

# Arcadis Australia Gender Pay Gap 2022-23

**Executive Statement**





**We believe that innovative solutions come from our Arcadians, who are encouraged to bring their unique experiences and perspectives to the workplace.**

**To create an environment where our employees feel appreciated and supported, we must work towards reducing the gender pay gap within our company. This is not only a matter of gender equality, but also a strategic priority for us to help drive our industry towards a more inclusive future.**

*“We know that diverse and inclusive teams drive better business outcomes, and to achieve that, we must ensure that we are taking an unbiased and equitable approach towards compensation for all employees.*

*We are actively working towards implementing transparent pay practices and providing equal opportunities for career growth and development. Our aim is to not only make a positive impact within our company, but also in the broader community by setting an example for others to follow and driving meaningful change.”*



**David Raftery**  
*GBA Director – Resilience & Country Director Australia*

## About this report

The Arcadis Australia Gender Pay Gap Report 2022/23 has been developed by our Diversity, Belonging & Human Rights Centre of Expertise (CoE), working collaboratively across both the Operational and Enabling Functions of our business and through partnership with our Gender Affinity Group.

The report is based on data from 1 April 2022 to 31 March 2023 and includes updated pay gap figures as well as information on our continued commitment to achieving gender parity in these areas.

We proudly support the Workplace Gender Equality Agency (WEGA) public reporting of organisations' gender pay gap and their gender parity actions.

Arcadis is pleased to be able to demonstrate the progress that we continue to make as we cement Diversity, Equity, Inclusion and Belonging within the frameworks of our business.

*“Lived experiences are at the heart of our Diversity, Belonging and Human Rights Strategy, and we’re working to ensure that our human rights and wellbeing are respected across the work that we do – both within Arcadis and with our clients, suppliers and communities.*”

*A key part of this includes driving commitment from across our strategic and operational business areas. We are all accountable for striving towards more equitable working practices and more inclusive environments.”*



**Nana Berchie**

People Director- Global Diversity, Belonging and Human Rights

# Diversity, Belonging and Human Rights (DBHR)

## Arcadis Social Impact Strategy

**We want to build an equitable, inclusive and resilient Arcadis. We want to empower our leaders to be bold in recognising their individual impact and responsibility. We want to encourage all Arcadians to take collective ownership for creating a culture of belonging, in which everyone can thrive.**

**The 'S' in ESG:** The DBHR purpose is to **improve the ways that Arcadis impacts and builds relationships** with our people, our clients, our value chain and the communities in which we operate.

Our mission is to improve quality of life by fostering an environment that is conducive to respecting human rights within our business and in the relationships with supply chain, clients and communities – contributing to solutions that meet the pressing social challenges of our time.

We do this by enabling people to bring their full self to work, promoting a human centred, psychologically healthy and safe environment underpinned by social justice, diversity, equity, inclusion and a culture of belonging throughout our employee lifecycle.



# Arcadis Australia 2022-23 Gender Pay Gap Figures

In partnership with WGEA

# Calculating our pay gap | WGEA methodology

The gender pay gap is the difference in average earnings between men and women in the workforce.

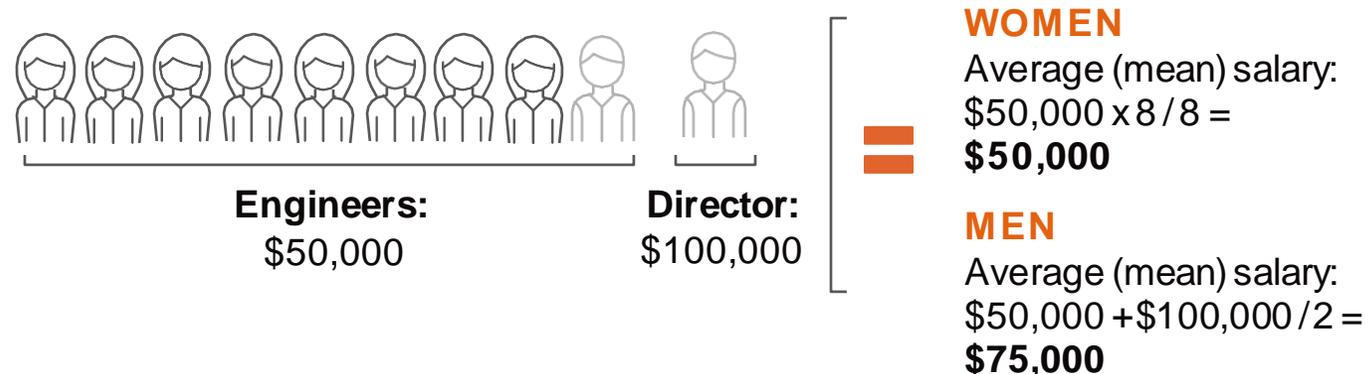
It is not to be confused with men and women being paid the same remuneration for the same, or comparable job. This **equal pay** has been a requirement since 1969.

