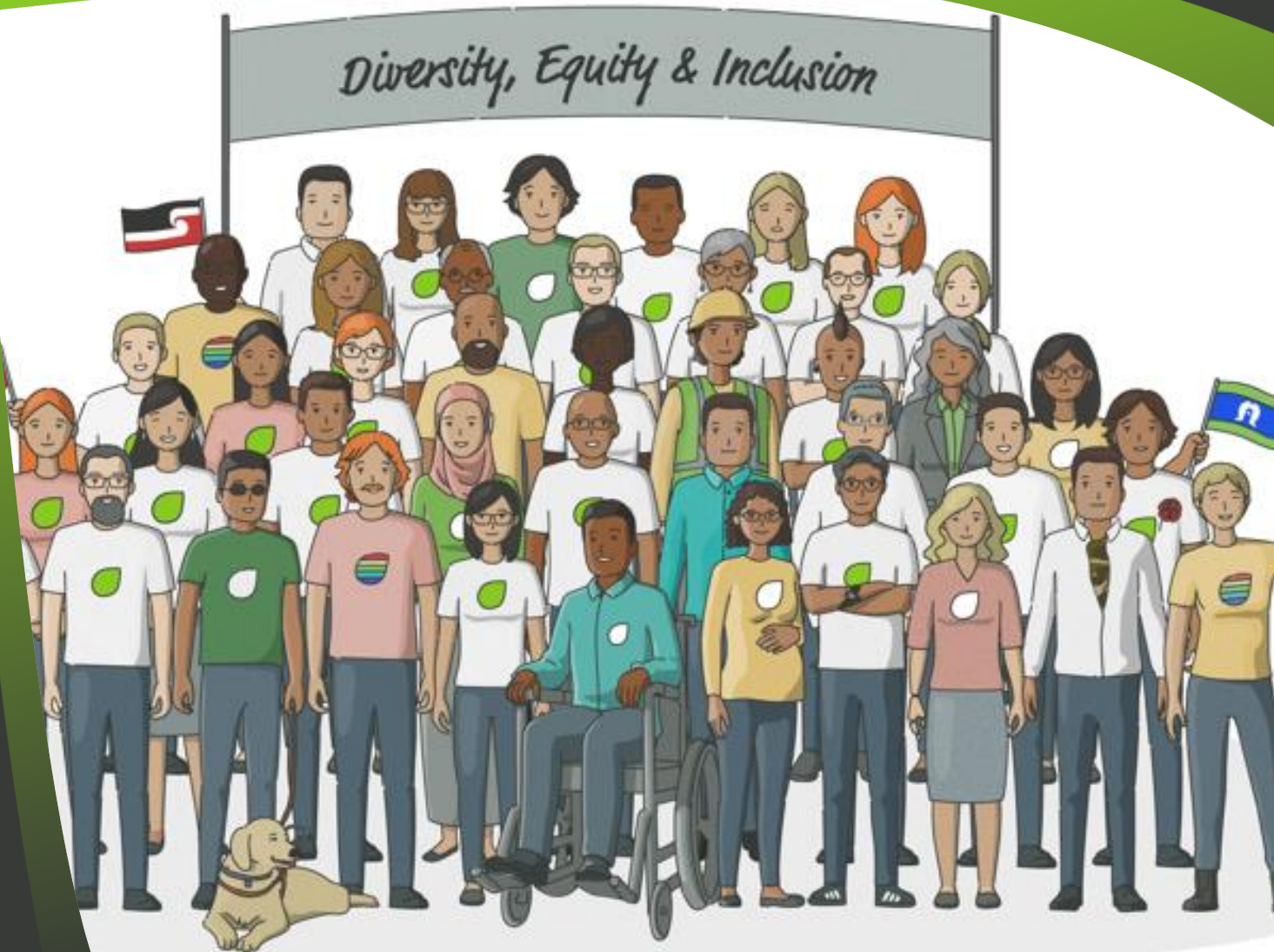


Active bystander to Upstander

Whiria Ngā Kaha 2024

Penny Rush, Aurecon

aurecon
Bringing ideas to life





Agenda

- About Aurecon
- About DEI at Aurecon
- Context – preventing and responding to sexual harassment
- Active bystander campaign
- Upstander training and Team Leader conversation guide

**aurecon**

Bringing ideas to life

*Te whakahā i ngā whakaaro
Kia māia, kia kaha, mahi tahi*

Aurecon is a design, engineering and advisory company.

Our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet.

Markets:

Aviation

Construction

Data and telecommunications

Defence and national security

Education and research

Energy

Government

Health

Manufacturing

Property and place

Resources and chemicals

Sports and entertainment

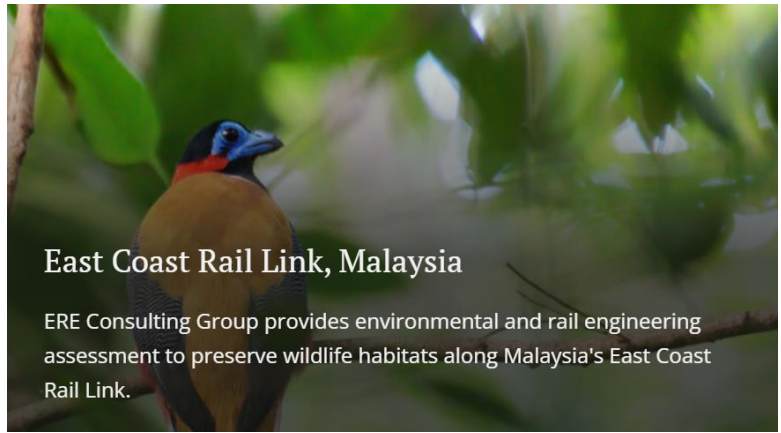
Transport

Water



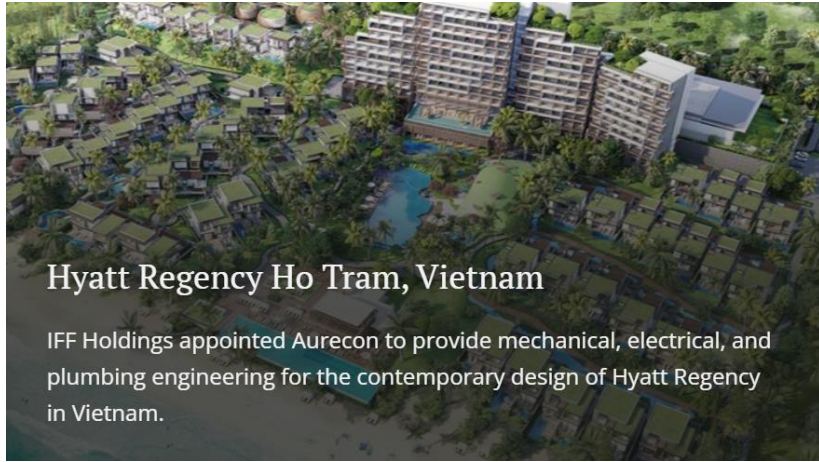
WSAA Guidelines for wet weather overflows, Australia and New Zealand

Aurecon and Water Services Association of Australia (WSAA) worked with water utilities in Australia and New Zealand to develop guidelines for managing wet weather overflows.



