

# ESG REPORT



2021/22



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## Acknowledgement of Country

SYSTRA ANZ acknowledges the Traditional Owners of the land we are working on, and pay our respect to their Elders past, present and emerging. We are committed to pursuing genuine and lasting partnerships with Traditional Owners to understand their culture and connections to Country in the way we plan for and carry out the delivery of the works.

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# PREFACE

This document details SYSTRA ANZ's efforts, in relation to Environment, Social and Governance (ESG) within the realms that we work and participate.

We believe that contributing to a thriving society sits at the core of our values and is imperative to our successes in engineering vital community transport infrastructure.

It is very important to foster a culture of conscientiousness in our industry by making decisions that are in the interest of stakeholders.

## ABOUT US

SYSTRA ANZ is part of the SYSTRA Group – a world leading engineering and consulting group specialising in public transport and mobility solutions.

With over 8,500 staff globally working on more than 3,500 transport projects in 80 countries for over 65 years, our Group has been involved with cities

and regions contributing to their development by creating, improving and modernising transport infrastructure.

Our mission is to connect people and bring territories closer together, our challenge is to design and implement the safest, most efficient, sustainable and innovative transport solutions.

# CEO STATEMENT

**At SYSTRA our job is to create infrastructure solutions that encourage access to regions and services, and the movement of people and goods for the betterment of our society. It is the reason we exist.**

The infrastructures we develop must be reliable, sustainable and resilient, in order to support the economic and social development of cities and regions, but also to encourage the well-being of all by creating affordable and fair access. We are committed to minimize our environmental impact and maximise diversity and inclusion in the way we operate our business and to do so in a transparent, open and honest way.

For us in Australia and New Zealand; Environmental, Social, Governance (ESG) is not a concept but an action. It is something we are committed to embed, uphold and improve for our people, clients and our globe. We make a commitment to support the United Nations

Sustainable Development goals and help our clients transition to a net zero future. We will use our collective knowledge to solve complex problems and create innovative solutions that help to address these challenges.

Operating in what is recently known as Australia and New Zealand, we respect the traditional owners and custodians of both lands. We seek to continually learn about the songlines of the traditional owners of Australia and the Maori culture of Aotearoa.

Whilst there is a climate emergency, there is also a social imperative and a responsibility to right past wrongs as we move toward a new zero emission future. All three lenses of ESG are intrinsically linked and this is something that the indigenous people of our land understood and took deep consideration of for over 60,000 years. We must look back to move forward.



**ALANA NEWBROOK**  
CHIEF EXECUTIVE  
OFFICER, SYSTRA ANZ

# ABOUT THE ARTWORK

## UWALIKO MARIYANG MALANG BY SARETTA FIELDING

'Moving Forward Together' or 'Uwaliko Mariyang Malang' in Awabakal Language, reflects the story of SYSTRA and an ongoing commitment to reconciliation through working together in respectful partnerships that create opportunity around shared vision.

Central to the imagery, a pathway flows upwards within the design, highlighting moving forward together upon the journey of reconciliation and SYSTRA's mission to provide communities with safe and sustainable transportation solutions. Building blocks engraved within the pathway depict systems engineering, and the vision to support Indigenous students in the field is highlighted as stepping stones within this rising imagery.

Traditional imagery of Elders and people upon gathering circles rising along the pathway celebrate the rich and unique Indigenous culture of Australia. A backdrop of songlines on country is reflective of the many traditional trade routes and journey trails taken by Indigenous Australians over thousands of generations, crisscrossing this great Nation and the connection to the travelling routes taken by people, families and community today.

The interconnected woven lines within the tapestry of songlines celebrates traditional custodians across the SYSTRA footprint Australia wide, celebrating connection, community and bringing a welcome to all to join the journey of reconciliation as we move forward together.

SYSTRA commissioned Saretta Fielding, an Aboriginal mixed-medium artist based in Toronto NSW, to create Uwaliko Mariyang Malang. She is a Wonnarua woman of the Upper Hunter Valley through her grandmother and an Anaiwan woman of the New England area through her grandfather. Saretta's love of culture, country and community are reflected within her work.

