



Leveraging Competitive Advantage from Diversity

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Diversity

- **Competitive Advantage**
- **Engaging into leadership**
- **Lessons Learnt**

Beca

- 90 years operating
- New Zealand, Australia and Singapore
- 21 offices - New Zealand, Australia, Singapore, China, Indonesia, UK, New Caledonia, Chile and Papua New Guinea
- Over 2,500 employees globally (1,700 in New Zealand)
- Beca Group – FY 2008/2009
 - 40% revenue earned outside New Zealand
 - Revenue earned in 40 different countries

Gender

	Male %	Female %
NZ Working Population	54	46
IPENZ Members	89	11
Beca Employees	68	32

17/60 Section Managers female

2/20 General Managers female

Culture

- Beca New Zealand diversity:
 - 21 nationalities
 - 64 countries of birth
 - 76 languages spoken



Competitive Advantage

Recruit

A world of opportunities > www.beca.com

Traffic and Rooding Opportunities in New Zealand

If you're a traffic or rooding engineer thinking of making a move, long or short term, to New Zealand then we have some great opportunities.

We have a role for a senior traffic safety engineer based near one of the most magnificent coastlines, 30 minutes north of Auckland City.

If this opportunity does not appeal we have further roles for traffic and rooding engineers in various locations.

Working with Beca you'll be able to spend time seeing New Zealand and enjoying the lifestyle benefits the country has to offer.

Beca is the largest New Zealand employee owned engineering consultancy. With over 85 years of award-winning business, major multi-disciplinary projects and successful client relationships we have built a heritage of recognised technical excellence.



Send your application to
Kylee Craig
Human Resources Advisor
Beca Infrastructure Limited
PO Box 6345
Auckland
humanresources@beca.com

Apply online at
> www.beca.com



“Architects, engineers and related professionals remain in extreme shortage...

...with none of the 19 vacancies included in SERA being filled with a suitable candidate.”

Diversity

‘Managing Diversity’
and turning it into a
‘Competitive Advantage’

Realising it’s a crisis.

Realising that it’s a long-term
business necessity.

Competitive

- Reduced turnover of staff.
- Increased success rates in recruiting offshore.
- Increased profits, returned each year.
- Increased engagement with the organisation.
- Increased team morale.
- Increased interest (spread) in initiatives.
- Increased ability to source work nationally, internationally.

Engagement

Recruitment

Recruitment:

- ***18 month process***
 - *Branding / Interview*
 - *Preparation*
 - *1st 3 months*
 - *Delivering on expectations*
- ***Culture impacts methods***
- ***Understand expectations and risks***

Arrival



Thursdays

- From conversation to engagement:
- Listen.
- Respond.
- Change.







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Lessons Learnt

Lessons

- Business driven initiatives – not HR
- Excellence is the best person
- Critical Mass
- Friendly culture is not enough
- It's not about language but cultural differences
- Homesickness
- Two-way learning experience
- Ongoing personal commitment required

Expectations



Summary

- **Diversity can be a competitive advantage but needs different strategies**
- **Understanding and delivering on expectations are key**
- **Listen and change...**

Questions