East Coast Rail Link, Malaysia

ERE Consulting Group provides environmental and rail engineering assessment to preserve wildlife habitats along Malaysia's East Coast Rail Link.



Hyatt Regency Ho Tram, Vietnam

IFF Holdings appointed Aurecon to provide mechanical, electrical, and plumbing engineering for the contemporary design of Hyatt Regency in Vietnam.



Drury Rail Stations, Auckland, New Zealand

Delivering human-centred design and engineering to three new rail stations with integrated transport options in Auckland's southern growth area.



Marvel Stadium, Melbourne, Australia

Aurecon delivers building services, structural and civil engineering for the design and construction of the world-class Marvel Stadium.



Aurecon attributes



Co-creative

We work together to achieve what might seem impossible.



Inquisitive

We're curious by nature.



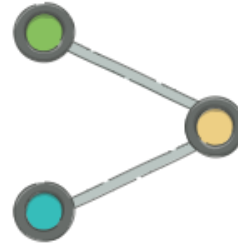
Engaging

We connect with others in meaningful ways.



Commercial

We know our client's success is our success.



Sense maker

We cut through the chaos to make better decisions.



Unconventional thinker

We challenge the status quo.



Fearless

We're not afraid to make bold decisions.



Resourceful

We thrive on complex problems.

Aurecon principles



Believe it. Say it. Do it.

We lead by example, building trust through our candour, commitment, and accountability.



Make the complex simple

We are sense makers; we navigate uncertainty to unlock understanding, gain clarity and make better decisions.



Master your craft

Our expertise and experience guide us in the way we solve the most complex challenges.



Be nimble

We take the time to explore the problem to ensure we are answering the right question.



Be playful with serious intent

Inside every problem is an opportunity to innovate and have fun in the process!



Create a legacy

As we do our best work today, we create a better tomorrow.

Aurecon Ethos



Our Diversity, Equity and Inclusion Aspiration

To offer a new experience of work, which honours the uniqueness and personal circumstances of our people and adjusts for historic privilege and disadvantage, while differentiating us with our clients and driving innovation to create a better future for people and the planet.



Diversity, Equity & Inclusion Plan 2024 and 2025 (Aotearoa NZ)

DEI Purpose To offer a new experience of work, which honours the uniqueness and personal circumstances of our people and adjusts for historic privilege and disadvantage, while differentiating us with our clients and driving innovation to create a better future for people and the planet.



Diversity

Diversity is difference. It can include demographic, cognitive, personal and professional background and lived experience. We acknowledge the intersectionality of individuals.



Equity

When everyone can thrive. Fair access, opportunity, resources, and power, with consideration for, and elimination of, historical and systemic barriers and privileges.



Inclusion

Sense of belonging. When we all feel valued and connected, our opinions heard, we can challenge without fear of discrimination or retaliation, and have equal access to opportunities.

Our must-win battles outline the change we seek:

Honouring Te Tiriti o Waitangi and te ao Māori

Manaakitia ai te katoa e mātou .To create a welcoming environment that culturally supports and encourages all employees.

He pakihi kei te mōhiotia whānuitia, kei te whakaponotia hoki i roto i te hāpori Māori. To be known, trusted and have a credible reputation within the Māori community.

Fostering mutual accountability

We hold ourselves and each other accountable for creating a diverse and inclusive culture that represents the communities we serve and creates a sense of belonging for all.

Living inclusive behaviours

We are all champions of change, actively role model and are upstanders for behaviours that drive psychological safety and power innovation.

Building diverse teams

We increase diversity across leadership and teams at every level through awareness and deliberate action. Diverse teams also drive inclusion.

Leadership

From our most senior leaders to our interns and graduates, we must all show leadership in our day-to-day interactions and decisions.

Inclusive culture

To continue to differentiate through our inclusive culture. Aurecon is a great place to work AND the work we do with clients is enhanced. This pillar includes all aspects of DEI, inclusive of gender, cultural diversity, LGBTQIA+ and Disability.

Focus areas:

- Plans for named pillars
- Support for Team Leaders, Owners, Project Managers
- Upstander e-learn and Team Leader team conversation
- Action from Peakon
- Storytelling events

Gender

To create an environment where your gender does not impact your experience of work.

Focus areas:

- Increase representation, including at leadership level
- Achieve targets
- Prevent and respond to sexual harassment
- Increase men's uptake of parental leave and part-time work
- Gender pay gap
- Networking

Cultural diversity

To welcome and culturally support people from all cultural backgrounds.

Focus areas:

- E-learn development
- Career progression review
- Review activation of ethnicity field in Workday

DEI guiding principles

1. To listen **AND** act
2. To clearly communicate Aurecon's DEI Plan **AND** the evidence behind it
3. To build the awareness **AND** capability of our leaders, workforce and People team
4. To embed DEI in our Blueprint, in everything we do internally **AND** in how we select, engage, win and deliver for clients
5. For our leaders and workforce to be our internal and external advocates **AND** to be accountable

Context for action to prevent and respond to sexual harassment

➤ #MeToo

➤ Report: Experiences of Workplace Bullying and Harassment

Saunomaali'i Dr Karanina Sumeo

Equal Employment Opportunities Commissioner

➤ Mahi Haumaru Aotearoa / Worksafe New Zealand

- Provides guidance for businesses and workers, an example policy and template for reporting sexual harassment in the workplace.



Sexual harassment - Advice for workers

This quick guide provides advice for workers in terms of sexual harassment.

[Read more →](#)



Sexual harassment - Advice for businesses

This quick guide provides information for businesses on preventing and responding to sexual harassment in the workplace.

[Read more →](#)



Sexual harassment - Example policy

An example policy provided to give guidance to businesses.

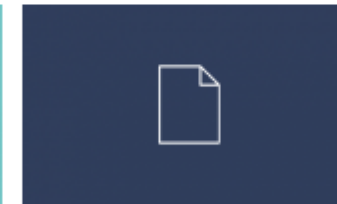
[Read more →](#)



Sexual harassment - Form

This is a template for workers to report sexual harassment to their business.

[Read more →](#)



Examples of sexual harassment at work

Here are some example scenarios of what sexual harassment may look like at work.

[Read more →](#)



Sexual harassment quick guides

Read our article on our sexual harassment. Workplace harassment, including sexual harassment, is a serious issue for New Zealand. It has become an emerging issue both in this country and overseas.

Context for action to prevent and respond to sexual harassment cont...

