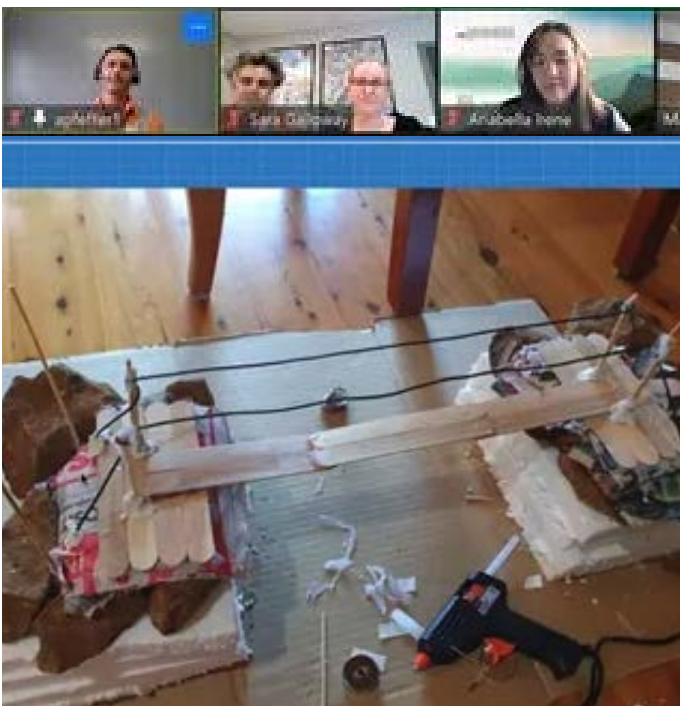
I'm so pleased the Rozelle Interchange Project were able to join for the showcase. It makes such a big difference to the students and teachers to see how those connections between study and work actually play out, and gives them a real sense of achievement to get feedback from the real deal.

- Dr Marco Angelini, Outreach Co-ordinator
UTS, Women in Engineering and IT



"We will break the bias through running a minimum of six events that demonstrate the career opportunities in construction, which are targeted at female school and university students."

- John Crane, People, Environment and Stakeholder Director 2022 WiC Pledge



Members from Rozelle Interchange Project provide engineering tips to primary school students in Mudgee on their bridge construction via Zoom

The Project has supported the University of Technology Sydney (UTS) Women In Engineering Group by participating in panel discussions. These events are organised on a large scale and have had up to 80 female students in attendance. At these panels, students have been eager to understand what it was like as a female working in such a male dominated industry. Panellists agreed on the importance of developing communication skills in order to be successful in any chosen career path.

“I pledge to organise a minimum of six presentations to educational institutions targeted at women.”

– John Crane, People, Environment and Stakeholder Director
2021 WiC Pledge

Being able to connect classroom learnings to real life experiences can be an invaluable opportunity for those studying. In partnership with the University of New South Wales (UNSW), the Project hosted students on-site to give them a taste of the industry before they finish their degree.

“One of the students said “it was eye opening”, whilst another was already considering jumping into the industry, stating “I was going to do my masters, but now I am thinking I would like to go straight into construction work” Another student acknowledged “I learned more about construction today than I really have at university”.

– Feedback from UNSW Engineering and Environmental Science students

Visits included a detailed presentation from the SLT, discussions of progress updates and high-level summaries of the work areas. Depending on the specific discipline of students, additional presentations were organised to give students further insight into their chosen field. Visits included a site tour and plenty of opportunity for students to ask questions.



“Thank you for giving us the incredible and insightful presentation and site tour. I’ve definitely learned countless insights that sitting, hearing from lecturers, or reading books wouldn’t have given me. It’s always a pleasure to be able to connect these dot points given during undergraduate studies, and to see them in person!”

– Hans, UNSW student

Site Tours



Students from Burwood High School explore the ventilation facility on a site tour alongside the Harding Miller team

EDUCATIONAL TOURS

The Project has also welcomed students from:

- Indigenous Australian Engineering School
- Burwood High School (through the Harding Miller Education Foundation)
- Rozelle Child Care Centre
- The University of New South Wales

“I pledge to provide on-site experience or for female engineering students.”

– Dan O’Hanlon and Ryan Webb, Tunnel Site B team **2021 WiC Pledge**

“The students were grateful for the insights and said they came away from the day with a new-found understanding of construction engineering. We’re sure we’ll be seeing them on site in a few years’ time!”

– Feedback from Year 10 students

MEDIA VISITS

The Project’s prominent location and impressive construction activities have attracted attention from the media, and the site has been used as a focus for many press conferences. During these visits, it is always encouraging to have government and client recognition for what the Project is doing in the Women in Construction space.

The Hon. Natalie Ward, Minister for Metropolitan Roads, is always eager to discuss the progress made towards inclusion of women in the construction industry. This has been a key talking point in some of her addresses to the media.



Engagement

Challenge: One of the most prevalent reasons women leave the construction industry is their changing responsibilities outside of work. Strong support networks on the Project are key to keeping women engaged as they grow professionally and personally. Through initiatives such as mentoring, coaching programs, parent groups and more, we help prepare women for long-term and successful careers in the industry.

Internal

Recruitment

Increasing female representation in an industry with only a small pool of existing female workers requires intentionality. According to a study on prevailing gender structures in the construction industry¹, women are disadvantaged by the current formal recruitment processes that do not acknowledge the power and extensive presence of informal recruitment practices. To address gender equity in recruitment practices, the study recommends recruiting from non-traditional pipelines and to celebrate agile and diverse career pathways and career breaks. Additionally, setting recruitment targets and implementing strategies to deliver these targets is key.

“Women currently only make up 13 per cent of the building and construction industry’s workforce and, of those, only 2 per cent are in trades. The other 11 per cent of women work in administration and support roles.”²

In 2022, the Project set ambitious targets to increase female representation as part of the Women in Construction Pledges. Although the Project did not meet the target of increasing the staff female headcount from 25% to 30%, the representation of women on the Project (currently 26%) remains nonetheless almost

“I pledge to increase our female staff from 25% to 30% through our part-time recruitment campaign, networking events, graduate/undergraduate recruitment and agencies such as CareerSeekers, CareerTrackers.”

– Renee Barker, HR Manager
2022 WiC Pledge

double the industry average. While this particular target was not met, the trend is heading in the right direction, and the Project is looking forward to continuing this drive to increase gender representation for the remainder of the Project.

1 Galea, N., Powell, A., Loosemore, M. and Chappell, L. 2018, *Demolishing Gender Structures*. UNSW: Sydney, viewed 20 February 2023, <https://www.humanrights.unsw.edu.au/sites/default/files/documents/Construction_Report_Final.pdf>

2 Whitson, R 2022, Women in construction say greater diversity will stamp out sexism and fix labour shortages, ABC News, viewed 22 February 2023, <https://www.abc.net.au/news/2022-07-21/women-in-construction-gender-naWiC-master-builders/101255318?utm_campaign=abc_news_web&utm_content=link&utm_medium=content_shared&utm_source=abc_news_web>



RECRUITING FROM OUTSIDE THE INDUSTRY

In line with advice in the *Demolishing Gender Structures* study cited above, the Project's HR team looked outside existing industry employees and prioritised recruitment of talented women from varied career backgrounds.

The Project partnered with the CareerSeekers organisation to give opportunities to asylum seekers and refugees. These recruits often don't have any local experience, and are either university students seeking to establish themselves in a new career, or mid-career professionals with qualifications from their country of origin who are looking to establish themselves in Australia. The Project **hired three female staff** through the CareerSeekers program.



“I pledge to hire at least one person on a part-time or job share basis to support a woman returning to the workforce.”

– Andrew Brooks, Safety Director
2021 WiC Pledge

32

females with engineering degrees have been engaged on the Project.

This is significantly higher than other projects of similar size.

71%

of female engineers have been new hires to the Project

“I pledge to provide an avenue for employees wanting to return to the workforce, work on a part-time basis arrangement, work on a flexible time arrangement, or work on a job share arrangement.”

– Ross Graeme, Finance and
Administration Director
2021 WiC Pledge

PART-TIME EXPRESSION OF INTEREST CAMPAIGN

In an industry where part-time work is rarely considered, the Project implemented a part-time work recruitment drive to foster interest in construction careers among individuals with caring or other non-work commitments, who may otherwise not have contemplated applying for a construction role.

