



RICHARD CROOKES
CONSTRUCTIONS

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BUILDING A *Legacy*

GENDER EQUITY STATEMENT 2024



Message from THE BOARD OF DIRECTORS

What makes Richard Crookes Constructions (RCC) unique is our culture, our people and the journey we offer our partners. Our people are the cornerstone of everything we do.

For them, and future generations, we have begun implementing change in the right direction. We are still in the early stages of our journey. But we are committed to the long haul knowing that a diverse and inclusive environment breeds innovation and drives the growth of a stronger business and industry.

Transparency, accountability, and commitment are important as we work to create lasting change. We're sharing where we are on our journey in the hope that as RCC grows so to can our industry. Together with our people, partners, industry, and community we want to build a shared legacy; a more equitable, inclusive industry for the next generation.

Board of Directors - Richard Crookes Constructions

WHERE WE ARE NOW

Taking the time to analyse and understand what we're doing well and where there was room for improvement was a critical first step; we ran the numbers, asked our people and consulted the industry and experts to get a picture of where we are at and why.

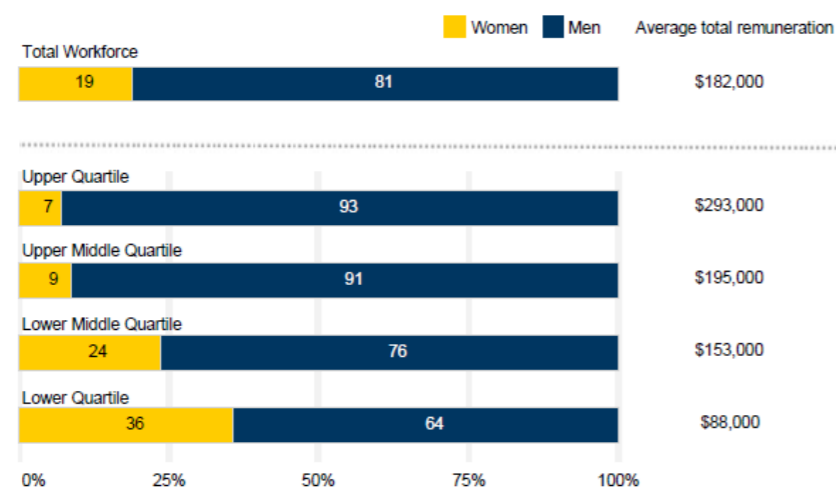
17% of our employees identify as female. Whilst this figure is above the 13% industry average (provided by Build Australia in 2023), we recognise this is a focus area for our business as well as the broader construction sector.

Positively we note that recent engagement surveys conducted within the business confirmed 94% of employees are proud to work for RCC which speaks to the positive culture within our business. Importantly the results show that female and male employees had an equal engagement score of 87% (up 4% on the previous year for female employees) indicating a consistent employee experience, regardless of gender. Improvement in scores is an early indication that the steps we are taking are the right ones.

OUR GENDER PAY GAP DRIVERS

The gender pay gap is the difference in average earnings between women and men in the workforce. It is not to be confused with women and men being paid the same for the same, or comparable, job. RCC's median total remuneration gender pay gap is 27.3%, meaning that the average earnings of females within our business are 27.3% less than male earnings. Our goal is to reach 0%, however the first step is recognising what is driving the pay gap.

Positively, we're below the midpoint of our industry group (Non-Residential Building Construction) which has a gender pay gap range of 20% to 41%. This highlights the impact of our efforts as well as the need to continue improving and collaborating to ensure our entire industry is progressing.



Analysing our business' gender composition by pay quartile, there is a clear disproportionate concentration of men in the upper quartiles, with female representation increasing with each descending level of pay quartile.

Being in line with the average for our industry means that as a business and collaboratively with our peers, RCC has work to do to address organisational and systemic inequity in our sector.

RESPONDING TO PAY GAP DRIVERS

Overall, we recognise the following 2 key gender pay gap drivers are driving long-term gender pay inequity at RCC and across the industry. Focusing our efforts on these significant areas of work will produce the greatest impact now and ultimately achieve gender pay equity in the long-term.