Alongside her passion for art and culture is a commitment to seeing the Aboriginal community advance towards economic and social inclusion. Saretta Fielding is a member of the NSW Indigenous Chamber of Commerce, First Australians Chamber of Commerce and Industry and a certified member of Supply Nation.

## UWALIKO MARIYANG MALANG



# ROLES AND RESPONSIBILITIES



ALL EMPLOYEES SHOULD ENDORSE A CONSCIENTIOUS MINDSET IN WORK AND DECISION MAKING. EACH MEMBER OF THE TEAM HAS A ROLE TO PLAY, AND THERE ARE MANY PRACTICES THAT CAN BE ADOPTED IN THE DAY-TO-DAY THAT WILL CONTRIBUTE TOWARDS THE BETTERMENT OF OUR NATURAL ENVIRONMENT AND COMMUNITY.

## MANAGER RESPONSIBILITIES

- Ensure that SYSTRA only participates in projects that align with our values.
- Suggest ways that the project team can contribute to community e.g., recycle IT equipment through a regional school's program.
- Assist clients transition to a net zero future'
- Encourage conscientious thinking and a supportive culture amongst their team.
- Incorporate the ESG strategy into all internal and external activities.

## EMPLOYEE RESPONSIBILITIES

- Participate in volunteer days when possible.
- Follow local office or project site recycling and waste management procedures.
- Contribute to a healthy, socially responsible culture at work.
- Think of ways to support local or SYSTRA driven community initiatives.

## PEOPLE AND CULTURE / OPERATIONS RESPONSIBILITIES

- Maintain statutory compliance, implement initiatives and co-ordinate programs that are part of the ESG strategy and promote to employees.
- Build strong relationships and explore opportunities for collaboration with not-for-profit organisations, public institutions, and community groups.
- Work to establish and support a workplace that is diverse and inclusive to enable employees to be their authentic selves.
- Stay across industry trends and assist the ELT in evaluating SYSTRA's ability to support various ESG initiatives at its current stage of growth.

## EXECUTIVE LEADERSHIP RESPONSIBILITIES

- Ensure sustainability in our supply chain.
- Provide ideas on ESG initiatives and programs that are meaningful given our industry and service offerings.
- Combine ideas into a five-year ESG Strategy that defines SYSTRA's vision, sets out a plan for the next 12 months, and defines goals for the next 5 years.
- Create a forecast of SYSTRA's expected progress, taking note of what can be reasonably accomplished and if there are additional steps required e.g., mandatory certifications, new job positions, auditing and reporting, etc.

# SUPPORTING AND EMPOWERING OUR EMPLOYEES

## WE FOSTER A SUPPORTIVE WORK ENVIRONMENT SO THAT OUR STAFF CAN ACHIEVE THEIR PERSONAL AND CAREER GOALS.

### LEARNING, CAPABILITY AND DEVELOPMENT

Our Competency Framework ensures staff progress in line with their skills development and experience.

We utilise the 3Es approach: Experience, Exposure and Education (otherwise known as 70:20:10). This widely adopted model describes 70% of learning occurs through individual experiences, 20% through exposure to others and 10% through formal education.

We invest in the professional development of our staff through:

- LinkedIn Learning subscription,
- Formal education in specialist areas,
- Mentoring programs and networking,
- Participation at industry conferences,
- Professional memberships,
- EA Chartership pathways,
- Opportunities to work on international projects and undertake international travel/exchange

### DIVERSITY AND INCLUSION

Our D&I Strategy prioritises initiatives to be taken throughout the employment lifecycle and identifies those groups requiring priority attention, including:

- Indigenous Australians,
- Women,
- People from CALD backgrounds,
- People with disability,
- LGBTIQ+ persons,
- Mature age and youth.

We monitor our progress against our commitments on an annual basis and have a mandatory Unconscious Bias training.

### REMOTE AND FLEXIBLE WORKING

We endorse a flexible approach to working and allow staff to choose where to work from based on their commitments and client expectations.

