



CHAMPIONS OF CHANGE
CONSULT AUSTRALIA



Everyday Respect

**It starts with understanding.
It starts with us.**

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Introduction

The Champions of Change Consult Australia Group was established in 2016, in partnership with Consult Australia, and today includes 10 Members who lead some 19,000 employees in Australia. Our Member organisations provide design, advisory and engineering services for large government public works and private sector projects in the built and natural environment. Champions of Change Members work within and across their organisations to increase the representation and influence of women in the industry.

Since its founding, the Group has focused on a wide range of disruptive actions to increase diversity across their firms and foster a culture of inclusion and belonging. Hiring targets and designated sponsorship programs, bias intervention processes and Reconciliation Action Plans are just a few examples of these initiatives.

In 2021, prompted by the Australian Human Rights Commission's *Respect@Work* report and a national conversation on women's safety inspired by Brittany Higgins, Grace Tame and a 100,000-strong #March4Justice, Consult Australia Champions asked the question, 'Are we doing enough to create safe, respectful and inclusive workplaces?'

To assess this, employees were invited to share their experiences and observations of *any* form of harmful, disrespectful behaviour at work – from sexism and racism to homophobia, ageism and ableism. Participants were asked to describe what the behaviour looks like, how it feels and the impact it is having on them.

The results are clear. While significant progress has been made, successes can mask the structural and cultural problems that persist. The survey has helped us understand what we need to address to ensure everyone feels valued and respected.

In the interest of transparency, and as a means of demonstrating renewed commitment, Consult Australia Champions elected to share these survey results publicly. In addition to holding themselves to account, we hope that this will encourage fellow industry leaders to ask challenging questions and join in offering sustainable solutions. As an industry, we are at the leading edge of some of today's most pressing issues like sustainable infrastructure design, building safe and inclusive communities, and environmental regeneration. We need to enable people to bring their whole selves to work to collaborate on innovative solutions if we are to meet these challenges.

Building an industry that values diversity, where people feel safe benefits everyone. It is possible.

Everyday respect starts with understanding.

Everyday respect starts with us.

1 Executive summary

Our approach

Ten Member firms¹ from the Consult Australia Group set out to better understand the experiences of barriers to inclusion and respect among their people, and what they could do to eliminate these behaviours.

1,588 employees across 10 Consult Australia Member firms

contributed through confidential survey responses and verbatim accounts about exclusionary behaviour within their workplace.



Participants were asked to report on their experience or observation

of behaviours that can exclude some people and unfairly advantage others on the basis of their gender, race, sexual orientation, gender identity, disability or age.



Participants were also asked about the consequences of exclusionary behaviour, their personal responses to these behaviours and the perceived responses of colleagues and leaders.



Summary of findings

The findings provide a clear picture that barriers to inclusion and respect are present in varying degrees across the many dimensions of identity, with significant negative impacts on employees.

Exclusionary behaviour affects everyone. The findings revealed that **more than two in five employees report having experienced or observed some form of exclusionary behaviour in the past two years.**

While women² are affected more frequently and to a greater extent, men also experience the negative impacts of jokes or offensive and/or exclusionary comments and role stereotyping. Our employees told us that leaders can do more to address these behaviours.

Overwhelmingly, employees want their leaders to foster a culture where all people feel safe to speak up about exclusionary behaviour.

Our commitment

The insights from this survey provide a deeper understanding of the nature, prevalence and impact of exclusionary behaviours within our organisations.

With awareness comes responsibility. As leaders, it is incumbent upon us to act – to deeply reflect on and communicate the human cost of exclusion. It is up to us to role model the type of behaviour we expect from our employees, to share our learnings across all levels of the organisation, to create psychologically safe workplaces where everyone feels comfortable to share their stories, and to provide the resources and skills to hold one another to the highest possible standard.

As leaders we take this responsibility seriously. We are committed to doubling down on the efforts that are making a difference, to introducing renewed approaches informed by our people, and to being held accountable.

Together, we can foster the kind of culture where everyone feels safe, valued and respected.

¹ Firms who participated in the survey were AECOM, Arcadis, Aurecon, Cardno, Douglas Partners, GHD, Jacobs, Northrop, SLR and SMEC.

² We define women in this report as inclusive of all cisgender, transgender, non-binary and intersex persons who identify as women. While we attempted to gather data for those identifying as non-binary or other genders, sample sizes across these demographics were too low to allow us to report.

2 Understanding exclusionary behaviour in our workplaces

2.1 How we define exclusionary behaviour

Exclusionary behaviour can occur in both formal and casual interactions. Exclusionary behaviour encompasses a range of language and behaviours we refer to as everyday sexism, casual homophobia, racism, ableism and ageism. This happens in daily life. This happens in our workplaces.

Sometimes little things said or done in the moment can entrench stereotypes regarding identity and threaten a person's sense of belonging and inclusion. Perceived as too small to make a fuss about, or not meeting a presumed 'threshold' for formal reporting, people often just let it pass.

Exclusionary behaviour is frequently invisible and often accepted as part of regular workplace interaction. Because it can be hard to speak up when it occurs, the behaviour often continues unchecked.

We know that exclusion in a workplace setting can result in both personal and professional costs. Exclusionary behaviours create barriers which can affect a person's day-to-day experience of work, as well as impacting critical decision points which may affect their career choices and progress.

2.2 Creating respectful workplaces

As leaders, we want to ensure we are building and maintaining workplaces that are respectful and inclusive. This requires taking action to encourage behaviours and environments where people feel included and respected in a way that values all aspects of their identity.