The gender pay captures the difference in the **average** pay between all men and all women in a workforce to enable organisations across all sectors to report performance on pay in a standardised manner for comparison purposes.

Hence, the gender pay gap figure is a useful proxy for measuring and tracking gender equality across a nation, industry or within an organisation. Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

## An example of how a gender pay gap can exist with equal pay:

A legal entity employs 9 engineers and a director.



The mean pay gap for this example is:

$$(\$75,000 - \$50,000) / \$75,000 \times 100\% = 33\%$$

Therefore, despite paying all the engineers equally, we still see a significant pay gap in favour of men. This is the result of a greater number of men than women in senior roles.

# Gender Pay Gap Results

## Arcadis Australia Gender Pay Gap 2022-23\*

Average Employee Total Rem.	Mean	Median
	26.1%	29.2%
Trends from 2021-22	2.7% ✓	3.7% ^

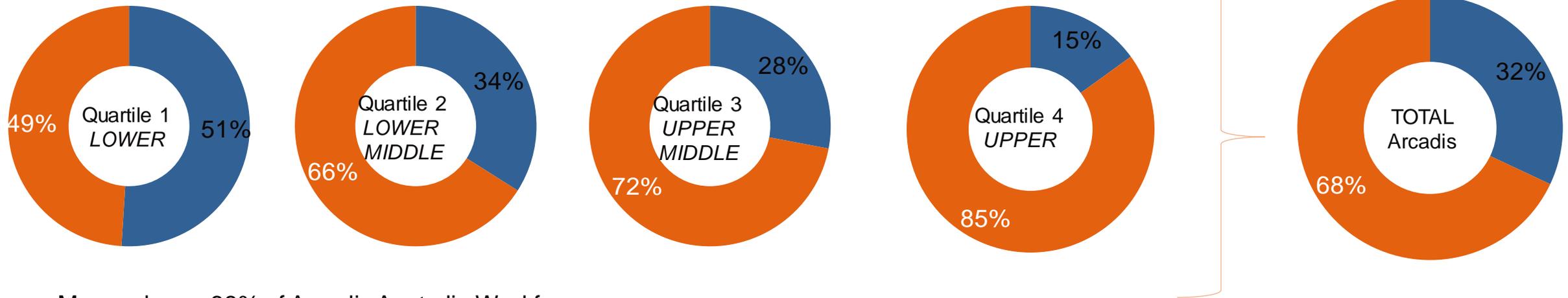
\*Calculation does not include Head of Business or casual manager's salary data

- Consistent with our industry, there are more men compared to women in professional roles and senior leadership positions earning a higher remuneration.
- Our Mean pay gap has consistently reduced and improved due to an increase of women in senior roles
- Ahead of 2022-23, a range of **key initiatives** were put in place to assist with closing the gap. This included but was not limited to:
  - Increased representation of women across all levels of our business through recruitment targets and progression planning
  - Focussed on early careers to attract more women into what is still a very male dominated industry
  - Increased our paid parental leave to 14 weeks for primary caregivers and 4 weeks for secondary caregivers
  - Continually evolving our Flexible Working Policy to suit the needs of our employees and the global nature of our business
  - Delivered another successful sponsorship program designed for women as a means of accelerating career progression
  - Introduced the Women of Colour program to provide visibility of inspiring WoC leaders and role models who can share their experience, career progression journey and promotion paths to leadership roles for others to learn from.