- **Respect@Work report**

Sex Discrimination Commissioner, Human Rights Commission – March 2020 (Australia)

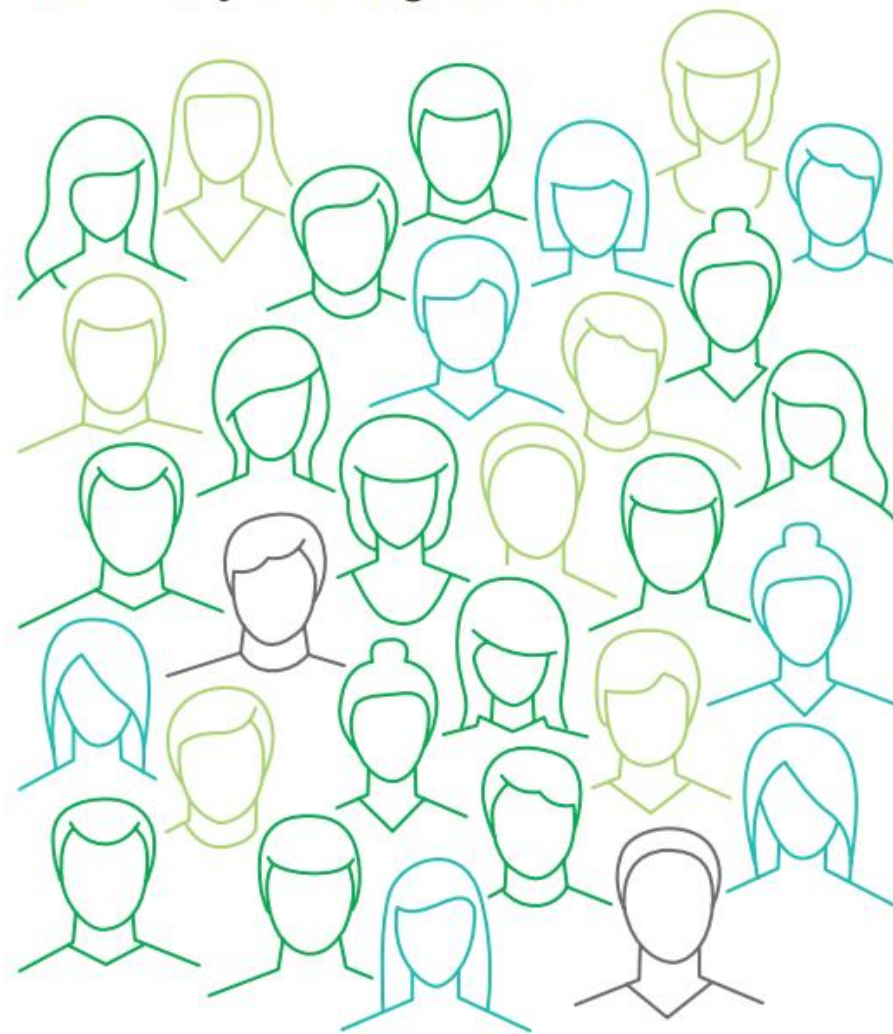
- **Fair Work Australia / Sex Discrimination Act – changes**

Bystander action to prevent sexism and sexual harassment at Aurecon



Take action:

Empowering bystanders to act on sexist and sexually harassing behaviours



Preventing behaviours through action

- While bystander action is known to be an effective way to stop sexual harassment, in 69% of cases, witnesses take no action in response to an incident of sexual harassment in the workplace.
- Harnessing the 'bystander' is therefore a key component of preventing sexism and sexual harassment in the workplace.



What is a bystander?

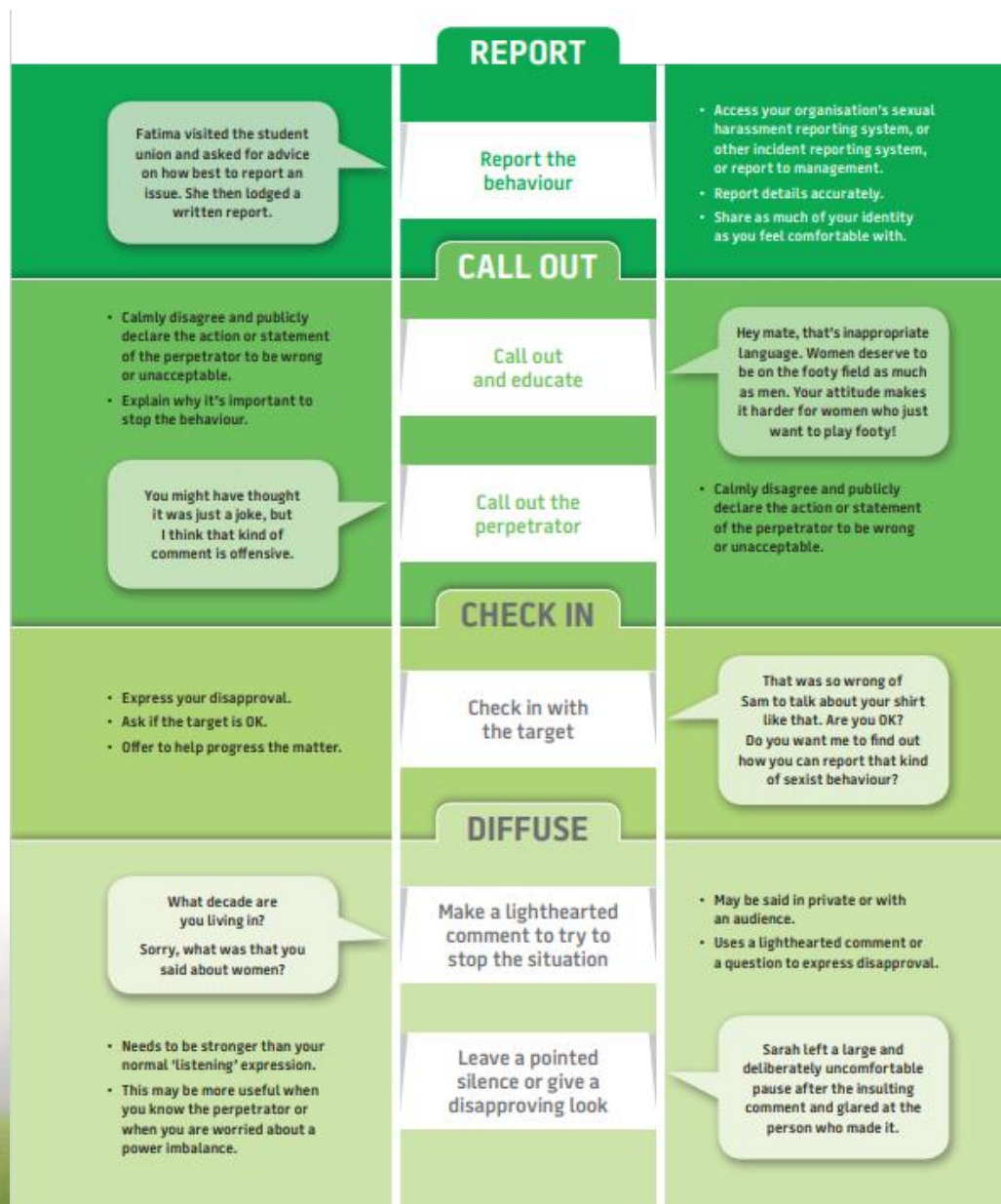
Present and witnesses something but is not directly involved.