Without intentionally recognising and celebrating the diversity among our people, we fail to reap the full organisational benefits of diversity, equity and inclusion.

2.3 Exclusionary behaviour affects everyone but some groups are particularly impacted



Approximately 2 in 5 women and 3 in 10 men **reported experiencing or observing³ exclusionary behaviour** in their organisation in the past two years



Women (57%) were more likely than men (34%) to **have experienced exclusionary behaviour based on gender** in their organisation in the past two years



2 in 5 people with disability

Almost 2 in 5 people with disability **experienced labelling that is not justified**



1 in 5 people identifying as LGBTIQ+⁴

One in five people identifying as LGBTIQ+⁴ **experienced exclusionary behaviour in the form of jokes or offensive language**



1 in 5 people

Age-based disrespect is experienced by almost 1 in 5 people



15% employees

15% of employees reported having **experienced or observed exclusionary language** or behaviour related to race or ethnicity

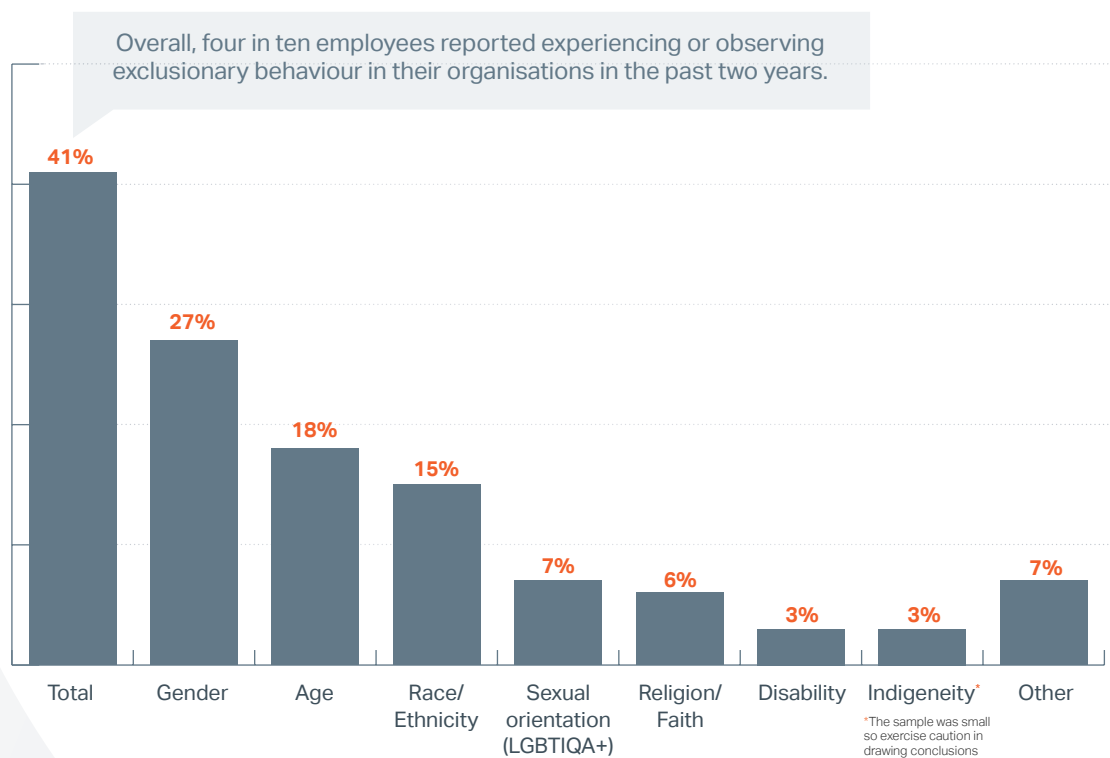
³ Survey participants reported having 'experienced and/or observed' exclusionary behaviour; a breakdown of data for those having 'experienced' vs. those having 'observed' the behaviour is not available for the purposes of this report.

⁴ LGBTIQ+ refers to lesbian, gay, bisexual, trans and gender diverse, intersex, queer, questioning and asexual people.

3 How exclusionary behaviour manifests in our workplaces

The survey⁵ demonstrates that exclusionary behaviours take different forms and affect many people in our organisations. The results show that while the most prevalent form of exclusionary behaviour was gender-based, our people are also experiencing or observing exclusion based on identifiers of age, race/ethnicity, sexual orientation, religion, disability and indigeneity.

Rates of exclusionary behaviour experienced or observed by all employees⁶



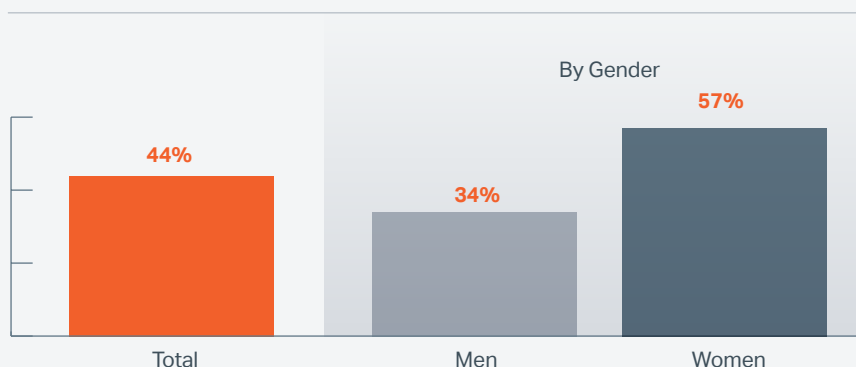
⁵ The survey results present unweighted data gathered from across 10 Consult Australia firms from 1,588 participants, of whom 616 identify as women, 885 identify as men, 6 identify as non-binary or 'other', and 81 'prefer not to say'.