The Project has also been partnered with the UTS Women in Engineering group since 2021, and has hired **three female undergraduate engineers** from the LUCY Mentoring Program.

818

job applications were submitted to the part-time recruitment drive

71%

of employees hired from this campaign were female



Career Progression

Across the industry, there is a clear gender imbalance in leadership roles. Despite efforts to address this, the Rozelle Interchange Project has no women in the Senior Leadership Team (SLT), and at peak, women made up only 12% of the Project Management Group.

PROMOTING FROM WITHIN

Having greater female participation at a senior level means promoting talent within the industry to senior roles. When a vacancy arises on the Project, the Project first looks to its existing employees to fill these roles.

70 female promotions on the Rozelle Interchange Project to date

FEMALE REPRESENTATION IN SLT MEETINGS

The Rozelle Interchange Project invited future leaders who are female to attend the SLT meetings, gain experience and provide feedback. These women were chosen due to their proficiency and high potential leadership capabilities. Women from legal, human resources, design and safety have attended these meetings since the implementation of the initiative in 2021.

“I have thoroughly enjoyed attending SLT meetings to get an insight into all of the disciplines project wide, and how the SLT collaborate and interact with each other.

It took a couple of meetings to get into the rhythm of the goings on but after a few meetings I could see the themes forming, the high priority challenges and the celebration of various milestones.

I suggested that the SLT should conduct more SLT site walks to get around to the various sites more often, as we have many new joiners on the project, many of whom would only have an idea who their relevant SLT member was rather than the SLT as a whole.

– Renee Barker, HR Manager

“We will break the bias through female attendance at Senior Leadership Team (SLT) meetings, with a minimum of three women to gain experience and provide feedback to the SLT on Women in Construction experiences.”

– Steven Keyser, Project Director
2022 WiC Pledge

“Being a part of the SLT has given me a greater understanding of the scale of the Project, the role of each Director and the scope of their works that they look after and how each director interfaces with one another to coordinate their works. It has also helped me to see how various issues and challenges are raised and addressed by the SLT and to see that there is a clear unified strategy in handling those matters and in managing interfaces with the Client, different authorities, etc. The importance and value that each SLT member has for the people in their teams was also showcased, as they recognised individual members who have done a great job on the Project and the team were looking for opportunities to promote and expand the roles of their team when opportunities are presented.

– Carmen Peter, Senior Legal Counsel

“I pledge to include female participation in Senior Leadership Team meetings.”

– Steven Keyser, Project Director
2021 WiC Pledge

HIGH POTENTIAL COACHING PROGRAM

The Project rolled out a coaching program in 2021. 35% of nominees for the program were high-potential female employees; a deliberate decision made to create a pipeline of future female talent.

I loved how there was an independent coach who understands work in a male dominated profession and they allowed time to let me self reflect during the sessions.

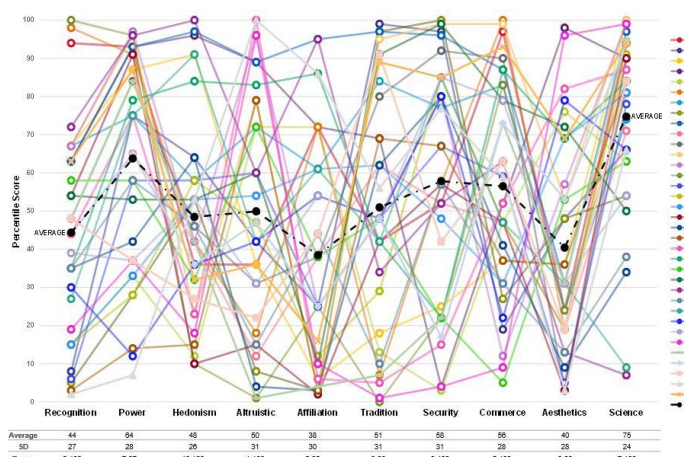
- Feedback from the 2021 program



Participants were provided one-on-one advice by a qualified coach, with content tailored to their specific remit for development. The program is an effective way to prepare women for management roles, ensuring they are well-placed to take on further challenges and be successful in achieving promotions.

It has helped the way I approach leadership by making small changes to the way I already act by delegating tasks, focusing on the detail, understanding my direct reports needs and their style.

- Feedback from the 2021 program



Personality scores from the Hogan personality assessment

The sessions were tailored to individuals, rather than being delivered in a group learning session, due to the variety of personalities shown in the Hogan personality assessment. Having personalised sessions allowed participants to get the most out of the training and understand what their strengths and weaknesses were, and how to best approach work with this knowledge in mind.

Training and Development

Training and upskilling is a critical workplace tool to create more resilient, open-minded and adaptable employees. The Project has delivered a suite of training programs that prepare participants - including a large number of our female employees - to become leaders.

“I pledge to provide training to upskill two of the Project’s female field personnel to provide them with greater responsibility such as managing the CWL laydown area.”

- Christian Timney and Simon Baldwin,
City West Link Team **2021 WiC Pledge**

“I pledge to provide training for our workforce employees and create opportunities for upskilling.”

- Dan O’Hanlon and Ryan Webb, Tunnel
Site B Team **2021 WiC Pledge**

UNCONSCIOUS BIAS TRAINING

The Project developed a tailored unconscious bias training module with applicable and relevant examples from within the construction industry. The objective was to raise awareness of unconscious bias and its impact on workplace decision making.

“I will seek out unconscious bias training and ensure the team attends to help create a level playing field.”

- Niall Fry, Spoil and Intelligent Transport
Systems Team **2021 WiC Pledge**

“I pledge to look for additional training opportunities for women in non-traditional roles to assist in their career development.”

- Sam Diamond, Mal Trench and
Tony Macpherson, Tunnel Site A Team
2021 WiC Pledge



“I pledge to enable a female mentor/mentee program on the project.”

– Steve Kiddle, Construction Director
2021 WiC Pledge

FEMALE MENTORING PARTNERSHIP

To grow new support networks and development opportunities for women, the Project launched an in-house female mentoring partnership program. The program includes 50 women who are paired with mentors on the Project or their parent company who have led successful careers in the construction industry and have invaluable advice to share. The partnerships assist with broadening and strengthening professional networks in the industry, identify learning and development opportunities and provide helpful tools and tips for women to seeking to leverage career opportunities.

The Project developed a mentoring partnership booklet to provide support to program participants. The workbook provides mentees with an opportunity to review strengths and their personal brand, as well as learning and development content. The workbook is largely self-led to facilitate conversations within mentorship pairings.

The booklet prompts participants to raise practical examples of challenges they may be facing, to encourage the pairings to broach meaningful topics.

“ I think this is a great initiative for women to grow within the industry. My time so far has been very beneficial - it has grown my network and I feel it has pushed me out of my comfort zone which will no doubt help my future career. **”**

“ Something I didn’t realise I would appreciate from having a mentor is just knowing that someone is in my corner with me while I’m at work, so I’m not facing any problems alone and I always have someone I can turn to. **”**



“ I am loving the positive influence my Mentor is having in my life, the conversations had to challenge my thought process and the encouragement given to think outside the box has been fantastic. **”**

“I will break the bias by conducting a one-on-one mentoring and career development session with each female engineer in the tunnelling team on a monthly basis.”

– Sam Diamond, Tunnel Director
2022 WiC Pledge

“I pledge to conduct regular coaching conversations and feedback sessions for women to support their career progression.”