What is an active bystander (or upstander)?

Someone who takes action after witnessing or hearing about an incident.



The ladder of active bystanding

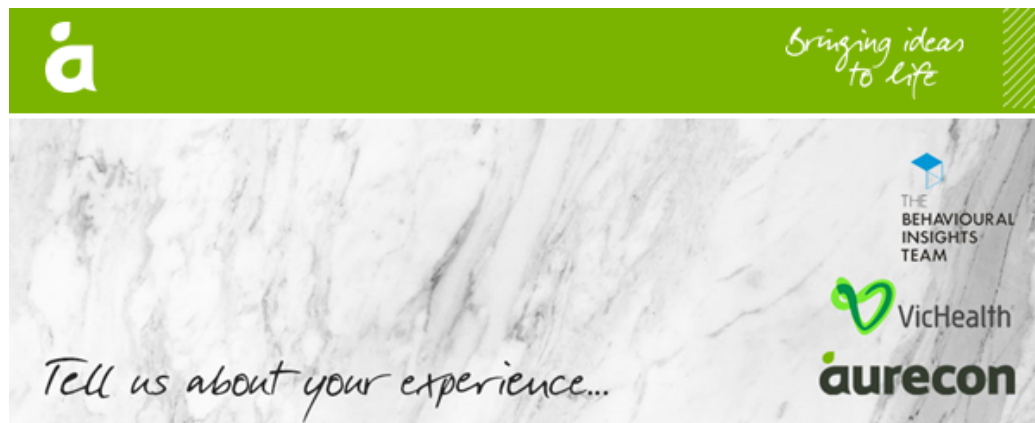


What are social norms?

An expression of what is widely understood to be the appropriate attitude or behaviour in a given situation. Social norms can represent the proportion of individuals that behave in a particular way, or the proportion of individuals that hold a particular belief or value.



Survey: Tell us about your experience of inappropriate behaviour at work



Dear Penny,

Aurecon's aspiration is to create a safe and inclusive culture. Part of this process is to prevent and respond to sexism and sexual harassment, which, unfortunately, is still part of many businesses (large or small) in Australia and New Zealand. A recent report by Australian Sex Discrimination Commissioner, Kate Jenkins, **Respect@Work**, is evidence that there is still a long way to go on eradicating these behaviours.

To play our part in this, we would like to invite you to **complete a short confidential survey** about staff experiences of inappropriate workplace behaviours. We are doing this to support our efforts to address sexism and sexual harassment at Aurecon.

By completing this confidential survey, you will help us better understand any experiences of sexism and sexual harassment at work either online or in person. This information will also help us to design evidence-based solutions to ensure a positive workplace culture at Aurecon.

[Click here to complete the survey](#)

The survey is voluntary, however we want to hear about your experiences, and therefore we would appreciate that you take the survey which will only take five minutes to complete. Your answers will be anonymous and remain completely confidential. The survey will close on the **8th of February**.

If you would like to report an incident within Aurecon, please contact your People Consultant, People Business Partner, a colleague you trust or lodge it confidentially via **Whispli**. Aurecon employees and their immediate family members have access to a free, confidential and professional counselling service through the **Employee Assistance Programme (EAP)** and employees can access support via **Aurecon's Mental Health Program, Mind Matters**.

Thank you,

Lauren Di Pietro

People Leader, Australia & New Zealand, Aurecon

Lauren.DiPietro@aurecongroup.com

The survey is supported by the Victorian Health Promotion Foundation and conducted by the Behavioural Insights Team. The Behavioural Insights Team is an independent social purpose research organisation. This survey is not compulsory, and you won't be penalised if you don't complete it. The survey is also completely anonymous – you will not be asked to provide your name at any stage. None of the information collected in the survey can be used to identify you. Your answers will remain strictly confidential and will be combined with the information from other Aurecon staff members.



Survey



Survey included questions under these headings:

- Behavioural inventory of sexism and sexual harassment
- Responses and barriers in responding to sexism or sexual harassment

Yes, this
has
happened
to me at
work

I saw or
heard
about this
happening
to
someone
else at
work

I have not
seen or
heard of
anyone
doing this
at work in
the last 12
months

Prefer not
to answer

When you experienced this, what did you do?

Did something when this happened to me	Did something after this happened to me	Planned to do something, but then didn't do it.	Did not do anything
---	---	---	---------------------

When you saw (or heard of) this happening to someone around you, what did you do?

Did something when I saw (or heard about) it	Did something after I saw (or heard about) it	Planned to do something, but then didn't do it.	Did not do anything
---	--	---	---------------------

Survey cont...

Survey included questions under these headings cont...

- Organisational culture
- Norms regarding actions
- Interpreting need to intervene
- Assuming responsibility
- Deciding to help and acceptability of intervening
- Confidence and self-efficacy to help
- Intentions to take action
- Social connection

Campaign tips

Timing and preparation (eg senior leaders)

Messenger

Tone / personalisation

Systems in place (eg reporting and support)

Monitor reactions

Evaluate



Features of the emails

Specific behaviours – 2 classified as sexism, 2 classified as sexual harassment

Majority norms – encouraging bystander action by telling them what the majority of them think should be done when witnessing sexism and sexual harassment at work

Social norms – highlighted in a call out box to draw reader's attention to these powerful messages

Information – on how to take bystander action

Running footer – safety message and pathways

Email 1: 90% of Aurecon employees agree we all have a role to play in reducing sexism and sexual harassment at work



Dear Penny,

Following my recent email (16 September) on gender equality, today I am launching a short, email-based program to support us all to take action against sexism and sexual harassment. Earlier this year, we asked you to complete a survey to find out what sexism and sexual harassment looks like in our workplace. This information is being used to help us design effective prevention strategies for sexism and sexual harassment, in partnership with **VicHealth** and **The Behavioural Insights Team**.

Preventing and responding to sexism and sexual harassment has been a topic of heightened importance for the Australia & New Zealand region, particularly since the release of Australian Sex Discrimination Commissioner Kate Jenkins' Respect@Work report in March 2020. All organisations and employees have a role to play.



98% of your colleagues think it's important that every person at Aurecon take action against sexism and sexual harassment, and 8 out of 10 said they themselves would intervene if they witness sexism or harassment.