# Gender Pay Gap

## The Quartiles

Proportion of men and women in each quartile band 2022-23

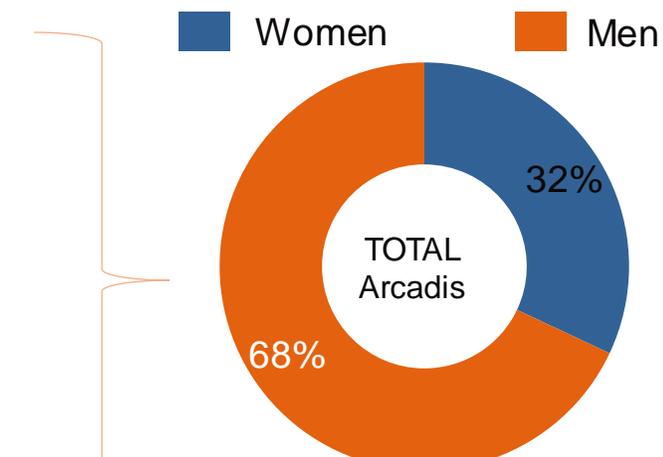
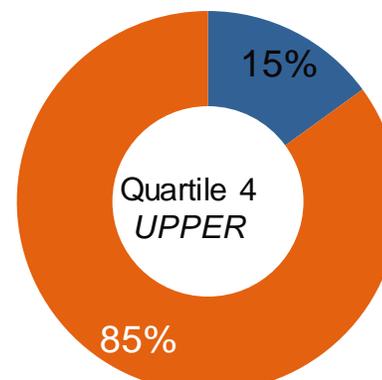
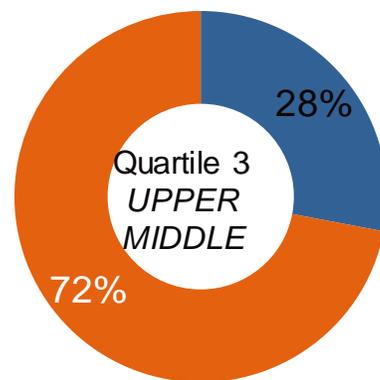
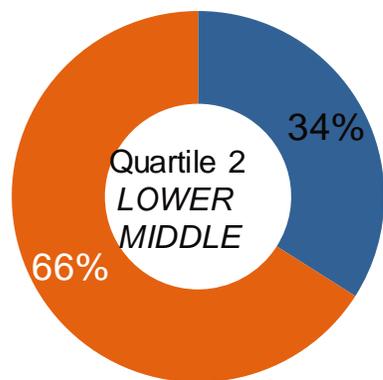
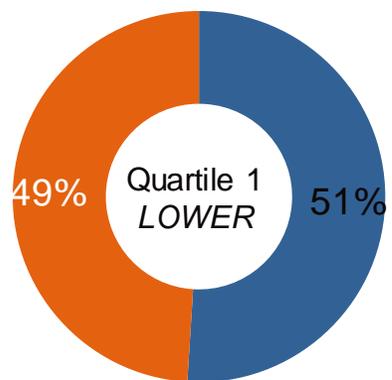


- Men make up 68% of Arcadis Australia Workforce.
- Men make up the majority of employees in the top 3 salary quartile bands.
- Representation gap increases through the higher salary quartiles.
- We recognise this is an industry\* issue as well as an issue for Arcadis Australia (see next slide)
- We are focused on recruiting more early careers women to increase our talent pipeline and provide career progression towards leadership through various initiatives. While this increases our diverse talent pipeline, it doesn't have a significant impact on closing the gender pay gap as a whole.
- Whilst we saw progress in the promotion of women into the upper quartile in 22-23, the rate of promotion did not significantly change the results, and this continues to be an area of focus for us in 2024 and beyond.