– Sam Diamond, Mal Trench and
Tony Macpherson, Tunnel Site A Team
2021 WiC Pledge

PERFORMANCE MANAGEMENT TOOL

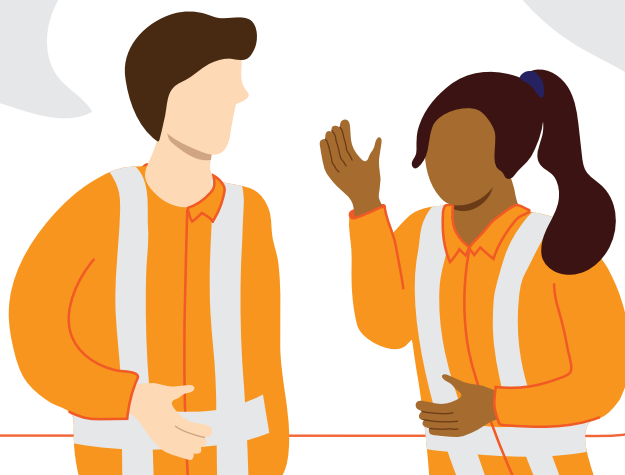
In the absence of any specific parent company performance management tool, the Project developed the Accountability Statement Matrix (ASM). The ASMs are an adaptation of a position description. Each role has a corresponding ASM containing a mix of prescriptive KPIs and broad behaviour-based objectives linked to the Project’s values. The ASMs are utilised for formal and informal performance reviews and assessing promotion-readiness.

The ASMs support career progression of women by helping them plot a pathway to promotion in open discussion with their managers.



“I pledge to organise regular career conversations with women in the tunnel team to support their career progression and retention in the industry.”

– Tim Burns, Tunnel Director
2021 WiC Pledge



Subcontractor Engagement

“We will break the bias through presenting at two subcontractor forums and working collaboratively to attract female trades to the Rozelle Interchange and build a talent pool for future pipelines of work.”

– Renee Barker, HR Manager
2022 WiC Pledge

The importance of having women in the industry in a range of roles is not something that the parent companies are able to do alone; it must be worked on collaboratively with our industry partners. In 2022, the Rozelle Interchange Project coordinated briefing sessions with subcontractor Fredon for their onboarding programs. The aim of the sessions was to give them advice around onboarding, training and inductions, remind them of their Aboriginal Participation in Construction commitments, and understand their policies around women in construction. Following consultation with one of the project’s major subcontractors Fredon, the company hired two blue collar female electricians/operators.

“I pledge to employ two female labourers, and to provide training and familiarisation in construction plant operation.”

– Vishal Khosla and Sash Despotoski, Rozelle Rail Yards team 2021 WiC Pledge

We have 196 additional blue collar women on the Project since International Women’s Day 2022.

“I pledge to promote the employment and hire of female tradespeople, welders, and fitters.”

– The Rozelle Interchange Plant Team
2021 WiC Pledge



In addition to discussing the importance of hiring women in construction, we invited our subcontractors to take part in contributing to the Harding Miller Education Foundation charity during campaigns in 2020 and 2022. This charity supports underprivileged, high-achieving high school girls through four-year education scholarships.¹ Our subcontractors have been extremely generous and have contributed a total of \$86,250 across the two campaigns.

¹ See more about the charity on page 33

Parents and Construction

Starting a family while working is a challenge regardless of the industry. Some of the feedback from the 2020 survey was that women were struggling to see how they could continue a career in construction while pursuing parenting duties.

PANEL TALKS

2020 Panel

The Project welcomed Jayne Whitney, John Holland's Chief Strategy Officer, as a guest speaker to hear insights into how she succeeded in her role, and some of the challenges she had to overcome over the years.



Chief Strategy Officer Jayne Whitney shares her experience as a woman in construction



As a champion of gender equity, Jayne shared the importance of pushing yourself safely at work, finding supportive leaders and speaking up when you don't feel safe in your position or tasks. Jayne noted that it's important for people to own their flexible work arrangements and that managers must lead by example. She also mentioned the importance of discussing any issues when they arise to either your manager or another leader within the business.

During the panel, women from the Project shared their own experiences and what they thought could be improved for women in construction. The importance of sharing honest feedback, whether

positive or negative, was highlighted during the session, and a variety of experiences were shared.

This was an opportunity for people to speak directly to Project Director Steven Keyser about how they believe the Project supports women.

2021 Panel

A panel discussion was organised with Project personnel who have started a family and continued to work in construction. Employees from the parent companies were also invited to join the discussion. The panel speakers included people with a wide range of experiences, and was facilitated by Teagan Dowler, an industry expert

from the Blue Collar Woman, who is known for her work with leaders looking to create more diverse and inclusive workplaces.

The Project wanted to explore the concerns people have around parenting so it could develop strategies to address these concerns and provide confidence to parents that they can remain in, and thrive, in the construction industry. The following key themes and recommendations were developed during the panel talk:

Access to information on joint ventures

- Quick links to parental leave policies for both parent companies on the Project intranet.
- The parental leave policy sent to managers when their team members apply for parental leave.
- Briefing sessions with employees and their managers prior to going on parental leave.
- Organise sessions with employees and their managers in first week upon return from parental leave. Any flexible work agreements to be mapped out and reviewed frequently.

Working flexibly

- SLT to review flexibility frameworks for their team members
- Manager briefings and Q&A sessions on what it means to work flexibly

Single parent/co-parenting juggle

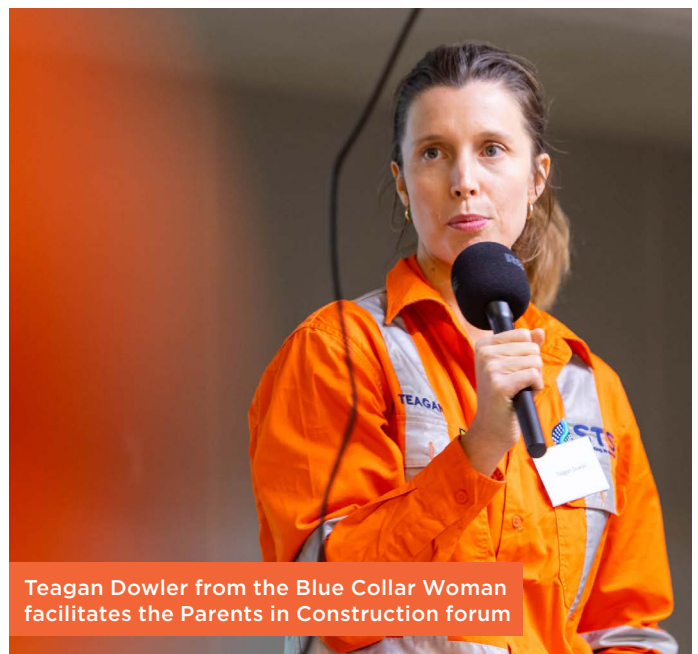
- Managers to have regular, open and honest conversations with their employees, including regular check-ins, reviewing work patterns with a flexibility lens, and setting realistic expectations for their roles.
- Leadership courses/modules to build confidence in managers to have open conversations regarding parenting.

“Until now, I haven’t worked with a company (let alone a project) having these sorts of open, frank, and honest conversations on how we move forward.”

– Teagan Dowler

“I pledge to openly discuss why women seem to leave our industry just before they start a family, investigating the reasons why and exploring measures to put in place to arrest that trend.”

– John Crane, People Environment and Stakeholder Director **2022 WiC Pledge**



PARENT GROUPS

Regular, informal parent group catch-ups were organised for soon-to-be and existing parents. These were open forums to hear experiences, share tips and offer support.

Joined by managers and senior leaders, the forum gave parents an opportunity to share their experiences and get advice on how to best manage raising kids while working in the construction industry.

I found the session useful to get advice on balancing parenting and work, hearing supportive words from the Senior Leadership Team, meeting other fathers on primary carer's leave, and learning about keeping in touch days.

- Ben Miller

Representation from managers and the Senior Leadership team at these meetings was invaluable as it showed care for those who are learning to balance parenting and work, and offers an opportunity to communicate needs as parents transition back into their roles.



"Things like the open discussion on parents in construction initiated by the project help encourage women (quite often primary carers) to feel more comfortable about working in construction."

- 2022 Engagement Survey



We had our second Return to Work Parental Group at the Rozelle Interchange this morning. We had a range of people from pregnant to still on leave and recently returned. It was a great way to start building a network of other people to talk about the common issues faced by people returning to work. It also allows people to discuss how they manage things and not feel so unusual. In a male dominated industry, it is a great way of connecting to other women who are facing the same issues.