⁶ This data represents exclusionary behaviours experienced or observed in the form of 'jokes or offensive/exclusionary comments' and 'devaluing the voices of others'.

3.1 Exclusionary behaviour based on gender

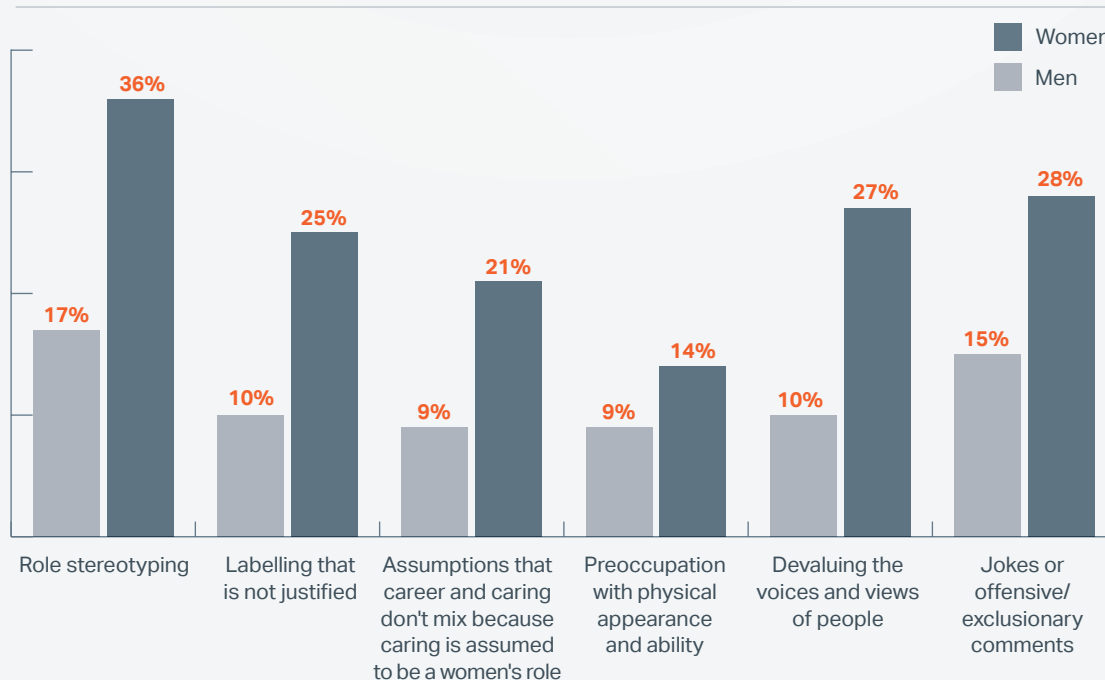
Exclusionary behaviour based on gender (sexism), commonly referred to as 'everyday sexism', was the most prevalent type of harmful behaviour reported, with 44% of people reporting having experienced or observed this type of behaviour. However, women were much more likely to report they had experienced or witnessed everyday sexism in the workplace (57%) compared to men (34%).

Rates of sexism experienced or observed by women and men



Women (36%) were more than twice as likely as men (17%) to have experienced role stereotyping. Women were also more likely to report having experienced or observed other types of exclusionary behaviours including labelling, assumptions that career and caring don't mix, and a preoccupation with physical appearance.

Types of exclusionary behaviour experienced by women and men



3.1.1 Experiences of exclusionary language or behaviour based on gender

Role stereotyping

- *It's common to hear comments that women are weaker and not suited to work in our industry.*
- *As a female engineer, I'm often assigned admin responsibilities on projects while my male engineering colleagues take on technical roles. When I ask why, I'm told that "women are better at admin than men".*



Labelling that is not justified

- *Women are referred to as bitchy when they have a strong personality, less suited to male-dominated industries, or men are incapable of multitasking.*
- *I've heard the "diversity hire" and "token female" comment, suggesting women are not worthy of the role.*
- *Men condescendingly refer to the admin staff as "the ladies". Some presume women are promoted strictly based on their gender. We don't hear the same regarding men.*



Assumptions that career and caring don't mix

- *When women take time off to care for sick children, it's assumed they can't do their job but when men take time off to look after sick children, they are wonderful fathers making a great sacrifice.*
- *When women leaders leave early for childcare responsibilities, team members will make unfair comparisons on how family is important, but male leaders don't need to do this and can stay back late to get work done.*



Preoccupation with physical appearance and ability

- *Some staff will comment on appearance and body size of other staff members.*
- *Male graduates are given preference for field work assuming they are more capable of doing the "heavy lifting".*

Devaluing (or excluding) voices and views

- *Women are constantly talked over in meetings.*
- *A male client completely ignored the opinion of a female colleague until her male peer repeated it. The client said, "That's a brilliant idea!"*
- *In a project room full of men and a couple of women, a woman spoke up but was ignored. She had to speak much louder to be heard, only to be told "Calm down, there's no need to yell".*
- *My manager is a woman in a senior position. She's been excluded from important client meetings even though it's critical she's there. She's had to "push" her way into them.*
- *My manager's peers conduct casual business meetings outside the office and often don't invite her. When she is included, she doesn't feel welcome.*
- *On mixed project teams, I hear comments like "good work, fellas" despite women contributing to the success.*
- *There seems to be preferential treatment of women in line with affirmative action.*
- *All this focus on diversity seems to forget white middle-aged men.*



Jokes, offensive or exclusionary comments

- *As the only woman on a project team, I have to put up with sexist comments.*
- *Despite men and women on the distribution list, emails start with "Gents".*
- *Female colleagues are often told it's not safe to do field work. Why is that our problem?*



3.2 Other types of exclusionary behaviour in the workplace

While gender-based exclusion was the most prevalent type of exclusion, incidents based on age, race, sexual orientation or gender identity, faith and religion, disability and Indigeneity were also reported.