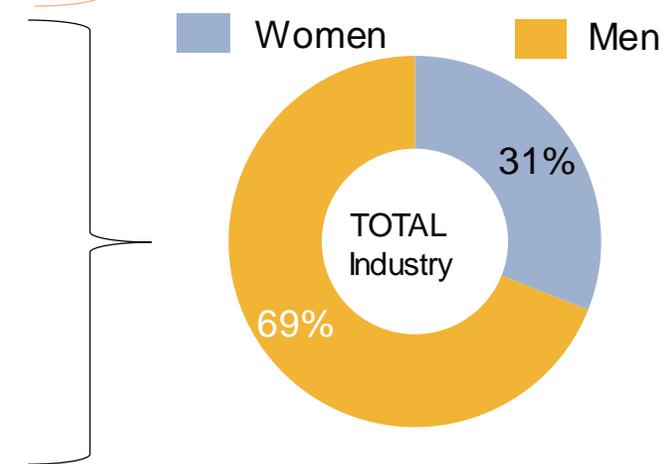
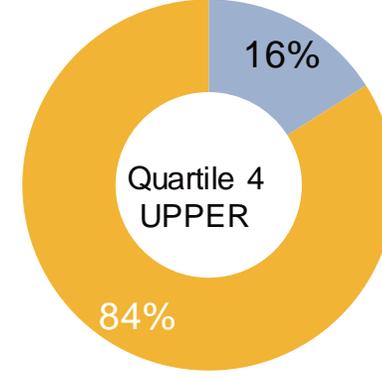
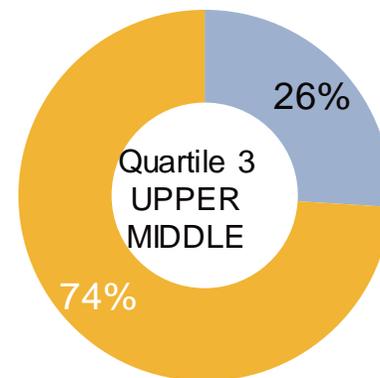
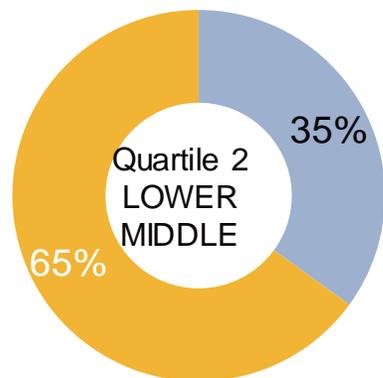
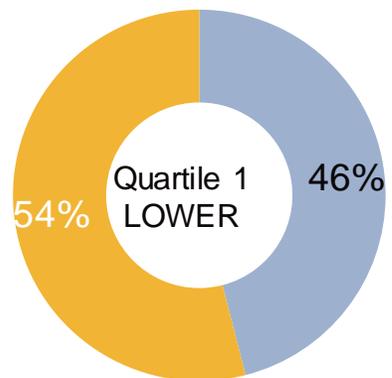
# Gender Pay Gap