- A mother returning to work

VISIBLE SUPPORT

The Project has taken steps to visibly support parents in construction and create a positive culture towards taking parental leave for all employees, irrespective of gender. The Project provides assurance to parents on leave, and creates an easier transition back to the workforce through these initiatives:

- Personalised Rozelle Interchange baby induction cards are sent to personnel on parental leave to reiterate our support for their parenting journey.
- One-on-one briefing sessions with managers who have team members going on parental leave, to educate them about their role and employee entitlements.
- Making the parent company leave policies easily accessible and visible on the Project's intranet.
- Private feeding rooms and fridges made available to mothers who are required to breastfeed.
- Personalised return to work packs issued to employees who take long-term parental leave.

“I pledge to provide a parents room facility on any relevant site with a returning to work mother.”

– Ross Graeme, Finance and Administration Director
2021 WiC Pledge



– Veronica Prado

“Returning to work after six months with my baby has been harder than I could ever have imagined but little things like this make me feel so supported. Even though I have moved onto another project, my team at Rozelle continue to support me and my family.”

– Rachael Price

“I pledge to ensure we have suitable facilities for women on the Project and in the tunnel.”

– Adrian Bartlett and Lisa Cregton, Mechanical and Electrical mainline installation team **2021 WiC Pledge**



MANAGER BRIEFING SESSION

The Human Resources team run briefing sessions for managers whose team members are going on parental leave.

These sessions outline the details of the applicable parental/co-parental policy, and educate managers on the importance of engagement with their employee before, during and after the parental leave period. Managers are encouraged to set up 'keeping in touch days' to check in with their people and understand their needs and what support is required for them to begin the transition back to the workforce.

“I pledge to create a culture where flexible work is the norm to help balance personal/home commitments with work, particularly for those who have children.”

– Niall Fry, Spoil and Intelligent Transport Systems team **2021 WiC Pledge**



“I believe it is so important for managers (especially managers that have not had children) to understand from other parents who have returned to the workforce the challenges their employees will have at the beginning. Including babies getting sick continuously when they start day care, the additional challenges with COVID and day care, not being able to work the same hours as pre-children due to day care opening times etc.”

– Jess Billiau

Awards (internal)

Rewards programs are a great way to recognise the talent of workers going above and beyond their role requirements to deliver excellent outcomes. It not only improves workplace culture, but helps instil a greater sense of purpose across the job. The Rozelle Interchange Project has two reward systems in place to recognise the brilliant work our personnel have achieved.

ROZELLE INTERCHANGE REWARD AND RECOGNITION PROGRAM

Since its inception in 2020, the Reward and Recognition (R&R) program has seen over 66 awards issued to women across the Project.

“Isabel demonstrates our Project value of ‘Care’. She does this on a daily basis from making sure that mud tracking on public roads are kept to a minimum or helping the team ensure that dust suppression is implemented. With our usual Rozelle Rail Yards polymer water cart out of action and a last minute saving grace from City West Link, Izzy went out and followed the water cart around the whole Rozelle Rail Yards site ensuring they get every nook and cranny sprayed with soil binder. She cared so much that she even got a cold can of coke for the water cart operator.”

– 2023 Reward and Recognition Nomination
Isabel Wong

“The success of “early contractor engagement” process is critical to the successful delivery of the green team’s project deliverables. Lisa spent weeks with both contractors to drive the whole process towards a cost effective solution based on innovation and a solid understanding of the works to be completed. Without Lisa’s contribution we would not have achieved the result we did.”

“Adrian and Lisa have overcome some challenging obstacles, which are not uncommon in tunnel projects. However, I would like to recognise Lisa and her team for the cooperative and professional way they approach each challenge resulting in the “Best for Project” outcomes. Since the beginning of 2022, we have seen notable increases in productivity in this space, and this trend continues to improve.”

– 2023 Reward and Recognition Nominations, **Lisa Cregton**



PROJECT DIRECTOR’S AWARD

This award is for the most impactful and impressive achievements across the Project. It is the highest honour awarded on the Rozelle Interchange Project and reserved for truly outstanding contributions.

Winner

Cattaleeya Nualsree | Document Controls Manager
Project Director’s Award 2022

Catt has been recognised for her extraordinary efforts in implementing the new Southern Tunnel Works (STW) TeamBinder design process. The system required total redesign to account for the addition of a second independent certifier for the STW scope, an unprecedented design certification pathway for a TfNSW project.

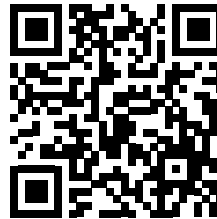
2019 CIMIC GROUP GRADUATE OF THE YEAR AWARDS

Winner

Brittany Bell | HR Graduate

Graduate of the Year - 2019

As a human resources graduate working for CPB Contractors, Brittany worked across three of Sydney's largest construction projects - WestConnex M4 East, Sydney Metro TSE Works, and the WestConnex Rozelle Interchange Project. During her time in the Graduate Program, Brittany made a difference in the community by rolling out the LUCY Mentoring Program. Through this program, female engineering students were selected and paired with a Senior Engineer from the project. This program gave the students an opportunity to enhance their skills and experience the workplace, with two of the students hired to the project.



2021 JOHN HOLLAND AWARDS

Nominee

Carla Poggioli | Community Relations Manager

Community Award

Carla led the Project's Community Team in developing high-quality and transparent communications for residents. In the early stages of the Project, many members of the community held concerns about the impacts of tunnelling in proximity to their properties. However, Carla's strategy of providing the residents with comprehensive information in a plain-English format significantly reduced anxieties.

She consistently takes on complex subject matters and draws on the knowledge of the Project's engineers and environmental experts to produce high-quality communications on technical subjects such as subsidence, ground borne noise, vibration, water draw down and more. She goes above and beyond to tailor information to each street and, in some cases, each property, and in doing so building a trusting relationship with her varied stakeholders. Her approach has been adopted by the broader team for all community engagement, and has proven a highly successful strategy.

External

Charity Support



“I will support fundraising activities to provide further scholarships to the Harding Miller Education Foundation.”

– Steven Keyser, Project Director
2022 WiC Pledge

The Harding Miller Education Foundation (HMEF) is the Project’s chosen charity that supports high potential but socio-economically disadvantaged girls across Australia. Each \$20,000 raised supports one girl’s scholarship over four years of high school. The Project has raised over \$100,000 to date through our end of year Christmas drive and other fundraising events, meaning we have supported over five scholarships for these young women. In addition to that, a member from the Project has taken on the role of mentoring three students from the program for the duration of their four year scholarship.



Rozelle Interchange scholarship recipient
HMEF Awards Night 2022

“The access to internet outside of school... and other [scholarship] tools... have without doubt helped me be able to further study and improve my work”

– Rozelle Interchange HMEF scholarship recipient 2021

Knowledge Share/Panel Discussions

The Rozelle Interchange Project understands the importance of industry-wide collaboration when it comes to making improvements for women in construction. We have taken steps to share our approaches by presenting at forums, so others can learn from our achievements and opportunities for improvement.

PARENT COMPANIES

Let's all commit to making the workplace more inclusive and supportive. Our collective efforts can change the world.

In 2021, the Rozelle Interchange Project presented to a selection of lead executives from John Holland and CPB Contractors, focusing on the initiatives rolled out to enhance the experience of women working on our project and in our industry. One of the key messages in this presentation highlighted that delivering on the Project's commitments must have a top down approach and not just be left to the WiC committee alone.

OTHER PROJECTS

In early 2023, the Project presented to Sydney Metro Stage 2 - Sydenham Junction Works, John Holland Laing O'Rourke Joint Venture. The presentation outlined the framework used by the WiC Committee on the Rozelle Interchange Project, and gave practical advice for how to set up their own committee.

NAWIC

As the winner of the 2022 NAWIC ADCO Champion of Change Award, Steve presented at the organisation's 2023 International Women's Day Breakfast as a keynote speaker.

“These initiatives are a team effort on the Rozelle Interchange Project, and part of the success is due to clear accountability through pledges with measurable targets. We are always striving to do more to make the industry better for women in construction.”

– Steve Kiddle, Construction Director

Steve spoke about what motivates him to support WiC, his work on the Rozelle Interchange Project, prior projects to drive gender equity initiatives, and what it means to him to be an advocate for women in the workplace. Being a highly experienced leader with vast experience across many projects, Steve shared his experience on what it takes to deliver an impactful WiC campaign, using the Rozelle Interchange's successful WiC Committee pledge campaign as an example, and gave advice on how others might look to incorporate these types of initiatives in their own workplaces.