3.2.1 Exclusionary behaviour based on age

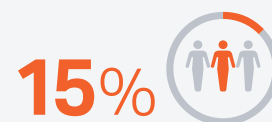
The survey found **1 in 5 employees** reported having experienced or observed exclusionary language or behaviour based on age (ageism) in the past two years.



Ageism is observed or experienced by both older and younger employees	
Younger people's experience	Older people's experience
“A client said he wanted to see the “grey hair in the room” – suggesting that younger staff are less capable of representing the company.	The rhetoric is all about giving someone young “with fresh ideas” a go. If you're older, opportunities are not offered to you, and it's assumed that you're slowing down towards retirement.
Colleagues are condescending or judgmental about my age. My ideas are often dismissed because I'm younger than other team members.	There's age-based discrimination in the appointment process; one manager made the comment “no need to apply – am looking for younger candidates for this role”.
Some colleagues “dumb down” questions or ask tokenistic questions. They don't value the answers.	Jokes are made about grey hair and questions asked about when you are planning to retire.

3.2.2 Exclusionary behaviour based on race/ethnicity

The survey found that **15% of employees** reported having experienced or observed exclusionary language or behaviour related to race or ethnicity (racism).



Race/ethnicity-based comments centered around	
Racial and ethnic stereotyping	Casual racism
“ I've been publicly ridiculed, in front of a group of colleagues, for fitting a racial stereotype.”	“ I've heard references to one's country of origin while describing substandard products or policies or approaches.”
“ There are stereotypes about certain racial backgrounds that result in fewer chances for leadership opportunities. An executive leader explicitly mentioned wanting a 'westerner' for a senior role.”	“ A Director was upset that an employee with a non-Aussie accent had created a voice mail message for state offices.”
“ Based on my racial background, I've been consistently stereotyped as a doer/technical engineer rather than having leadership potential.”	“ I've heard racist comments to do with immigrants and a perceived lack of work ethic.”

3.2.3 Exclusionary behaviour based on sexual orientation or gender identity/expression

Exclusionary behaviour in the form of jokes or offensive language was experienced by **one in five people** who identify as LGBTIQ+ (homophobia or transphobia).



Comments based on sexual orientation or gender identity centred around	
Sexual orientation	Gender identity
“ Jokes are made suggesting sexual orientation impacts productivity. For example, "person X probably spent all afternoon on an LGBTIQ+ dating app".	“ There's pushback around the inclusion of pronouns in email signatures.”
“ Derogatory comments are made about people from the LGBTIQ+ community and "gay" is used to describe something undesirable.	“ I heard a colleague refer to a trans person as "it".
“ Offensive jokes can be overheard in an open plan office, perpetuating negative stereotypes about LGBTIQ+ people.	“ Jokes are made about the expanded, "new" genders; they're not taken seriously.
“ As a bisexual person, my sexual identity is not taken seriously.”	

3.2.4 Exclusionary behaviour based on faith or religion

5% of employees reported having observed or experienced jokes or offensive comments that were based around faith or religion.



Faith or religion-based comments included

Islamophobia

“People have made offensive comments relating to victims of religious based violence.”

“People have made comments equating fasting during Ramadan to physical torture.”

Disrespect for those holding religious beliefs

“There are various ‘jokes’ about all religions: Christians, Jews, Muslims – it’s exclusionary.”

“I feel uncomfortable to even admit that I am a Christian.”

“I’ve heard disparaging comments and general disrespect for people with faith. Their intelligence is sometimes questioned by colleagues because of their religious beliefs.”

3.2.5 Exclusionary behaviour based on physical or mental health

The survey found that **13% of employees with disability** reported experiencing or observing exclusionary behaviour based on disability (ableism).



Disability-related comments were about

Lexicon

“The term ‘bipolar’ was used to describe a team member who is moody; ‘OCD’ to describe someone who pays attention to detail.”

“‘Retard’ was used to describe a peer.”

“Jokes are often made about engineers being ‘on the spectrum’. It’s not funny for those of us who have family living with autism or Asperger’s.”

Disregard

“When I raise [the idea] that disability should be included in D&I initiatives/discussions, it is automatically dismissed.”

“I hear derogatory comments around capability or instability in the case of mental health.”

“Procurement of an ergonomic chair was nearly blocked because I was told ‘everyone else will want one and we can’t buy a chair for everybody’. I needed the chair to manage an invisible disability.”

“There’s a lack of opportunity for employees with disabilities to equitably participate in work – e.g. a lack of captioning on Teams or Webex calls.”

3.2.6 Exclusionary behaviour based on Indigeneity⁷

Though it is noted that the reported rate of disrespect experienced or observed based on **indigeneity** was low (**3%**), the sample size of people identifying as First Nations was also low, which in itself may represent a significant issue.