## The Quartiles

Proportion of men and women in each quartile band 2022-23

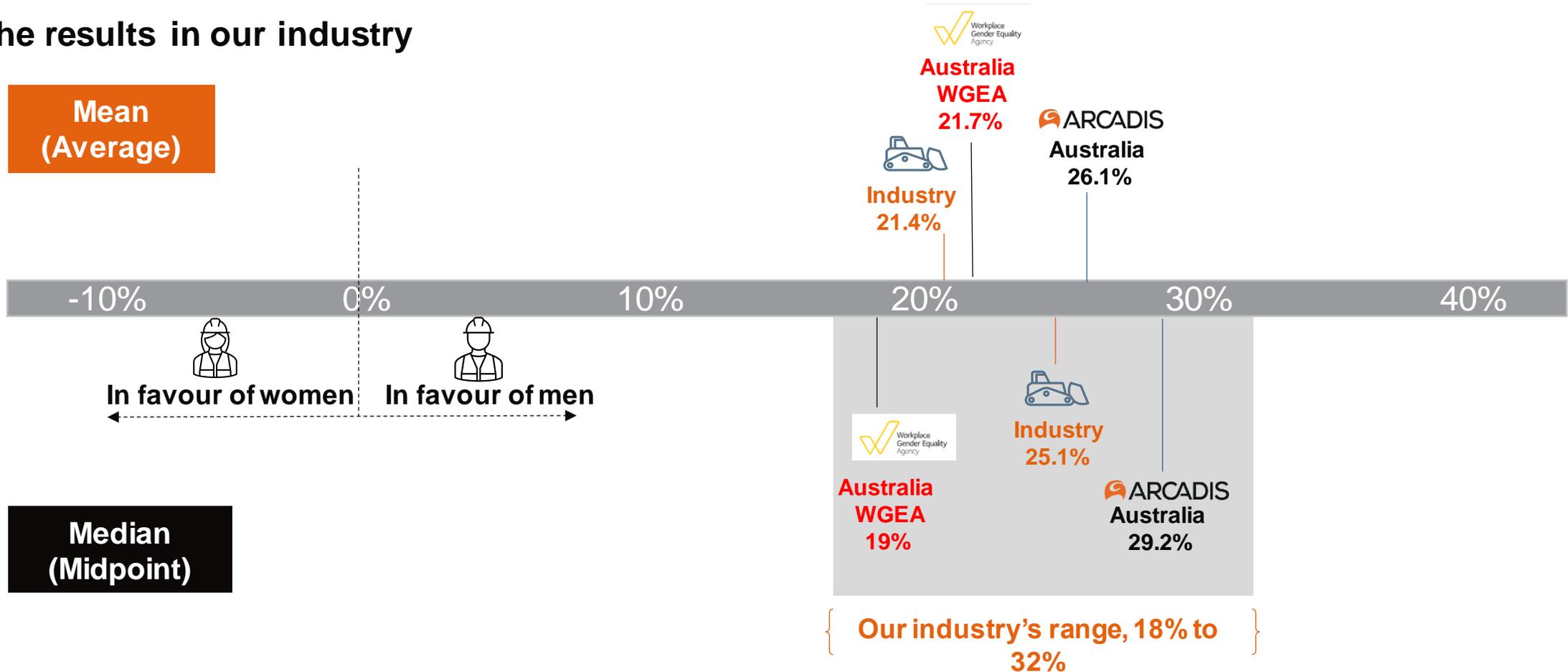


Industry (average)



# How do we compare (in total remuneration)

## The results in our industry



- Our industry is Engineering Design and Engineering Consulting Service (6923) and employee base between 1,000 to 4,999.
- Whilst we are within the range for our Industry, we acknowledge there is still significant improvement needed and this remains an area of focus.

*“Whilst we’re proud to be able to demonstrate the impact of the work that we’ve done in reducing our Gender Pay Gap in the Australia, we acknowledge that we still have work to do to embed gender equity further within our strategies.*

*Since we began reporting Globally in 2017, the bulk of the drive in this area has come from the work our Australian leadership and our Gender Affinity Group community who’ve been carrying the messaging and driving the conversation.*

*We’re extremely pleased that gender equity is a global priority for Arcadis, and that business areas across Australia, are reflecting this commitment within their own strategies.*

*We acknowledge that the foundation of our Gender Pay Gap lies in equal representation of women, particularly at senior levels, and that we’ve been able to make significant progress in this area.*

*With a clear focus and strategy and the backing of the Australian and Global business, we’re excited about the strides we can continue to make and the impact that it will have for both our people, our culture and our clients.”*



**Jacqui Banks**  
Australian Gender Affinity Group Lead

# Building an inclusive future

Next steps for Arcadis Australia

## Our Commitment

**At Arcadis, we want everybody to feel that their voice matters.** Whatever your role as an Arcadian, we want to empower our people to make their mark, on their career, our colleagues and clients who are dedicated to improving quality of life.

To support Arcadians in creating that legacy, we know that we need to foster environments that enable us all to thrive. This includes celebrating the many diverse perspectives and experiences of our colleagues, facilitating communities and safe spaces to share insights and build awareness, and increasing access to equitable opportunities.

Within Arcadis we want all of our people to feel supported in being their authentic selves at work. We want to demonstrate that we're prioritising our commitments to listen and act, in our journey to a culture that fosters inclusivity and banishes discrimination.