Project Director Steven Keyser alongside ADCO Male Champion of Change recipient, Steve Kiddle

Awards (external)

The Rozelle Interchange Project is proud to have supported the many women who work on the Project, including a number of high-achieving women who have been recognised externally for their accomplishments and received industry award nominations.

2021 AUSTRALIAN TUNNELLING SOCIETY AWARDS

Nominee

Emily Lockey | Senior Project Engineer
Women in Tunnelling Award

Emily began a career in the tunnelling industry in 2015. She has been involved in four major tunnelling projects in Sydney and has positively impacted the tunnelling industry through her innovation in planning, safety, environment, cost, and program. Emily was nominated for setting a wonderful example to younger female engineers in tunnelling through her diligent application and attention to detail. In addition to technical skills, Emily has demonstrated the vital characteristic of leadership through her involvement in Women in Construction initiatives, most notably chairing CPB's International Women's Day forum.

"I pledge to ensure current female staff and workforce are nominated for the Women in Construction Awards to highlight female talent, achievements and contributions on a significant infrastructure project and promote the opportunities that exist for women in the industry."

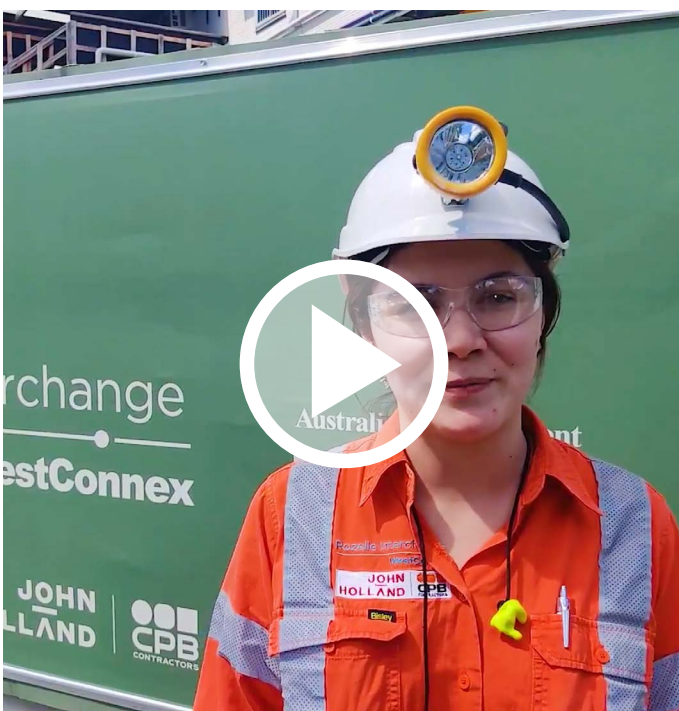
– Duncan Lambert and Tony Woods,
Victoria Road East Team **2021 WiC Pledge**

2021 AUSTRALIAN HR AWARDS

Nominee

Brittany Bell | Human Resources and
Industrial Relations Advisor
Australian HR Rising Star of the Year

Brittany commenced her career in HR in June 2017 as an HR Undergraduate. In four years, Brittany's strong work ethic, passion for her profession and dedication to her role has seen her quickly progress through several promotions to her current role. Having managed a team of 25 workers and leading the negotiations for a crucial enterprise agreement, Brittany demonstrated her value to the project and profession by attaining skills and expertise that are far beyond her years of experience. She exceeds stakeholder expectations and drives people-focused outcomes that benefit the organisation.





2020 NAWIC AWARDS

Nominee

Jessica Keogh | Senior Mechanical Engineer
Future Leader

Jessica's exemplary performance on prior road projects made her the candidate of choice when appointing the Mechanical Lead for the complex WestConnex Rozelle Interchange Project. Jessica was nominated for expertly managing a team of six astute engineers and more than 20 design consultants. Outside of her usual responsibilities, Jessica took the time to encourage others through mentoring and supporting the career growth of young female engineers by helping them to reach their full potential. Jessica was an active and vocal member of WiC Committee and the Rozelle Interchange Female Mentoring Program, driving positive change in a male dominated construction industry.

Nominee

Rachael Price | Senior Project Engineer
Roberts Pizzarotti Award for Contribution to a Project's Development

Rachael is a chartered professional engineer with strong communication, leadership, management and teamwork skills. She specialises in the management of large infrastructure projects.

Rachael was appointed the design lead for the Rozelle Interchange Project and was responsible for managing over fifty percent of the tunnel design for the Rozelle Interchange project, the most technically complex part of the \$16.8 billion WestConnex suite of projects. Rachael brought unparalleled technical knowledge, experience and expertise to the tunnel design with a background working in site-based construction, as a geotechnical engineer and an extensive background in design management.

Rachael created the Project Design Management Plan. This document was the foundation for establishing the design process, which delivered roughly \$250 million worth of scope on a \$3.9 billion project.

Nominee

Priyanka Bharti | Senior Electrical Engineer
Future Leader

Priyanka showed versatility from early in her career and with her extensive experience working across an array of different projects and contracting models. Priyanka was therefore the ideal candidate for her current leadership role as Senior Project Engineer. In this role, she was responsible for the LV Electrical Design and Procurement, and managed a team of four highly skilled Electrical Engineers, helping shape and guide their focus on the design and procurement of this \$30 million (approx) package.

Priyanka has proven herself an exceptional decision-maker, balancing spatial and cable containment requirements in the strict confines of tunnel design. Her strong technical grounding and management skills made her a deserving candidate for this Future Leader award.

2021 NAWIC AWARDS

Nominee

Kathy Lloyd | Environmental Manager
CPB Contractors Award for Contribution to Sustainability

Kathy is a passionate and highly skilled Environment Operations Manager. Her commitment to delivering positive sustainability and environmental outcomes for her clients and key stakeholders has seen her influence the way in which the \$3.9 billion Rozelle Interchange Project is being delivered. Kathy secured a Resource Recovery Order which enabled the Project to treat Potentially Acid Sulphate Soils (PASS) on site, enhancing environmental outcomes while reducing waste disposal costs.

Nominee

Rosie Ward | Finance and Administration Manager
Unispace Scholarship for Future Leaders

Commencing her career over 10 years' ago in the construction industry as an Office Junior, Rosie's hard work, dedication and passion to her profession has seen her attain qualifications and progress from Assistant Account to Finance



Manager. Rosina oversees the Project's cost management, forecasting, and financial reporting while demonstrating a high level of analytical, forensic and investigative acumen through superior innovative systems usage. As a mother of two, Rosina has used her life experiences to inform and influence the implementation of key initiatives to support new and returning parents to work in her capacity as an active member of the Project's Women in Construction Committee.

2022 NAWIC AWARDS

The Project had three finalists in the 2022 NSW NAWIC Awards for Excellence

Finalist

Rachael Price | Tunnel Design Manager
Hassell Award for Innovation in Design

Rachael was nominated for her excellent contributions to the design of the Western Harbour Southern Tunnelling Package.

Rachael identified a number of efficiencies in the design geometry for the Southern Tunnelling Works, while working to a tight program and managing numerous stakeholders. Rachael built a strong working relationship with both the Client and Independent Certifier throughout the design process.

Winner

Steve Kiddle | Construction Director
ADCO Male Champion of Change Award

Steve was nominated for his advocacy of Women in Construction (WiC) on the Rozelle Interchange. Steve has been a keen supporter and SLT advocate for the WiC Committee since it was first established on the Project and has been instrumental in the development and success of the Project's WiC Pledges. The role of Surface Works Director imparts a significant workload, but Steve has always taken time out of his busy schedule to support WiC, including mentoring a number of female engineers to become future leaders in the industry.

Finalist

Rosie Ward | Finance and Administration Manager
Laing O'Rourke Scholarship for Future Leaders

Rosie was nominated for her leadership of the Project's finance and accounting discipline, and her contributions to the Project's WiC Committee. Rosie is an innovator and a creator. The new forecasting platform she developed has greatly streamlined this complex monthly review process and enhanced the reliability of the data contained within it. Her work with the WiC Committee has furthered women's interests on the Project and helped drive diversity in construction.





