

## Emerging Diversity and Inclusion Award Entrant: WorleyParsons New Zealand



Video Link <https://vimeo.com/178545460/2deda6c289>

Support to help staff work with other cultures, flexible working arrangements, giving women the opportunity to succeed and unconscious bias training are part of a large diversity and inclusion agenda at WorleyParsons New Zealand.

Locally, the company has almost 400 staff who are part of the organisation's 25,000-strong global workforce, delivering projects, providing expertise in engineering, procurement and construction and offering a wide range of consulting and advisory services.

Diversity and inclusion has become a focus at WorleyParsons for three main reasons. The company identified it wanted to be a leader in this area within its industry and its community. It sources staff internationally and collaborates on global projects and wanted to support its leaders to manage cultural diversity within their teams and their overseas colleagues and clients. And, in order to attract and retain staff, the company recognised it needed to be creative in offering flexible working arrangements.

WorleyParsons has a multifaceted approach to meeting its diversity objectives. One of the first steps was developing, then communicating to staff, its diversity and inclusion policy, expectations and targets.

Bias awareness workshops have been run at senior levels of the organisation to raise awareness of the impact that bias can have in the business, to share perspectives and to consider what can be done to interrupt bias.

The company also introduced a tool it calls The Culture Wizard, which provides online access to cultural information and tools to support working with other cultures.

Several initiatives were introduced to provide a more flexible working environment - these included working from home, banking overtime worked to be taken at a later date, and self-funded leave, which gives employees the option of taking between one to four weeks' extra leave. Self-funded leave has proved the most popular programme, with 40 per cent of staff using this leave in New Zealand.

To support gender diversity across the company, the Women Of Worley (WOW) initiative has been established. The vision of this network is to inspire women at WorleyParsons to advance the company's business success and to achieve their career potential. The network is about promoting opportunities for talented women to succeed and establishing a strong global network of women professionals to share leadership experience and knowledge.

With six different locations around New Zealand and staff often working on client sites, it was crucial that the initiatives were communicated in different ways to ensure that everyone was able to hear and understand the message, says General Manager People Kiri McAlister.

"We have used mediums such as videos, photo competitions, webinars, online meetings, blogs, emails, intranet stories, Town Hall meetings, lunch and learns, formal presentations, posters and training," she says.

A toolkit for Diversity and Inclusion Expectations was also developed.

Diversity and Inclusion is an initiative that is supported from the very top of the WorleyParsons Global organisation. Andrew Wood (CEO of WorleyParsons) released the diversity and inclusion policy and expectations and Keith Nutting (CEO WorleyParsons NZ) has been actively promoting and supporting both.

The company has carried out an initial review of pay and is committed to review further to identify any unjustified pay gaps, and has also established measurable objectives for diversity at WorleyParsons, which will be reviewed annually.

International Women's Day was celebrated by a global photo competition pledging for parity. Staff were encouraged to pledge to move from talk to more purposeful action in achieving gender parity more quickly. Keith Nutting (CEO WorleyParsons New Zealand) pledged "I pledge to challenge conscious and unconscious bias." John O'Sullivan (Chief Financial Officer, WorleyParsons NZ) pledged "I pledge to support a flexible working culture for both men and women."

The organisation met its Internal Gender Target for FY2016 in New Zealand, for graduate hires, with 50 per cent of the graduate hires being female, Kiri McAlister says.

"Our graduate mentoring programme allows for female graduates to be paired with an appropriate senior female within the organisation.

Also, she says, NZ results from the Employee Engagement Survey strongly support that the initiatives WorleyParsons New Zealand has taken in the areas of diversity and inclusion are benefiting staff and the organisation. The survey showed 83 per cent of staff believe the organisation has created an environment where people with diverse backgrounds can succeed, 80 per cent say the company provides sufficient flexibility to help them balance the demands of work and personal life and 60 per cent believe the leadership is genuinely committed to attracting, developing and keeping a diverse workforce.

"But we thought the best way to demonstrate how our initiatives have benefited our employees was to ask them directly. Here are some quotes."

"Because of WorleyParsons flexible approach to working hours and location, I am able to be part of the care team for my terminally ill mother, without having to leave WorleyParsons NZ."

"The Culture Wizard has been an invaluable tool to my role as a manager with seven very different cultural backgrounds within the team (including my own). The tools have encouraged debate and communication between members of the team and helped to resolve cultural clashes within the team."

"WorleyParsons flexible working hours policy has allowed me the opportunity to pursue a career in HSE whilst still spending valuable time with my children and reducing the financial stress of childcare."