If you witness or hear about an incident, there are lots of actions you can take. For example, you can call out a poor "joke", you can check-in to see if someone is ok, or you can make a formal report. You can also click [here](#) for further suggestions on how to take action.

Choosing how to respond will be different for different people. The most important thing is that you take actions you feel comfortable with.

To help you know what to do when you witness or hear about an incident, over the next 4 weeks we will be sending you different bystander actions you can take.

Take action to help your colleagues and stop sexism and sexual harassment at Aurecon.

Aurecon's expectations of behaviour are set out in **The Aurecon Ethos**, which includes **how we raise concerns**. If you have experienced sexism or sexual harassment, or know someone else who has, please talk to your People Consultant, People Business Partner, a colleague or leader you trust or lodge it confidentially via **Whispli**, or for external support call 1800RESPECT (1800 737 732) in Australia or 0800 496 877 in New Zealand (NZ Human Rights).

While intervening in sexism and sexual harassment is important, your safety is more important. If it is unsafe to intervene, or the person you have observed behaving inappropriately responds aggressively when you intervene, remove yourself from the situation.

Please contact **Penny Rush** with questions or feedback.

Regards,

William Cox
Chief Executive Officer



Email 2:



86% of your colleagues think you should take action in the moment if you hear a sexual comment or joke at work, and 9 out of 10 said they themselves would intervene in the moment if they witness sexism or sexual harassment.

In the moment	Try asking a question : <i>“Sorry, I don’t get it – can you explain the joke?”</i> ; or tell them how the joke made you feel: <i>“Hey, what you said wasn’t funny. It was demeaning to women/ men and that really bothered me.”</i>
After the moment	If you didn’t say anything in the moment, it’s not too late to act. You can reach out to the person who made the joke or comment to let them know it was unacceptable. Say something like, <i>“Hey, that joke you made earlier really bothered me.”</i>

Email 3:



Most of us at Aurecon think we should take action if a colleague makes sexist assumptions about some else's career, and 8 out of 10 said they themselves will follow-up after the moment when witnessing sexism or sexual harassment.

In the moment	Try <u>asking a question to draw attention to an alternative way of doing things</u> . Say something like, <i>"Hey, Sam might be interested in this project. Can we check with them before moving forward?"</i>
After the moment	Even if you didn't 'call out' the perpetrator in the moment, you can 'call in' a colleague afterwards. <u>Reach out and explain how their actions might have had negative consequences</u> . Say something like, <i>"Hey, you might not have realised but Emma is interested in developing her management skills and we have excluded her from management training next week."</i>

Email 4:



98% of your colleagues think you should take action if you see a colleague being treated differently because of their gender, and most said they themselves would intervene if they witness sexism or harassment at work.

In the moment

If you notice a colleague is being excluded from certain opportunities, try **suggesting they be included**: *"Why doesn't Ahmed come along to that meeting? He hasn't been to one in a while."*

After the moment

Speak to your People Consultant or People Business Partner about **introducing a new office norm or practice that prevents this sort of behaviour from reoccurring**: *"I was thinking that we should introduce a note-taking rota because I've noticed that Amy takes the meeting notes every week."*

Email 5:



85% of your colleagues think you should take action in the moment if you hear a colleague asking intrusive or offensive questions, and 9 out of 10 said they themselves will intervene in the moment if they witness sexism or sexual harassment.

In the moment	Make it clear verbally you don't approve and <u>diffuse the situation in the moment</u> . You can do this in a light-hearted way by saying " <i>Pauline has better things to do than answer a question like that.</i> "
After the moment	If a question is very offensive, or part of a pattern of harassing behaviour you can <u>report the incident after the moment</u> . Speak to your People Consultant or People Business Partner to discuss making a report, or submit it confidentially via Whispli.

Evaluation email: Tell us about your experience of inappropriate behaviour at work

Dear Penny,

Aurecon's aspiration is to continue to build a safe and inclusive culture. Part of this process is to prevent and respond to sexism and sexual harassment, which, unfortunately, is still part of many businesses (large and small) in Australia and New Zealand. A report released in March 2020 by Australian Sex Discrimination Commissioner, Kate Jenkins, **Respect@Work**, is evidence that there is still a long way to go on eradicating these behaviours.

Early this year we asked our people across Australia and New Zealand to complete a survey, to understand their experiences and inform a series of emails sent to everyone by our CEO Bill Cox, throughout October and November 2021.

We are repeating the survey now to understand the impact and changes to experiences throughout the year. The survey should take less than 6 minutes to complete. We're grateful for your time.

By completing this confidential survey, you support our efforts to address sexism and sexual harassment at Aurecon either online or in person. This information also helps us to design evidence-based solutions to ensure a positive workplace culture at Aurecon.

[Click here to complete the survey](#)

The survey is voluntary, and your answers will be anonymous. The survey will close on Monday **13th December 2021**.

[Click here to complete the survey](#)

The survey is voluntary, and your answers will be anonymous. The survey will close on Monday **13th December 2021**.

Aurecon's expectations of behaviour are set out in **The Aurecon Ethos**, which includes **how we raise concerns**. If you have experienced sexism or sexual harassment, or know someone else who has, please talk to your People Consultant, People Business Partner, a colleague or leader you trust or lodge it confidentially via **Whispli**. For external support call 1800RESPECT (1800 737 732) in Australia or 0800 496 877 in New Zealand (NZ Human Rights).

While intervening in sexism and sexual harassment is important, your safety is more important. If it is unsafe to intervene, or the person you have observed behaving inappropriately responds aggressively when you intervene, remove yourself from the situation.

Lauren Di Pietro

People Leader



Results 1 of 2

It is important for all employees at Aurecon to play a role in reducing sexism and sexual harassment.

Post-survey 98.9% (an improvement from 98.2%)

Colleagues at Aurecon will look up to me and admire me if I intervene.

Post-survey 69% (an improvement from 63%)

Intervening might have a negative impact on me at work, for example, cost me friendships or promotions in my organisation.

Post-survey 24.7% (an improvement from 31.4%)

Results 2 of 2

I could make the wrong decision and intervene when nothing was wrong and feel embarrassed or be reprimanded.

Post-survey 43.2% (an improvement from 49.4%)

If I intervene people might think I'm too sensitive and am overreacting to the situation.

Post-survey 39.3% (an improvement from 47.2%)

I don't think there's much I can do about sexism or sexual harassment at Aurecon.

Post-survey 5.7% (an improvement from 10%)

67% of respondents in the post-survey believe these behaviours (sexism and sexual harassment) would be 'not at all tolerated' by their colleagues (an increase from the pre-survey result of 60.8%).