1. Historical lack of female representation in the industry which is now reflected in leadership representation.

The historical lack of representation of women in STEM is impacting representation at the higher levels of our business. We have put several initiatives in place to increase representation of women in our industry and whilst it's taken a long time to move the dial, we are starting to see an increase in women joining our industry and business.

2. Inequitable access to development and leadership opportunities for female employees, largely driven by systemic inequalities around the provision of flexible arrangements and long-term career support for those balancing carer responsibilities.

Growing and supporting our own is fundamental to our people strategy. Analysing our gender pay gap data and speaking to our employees, we began to paint a picture of inequitable access to career development, mentoring and leadership advancement opportunities for women in the industry.

In response, we are expanding our internal career development framework and improving our offering to those who work flexibly and/or have caring responsibilities. We understand how critical this is to enable a pipeline of women to progress into leadership and achieve gender pay equity in the long term..

We hope that by sharing our position, our story and our aspirations, we build an environment for change and accountability, strengthening not only our company, but also the industry. Recognising that we are stronger together, our focus is on inclusion and equity.

WHERE WE ARE HEADING

Our Approach:

Take considered and incremental steps to affect real change within RCC and across our industry. We want to operate in a world where gender pay equity isn't something we work on, but the norm. It will be a long journey, however working with our employees and peers we believe we can create a lasting legacy of a more equitable, inclusive industry for future generations.

OUR ACTION PLAN

Equity is only realised when we identify and overcome barriers arising from bias or systemic structures to adjust for imbalances. Understanding our gender pay gap data was the first step in this long but important journey. We have conducted an internal analysis to ensure we understand the gender pay gap and its causes.

Like many organisations we are still in the early stages of our journey, but now we know the full story we are taking the right steps towards addressing the specific organisational and broader industry barriers women face in the construction sector.

INCREASING INDUSTRY REPRESENTATION

The historical lack of representation of women in STEMM is impacting representation at the higher levels of our business. We have put several initiatives in place to increase representation of women in our industry and whilst it's taken a long time to move the dial, we are starting to see an increase in women joining our industry and business.

Student Engagement Program

To increase female representation in our industry through early access students to educate them about the possibilities of a career in construction.

We have developed a School Engagement Program which has been rolled out on several of our projects. This is aimed to better educate the next generation and showcase the diverse and varied avenues available to students that may be interested in entering the property and building industry. We have chosen to focus on an engagement program for high school and primary school children to address historic stereotypes and reshape the image of the industry amongst young women, their teachers and their parents. Showcasing the variety of opportunities available, the exciting work and the incredible women leading fulfilling careers in the industry is so important to attracting young women into construction and showing them the leadership pathways available in a challenging, rewarding sector which makes such an impact on their community.



University Scholarships

RCC provides a program of scholarships and internships across the major universities in the cities where we operate, which particularly focus on female or First Nations recipients to ensure we are addressing historical inequities in the industry.

RCC recognises the importance of supporting the next generation of professionals and has committed to more than \$90,000 in scholarships and grants over the last five years for University of Technology students. RCC is committed to spend a further \$45,000 over the next two years to further support student education.

One of the key scholarships we provide in recognition of the need to support women in construction is the Richard Crookes Constructions Merit Scholarship for Women.

This initiative has been an incredibly rewarding program for RCC as we have been able to provide students with financial assistance in recognition of their application to their studies as well as the opportunity for a paid internship or a full cadetship around their study commitment. The scholarship recipients largely join the full-time cadet program and regularly network with their scholarship alumni on site visits and career development sessions, which are lead by Samantha Kuiper, our GM of Innovation and Design who awards the scholarships and remains recipients mentor. Sam is also the Executive Sponsor of our Cadet and Graduate Program.



