

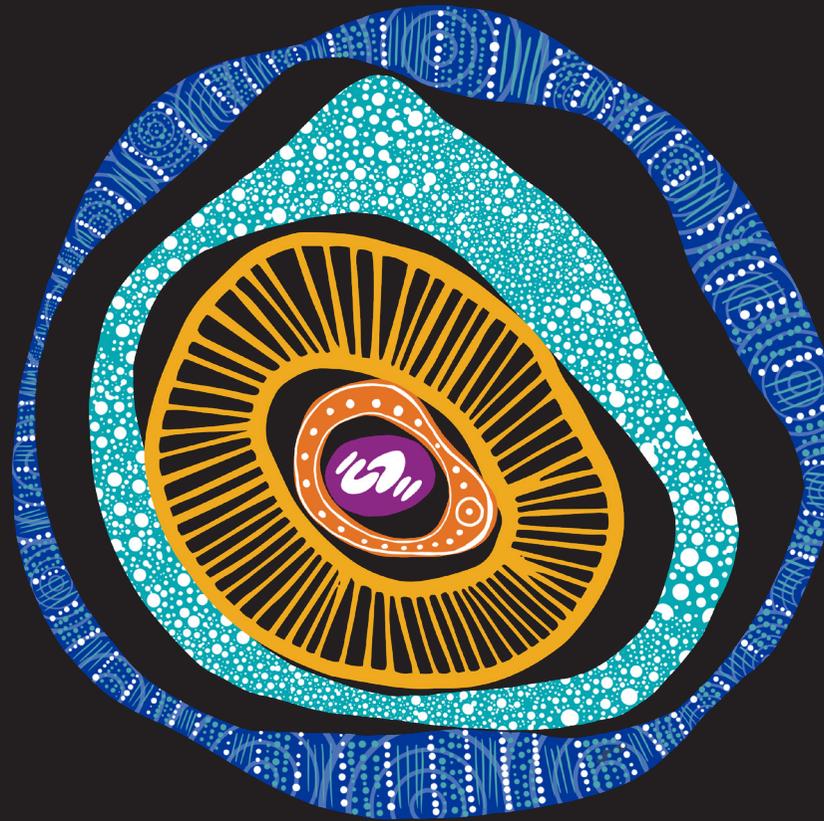


Workplace Gender Equality Agency

(WGEA) Employer Statement 2022 / 2023

**make
everyday
better.**

Beca acknowledges First Nations peoples of Australia as the Traditional Custodians of the lands, waters and communities where we live, learn and work.



Canberra Office
Ngunnawal

Adelaide Office
Kurna

Brisbane Office
Turrbal & Yuggera

Melbourne Office
Boon Wurrung & Wurrundjeri

Designed by Pat Caruso

Sydney Office
Gadigal

Newcastle Office
Awabakal

About Beca

Beca is one of Asia Pacific's largest independent advisory, design and engineering consultancies. After a century of operation, we have grown from a family-owned business to one of the most progressive, client-centric professional services consultancies in our region. We have more than 4,000 employees in 25 offices around the world and have delivered projects in more than 70 countries.

In Australia, our 700+ creative and curious employees partner with clients from diverse markets such as Defence, Food and Life Sciences, Transport and Infrastructure, Buildings, Power and Water to deliver the real progress the world needs. Our employees come from diverse backgrounds and bring a wealth of skills and capabilities including engineering, design, project management, planning, and sustainability. In 2022, Beca Australia acquired Hunter H2O, a specialist Water advisory, design and engineering consultancy. Unless specified, references to Beca Australia in this paper include Hunter H2O.

Beca is a purpose driven organisation with a goal to make everyday better for our people, clients and communities. Our values of partnership, tenacity, enjoyment and care, together with our employee ownership model underpin our culture and commitment to a diverse and inclusive workplace.

Our approach

Beca aims to create an environment where everyone has an equal opportunity to succeed, and is committed to fair and equitable remuneration for our employees. We are actively advocating for gender equality and equity in our workplace and within the broader, predominantly male dominated industry.

We welcome the recent WGEA reporting changes including publication of the Gender Pay Gap (GPG). It supports our commitment and current efforts to take meaningful action on gender pay and gender pay equity. Meaningful action includes sharing and understanding our key workforce data, progressing discussions about our measures and developing insights and actions to inform and influence policy and decision making.

While we have made great strides in some areas, the current Beca GPG does not reflect where we want to be as an organisation.

We recognise and understand this and are committed to do more to address this.