**WE SEEK PARTNERSHIPS WITH ORGANISATIONS INCL. THE DIVERSITY COUNCIL OF AUSTRALIA AND PRIDE IN DIVERSITY, WHO INFORM OUR POLICY CREATION**

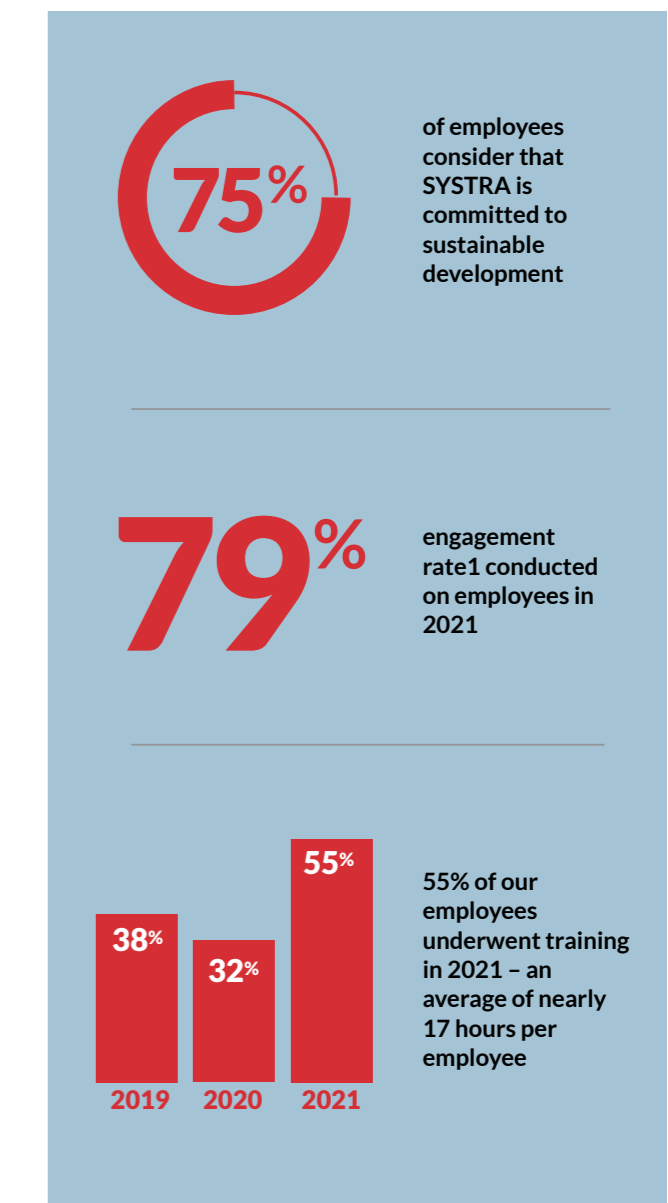
## GIVE MEANING TO WHAT OUR EMPLOYEES DO AND FOSTER AUTHENTICITY

**Providing an environment for our people to deliver to their full potential, whilst feeling comfortable to bring their whole self to work, enables them to participate meaningfully within industry and is at the core of SYSTRA ANZ.**

The Company's commitment to annual engagement surveys and global connectiveness strengthens the voice of our people, with feedback and inputs forming the basis of recommendations and strategy developments. Our commitment is to continuously review and improve our programs. This strategy has been particularly important in 2022 in developing international working guidelines, flexible work practices and reviewing our Diversity, Equity and Inclusion Strategy.