Indigenous-related comments centred around ignorance and stereotypes

“ There’s a really poor understanding of indigeneity, Aboriginality, First Nations. Stereotypes are too often given and supported amongst non-Indigenous people, creating an unfair perception.”	“ I’ve heard disparaging comments such as “they don’t look Aboriginal”.
“ I’ve heard stories about people doing sketchy things; comments around Indigenous people and substance abuse; jokes about ‘traditional owners’.	“ I’ve heard biased, discriminatory comments against indigenous co-workers on construction sites. Most of them may have been said in a “joke” kind of tone, but they are still wrong.

⁷ While this data set included responses from people who identify as being of Aboriginal, Torres Strait Islander or Māori origin, the survey was only conducted in organisations located within Australia.

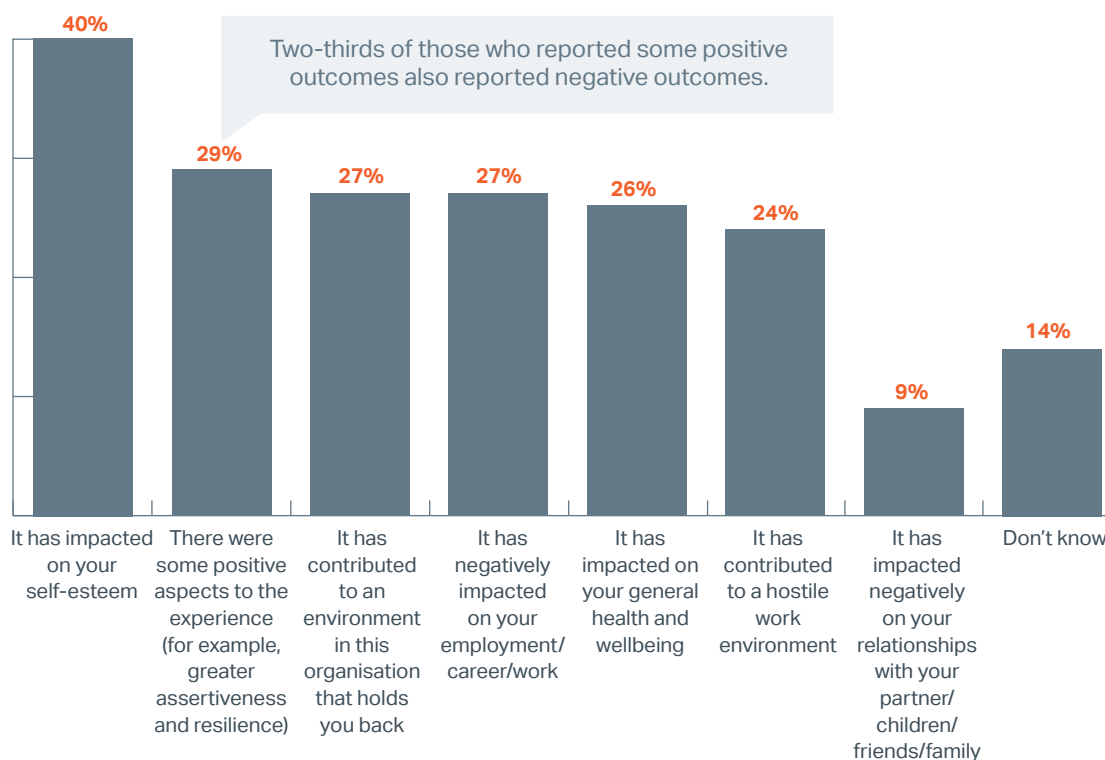
4 Impacts of exclusionary behaviour

4.1 Individual consequences of exclusionary behaviour

The survey asked about the consequences reported by those that either experienced or observed exclusionary behaviour.⁸

The majority of employees (79%) reported that there were consequences associated with their experience or observation of exclusionary behaviour.

Personal consequences reported by those who experienced or observed exclusionary behaviour, and who reported consequences



⁸ While the impact on a person who experiences exclusionary behaviour directly will differ from that of a person who observes the behaviour, the survey question did not separate these two metrics.

4.2 How employees respond when witnessing or experiencing exclusionary language or behaviour

Taking action to address exclusionary behaviour, whether witnessed or experienced, can be confronting and unnerving. Although most people think it is right to respond, research consistently shows people rarely intervene unless they recognise it as harmful, believe it is within their role to act and have the confidence and capacity to help.

Survey results demonstrate that employees are largely uncomfortable to speak up about or to report exclusionary behaviour. Only one in three confronted the person responsible for the behaviour. Only one in five reported the behaviour to a manager.

Findings also suggest exclusionary behaviour can impact performance and productivity, with **8% of employees taking time off work** and **15% avoiding locations where exclusionary behaviour might occur**.

Personal actions taken in response to experiencing or observing exclusionary behaviour