Nominee

Kathy Lloyd | Environmental Manager

CPB Award for Contribution to Sustainability

Central to the success of Kathy's sustainability achievements is uniting all areas of the project to have a common goal. She influences her stakeholders to understand that sustainability can also enhance commercial viability while minimising the impact of construction work on the environment and the community. Under Kathy's sustainable leadership approach, the Project has adopted new systems and processes that can now easily be applied and benefit any future construction projects, such as:

- Securing a Resource Recovery Order for on-site PASS treatment.
- Redesigning work processes to minimise construction outside standard hours, providing a substantial community benefit in reduced night work, while also reducing project costs.
- Procurement and championing of new noise modelling software to optimise construction planning and reduce noise in areas that may trigger resident relocation requirements.

Nominee

Carla Poggioli | Community and Stakeholder Manager

Roberts Co Award for Contribution to a Project's Development

Carla's community strategy has created waves across other major infrastructure projects in Sydney, with many adopting similar approaches to Community Engagement. Carla's main driver is to be open, honest and fearless in how the project engages with the local community who were new to the impacts of construction. Not only did Carla proactively communicate with the local community, she strove to engage them during one of the most trying times in recent history; COVID.

At such a critical stage of the delivery of the Rozelle Interchange, Carla and her team deftly navigated the shifting expectations around forms of communication. Her team adopted a digital communications platform for community notifications, and contacted

large-scale community consultation on the Project's urban design plan using this platform. The level of engagement was exceptional, with the team receiving seven times more consultation submissions than other similar construction projects that used non-digital platforms.

Nominee

Nikita Sethi | Undergraduate Engineer

Generate Property Group University Scholarship

Starting a new job in any industry can be intimidating for any undergraduate first entering the workforce. However, for Nikita Sethi, third-year Undergraduate Engineer, there was an added challenge that most don't face; Nikita was entering the tunnelling discipline, one of the most heavily male-dominated disciplines within the construction industry. Not one to be discouraged, Nikita developed resilience, learning to speak her mind and gaining the respect of those around her.

Simultaneously, Nikita sought out a network of women in other construction disciplines by attending networking events and joining a mentoring program. In doing so, Nikita gained a support network of women who could provide her useful advice for managing the competing demands of her work, study and personal life. These women have inspired Nikita as they are a constant reminder that gender is no barrier to succeeding in the construction industry.

Nominee

Evie Angelopoulos | Undergraduate Engineer

Generate Property Group University Scholarship

Evie is passionate about working her way towards being a Project Manager. She has a strong desire to see projects come to life from tender, through design, construction and completion. Evie has a strong belief in balance in the workplace. She believes that balance gives rise to new perspectives for everyone and fosters a more effective work environment. Evie sees equal gender representation in construction as an essential step forward for the industry to drive innovation and creativity in ways that have not been previously possible.



Next Steps

Together, we can make a difference

The initiatives outlined throughout this celebration pack are just a selection of those implemented by the Women in Construction Committee. Creating sustainable change requires an industry-wide effort. As a Project, we would like to see all construction companies and projects acting on these issues, setting measurable targets and being accountable for their commitments to create change so that construction is seen as a leading industry for both men and women.

The Project will continue to deliver on its Pledges until project completion. For 2023, we are adding just one more Pledge:

“We commit to leave an example for Women in Construction that can be carried on to future projects and the wider industry.”

– The Rozelle Interchange Project, **2023 WiC Commitment**

Celebrating Achievements

We will set up a WiC Celebration Corner at the Project’s Training Academy to provide new inductees to Sydney’s future construction projects with an overview of the work done in the WiC space to date. This corner will help spread awareness of what has been achieved, and how others can continue the drive towards greater diversity.

Rozelle Interchange
WestConnex

Celebrating International Women’s Day
On the Rozelle Interchange Project



Get Involved

The Project hopes this celebration pack provides a useful framework for how future projects can implement initiatives to make the construction industry a more inclusive place for women.

We have compiled a shortlist of individuals who were heavily involved in establishing and driving the Rozelle Interchange WiC framework and committee, and who you can turn to for advice or feedback.

CONTACTS WITHIN PARENT COMPANIES

JOHN HOLLAND

Sara Galloway

Senior Engagement Advisor

Steve Kiddle

Construction Director

John Crane

People, Environment and Stakeholder Director

Stephen Antonopoulos

Communications and Engagement Manager

CPB

Rosina Ward

Finance and Administration Manager

Renee Barker

Human Resources Manager

Charles Scarf

Environmental and Sustainability Manager





These Women in Construction initiatives were made possible thanks to the immense effort from teams across the entire project.

The Rozelle Interchange Project would like to extend a huge thank you to everyone involved in being part of the journey.



Appendices

Appendix A: Summary of Key Issues

Summary of key issues, Rozelle Interchange Actions and Proposal for Parent Companies to consider:

KEY ISSUE	ACTIONS TAKEN	PROPOSAL
Data - Prior to implementing solutions, it is vital that we properly understand the underlying issues causing the under-representation of women in construction. This can only be achieved by capturing and analysing relevant project and enterprise wide data.	<p>On Rozelle, we've captured data on the following issues:</p> <ol style="list-style-type: none"> 1. Women's experience (general). We surveyed women in 2020 on their experience as a female working in construction and on the Rozelle project specifically, and reported the results to project personnel. 2. Retention of high-performing women. We launched a data analysis exercise in 2021 to assess our retention of high-performing female employees. This has included quantitative analysis of recruitment, salary, performance, retention and other relevant data. 3. Promotions. 27% of staff on our project and 28% of people promoted are women. While this doesn't suggest affirmative action, it does suggest proportionality. The proportion of promotions follows the same bias as roles i.e. low in construction, high in support services. 4. Kids and construction. We surveyed our personnel to understand their views on starting a family while working in construction to better understand any pressures or concerns they feel. 	<p>The parent companies should survey women enterprise-wide to understand their experiences prior to launching any initiatives targeting females.</p> <p>To increase engagement on this issue, the parent companies should analyse and report the outcomes, good or bad, to the enterprise.</p> <p>Sweeping statements like "women don't know how to get promoted" and "women aren't considered for promotion" is not appropriate if it can't be supported by data.</p>
Performance Management - We identified a desire from our staff for a performance management tool to facilitate performance discussions.	<p>The Rozelle Interchange developed the Accountability Statement Matrix (ASM). The ASMs are an adaptation of a position description. Each role has an ASM containing a mix of prescriptive KPIs and broad behaviour-based objectives linked to the project's values. The ASMs are utilised as a PD, for formal and informal performance reviews and a tool for assessing promotion-readiness.</p>	<p>The ASM should be considered as a company-wide tool. It is effective and has been well received.</p>

KEY ISSUE	ACTIONS TAKEN	PROPOSAL
Coaching	<p>The Rozelle Interchange Project has no women on the SLT, and they make up only 12% of the Project Management Group.</p> <p>We launched a High Potential Coaching Program and ensured 35% of nominees were female in a bid to address this systemic under-representation of women in leadership positions.</p>	<p>The parent companies should consider a targeted coaching program for high-potential female employees. A coaching program is an effective and economical way to ensure candidates are ready for promotion.</p> <p>We have received positive feedback from the Coaching Program and can provide advice regarding providers/structure.</p>
Kids and Construction	<p>When speaking with our female colleagues it became clear that many felt that raising a family would not be possible in their current roles.</p> <p>In mid-2021 the Project hosted a panel discussion with individuals who have started a family and continued to work in construction. The panel included people with a variety of experiences, e.g. currently pregnant, currently on parental leave, recently returned from parental leave etc.</p> <p>3DS Kiddie induction card – personalised Rozelle Interchange baby induction cards sent to personnel on parental leave as a token from the Project and to reiterate our support in their parenting journey.</p> <p>One on one briefing sessions with Managers who have team members going on parental leave</p>	<p>Parent company executives to attend a kids in construction session, which should be seen as a pilot and rolled out more broadly if successful.</p>
Numbers of Women – Part Time Campaign	<p>One of the key issues we face is that there are just not enough women employed by either parent company. Only 22% of people transferred to the Rozelle Interchange were women.</p> <p>Women looking to re-enter the workforce on a part-time basis after parental leave are an untapped opportunity for construction projects to correct this imbalance. There is an (incorrect) perception that part-time roles aren't available on construction projects.</p> <p>The Rozelle Interchange launched a part-time Expression of Interest (EOI) campaign to advertise the availability of part-time roles on the Project and use this campaign as a tool to recruit more women, with a focus on mid-senior roles.</p>	<p>The parent companies should run a heavily marketed EOI campaign for people (mainly women) who wish to work part-time.</p> <p>In applying for roles, women would list their experience and work requirements, and the parent companies would be responsible for structuring roles to fit them in.</p>