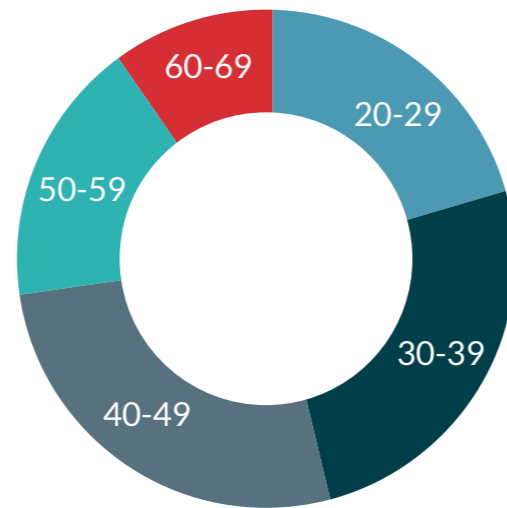
**ALISON SCOTT**  
PEOPLE AND CULTURE DIRECTOR  
SYSTRA ANZ



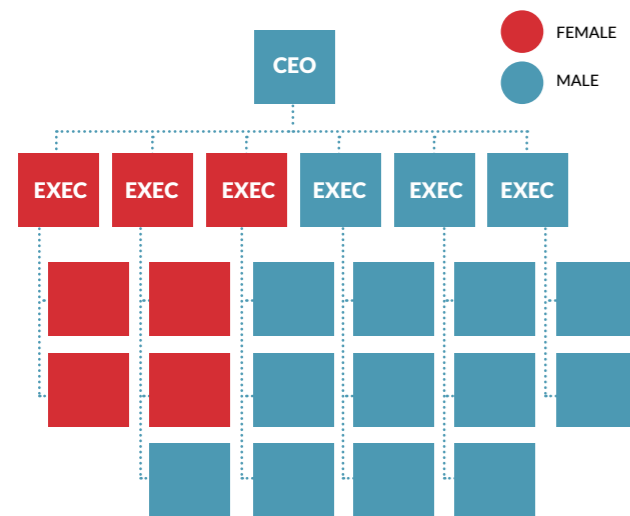
## A LOOK AT OUR WORKFORCE BY AGE AND GENDER

Engineering has a traditionally older workforce so it is imperative that there are strategies in place to promote age diversity and adequate succession planning.

SYSTRA ANZ has adopted a graduate program to ensure there is a reliable pool of junior engineers in our organisation who can learn from their predecessors.