# Leadership Commitment

*“I am 100% committed to reaching our goal of creating a truly inclusive and welcoming working environment where all team members feel valued, respected, and empowered to contribute their unique perspectives and talents, but we still have more work to do. This year we will focus on a multi-layered approach to further increase our gender diversity through*

- 1) attraction of more women into the industry through STEAM days and undergraduate recruitment*
- 2) increased engagement and accountability of our mid-level managers to reach our targets and*
- 3) increased effort to ensure recruitment processes facilitate the best possible opportunities to attract more women to our business.”*



**Belinda Virant**  
GBA Director – Mobility Australia

*“Creating enduring and sustainable Places for where we live, work, play, learn and move is core to our day-to-day work. We can only do this by doing as we say – by creating an inclusive and diverse environment for our teams to work so they can do their best work for our clients and communities.*

*I am committed to breaking barriers and reducing the gender pay gap in Arcadis. We will focus on career progression across all levels and providing flexible opportunities for professional development and mentoring.*

*Through transparency, equal opportunity, and proactive actions that we are taking, we will create a workplace where gender does not determine one's worth or compensation.”*



**Huai Lim**  
GBA Director – Places Australia

# Continuing and expanding upon our goals



## ATTRACT

### Increase talent diversity pipeline

Increase the representation of women through:

- Hiring
- Promotion
- Progression Planning



## GROW

### Nurture and Develop

Developmental opportunities for women:

- Secondments
- Sponsorship programs
- Women of Colour

Ensuring visibility and equal access of opportunities



## REWARD

### Equity (Fair & transparent)

Equal Pay

- Conduct audit for equal pay
- Annual pay review cycle with approvals to prevent pay anomalies
- Set target to reduce gender pay gap

Benefits

- Review and enhance family leave policies
- Flexible work arrangements



## CULTURE

### Inclusive Mindset and Behaviours

- Zero tolerance for bullying & sexual harassment
- Education and awareness on unconscious bias
- Partner with our Gender Affinity Group to acknowledge and celebrate noted events e.g. IWD

# Demonstrating our commitment

Experiences and program highlights

# I Belong. At Arcadis.

In January 2023 we launched our **I Belong** campaign, as a celebration and recognition of how every individual at Arcadis makes us a collective better through their diverse perspectives, thinking and experience.

I Belong embodies what it means to feel included and empowered within Arcadis; it's a concept about Arcadians, for Arcadians. It's a demonstration of our culture and a celebration of the people who create it. Through this campaign, Arcadians were encouraged to share their own stories and take some time to reflect and learn about the diverse colleagues they work with.

Through I Belong we're elevating each other's lived experiences - creating a space that celebrates our diversity and unique perspectives, enhances inclusion and profiles challenges.

*"I Belong represents a feeling that for so long has been a luxury. As a woman in the construction industry, arriving at sites without even the basics of a bathroom for me, it isn't always a feeling that I've been able to share.*

*That's why I Belong is essential. Uplifting voices different to our own, reflecting on their messages, using that learning to drive towards equity in everything we do.*

*I Belong isn't just another performative statement, it is a part of a culture that I feel extremely proud to represent."*



**Fiona Sugden**  
Global Diversity, Belonging & Human Rights Program Impact Manager



# Global Sponsorship Program

Sponsorship is a relationship in which influential leaders use their political and organisational acumen to advocate for, and support individuals' growth opportunities. Studies have shown that sponsorship tends to occur less organically for members of under-represented groups and/or women and so this program is launched as an effort to ensure equity across the company in growth opportunities.

In December 2022, our Talent & Leadership CoE (Centre of Expertise) together with our Diversity, Belonging and Human Rights (DBHR) CoE launched the Arcadis Global Sponsorship Program in partnership with leadership consultancy Serendis. This program is set to begin Cohort 2 in 2024 with 80 pairs (sponsor & sponsee) and will run through the rest of the year.

Although this program is open to applications from all Arcadians within job-levels 6-9, we encouraged applications from under-represented ethnic groups to participate and benefit from targeted sponsorship that will, in turn, ensure equity across the company in growth opportunities. This will also help us to create an organisation that truly represents the ethnically diverse societies that we operate in.