Gender Targets

Beca introduced gender targets across all of its operations in 2021. These are published annually in our Sustainability Report (Beca Annual Report) which is publicly available and we also publish these in our Annual Shareholders Report. The main purpose of our gender targets is to provide strategic focus for our actions and to track progress over time. The ultimate goal of gender targets and all our diversity and inclusion initiatives is to create an environment where everyone feels they can achieve their potential and our workforce reflects the communities we serve. The more diverse we are, the better our ideas, strategies and client solutions will be and the more we will represent our world. We recognise that being inclusive of everyone, regardless of differences is a strength and essential to maximising creativity.

The Beca Executive Leadership Group have set the long-term goal of achieving 40/40/20 across the graduate, early career, mid-career and senior cohorts of our business by 2030. This means a goal of at least 40% women, at least 40% men, and the remaining 20% will be women, men and non-binary people. This is a commonly used goal for gender targets, while creating a realistic balance.

In Australia we are making positive progress towards achieving our goal of 'at least 40% women' at the mid-career professional level, whilst continuing to focus on achieving our gender targets in the other cohorts

Industry Challenges

Beca is committed to work with professional bodies to address the challenge of achieving greater gender balance faced by many STEM (Science, Technology, Engineering, Mathematics) focused professions. Simultaneous and

sustained action is required by the industry, education bodies, employers, and associations to see meaningful progress towards achieving gender balance.

One of the biggest systemic barriers to women entering STEM professions is the lack of familiarity with the wide variety of career opportunities available to them, and the misconception that women are not suited to these careers. This thinking often begins at school and manifests as a barrier to entry, as a high percentage of girls drop out of STEM subjects as they think they need to be exceptionally strong in maths and science to have a career in STEM.

Engineers Australia outlined in their 2022 paper (Women in Engineering, Engineers Australia, June 2022), "Women constitute just 16% of Australian engineering graduates – and only 13% of the engineering workforce. This is in stark contrast to other STEM fields, such as biological sciences, where the gender representation tends to be far more balanced".

Beca has a number of gender specific initiatives in place to address this challenge, which are outlined in further detail below.



Beca Current State

In addition to the WGEA gender measurements, Beca also measures Gender Pay Equity and gender composition across the organisation. These measurements are important indicators used to track our progress toward achieving greater gender balance in our workforce, with definitions outlined in the table below.

Measurements	How the measures are calculated
Beca Gender Pay Equity	<ul style="list-style-type: none"> It is the legal right of men and women in the workplace to be paid equally for work of comparable value. Beca measures the difference between the median male hourly rate (pay) and the median female hourly rate for doing work of equal value across our 12 career levels. Beca's gender pay equity tolerance was set in 2019 at +/- <1% to take into account that a gap of 0% is unrealistic and does not consider position movements in the employment market during the year, large volumes of recruitment, and talent mobility. Beca Australia's 2023 pay equity metric across career levels is 1.57%. This is outside our tolerance and planning is underway to support our leaders to review their current pay equity position across their teams ahead of our 2024 remuneration review. This pay equity metric is reviewed regularly twice yearly, including a formal review after our annual remuneration process concludes in May.
WGEA GPG	<ul style="list-style-type: none"> The difference between the average pay for men and women, expressed as a percentage of men's pay at an organisation level. For this year's reporting, WGEA will publish employer gender pay gaps by median as well as the gender composition and average remuneration per pay quartile. The data reported by WGEA is for the period 1 April 2022 to 31 March 2023.

A GPG can be caused by many different factors, including women and men working in different roles, with traditionally higher female participation in administration or support roles, more women undertaking part-time work, together with higher industry female attrition rates and many other factors.

Whilst the gender pay gap will continue to be an important focus in Australia, our organisational focus on pay equity defined above, plus our 40/40/20 gender targets at cohort levels allows for a more nuanced assessment, by comparing pay equity of men and women in similar roles.

Gender Pay Gap (GPG)

In the WGEA 2022-2023 reporting year, the Beca Australia workforce comprised 31% women and 69% men. Beca's current average total remuneration gender pay gap is 24.7% with a median total remuneration gap of 30.6%. Hunter H2O's workforce comprises 26% women and 74% men, with a current average total remuneration gender pay gap of 21.6% with a median total remuneration gap of 32.7%. Analysis of all occupational groups, managerial and non-managerial indicated a gender pay gap in favour of men at all manager and non-manager levels.

Beca GPG drivers, actions and results

Beca's internal analyses confirms there is no one single factor that causes our GPG, but instead it is a combination of different factors as mentioned above. For Beca, our biggest contributing factors are the smaller number of women in senior roles.