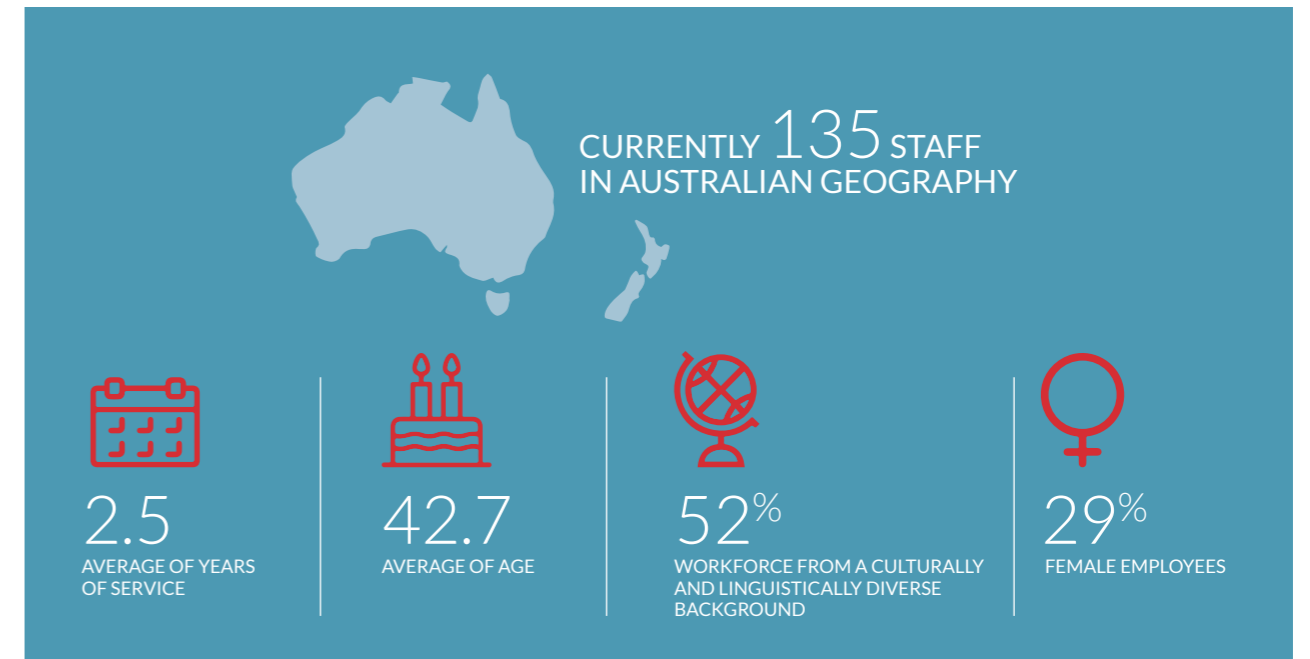


EMPLOYEES BY AGE BRACKET



ORGANISATION CHART BY GENDER - SIMPLIFIED

SYSTRA ANZ participates in annual Workplace Gender Equality Agency (WGEA) reporting of our workforce profile. We are aiming towards a target of 40% female employees. Currently women comprise 50% of the leadership team but only 27% of the overall workforce. To avoid losing female candidates during the recruitment process, we have implemented gender balanced panel interviews.



## PROMOTING DIVERSITY IN ALL ITS FORMS, ENCOURAGING INCLUSIVITY AND TACKLING DISCRIMINATION ARE CENTRAL TO OUR PEOPLE AND CULTURE POLICIES

### PAID PARENTAL LEAVE FOR PRIMARY AND SECONDARY CARERS

All employees who have completed at least 12 month's service are entitled to paid parental leave at the usual rate of pay. Primary carers can take up to 12 weeks' paid parental leave, with superannuation contributions made. Secondary carers can take up to 6 weeks paid parental leave, with superannuation contributions made.

### CULTURAL AWARENESS TRAINING

Every new employee is assigned mandatory Cultural Awareness Training run by CATOnline, an Indigenous owned and operated business. Throughout this course, employees will learn about the many challenges that Aboriginal and Torres Strait Islander people have faced since colonisation.

### PUBLIC HOLIDAY SWAPPING SCHEME

Employees may elect to swap their public holidays to other dates, to make it easier to observe cultural or religious holidays which are not designated public holidays in the state or country they work in. E.g., an employee who follows the Muslim faith may choose to work on the Easter public holidays and instead take that amount of public holiday leave during Ramadan.

### EMPLOYEE ASSISTANCE PROGRAM

SYSTRA ANZ has partnered with Access EAP to provide employees with confidential counselling services. All staff and members of their household can use the 24/7 hotline or book in-person sessions, with all costs covered. Access EAP also hosts conflict management and anti-bullying trainings for teams.

# ENVIRONMENT

**As an international engineering group which specialises in mobility, sustainable development is both a responsibility and an opportunity for us.**

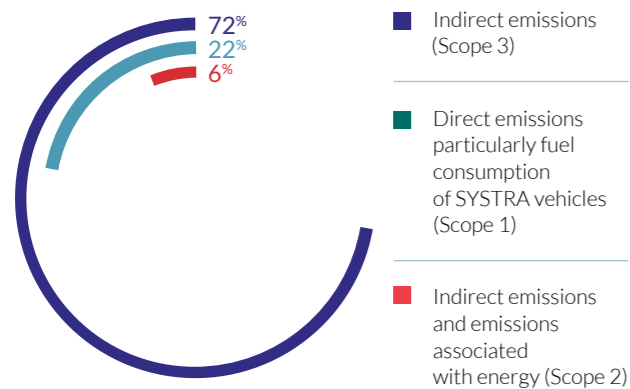
Internally, it is something to which our employees can commit – they are increasingly keen on working for a company that is aligned with their own values.

But it also means operational efficiency and innovation for our clients, partners and shareholders. It guarantees the resilience of infrastructure and profitability over the longer term.