Diversity Council Australia case study



Case Study Series



CHANGE THAT WORKS

Effectively engaging bystanders on sexism and sexual harassment at Aurecon

DCA member Aurecon has been focused on gender equality, and indeed diversity, equity and inclusion (DEI) more broadly, for some time. But as #MeToo emerged globally, and Australia's Sex Discrimination Commissioner Kate Jenkins began a national conversation on sexism and sexual harassment, identified as a key talent drain in the STEM industry, Aurecon embarked on a five-part social norms email campaign that used behavioural insights to encourage bystanders to join colleagues in tackling inappropriate behaviours.

The campaign involved five emails about sexism and sexual harassment that also highlighted actions Aurecon staff could take in response to inappropriate behaviours.



Aurecon's post-campaign evaluation showed that 72% of respondents agreed or strongly agreed they felt safe to raise issues of sexual harassment without fear of victimisation or negative career implications. And 80% felt personally responsible to intervene and assist in resolving sexism or sexual harassment.

Penny Rush – Diversity, Equity and Inclusion Manager, Aurecon, said:

"The proactive, collective process of the email campaign, informed by a pre-survey, clearly defined the behaviors and language that constitute sexism and sexual harassment."

"Our email campaign raised awareness of both the specific behaviours and language, and the range of possible responses, elevating sexism and sexual harassment to the level of physical workplace safety, with everyone responsible for creating a safe, thriving workplace for all."


From Active bystander to Upstander

Click the audio button on the right if you wish to listen to the content of this slide.  

From Bystander to Upstander: The Power of **ALL of us for EACH of us**

An Aurecon module on collectively standing up against workplace sexism and sexual harassment

This module contains audio elements. Please choose your audio output device and adjust the volume accordingly. [START](#)



aurecon
Bringing ideas to life

Only about one in 5 people (18%) who experienced workplace sexual harassment in the last 5 years made a formal report or complaint about the harassment.

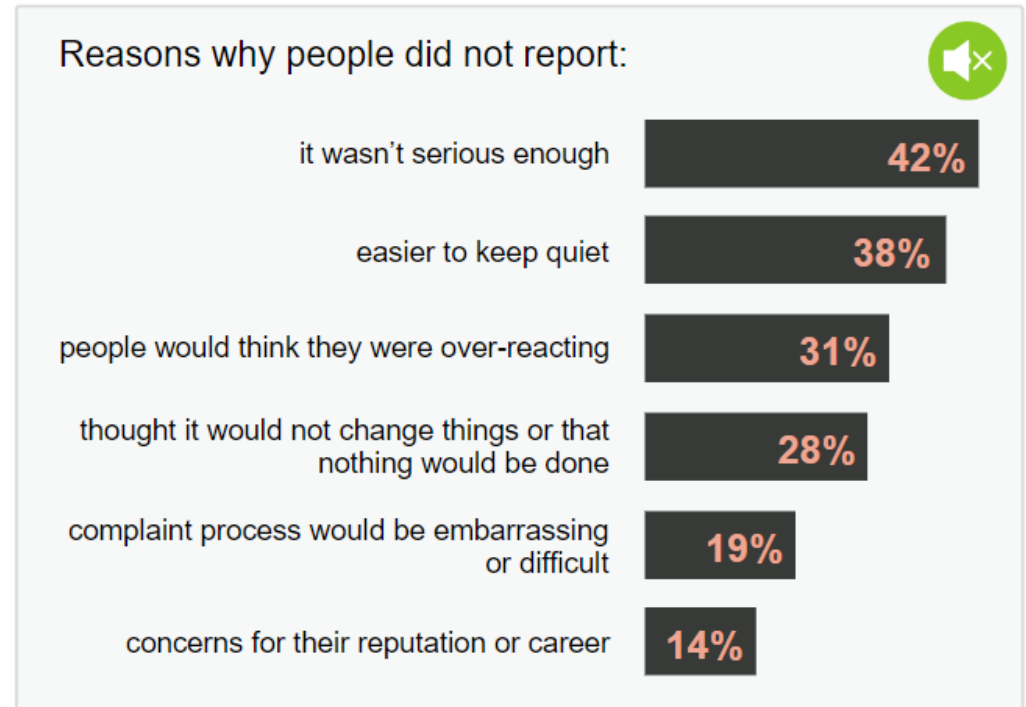
Why do you think this is the case?

Tick the boxes of those that you believe are the possible reasons why the cases were not reported.

They thought:

- it was not serious enough
- their reputation or career would be affected
- people would think they were over-reacting
- the complaint process would be embarrassing or difficult
- it would not change things or that nothing would be done
- it was easier to keep quiet

SUBMIT



Source: © Australian Human Rights Commission. Time for respect: Fifth national survey on sexual harassment in Australian workplaces • 2022

BACK NEXT

What constitutes **workplace sexism**?

Gender-based discrimination can include:

- A person getting denied a promotion, despite having the qualifications, because of gender expectations of the positions
- A person not being provided the same experiences and opportunities for development, e.g. training, mentoring or sponsorship

Gender-based harassment can include:

- Sharing inappropriate comments or jokes to a coworker, making them feel uncomfortable or intimidated
- Asking a coworker intrusive or unwelcomed personal questions
- Commenting on somebody's physical appearance or romantic life

Everyday sexism can include:

- A person getting interrupted or talked over in a meeting or conversation, with their ideas ignored or dismissed
- Making assumptions about other people's career interests based on outdated gender stereotypes

Note: These are just a few workplace examples and there are many more forms of gender-based discrimination, harassment, and everyday sexism that can occur.

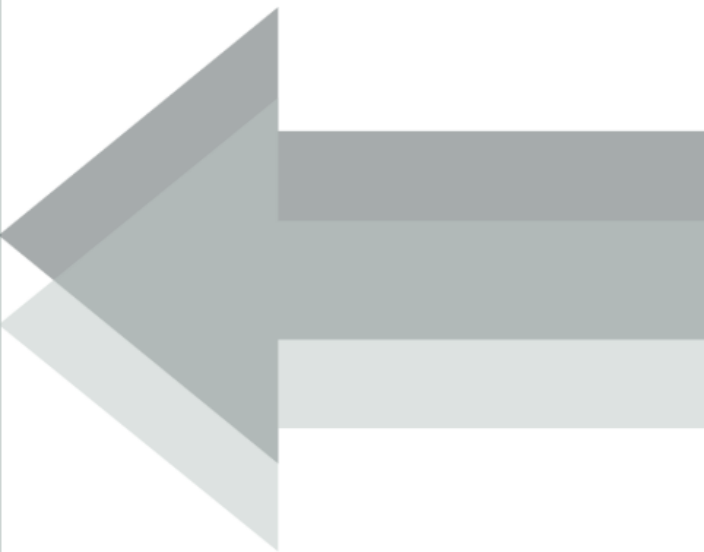


98% of our Aurecon colleagues believe we should take action if we see someone treating a colleague differently because of their gender

PLAY THIS SLIDE WITH AUDIO



Bystander...upstander...what's the difference?