UTS SCHOLARSHIP RECIPIENT ALUMNI QUARTERLY NETWORKING SESSION

Cadet and Graduate Program

RCC has one of the largest cadet programs of any construction company in Australia, with 68 cadets currently and annual intakes in May.

We firmly believe that real industry exposure and access to hands on learning is an important element in a tertiary education in construction. Our cadet program offers students paid employment whilst studying, providing students with a varied introduction to the industry through a rotational 2-year program. This gives them exposure to the Estimating, Contract Management and Delivery arms of RCC's business.

Our Project Managers and Engineers mentor site-based Cadets and Site Engineers, assisting them to prepare and deliver project presentations and site tours for university and school students. This is a really rewarding initiative for the students who gain exposure to site, as well as to the junior members of our team who can upskill and work with senior members of staff to conduct the tours. Our Cadet program is focused on providing cadets with a valued role as a team member as they have important responsibilities to their project teams and departments. Meaning they are exposed to project delivery on site as well as the support of a team dynamic. The rotational program is structured to ensure wide exposure to the business, allowing them the opportunity to experience various career directions so when they graduate, they are able to make informed decisions about their future with their leaders and HR support.



2023 CADET PROGRAM NETWORKING SESSION

Promisingly, within our Cadet Program there is currently 22% female representation. In the last year alone, we have facilitated 9 female promotions from the program, with another significant number of female promotions anticipated for this year as well. For us, this speaks to the increasing representation in our entry level ranks and our growing pipeline of female leaders with significant promotions each year.



LEVELLING THE PLAYING FIELD AND BUILDING THE PIPELINE OF WOMEN IN LEADERSHIP

Inclusive Hiring

We are proud to employ the industry's best talent using fair and transparent hiring processes that empower individuals of all genders, backgrounds and experiences to apply knowing they will be genuinely considered. We value transferrable and soft skills, recognising that being inclusive and hiring the right cultural fit for the role is based on a lot more than someone's years of direct experience.

We begin the talent journey with inclusive job advertisements and follow through with clear shortlisting criteria and balanced interview panels.

Representative Leadership

RCC's senior leadership group determine the strategic direction of our business and play a significant role as leaders and mentors in the broader industry. Whilst diverse representation at any level of an organisation is important, we recognise the power of a diverse, inclusive leadership team to set the tone for our employees, our industry and the next generation who need to see it, to be it.

33% of our senior leadership team are women. Their impact on our business and our industry with their various roles as mentors and committee members is a great source of pride for RCC; we recognise their impact on our business as well as the legacy they are creating for the next generation of female leaders.



“Whilst there is a long way to go, I have seen so much progress during my career. I now have the opportunity to continue that change for young women starting in the construction industry as a leader of the Student Engagement Program and mentor in our Cadet & Graduate Program.”

ISABELLA SPINOLO, SENIOR PROJECT ENGINEER

Parental Leave and Return to Work Support

At RCC, we celebrate the exciting arrival of a new RCC family member. We offer non-gender-based Paid Parental Leave – where the primary carer receives 12 weeks paid parental leave and the secondary carer receives two weeks paid leave. Knowing we want to attract and retain employees for a long career, we have a reduced qualifying time of 6 months.

For parents at RCC who are expecting, we invite them to attend a public parental leave seminar called ‘Preparing for Parental Leave’. This seminar is designed to assist them by equipping them with the tools and strategies that can be used pre, during and post parental leave, including information on how to best transition back to work following the arrival of their baby. Our Wellbeing@RCC portal also provides access to great resources and support materials for expecting parents. Additionally, our GM of Operations Tony Grippi is RCC’s Return to Work sponsor, this initiative ensures a positive and smooth transition back to workplace for all our staff.

RCC is currently reviewing our parental leave and support offering to ensure we are continually evolving our program to meets the needs of our current and future workforce.