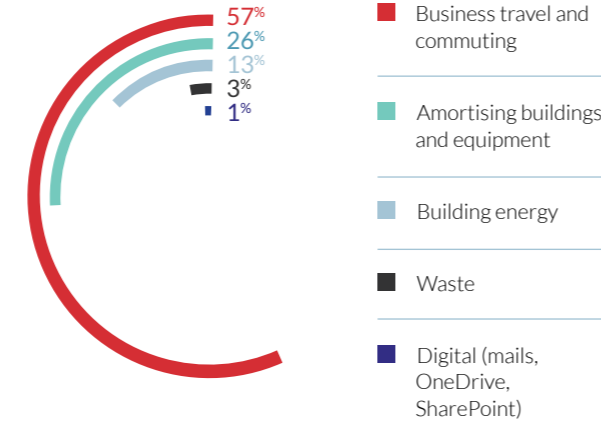
We reconcile profitability with sustainable development, taking account of our stakeholders' strategies and expectations, together with absolutely vital need for us to collectively meet the UN Sustainable Development Goals.

Our commitments, our action plans and our tracking indicators all enable us to make an effective contribution to the collective effort to realise a net zero future.

BREAKDOWN OF EMISSIONS PER SCOPE\*



BREAKDOWN OF EMISSIONS PER CATEGORY\*



**“GROWING AWARENESS OF THE CLIMATE, ECOLOGICAL AND ENERGY EMERGENCY HAS A DIRECT IMPACT ON OUR MODEL. THE ENVIRONMENT HAS BEEN IDENTIFIED AS A STAKEHOLDER IN ITS OWN RIGHT.”**



**CHRISTELLE CHICHIGNOUD**  
SUSTAINABILITY DIRECTOR

## CREATING SHARED VALUE FOR OUR STAKEHOLDERS

As we continue to grow in the energy transition space, we offer our clients solutions and services covering the entire project lifecycle to meet the challenges of climate change (energy efficiency, sustainable design, adapting projects to extreme weather conditions, managing and optimising the carbon footprint).

Carbon tracker is SYSTRA's solution to optimize carbon footprints. By combining BIM and non-BIM data, our clients can use this tool to simulate and view the CO2 emissions of a future infrastructure asset. They can then make choices during the design phase based on their greenhouse gas emissions reduction targets.

### CARBONTRACKER



**43%** OF CARBON EMISSIONS ARE GENERATED BY THE TRANSPORT, CONSTRUCTION AND INDUSTRIAL SECTORS

## SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

SYSTRA is a signatory of the Engineering business' charter for climate change. The signing of the climate charter in 2019 is one of the first steps involved in defining a climate trajectory for the Group that is aligned with the Paris agreement, and is committed to reducing climate impacts by enabling the transition to a low-carbon future.

Through our activities and the services that we offer, we contribute to achieve the following United Nations Sustainable Development Goals (SDGs):





# SOCIAL

## OUR RELATIONSHIPS WITH COMMUNITY ARE DIRECTLY CORRELATED WITH PROJECT SUCCESS AND OUR LONG-TERM VISION TO BE A TRUSTED, GO-TO SERVICE PROVIDER

### FUNDRAISING MARATHONS AND SPONSORSHIP OF OTHER EVENTS

Employees can reach out to the executive team to ask for company sponsorship of their team's participation in fundraising marathons such as the Square Mile Relay or City2Surf.

Each team member receives their own SYSTRA ANZ designed running shirt.

### ANNUAL VOLUNTEERING DAY

SYSTRA supports volunteering activities consistent with our Ethics Policy. Each work team or business unit is allocated an annual day for volunteering activities of their choice. Employees will receive a full day's pay as per usual for their services to the community.

### ANNUAL R U OK? DAY WEBINAR

We host an annual R U OK? Day lunch and webinar. Each year we invite a mental health ambassador to present. While we there is an organisation donation to the R U OK? fund, employees are encouraged to contribute to their local office collection box or to donate online.

### SUPPORTING INDIGENOUS YOUTH

The SYSTRA *First Peoples Award in Engineering* was established in collaboration with Griffith University in 2019. It is a support payment intended to assist Aboriginal and Torres Strait Islander students with their studies. Each year a new recipient is chosen.