KEY ISSUE	ACTIONS TAKEN	PROPOSAL
Engagement with Students	The Rozelle Interchange is actively engaging with women in local schools to speak about the many and varied job opportunities in construction.	An information pack should be issued to all schools nationwide highlighting the various careers in construction, not just limited to engineering.
Accountability	On International Women's Day, the Rozelle Interchange's Project leadership teams came together to make 51 commitments to challenge ourselves and each other to make construction a better place for women to work. To hold ourselves to account, measure our progress and celebrate our successes we have created a tracker which is available for staff to see on our Women in Construction Portal.	The parent companies should have a similar tracker on the intranet so the projects and leaders within those projects are held to account to pursue the targets we set ourselves.
Communication	The Project created a Women in Construction portal on the intranet which is a really useful place to make all initiatives and information accessible to all people.	A similar portal should be developed for the parent companies' intranet pages.

Appendix B: 2021 WiC Pledges

Let's all commit to making the workplace more inclusive and supportive, our collective efforts can change the world.

What are you doing this year to support women in the workplace?

Choose what's right over what's easy.
Choose to Challenge.



I choose to

- Allocate budget for Women in Construction (WIC) events.
- Have quarterly reviews of WIC progress.
- Continue female mentoring.
- Implement site tours for women to have conversations and promote employment working in the construction industry.
- Include female participation in SLT meetings.

Steven Keyser
Project Director

- Hire at least one person on a part time or job share basis to support a woman returning to the workforce.
- Conduct career discussions with female members of the team at least once a month.

Andrew Brooks
Safety Director

- Organise regular career conversations with women in the tunnel team to support their career progression and retention in the industry.

Tim Burns
Tunnel Director

- Maintain the momentum and SLT support for the Women in Construction (WIC) committee.
- Enable three WIC focus groups.
- Enable female mentor/ mentee program on the project.

Steve Kiddle
Surface Works Director

- Provide future female leaders with structured experience in the commercial and finance areas over the remainder of the project to support their career progression.

Andrew Johnson
Mechanical & Electrical Director

- Co-ordinate personalised site tours for Finance/ Commercial staff to allow an understanding and provide perspective towards the relevance of the office work undertaken by individuals towards the project's delivery and ultimate success.
- Commit to providing an avenue for employees wanting to return to the workforce, work on a part time basis arrangement, work on a flexible time arrangement or work on a job share arrangement.
- Provide a parent's room facility on any relevant site with a returning to work mother.

Ross Graeme
Finance and Administration Director

- Organise a minimum of six presentations to educational institutions targeted at women.
- Oversee project wide charity activities that raise funds to sponsor a scholarship of a young woman via Harding Miller Foundation.
- Provide an update of these commitments and progress against achieving them to the leadership team and wider project.

John Crane
People, Environment and Stakeholder Director

- Conduct community interaction sessions twice per year (e.g. schools, community centre, Centrelink) to outline and/or demonstrate the broad opportunities for women, across both various roles in the industry and within the project environment.

- Provide one to two internships to women, within the PC/DE/Eng/Commercial functions in key focus areas, such as school age, unemployed and return to work women, to gain exposure to project roles over short, programmed periods.

Ed Tenaglia
Project Controls Director

- Employ two female labourers to provide familiarisation with various construction plant. Provide training and competency in a construction plant operation.
- Seek feedback from participants to understand what they enjoy and identify areas for improvement.

Vishal Khosla & Sash Despotoski
Rozelle Rail Yards team

- Provide training to upskill two of the project's female field personnel to provide them with greater responsibility such as managing the CWL laydown area.

Christian Timney & Simon Baldwin
City West Link team

- Ensure current female staff and/or workforce are nominated for the Women in Construction Awards to highlight female talent, achievements and contributions on a significant infrastructure project and promote the opportunities that exist for women in the industry.
- Encourage VRE male and female employees to take part in facilitated workshops run on the project to better understand what women enjoy about working on the project and what they find challenging.

Duncan Lambert & Tony Woods
Victoria Road East team

- Engage with an approved mentoring program to provide site experience to a female student for six months this year following which we can explore the possibility of a paid internship late 2021/early 2022.

Brandon Perrin & Jamie Ross
Iron Cove Link team

- Conduct regular coaching conversations and feedback sessions for women to support their career progression.
- Look for additional training opportunities for women in non-traditional roles to assist in their career development.
- Investigate opportunities for part-time female dump truck drivers between school hours. This arrangement would be beneficial for women looking to return to the workforce and would assist in the site efficiencies as crews rotate through breaks.

Sam Diamond, Mal Trench & Tony Macpherson
Tunnel Site A team

- Provide onsite work experience/vacation work for one or more female engineering students before the end of 2021.

Dan O'Hanlon & Ryan Webb
Tunnel Site B team

- Continue to provide training for our workforce employees and create opportunities for upskilling.
- Organise Unconscious Bias training for the team.
- Provide an opportunity for site tours for women outside of the team.
- Actively seek out women for any vacant roles that arise.

Daniel Backhouse & Glen Day
Tunnel Site C team

- Arrange for three females students to undertake work experience for a week from either a school or university and coordinate between Civils, Tunnels & M&E to host the students throughout the nominated week.

Simon Valencia, Steven Leahy & Tim McCarthy
Mechanical & Electrical substations team

- Encourage our contractors to employ women in their workforce and ensure we have suitable facilities for them on the project and in the tunnel.
- Arrange toolbox talk articles that highlight the benefits of women in construction and the challenges they face.

Adrian Bartlett & Lisa Cregten
Mechanical & Electrical mainline installation team

- Actively seek out female candidates for current and upcoming staff vacancies, in particular supervisory roles.
- Seek input from entire BEW team to identify any potential improvements that could generate a higher level of engagement with women in the industry (toolbox talk topic) and develop an action plan based on feedback.

Sean Brennan & Phil Shandley
Back End Works team

- Promote the employment and hire of female tradespeople, welders, and fitters.
- Implement flexible work arrangements particularly for those with parental responsibilities looking to return to work.
- Promote office-based engineering support roles with site field visits to improve education and further value to the employee.

John Bostock, Tim Martin & Owen Stacey
Plant Team

- Actively seek out and engage another female graduate to continue with the ITS and Utilities teams (mid-year) and take part in an approved mentoring program.
- Actively seek out opportunities within parent companies for women who express interest in vacant roles or opportunities.

Dave O'Connor & Craig Gilbert
Utilities team

- Create a culture where flexible work is the norm to help balance personal/home commitments with work particularly for those who have children.
- Seek out Unconscious Bias training and ensure the team attends to help create level playing field.
- Seek out avenues that facilitate female candidates such as WORK180 program when recruiting.

Niall Fry
Spoil & Intelligent Transport Systems team

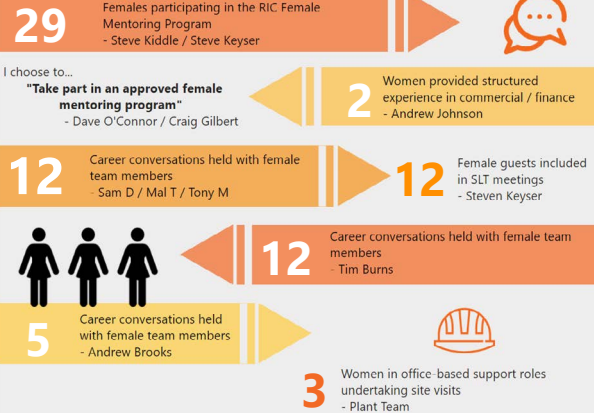


Appendix C: 2021 Pledge Tracker

WiC Commitment Tracker 2021

Choose to Challenge

COACHING AND DEVELOPMENT



Commitment Owner

Adrian Bartlett
Andrew Brooks
Andrew Johnson
Brandon Perrin
Christian Timney
Craig Gilbert
Dan O'Hanlon

I choose to...