Flexible Working Arrangements

Our approach to flexibility is centred around the notion that everyone’s desire for flexibility and what a flexible working arrangement looks like is different. We have a formal flexibility policy which supports and encourages employees on site and in the office to approach their manager about their needs to collaboratively find a solution which reduces stress and promotes engagement. Currently there are various agreements in place for adjusted hours, part time arrangements, multi-location and remote options and job sharing. It’s important to acknowledge that this flexibility is inclusive for all employees, regardless of gender or personal circumstances. As a people business we recognise that shared unpaid care may have been a key driver for flexibility to promote gender equity but this is just one reason people may want to access a flexible solution and we want to provide everyone with the best possible opportunity to thrive at RCC.

Shared Caring Responsibility

In order for women to thrive in the workplace, it is critical employers support equal and shared responsibility for parents and carers.

We have a gender-neutral Primary Carer Policy and have a long-established Return-To-Work Programs which have been designed to remove stereotypes and support our workforce to share responsibility and enjoy being a new parent.

During the project 'Headstart' meetings every team is required to adapt our template flexibility framework and roster system to suit the needs of the specific cohort of individuals on the team. This system is designed to provide flexibility, and specifically aimed at encouraging and celebrating our non-primary carer employees taking the time to honour personal commitments to their families. This means encouraging our employees to participate in school pick up or drop off, coach a sporting practice or have quality family time so they don't miss out on being a parent and can share the load.

Employee Voice & ERGs

Our people are at the heart of everything we do at RCC. We understand that a psychologically safe, inclusive organisation sets the foundation for a positive culture and successful outcomes. The voices of our employees inform our direction, highlighting what we are doing well and where we need to improve. We ask employees, including those from underrepresented groups, to share their experiences, insights, and ideas so we can learn, understand and make meaningful change.

We regularly seek feedback from staff with annual engagement surveys, quarterly pulse surveys, team focus groups and committees including our Diversity, Equity and Inclusion Committee (DEIC). The DEIC consists of members from across the organisation and varied demographic profiles and is designed to meet regularly to create, implement and review our organisational DE&I priorities.

On a more granular level we host a 'Headstart' meeting for each project team as it forms to ensure there is open, transparent discussion between all team members to align on expected behaviours and operating rhythms, ensuring every project team environment is inclusive, with an established set of behavioural expectations and a shared understanding of one another which drives a positive culture and high performance.

Career Development

Empowering, supporting and progressing our employees' careers, including those who are traditionally underrepresented in the industry, is critical to RCC retaining the industry's best talent. We do this through our coordinated program of coaching and mentoring initiatives, education and training opportunities, return to work initiatives and employee career plans linked to business growth and succession planning.

We offer role-based training opportunities tailored to individual career plans. These career plans speak to our succession planning strategy ensuring employees know what is expected of them, how they progress and where they are heading.



2023 MENTORING MINGLE



MEMBERS OF THE CADET ADVISORY TEAM



2023 CADET FORUM



2023 HIGH PERFORMER GRADUATION

Career Development Programs

We have a framework of career development programs, largely centred around providing people with the people management and leadership skills necessary to lead high performing teams and have a positive impact on the industry through internal and external networking.

These programs include:

- Cadet and Graduate Program
- High Performers Program
- Leadership Coaching with external experts
- Mentoring Program
- Cultural leadership program
- STELLR Program

STELLR PROGRAM

Support
Teach
Empower
Learn
Lead
Recognise

Designed to counter historically imbalanced access to leadership development opportunities for female employees, we have developed our STELLR program.

This initiative empowers, educates and supports women in the business to become leaders, readying them for promotions, establishing them as mentors and supporting them to give back to our industry to continue a cycle of women leading across the industry.



MEMBERS OF THE CADET ADVISORY TEAM

Inclusive And Anti-Discriminatory Culture

We are committed to building a psychologically safe environment where all employees and partners feel safe, comfortable, confident and able to fully contribute to the workplace.

Our current policies establish standards which promote inclusion whilst our regular Workplace Anti-discrimination and Harassment training educates our network on how to identify and respond to behaviour which doesn't align with our positive culture.