## THE SYSTRA ANZ RECONCILIATION ACTION PLAN (RAP)

SYSTRA ANZ has committed to a Reflect RAP which allows our organisation to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, collaborating our vision for reconciliation and exploring our sphere of influence. This process will provide the solid foundations to ensure our future RAPs are meaningful, mutually beneficial and sustainable.

The Company is committed to Diversity and Inclusiveness in the Workplace and recognises that we must create a space for Aboriginal and Torres Strait Islander voices to be heard. We have established a working group to support the further development and implementation of the RAP. Todd Russell, Founder of CATOnline has a permanent position on our RAP working group.

Our CEO remains the champion of our RAP and The Executive Leadership team supports and amplifies the working group initiatives.

To date, our organisation has partnered with Position Promo, an Indigenous owned promotional marketing business operating nationally and Kulbardi, an Indigenous owned business in South-West Sydney for the provision of office equipment and supplies.

We are also working with Malang Indigenous Corporation for interior artwork and decorations.

During National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, our employees partake in various activities to enrich their knowledge about the history and ecology of the local area in which they work. Going forward, we intend to engage more cultural and educational experiences for our staff.

# PROMOTING WOMEN'S PARTICIPATION IN SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM)

## SYSTRA ANZ SUPPORTS WOMEN IN STEM THROUGH OUR STRATEGIC PARTNERSHIPS WITH UNIVERSITY SOCIETIES, COMMUNITY ORGANISATIONS AS WELL AS TARGETED GOVERNMENT PROGRAMS.

We are an organisational participant in the Women in STEM Decadal Plan, which is a 10-year roadmap for achieving sustained increases in girls and women's STEM participation and retention from school through to careers. In addition, we sponsor Techgirls, an annual coding and project management competition for school aged girls. Since its inception in 2014, nearly 11,000 schoolgirls in over 500 schools have participated in the Techgirls Competition.



We are proud to be endorsed by Work180, which pre-screens employers against a set of 20 criteria including pay equity, flexible working, women in leadership and paid parental leave.

### UNSW WIESOC CASE COMPETITION

In April 2022, SYSTRA ANZ hosted a case competition for UNSW students in partnership with the UNSW Women in Engineering Society (WIESoc) at NSW Parliament House. Over the course of a week, our engineering specialists provided mentoring support to four teams who created innovative solutions on how Sydney's mobility services could be adapted to reach the net zero carbon emissions target of 2050.

The winning team proposed the solution of introducing meaningful ways for more Electric Vehicles in the community and public transport sector.

As a prize, they joined SYSTRA's women leaders for dinner and had the chance to record a podcast with Roads Australia.

All of the teams delivered meaningful and well considered responses to the case study, that included review of publicly available statistics and modelling of forecasted trends. The presentations were communicated clearly and SYSTRA ANZ is excited to see the impact that these students will make when they enter the workforce.



# GOVERNANCE

**WE ARE COMMITTED TO A STRUCTURED, OPEN AND VALUE-CREATING APPROACH FOR OUR STAKEHOLDERS.**

SYSTRA ANZ complies with local legislative and industry requirements including:

- Australian federal and state legislative requirements;
- The Asset Standards Authority (ASA) of Transport for New South Wales (TfNSW) requirements for Authorised Engineering Organisation (AEO).



## GOVERNANCE AT THE LOCAL OPERATIONS LEVEL

### ISO 9001

Since 2020 SYSTRA ANZ has been accredited with the ISO 9001:2016 Quality management systems, for all our regional offices and activities in ANZ (Consultancy and engineering services, transportation, infrastructure and government security and technology) to name a few.

### SYSTRA RED BOOK REQUIREMENTS

The Red book lays down the rules and documents applicable by all units of the SYSTRA Group, including subsidiaries. Each entity must comply with these requirements, and respect the documents mentioned by those requirements. The red book governs all the IMS pillars and the related procedures, it is the backbone for our IMS and illustrate the ISO 9001 requirements.

Annually, SYSTRA group initiate an audit with a purpose of checking on the red book implementation maturity for the subsidiaries, where each subsidiary will be assessed according to the red book requirements by demonstrating its requirements implementation, with that the continuous improvement process will be initiated to complete the PDCA cycle.