Consequently, our actions targeting recruitment, retention, and promotion of women across our organisation will require sustained effort over many years to make an impact. We recognise that it will take time to address these gaps in our workforce and we remain

committed to continue ongoing action at all levels of the organisation.

Our key drivers, actions and results are summarised in the table below:

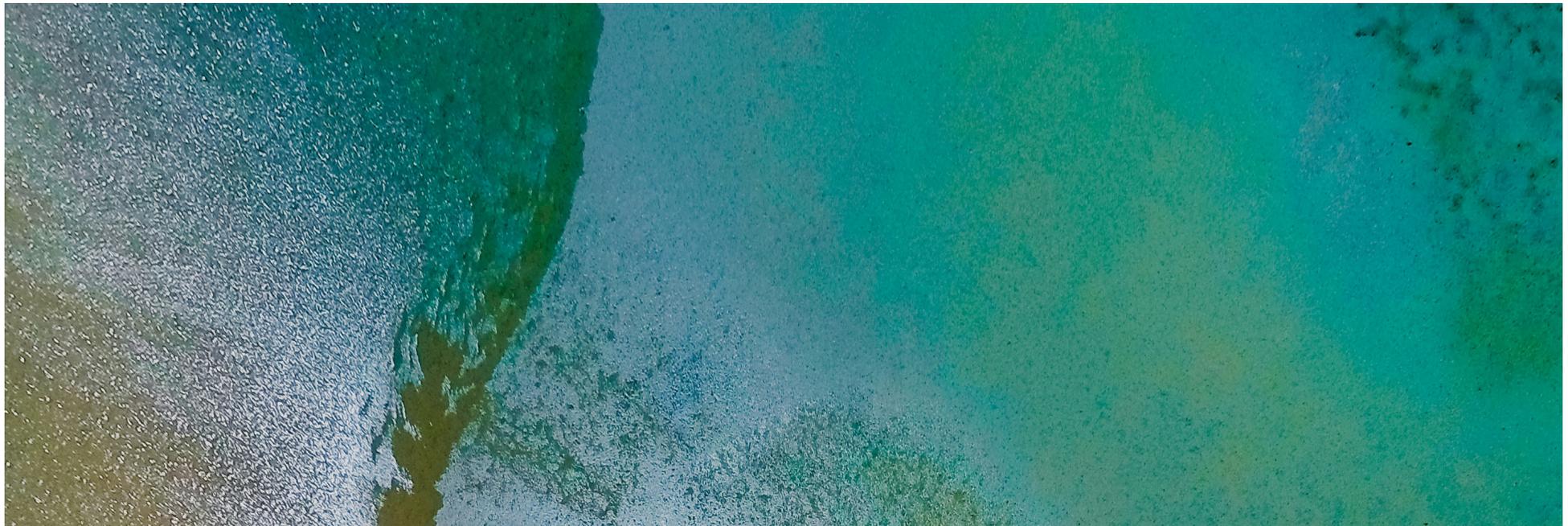
Action/s	Result/s
Review of pay data and practices	<ul style="list-style-type: none"> In late 2023, Beca conducted a holistic review of our pay practices that included analysing data by career level, occupational categories and position. This analysis has found: <ul style="list-style-type: none"> Representation of women significantly reduces as seniority increases. Analysis by position and cohort (e.g. Technical and Corporate teams) was conducted across all career levels and did not reveal evidence of discriminatory pay practices.
GPG and pay equity awareness	<ul style="list-style-type: none"> There is a lack of understanding across the business about GPG and gender pay equity and why it is Beca's priority. Beca will continue to address this need through targeted education for people leaders and hiring managers who are responsible for remuneration decisions, and provide employees with access to information around the GPG and pay equity measures.
Gender study findings	<ul style="list-style-type: none"> Our third enterprise-wide Gender Review completed in 2023 highlighted Beca has a significant opportunity to improve the retention of women by encouraging our people leaders to consider how they can enhance their pipeline of female talent. Recommendations currently under review include stay interviews, career conversations and attention and awareness.
Enhanced Parental leave benefits	<ul style="list-style-type: none"> In 2022, the Beca parental leave policy was refreshed to better support all our caregivers to balance work and caregiving commitments. Beca Australia employees are now entitled to fourteen week's paid leave, with the option to access up to fourteen weeks shared care to support working parents to balance their caregiving during their child's first year. Given the growth of the Australian business over the last few years, the requirement to be employed for 12 months before accessing paid parental leave has been removed to support our new employees to access this benefit.