*"I really enjoyed getting to know my Sponsor and I really appreciated his assistance in helping me realise my potential. A lot happened in my career over the 6 months following the completion of the sponsorship program, including establishing a career path which I had not envisaged before and being successful in gaining a promotion.*

*The sponsorship program really empowered me to think outside the box and my sponsor's support and words of wisdom in tackling my imposter syndrome really guided me to make bold career decisions during the program and I believe they will continue to do so for quite some time. I look forward to continuing our professional relationship in the future even though the program has come to an end."*



**Lauren Greenan**  
Senior Project Manager, Rail  
Systems Sydney

# Women of Colour

**Our Women of Colour (WoC) program demonstrates our recognition of intersectionality and the role it plays in the experiences of Arcadians. For many women of colour within our business, intersectionality can result in significant levels of bias and challenges. Through the program we've heard first-hand about how these experiences continue to affect Arcadians from within the community. As a result, we've created a taskforce to continue to work to improve the experiences of women of colour within Arcadis.**

We recognise from research and through the insights and experiences that employees have shared, that women of colour don't tend to have access to the organic networks and communities that are more readily available to other employee groups. Therefore, the aim of Arcadis' Women of Colour (WoC) programme is to improve the employee experiences of women of colour in our business and increase access to equitable opportunities. Collectively we have identified four workstreams that will help us deliver on this aim:

### WoC Forums

The WoC forums will form a network of WoC across all levels of our business. They are designed to:

- Support increased access to opportunities and career conversations
- Improve wellbeing and psychological safety
- Serve as a channel to raise concerns and access suitable remediation

### WoC Role Models

One of the key objectives identified within the programme is to increase the visibility of our Women of Colour within Arcadis. To do this, we've launched our Women of Colour role modelling initiative. The purpose of this initiative is to give visibility to inspiring WoC leaders and role models who can share their experience, particularly their career progression journey and promotion paths to leadership roles for others to learn from.

### Remedy Ecosystem & Advocacy guidelines

Our Remedy Ecosystem and Advocacy Guidelines are strategic and tactical plans that we're developing alongside our forums and wider business initiatives.

*"The WoC program has provided me with a safe and candid platform to share my experiences as a woman of colour.*

*Through this program, WoC can reach their full potential and access to opportunities for personal growth and development that they might not have been able to access otherwise.*

*I believe that by following through with the feedback shared through this platform, Arcadis will be able to create a more connected and inclusive environment."*



**Sweta Macwan**  
Global Performance  
and Recognition Partner  
& Women of Colour Program  
Participant

# Clients, Partnerships and Communities

It's important to recognise that we're all learning and continually improving in relation to Diversity, Equity, Inclusion and Belonging in the workplace and our communities. To support this, we're proactively partnering with our clients and other organisations to contribute towards our understanding, collaborate in meeting our collective objectives and celebrate in our shared successes.

## Partners and Memberships

### Champions of Change Coalition members since 2015

The Champions of Change Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces. Members recognise that gender inequality is a business, economic, social and human rights issue.

The work of the Coalition focuses on shifting the systems of gender inequality in the workplace and is backed by a proven methodology for increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive. Many of the actions developed and implemented as part of the strategy are now globally accepted standards for organisations wishing to become employers of choice for all.

The strategy engages Members as 'champions' not because they are perfect, but because they publicly commit to leading practical, constructive and disruptive actions to accelerate change.

Our participation in the Coalition helps to raise awareness and share knowledge and experience to achieve true gender equality in our industry. Arcadis Australia Country Director, David Raftery attends quarterly meetings.

## Awards and Recognition

### Employer of Choice for Gender Equality (EOCGE) holders since 2017

Run through the Workplace Gender Equality Agency (WGEA), the Employer of Choice for Gender Equality (EOCGE) citation is a voluntary program that recognises organisations' active commitment to achieving workplace gender equality.

The citation is awarded for two years and is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces. The recognition by WGEA as an Employer of Choice for Gender Equality is the gold standard certification for employers who are committed to making positive, measurable improvements in workplace gender equality practices.

### Advocate and Amplify

Women in STEAM project team won the **People & Culture Award** in the 2023 Project Of The Year Awards.

International Women's Day events and activities were held across all office. In partnership with Roads Australia, we held an external IWD event to share thought leadership. [RA-Policy-Insight-IWD-Event-Series-7-14-March-2023-Final.pdf \(roads.org.au\)](#)

**Authorised Signatory**

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read 'Ann Malam', written in a cursive style.

**Ann Malam**  
People Services Director, Arcadis Australia

**Arcadis.** Improving quality of life.