## OUR VALUES

### CONNECTED TEAMS

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We connect our expertise across the entire Group and coordinate them to respond to the most complex issues. By going beyond cultural and technical singularities, we create teams united around the same objective, in which the talent of each makes the success of all.

### BOLD LEADERSHIP

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The projects we support profoundly transform mobility. Through our capacity for innovation and our know-how in project management, we provide our clients with new answers and the leadership necessary for change. We must think, design and imagine for tomorrow.

### EXCELLENCE

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Anchored in our engineering culture, excellence is both a goal and a way of doing things. Our clients are ambitious and demanding. Our commitment to designing the best solutions in the best conditions is a promise of trust, performance and durability.

## OUR ALIGNMENT WITH INTERNATIONAL STANDARDS

SYSTRA uses the most recent recommendations in the Global Reporting Initiative (GRI Standards) and bases its practices on the ISO 26000 standard (2010), implementing directives to report on our economic, environmental and corporate social responsibility performance.

ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD
Local communities	413-1	Activities involving the local community (impact and programmes)	x	
Profile of the organisation	102-1	Name of the organisation	x	
	102-2	Activities, brands, products and services	x	
	102-3	Geographical location of head office	x	
	102-4	Geographical location of activity sites	x	
	102-6	Markets served	x	
	102-40	List of groups of stakeholders	x	
Involvement of stakeholders	102-42	Identification and selection of stakeholders	x	
	102-43	Approach to involving stakeholders	x	
	102-46	Definition of report content and issue scopes	x	
Reporting practice	102-47	List of relevant issues	x	
	102-49	Modifications pertaining to reporting	x	
	102-50	Reporting period		
	102-51	Most recent report date	x	
	102-52	Reporting cycle	x	
	102-54	Reporting statement in compliance with the GRI standards		
	102-56	External audit	x	

ASPECT	GLOBAL REPORTING INITIATIVE	DESCRIPTION	ISO 26000	TCFD
Employment	401-1	Hiring of new employees		
	404-1	Average number of training hours per year per employee	x	
	405-1	Diversity in governance bodies and among employees		
Diversity and equal opportunities	405-2	Base salary ratio and remuneration of women and men		
	403-1	Occupational health and safety management system	x	
Health and safety in the workplace	403-2	Identification of hazards, assessment of risks and investigation of undesirable events	x	
	403-4	Participation and consultation of workers and communication about occupational health and safety	x	
	403-5	Training of workers on occupational health and safety	x	
	403-8	Workers covered by an occupational health and safety management system	x	
	403-9	Workplace accidents	x	
	205-1	Assessment of risks pertaining to corruption (operations)	x	
Ethics and business compliance	205-2	Training on policies and procedures for tackling corruption	x	
	206-1	Anti-competitive, anti-trust behaviour and monopoly practices		
	408-1	Operations and suppliers with a significant risk of forced or child labour		
	409-1	Operations and suppliers with a significant risk of forced or mandatory labour		
	412-2	Training of employees on policies and procedures to do with human rights	x	
	Energy	302-1	Energy consumption	
302-4		Reduced energy consumption	x	x
Water	303-5	Water consumption	x	x
Biodiversity	304-2	Significant impact of activities, products and services on biodiversity		
Emissions	305-1	Direct GHG emissions (scope 1)	x	x
	305-2	Indirect GHG emissions (scope 2)	x	x
	305-3	Other indirect GHG emissions (scope 3)	x	x
	305-4	Intensity of GHG emissions		x

# SYSTRA ANZ

SYSTRA is one of the world's leading engineering consultancy firms.

Present in over 80 countries, it is our mission to be there where it matters; on the complex projects with the greatest impact, providing innovative solutions that will shape the future of our communities.

We bring deep local knowledge and connection supported by best-in-class global expertise.

For more information about SYSTRA ANZ go to [systra.com/australia](https://www.systra.com/australia). Follow us at  /SYSTRA ANZ



CONFIDENCE MOVES THE WORLD

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