5 Creating a culture of respect

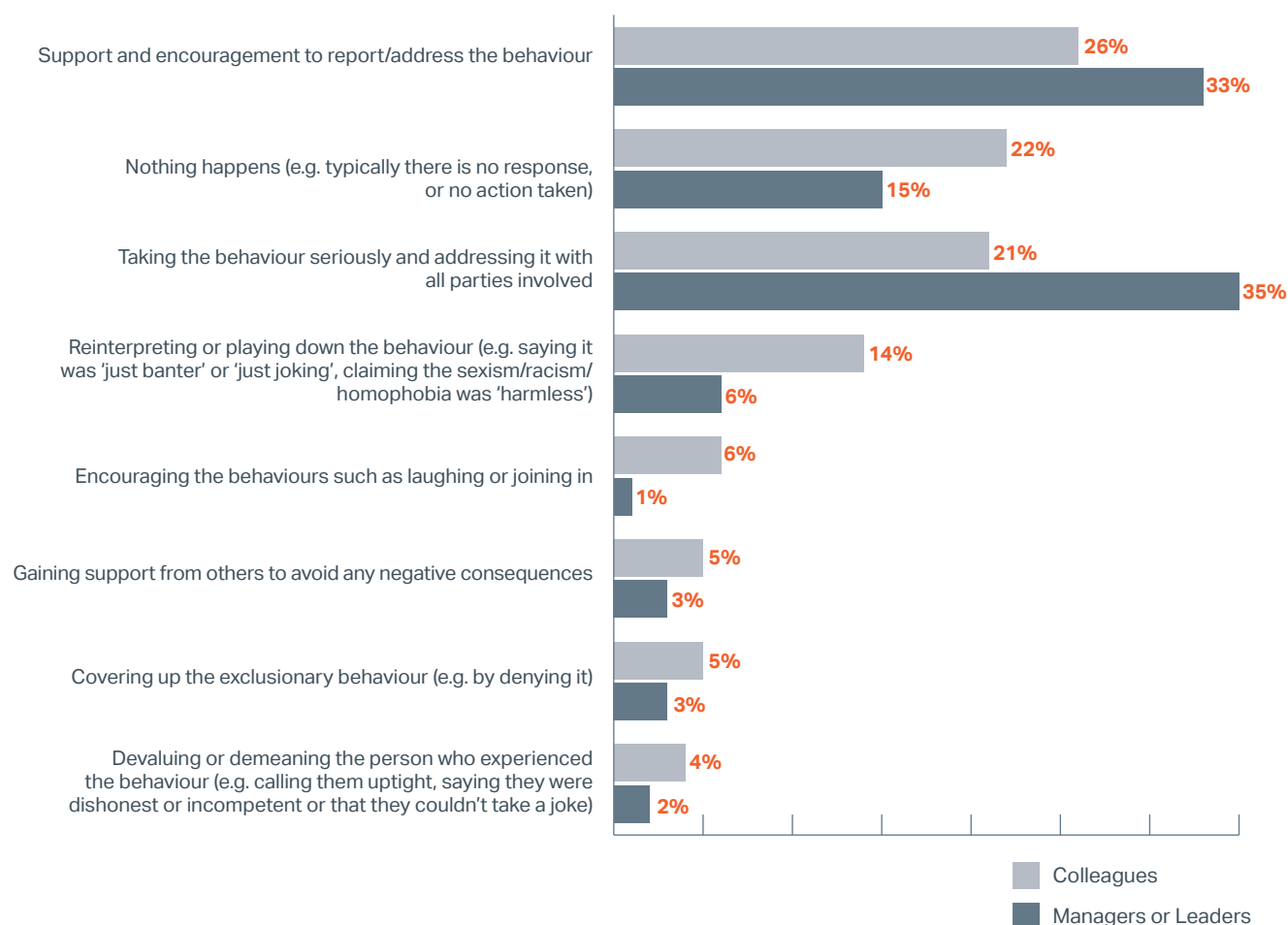
5.1 How managers and colleagues respond to exclusionary language or behaviour

Part of creating a culture of respect is ensuring all employees are informed, empowered and expected to speak up and take action on exclusionary behaviour. The survey demonstrates that while our people are responding to some forms of exclusionary behaviour, there is more work to be done to encourage regular and supportive interventions.

When asked to describe how managers and colleagues respond to exclusionary behaviour, participants reported 33% of managers and 26% of colleagues provide support and encourage reporting, while 35% of managers and 21% of colleagues take the behaviour seriously and address it with all parties.

However, in a significant proportion of cases known to colleagues (47%) or managers (25%), either nothing happens, or the behaviour is played down, encouraged or covered up.

Responses of colleagues and managers/leaders to exclusionary behaviour



5.2 Employee expectations of leaders

The opportunity and potential for leaders to take action on this issue is well established. Employees are looking to leaders to step up and create inclusive and safe workplaces for all. When asked about addressing harmful behaviour in their organisations, employees reported they would like leaders to:⁹



5.3 Closing remarks

Understanding the nature and prevalence of exclusionary behaviours in any organisation is the first step in addressing and preventing them. The results of this survey, while troubling, have served to reinforce our commitment to ensuring all our people feel valued and respected.

We are grateful to those who participated in this survey, courageously sharing their experiences and offering constructive advice and practical examples of a way forward. The case studies that follow are examples of current initiatives we are putting in place to mitigate against harmful behaviours. Across our firms, we are committed to creating a culture of belonging and respect – where we, as leaders, role model inclusive behaviour, where employees feel safe to share their experiences, and colleagues are empowered to support their peers.