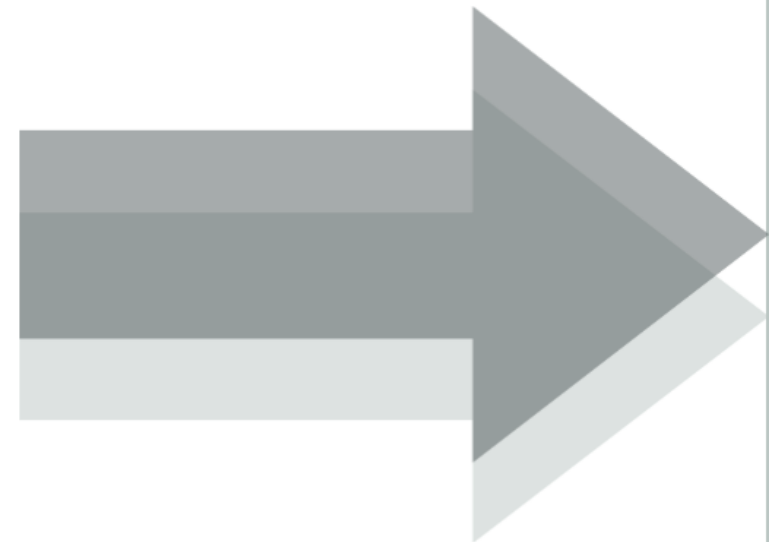


Bystander (Passive)

A **bystander** is someone who witnesses or becomes aware of an incident of workplace sexism or sexual harassment but **does not take any action** to address or prevent it. It can include ignoring or tolerating the behaviour, or not encouraging the victim to report the incident.

Upstander (Active)

An **upstander** is someone who **takes an active role** in addressing or preventing workplace sexism or sexual harassment, even if it's not happening to them. It can include intervening in an incident, providing support to a victim, or reporting to a Team Leader, member of the People, Legal & Governance, or Health & Safety teams.





How would you respond in this scenario?

1. You hear a senior leader in your team ask a graduate out to an after-hours drink on Friday.

Pretend you didn't hear anything.

Ask the senior leader who else in the team is invited.

Shame your senior leader in front of the graduate and say, "You're embarrassing!"

What would you like to know more about?

You may click on any of the buttons below.

What are the barriers to upstander behaviours against sexism and/or sexual harassment?

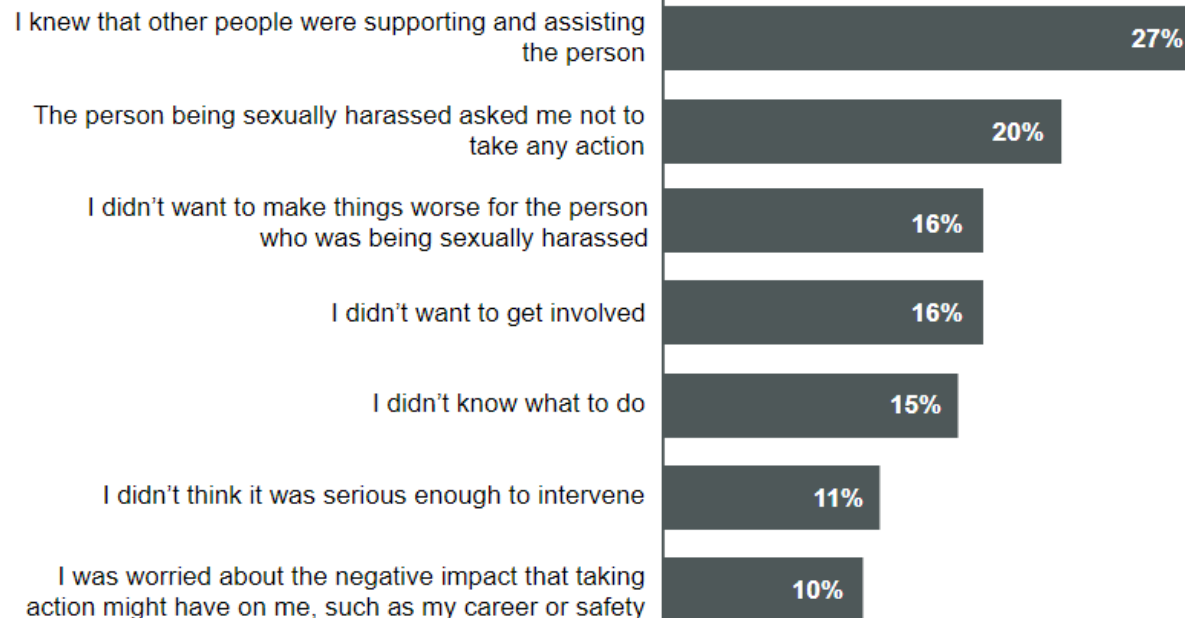
How can I respond more actively than passively against sexism and/or sexual harassment?

How can I respond more actively than aggressively against sexism and/or sexual harassment?

My result shows that my responses to situations tend to either be passive or aggressive. How is this possible?

Why me? Why do I need to actively respond to sexism and/or sexual harassment?

REMINDER: While intervening when you witness sexism and/or sexual harassment is important, your safety is more important. Only intervene if you feel safe and comfortable to do so. If someone responds inappropriately or aggressively towards you, remove yourself from the situation and report it to your Team Leader, a member of the People, Legal & Governance, or Health & Safety team.



Source: © Australian Human Rights Commission 2022. Time for respect: Fifth national survey on sexual harassment in Australian workplaces • 2022



BACK

NEXT

41% of workplace sexual harassment incidents **were witnessed** by at least one person.

In the majority of cases (65%), **the witness did not intervene.**

PLAY THIS SLIDE WITH AUDIO





The majority of people (61%) **who took action** after witnessing or hearing about workplace sexual harassment **said that the harassment stopped as a result.**

PLAY THIS SLIDE WITH AUDIO



Here are some resources where you can find more information, advice or report a breach

- The [Aurecon Ethos](#) and [Respect @ Aurecon Policy](#) sets out Aurecon's expectations of behaviour
- The [Respect @ Aurecon Harmful Behaviours Guideline](#) provides more information on sexism, sexual harassment and other harmful behaviours
- The [Upstander Framework](#) outlines actions and behaviours to work against workplace sexism and sexual harassment
- The [Respect @ Aurecon - Complaint, Investigation and Resolution Procedure](#) sets out how you can raise a complaint and/or concern

We encourage you to speak to someone directly if you have a concern, but if you don't feel like you can, use [Whispli](#) - an independent and confidential reporting service.