- Actively seek out and engage a female graduate
- Actively seek out female candidates for any vacant roles that arise
- Actively seek out female candidates for any vacant roles that arise.
- Actively seek out female candidates for current and upcoming staff vacancies, in particular supervisory roles
- Actively seek out opportunities within parent companies for females subcontractors who express interest in vacant roles or opportunities

RAISING AWARENESS

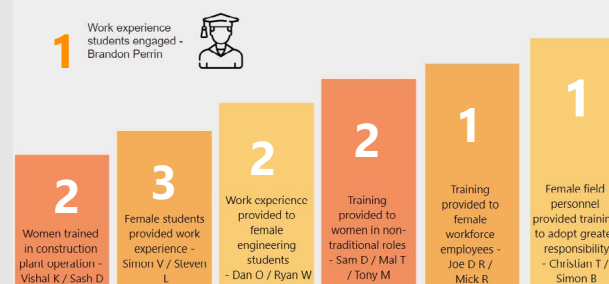


51 Commitments

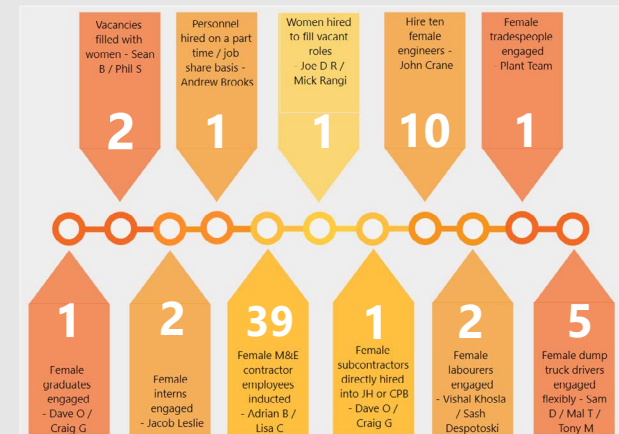


104% Complete

TRAINING AND UPSKILLING



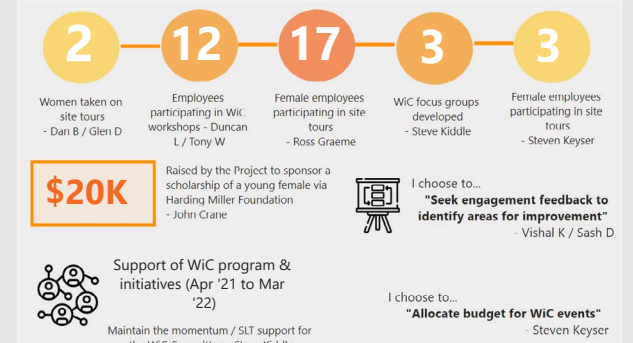
RECRUITMENT



CULTURAL CHANGE



ENGAGEMENT



Appendix D: 2022 WiC Pledges

#BreakTheBias

is a call to action to confront gender bias and inequality and to seek out and celebrate women's achievements.

We can all make a difference within our work groups and at home by taking steps to break the bias and build a more gender equal world.



We will Break the Bias through:

- Female attendance at SLT meetings, with a minimum of three women to gain experience and provide feedback to SLT on WiC experiences.
- Attending and providing input to WiC meetings on a minimum quarterly basis.
- Providing personnel time to attend schools to showcase opportunities in the construction industry.
- Supporting fundraising activities to provide further scholarships to Harding Miller foundation.

- Steven Keyser

- Conducting a one-on-one mentoring and career development session with each female engineer in the tunnelling team on a monthly basis.
- Actively seeking out female candidates for any vacant roles that arise.
- Facilitating two tunnel tours for female office staff across the project.

- Sam Diamond

- Providing work experience opportunities in the M&E team to a minimum of five female year ten high school students to influence them to pursue a career in construction.

- Andrew Johnson

- Supporting upskilling and promoting female members in the team.
- Providing opportunities for female team members to participate in SLT meetings.

- Andrew Brooks

- Increasing our female staff from 25% to 30% by IWD 2023. We will attract women to the industry via our part time recruitment campaign, networking events held throughout the year and agencies such as Career Seekers, Career Trackers and Graduate/Undergraduate recruitment.
- Engaging 10 female blue-collar employees both directly and through our M&E subcontractors.
- Presenting at two subcontractor forums and working collaboratively to attract female trades to the Rozelle Interchange and build a talent pool for future pipelines of work.

- Renee Barker

- Hosting two events this year highlighting the success of women on the project and themed around #BreakTheBias.

- Ross Graeme

- Providing a program whereby young women interested in law / finance / commercial can spend some time on the project shadowing members of the team to see how those non-engineering disciplines are applied in construction.

- Jacob Leslie

- Raising at least \$20,000 for another Harding Miller sponsorship.
- Running a minimum of six events that demonstrate the career opportunities in construction, which are targeted at female school and university students.
- Openly discussing why women seem to leave our industry just before they start a family, investigating the reasons why and exploring measures to put in place to arrest that trend.

- John Crane

- Taking SLT accountability for supporting, promoting & implementing these initiatives and more as a member of the Rozelle Interchange Women in Construction Committee in 2022.

- Steve Kiddle



Appendix E: 2022 Pledge Tracker



Women in Construction



In 2021, the project committed to 51 pledges which were achieved with outstanding success. As we reflect on the progress across the project from last year, we know there is still more to be done. That is why, in 2022, the Project has **committed to 17 new pledges**. While fewer in number, the pledges have been chose to specifically target a number of **key themes**.

Equity in the workplace; **STEM** for young women and schools; inviting **feedback** from our female employees; being a **parent** in the construction industry; and working closely with the Harding Miller Foundation to provide promising young women every **educational opportunity**. Together, we can all play a part in creating a more diverse and equal workforce. Together, we can **#BreakTheBias**

ENGAGEMENT

- Facilitate two tunnel tours for female office staff across the project.
- Provide personnel time to attend schools to showcase opportunities in the construction industry.
- Support fundraising activities to provide further scholarships to Harding Miller foundation.

TRAINING & UPSKILLING

- Provide a program whereby young women interested in law / finance / commercial to spend some time on the project shadowing members of the team (and corporate). Essentially a day in the life of a lawyer in construction
- I commit to providing work experience opportunities in the M&E team to a minimum of 5 female year 10 high school students to influence students to pursue a career in construction.

RAISING AWARENESS

- Attend and provide input to WIC meetings on a minimum quarterly basis
- Host 2 events this year highlighting the success of women on the project and themed around '#breakthebias'
- Pledge to raise enough money (\$20,000) for another Harding Miller sponsorship and run a minimum of 6 events that demonstrate the career opportunities in construction, which are targeted at female school and university students in 2022.
- To support, promote & implement the initiatives planned by the Rozelle Interchange WIC Committee in 2022.

RECRUITMENT

- Increase our staff from 25% female (current) to 30% by IWD 2023. Target attracting women to the industry via our part time recruitment campaign, networking events and agencies such as Career Seekers and Graduate/Undergraduate recruitment.
- Engage x10 female blue-collar M&E and Tunnel Workforce both direct and in collaboration with our Mechanical & Electrical subcontractors. Hold 2 subcontractor forums and will work collaboratively to attract female trades and build a talent pool for future
- Actively seek out female candidates for any vacant roles that arise.

COACHING AND DEVELOPMENT

- Conduct a one-on-one mentoring and career development session with each female engineer in the tunnelling team on a monthly basis.
- Female attendance at SLT meetings will be a minimum of three to gain experience and provide feedback to SLT on WIC experiences.
- Provide opportunities for female team members to participate in SLT meetings.
- Support upskilling and promoting female members in the team.

CULTURAL CHANGE

- Pledge to openly discuss the issue that women seem to leave our industry just before they start a family, investigate the reasons why and explore measures we could put in place to arrest that trend.

111.2%

Due before

0 : 21 : 23 : 11

Days Hours Minutes Seconds

10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



People, Environment and Stakeholders Mechanical & Electrical Finance, Administration & Commercial Project Directorate Office Surface Works Tunnelling Works Upstream Commercial, Legal, Risk and Quality Workplace Health and Safety

PLEDGE OWNER AND COMPLETION TRACKER