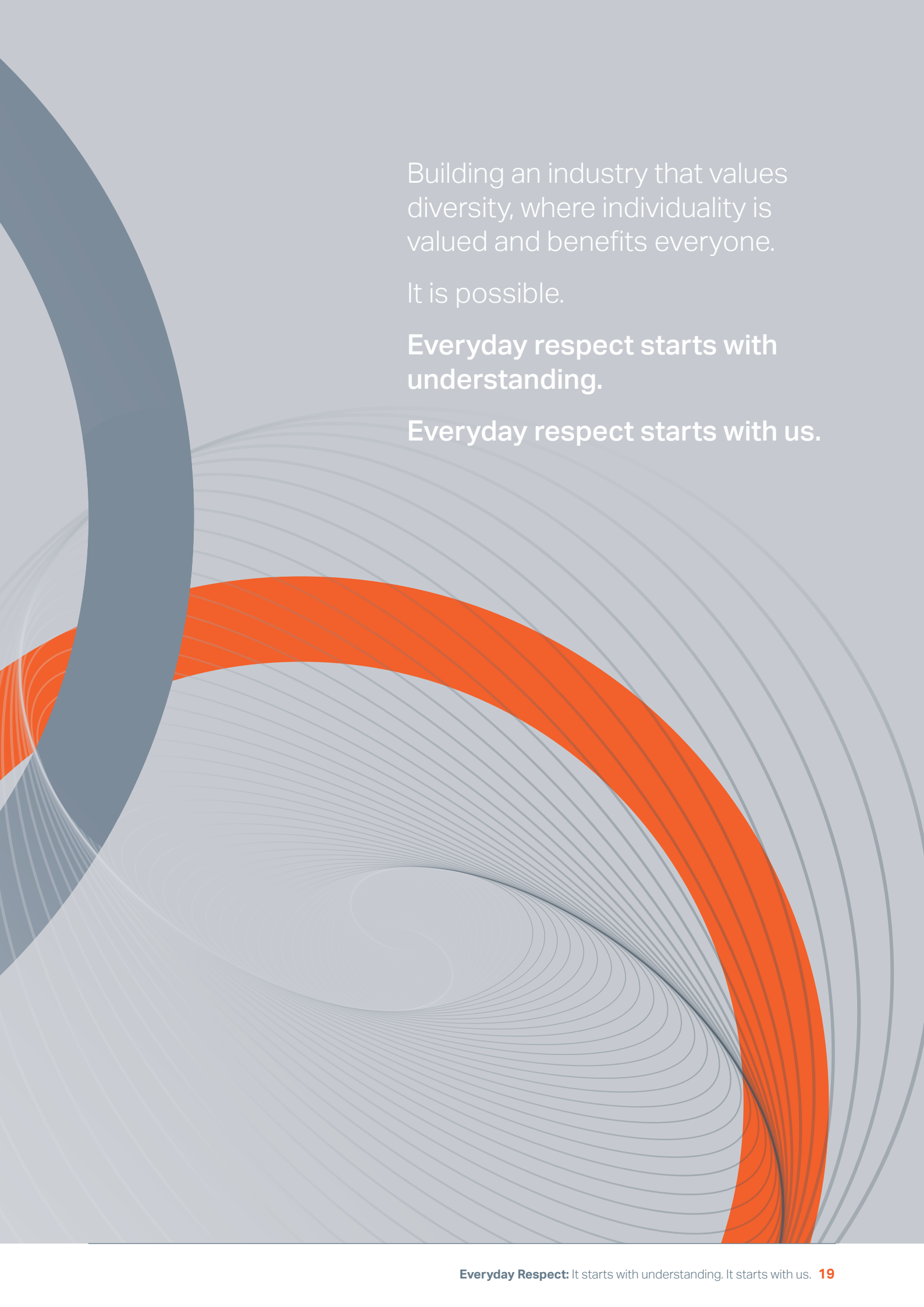
This is not the end of the journey, but rather a continuation in the midst of a welcome global cultural reset. The results of this survey provide a baseline from which we can measure progress. As fellow leaders, we hope you will join us in identifying, preventing and eliminating exclusionary behaviour. Together, we can create the kind of culture in our firms and across our industry where everyone has an equal opportunity to thrive.

⁹ Of the total 1,588 survey participants, 312 were asked the question of actions they want leaders to take to address exclusionary behaviour in their organisations.

CASE STUDIES

6 Practical actions taken by our organisations

By understanding exclusionary behaviours and their impacts in our organisations, we are better placed to develop or refine strategies to create inclusive and respectful workplaces. The following examples illustrate some of the initiatives taken by Consult Australia Member organisations in tackling harmful behaviour.



Building an industry that values
diversity, where individuality is
valued and benefits everyone.

It is possible.

**Everyday respect starts with
understanding.**

Everyday respect starts with us.

6.1 Aurecon: Applying behavioural science to activate bystanders



Issue identified

The #MeToo movement and *Respect@Work* report highlighted the need for all organisations to take action to prevent and better respond to sexism and sexual harassment. Additionally, the 2019 Champions of Change STEM *Harnessing Our Innovation Potential* report found that sexism within workplace cultures was a key driver of attrition.



Action or initiative

Aurecon has taken a series of strategic and practical actions to improve its culture, including working in conjunction with VicHealth (Victorian Health Promotion Foundation) and the Behavioural Insights Team to conduct an evidence-informed social norms email campaign encouraging employees to take action when observing or experiencing sexism or sexual harassment.

Aurecon conducted a pre-campaign survey to determine employees' experience of sexism and sexual harassment, both personally and as a witness. The survey asked whether or not individuals had responded to these experiences, and assessed respondents' views on the importance of the organisation and individual roles in reducing sexism and sexual harassment; how they felt about Aurecon's current state of tolerating or not tolerating these behaviours; the possible consequences of being an active bystander; the extent to which they felt they had a responsibility to intervene; and the likelihood they would intervene.

Survey responses were used to develop 'social norms' of what 'most people at Aurecon' would do. Social norms have been successful in many settings to encourage behavioural change. For example, if you read that 80% of people at Aurecon would intervene if they witnessed the telling of an inappropriate joke, you yourself are more likely to intervene.

The email campaign included descriptions of various types of behaviours that constitute sexism and sexual harassment to raise awareness, appropriate response options in different circumstances, a social norms statement, a clear statement of Aurecon's position, the range of ways to report incidents, and a personal safety message.