If you have experienced sexism or sexual harassment, or know someone who has, please:

- talk to your Team Leader or another trusted leader, or a member of the People, Legal & Governance or Health & Safety teams
- reach out to our Wellbeing Ambassadors (formerly known as Mental Health First Aiders)
- arrange an appointment through our People and Family Care Program, [Thrive](#), for support

For external support, call:

- 1800RESPECT in Australia (1800 737 732)
- NZ Human Rights in New Zealand (0800 496 877)
- the [helpline for your country in Asia](#)

From Bystander to Upstander: Conversation Guide for Leaders

A guide for Team Leaders to facilitate conversations with their team following the Upstander e-learn and throughout the year.



As a Team Leader, you play a **pivotal role** in fostering a workplace that values inclusivity, respect and psychological safety for all and a culture that is free from sexism, sexual harassment and other forms of harassment, discrimination and bullying.

‘From Bystander to Upstander’ conversations with your team help fulfil our positive duty obligations to our people - as set out in legislation in Australia and Aotearoa New Zealand, and as best practice across our operations in Asia.



Enter the conversations you facilitate with your team as an Interaction in guardUs under the category, ‘Upstander team conversation’. The information you provide helps build our view of Aurecon’s engagement and understanding of being an upstander, while documenting your legislative requirement to take proactive actions to minimise the risk of sexual harassment.



Facilitating a conversation

Supporting resources:

- [Upstander Framework](#)
- [Getting real about inclusive leadership | Why change starts with you](#)
- [Leadership Essentials: Inclusive Leadership Masterclass One - Lead with Diversity Intelligence](#)

1. **Start the conversation by sharing a personal reflection**
2. **Here are some conversation starters to use with your team:**
 - *“Were there any scenarios or examples presented in the training that resonated with you or that sparked any personal reflections?”*
 - *“What strategies or actions discussed in the training do you believe we can implement in our day-to-day work to prevent workplace sexism and sexual harassment?”*
 - *“How can we encourage open communication and ensure that we can feel safe to report incidents or concerns related to sexism or sexual harassment?”*
 - *“What additional support or resources do you think would be helpful for us in addressing workplace sexism and sexual harassment effectively?”*
3. **How you can follow through on the conversation:**
 - Ask team members to share their own insights and list any questions they may have about the policy, guidelines or training.
 - As a group, offer insights or ideas from one another’s questions or reach out to the People Team if any questions need further clarification.
 - Discuss any potential challenges or obstacles that you foresee in implementing the strategies discussed and how you can overcome them.
 - Make a commitment to one another to act in accordance with the policy, guidelines and training.
 - Keep the conversation going.

Please remember that while intervening in sexism and sexual harassment is important, your safety is more important. If it is unsafe to intervene, or the person you have observed behaving inappropriately responds aggressively when you intervene, remove yourself from the situation.

What can you do as a leader?



Create a positive
workplace
environment



Model the behaviours
that promote an
inclusive, respectful
and psychologically
safe workplace

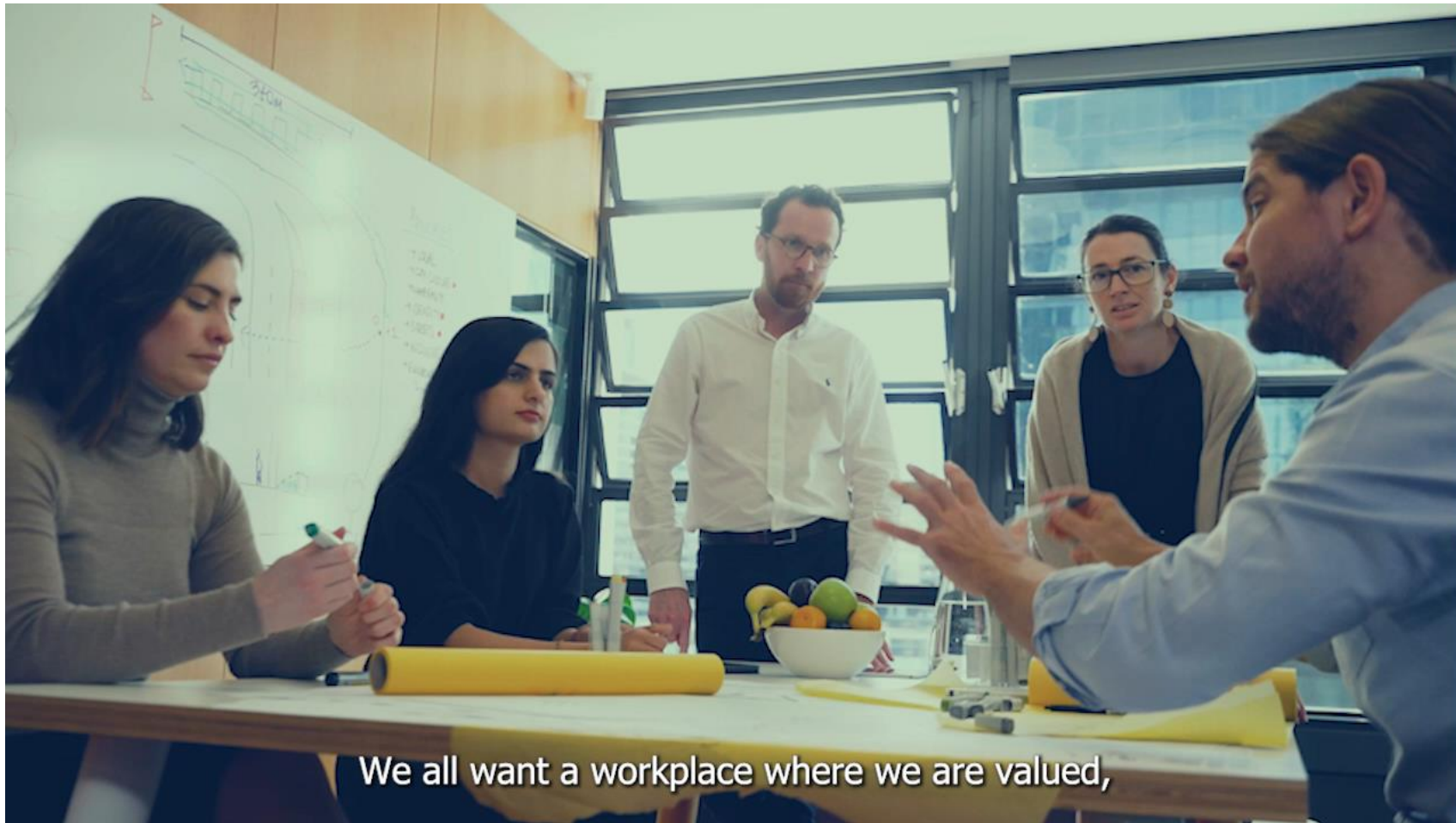


Address and resolve
conflicts promptly



Promote training
and development

Video from Upstander training



We all want a workplace where we are valued,

Pātai / questions?

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