Beca GPG drivers, actions and results

Action/s	Result/s
Flexible working	<ul style="list-style-type: none"> • We know that having access to flexible working supports retention of women in the field of Engineering (Women in Engineering, Engineers Australia, June 2022). • Beca has an established culture of flexible working, that includes hybrid working. • Employees are encouraged to find an arrangement that considers their personal circumstances, balanced with broader team and client needs.
Talent Acquisition	<ul style="list-style-type: none"> • Beca refreshed our Talent Acquisition Policy in late 2023 to support a more diverse applicant pool and help our hiring managers to give consideration of gender in hiring decisions as follows: <ul style="list-style-type: none"> • Requirement for gender neutral language in recruitment advertisements • The inclusion of the following statement in our advertisements - <i>“Beca prides itself on supporting a diverse and inclusive culture – open to inputs from creative people of all genders, ethnicity, identity, thought and experiences”</i>. • A greater focus on ensuring gender balanced interview panels and gender balanced decision making.
Training and Education	<ul style="list-style-type: none"> • Beca is committed to ensuring that our workplace is free from discrimination, harassment, bullying and victimisation. • Beca currently has a number of mandatory training programs including: <ul style="list-style-type: none"> • Equal Employment Opportunity (EEO) and Respectful Behaviours onboarding modules for new hires, with a refresher of this training for all employees occurring periodically. • Unconscious bias training is made available to all employees.
Gender@Beca Affinity Group	<ul style="list-style-type: none"> • Beca has several employee Affinity Groups that support our focus on valuing difference and supporting our people to belong. • Beca Australia has an active Gender@Beca Affinity Group, who are advocating to improve the representation and connectedness of women within Beca, with a focus on challenging workplace and social norms. • Each year the Gender@Beca group facilitate opportunities for women at all career levels to connect, including online mentoring opportunities, guest speakers and panel events to continue to inform and educate all Beca employees on the benefits of a more diverse workplace.

Beca GPG drivers, actions and results

Action/s	Result/s
STEM Partnership	<ul style="list-style-type: none"> • Beca has proactively supported STEM interest in girls through its mentoring and work experience partnership with year 10, 11 and 12 Mac Robertson Girls High School students located in Melbourne. • In partnership with Mac Robertson, a work experience program was piloted in 2023 with 23 students participating. This provided students with the opportunity to spend a week in our Melbourne office to gain exposure to our teams working across engineering, project management and planning. • 25 Mac Robertson students also participated in a mentoring program where a variety of Beca employees shared their personal career experiences and reflections with students.
Breastfeeding Friendly Accredited Workplace	<ul style="list-style-type: none"> • Beca has proudly been a Breastfeeding Friendly Workplace Accredited organisation for 13 years. We provide an inclusive and culturally supportive environment for breastfeeding employees. The facilities are accessible to all employees and their families for use as needed.



Future opportunities identification

We have identified new programs and enhanced existing programs so we continue to address Gender Pay Equity and GPGs over the next 12-18 months, including:

- Educating and consulting with our employees about the Beca GPG and the actions we are undertaking to address this.
- Launching an Australian Female Sponsorship Programme. Commencing April 2024 this pilot programme is designed to enhance the career development of mid-career women.
- Continuing to provide detailed remuneration analysis to support our leaders in their day-to-day decisions making to address GPG and Gender Pay Equity opportunities in remuneration recommendations e.g. hiring.
- Continuing our partnership with Mac Robertson to host work experience and mentoring programs in 2024, whilst exploring opportunities to expand our work experience and mentoring programs with other secondary schools across our States and Territories.
- Sexual harassment 'positive duty' obligation training to be rolled out to our Australian team across 2024/25.
- Continue to partner with our Gender@Beca team to expand networking and mentoring opportunities for women to support career development and enable greater visibility and connection across our business.



Summary

Beca continues to implement various initiatives to close the gender pay gap, including:

- Continuous focus on our internal people processes to identify unconscious bias and stereotyping when hiring and determining compensation
- Continuing to provide equal opportunity to support more women in senior positions
- Internal professional development education and opportunities to support women in achieving their goals and aspirations

Our GPG does not reflect where we want to be as an organisation and we recognise we need to do more to understand and continue to address this challenge. We will continue to work towards our organisational 40/40/20 gender targets across each cohort, and targeting a gender pay equity tolerance of +/-<1% to reduce our gender pay gap.

Beca is committed to creating a culture that promotes and values differences. This is a journey for all businesses, and it is essential to transform our workplace for a better future.

 **Beca**