Our offices are accessible with spaces for working mothers to express milk and individuals to worship in private. We have formal work attire, personal grooming and acceptable workplace behaviour policies and we celebrate a broad range of holidays and occasions recognising various cultures and demographic groups which are traditionally underrecognized to create a culture where people feel safe to bring their whole selves to work and be valued for their individuality and contribution.

Employee Safety and Support Services

Employee support is one of our biggest strengths at RCC. We have a Family and Domestic Violence Leave Policy which importantly includes financial support.

We offer a network of support resources including our Employee Assistance Program (EAP), and mental health and wellbeing program which includes annual events and a current resource portal for employees and their family. We are proud to partner with providers including MEND, Mates in Construction and Blackdog to deliver effective support programs.



MATES IN CONSTRUCTION PRESENTING ON MENTAL HEALTH ISSUES



BLACKDOG HOSTING A WORKSHOP ON SITE FOR R U OK? DAY

PARTNERSHIPS

Traditionally, the building and construction industry has lagged behind other industries in terms of diversity, pay equity, gender equality and inclusion. We have formed strategic partnerships with organisations such as the National Association for Women in Construction (NAWIC) and the Property Council of Australia (PCA)'s Diversity and Inclusion Committee, understanding that we will make a greater impact when we work together to build a better industry for the next generation of leaders.

Currently we have a number of partnerships with industry, education and community organisations to progress equity and inclusion within the construction and property sector.

- NAWIC
- Property Council Australia
- Property Industry Foundation
- 500 Women in Property
- Master Builders Australia
- Tomorrows Women in Construction
- Work 180
- Various tertiary and secondary education partners as mentioned in our 'Increasing Industry Representation' section.



2023 PROPERTY INDUSTRY SLEEPOUT FUNDRAISER



2023 NAWIC & RCC ARCHIBALD INDUSTRY BREAKFAST



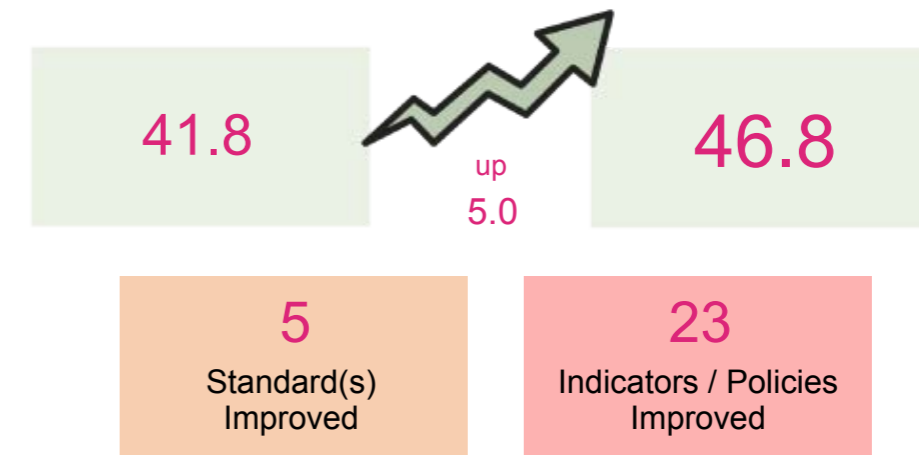
2023 NAWIC AWARDS IN EXCELLENCE



RCC has partnered with Work180 to develop our long-term gender equity strategy with the overarching view of making RCC an employer of choice for women in the industry. Work 180's mission is to raise organisational standards so that all women can choose workplaces where they can thrive. Their endorsement badge is a stamp of authority to identify great workplaces for women, including their benefits, policies, and vacant positions. As a WORK180 Endorsed Employer, RCC is committed to ensuring all our employees can thrive.

The partnership will enable us to effectively establish and prioritise long term goals based on employee feedback and support increased female participation within our workforce.

In 2023 your DEI Assessment score improved:



We are proud of the progress we have made since forming our partnership with Work180 with our DEI Assessment Score improving by 5 points in the year 2022 to 2023. We look forward to progressing our efforts and strengthening our standing as an employer of choice for women.

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