Outcomes (to date)

Aurecon has clearly articulated its position on sexism and sexual harassment, including it as part of their safety culture. Following the campaign:

- 72% of survey respondents said they felt safe to raise the issue of sexual harassment;
- 80% said they felt personally responsible to intervene;
- 66% said they felt confident they knew what to do if they experienced or witnessed sexism or sexual harassment;
- 67% said they believed sexism and sexual harassment would be 'not at all tolerated' by their colleagues, and
- 83% believed sexism and sexual harassment would be 'not at all tolerated' by Aurecon.

All measures of perceived negative personal consequences of intervention showed an improvement post-campaign. For example, significant shifts in pre-survey to post-survey scores were observed in the statements: "If I intervene people might think I'm too sensitive and I'm overreacting to the situation" and "I don't think there's much I can do about sexism or sexual harassment at Aurecon". Scores showed a decrease in agreement to these statements from 47.2% to 39.3% and 10% to 5.7% respectively.



Lessons learned

Ensure pre- and post-surveys are consistently applied and analysed.

Take the necessary time to establish the appropriate support and pathways before launching a sensitive campaign such as this one.

6.2 Jacobs: Leveraging partnerships to co-create inclusive cultures



Issue identified

Initiatives are a vital part of fostering inclusion; however, most critical is the active engagement of all people – starting with our leaders. In 2020–21, **Jacobs** ANZ introduced a human-centred approach to inspire authentic support.



Action or initiative

Jacobs ANZ introduced *Co-Creating Inclusive Cultures*, an externally run program inviting senior leaders to deeply explore the personal benefits of inclusion and the barriers impeding progress – including socially and culturally conditioned biases, the impact of exclusionary behaviours on colleagues and potential solutions to overcome them. The approach, sponsored by Jacobs' Women's Network (JWN), elicited the actions leaders can take and formed the basis of Jacobs ANZ's *Everyday Respect Program*, the aim of which was to cascade outcomes, provide support and monitor progress. The empathic *Listen, Learn and Lead* program included:

- Two-hour *Courageous Conversations* sessions for people impacted by exclusionary or disrespectful behaviours to share experiences and understand the impact of behaviours that exclude people. Employees and people leaders found these sessions to be revealing, raw and impactful.
- One-hour *People Leader Learning* sessions to share the *Everyday Respect Toolkit*. During follow-up sessions, participants shared their personal commitments.
- A *Leading the Change* session where people leaders were encouraged to lead courageous conversations within their teams. A buddy system was set up to provide support.



Early indicators of success

- Authentically engaging senior leaders across the organisation has increased awareness of the nature and impact of exclusionary behaviours, instilling greater confidence and accountability to serve as active allies.



Lessons learned

- Authentically engaging leaders has increased awareness of the nature and impact of exclusionary behaviours, instilling greater confidence, explicit actions and accountability to serve as active allies.
- Consistent leadership communication and role modelling of respectful language and behaviour is critical to fostering inclusion. The Champions of Change *Leadership Shadow* is a useful tool to help leaders articulate their personal commitments.
- Providing a safe space to share real, lived experiences fosters understanding, empathy and personal motivation in committing to creating a safe, respectful and inclusive workplace.
- Providing adequate time to create a safe space for learning and development increases engagement implementation of corporate inclusion goals.
- Leaders, particularly men, must respectfully call out *inappropriate* language and behaviour, noting its harmful impact on colleagues.
- Shared and specific accountabilities for inclusion, gender equality and mainstreaming flexibility for all leaders must be clarified and built into regular business review processes and performance evaluations and given the same weight as financial metrics.
- A steering committee is required to provide ongoing support and monitor progress.



6.3 Northrop: Engaging people and processes to foster everyday respect

Issue identified



In 2021, **Northrop** employees participated in Consult Australia Champions of Change *Everyday Respect* survey, measuring the nature and prevalence of disrespectful behaviours at work. The results found that inappropriate behaviours were present, and action was required to ensure all employees feel comfortable, safe and respected in the workplace – even within a positive culture.

Action or initiative



The *Positive Workplace Culture* program has an overarching goal to create a safe, respectful and inclusive workplace where everyone has an equal opportunity to realise their full potential.

Northrop aims to build on existing workplace initiatives and strengths while fostering a progressive culture where all employees recognise negative behaviours and feel empowered to participate in ensuring a positive work environment for themselves and their colleagues.

To date, Northrop has:

- Reviewed and updated relevant policies (including sexual harassment, discipline, workplace harassment and grievance policies) and will commence training for people and managers centred around key policy changes and expectations on the behaviour of employees and leaders to foster a positive workplace culture, linked to **Northrop's company values**.
- Enhanced reporting mechanisms for negative workplace behaviour, including both an Internal Contact Officer Network and an External Contact Officer provider. Training is being provided for the Internal Contact Officer Network to ensure team members are appropriately skilled and prepared for their new roles within Northrop.
- Trained the recruitment team in inclusive hiring principles, as well as progressing a review of internal promotion processes.
- Conducted a remote working survey to understand the needs, challenges and opportunities that exist within Northrop's 'new' hybrid work environment, to ensure a level playing field for all employees.

Early indicators of success



Early feedback from leaders and employees has been extremely positive. There has been an increase in formal and informal discussions about appropriate behaviour in the workplace confirming employee engagement. Quarterly pulse checks will assist in measuring the the impact of the initiatives.

Lessons learned



A multifaceted approach is key: effective policy must sit alongside engaging with and listening to the needs of all people, and balance the needs and objectives of the business, and valued clients.





About the Champions of Change Coalition

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org

