



#InspireInclusion at McKay
International Women's Days 2024



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When we
inspire others to
understand and
value women's
inclusion, we
forge a better
world.



Foreword.



Lindsay Faithfull
McKay Managing
Director

I'm delighted to recognise International Women's Day. McKay encourages and welcomes diversity in all its forms not only because it's the right thing to do but because it's good for business.

For instance, reputable studies have shown that:

- Firms that have female CEO's are more profitable and generate excess returns
- Firms that have female CEO's produce on average a 20% superior stock price.
- Firms with a high gender diversity on their board of directors were more profitable and larger than firms with low gender diversity.

I'm proud that 33% of our companies' senior leaders are women noting that this is a higher % than the company as a whole, and that we have work to do on this issue.

It's great to celebrate international women's day but achieving equity in the workforce is something that needs to be in the DNA of how we operate.

#InspireInclusion

McKay is dedicated to supporting the vision of the International Women's Day 2024 #InspireInclusion campaign.

As a company, we firmly believe in taking proactive measures to foster inclusivity, ensuring that our workplace environment appreciates and acknowledges the unique perspectives and contributions of women.

This dedication extends across all aspects of our operations, spanning from our office settings to our worksites.



What we're
doing now,
to inspire
inclusion
across the
McKay group
of companies.



01

Launching our new Parental Leave policy

For employees who take parental leave, McKay will ensure that you are not financially disadvantaged on your return to work relating to annual leave. We will achieve that by paying annual leave at the same value (daily rate of pay) as when you stopped working to go onto parental leave.

02

Ensuring opportunities for REM reviews and promotions during leave

Our new Parental Leave Policy ensures that employees who take parental leave can still participate in yearly remuneration reviews and remain eligible for workplace

03

Launching the McKay Wāhine Leadership Programme

In March 2024, the McKay Wāhine Leadership Programme was established to foster mentorship opportunities between established and aspiring female leaders within the company. This initiative is designed to empower, inspire, and enhance the skills of women at McKay.

04

Proactively engaging in female focused events

Each year, McKay proudly supports and participates in various Women in Infrastructure and Girls in Infrastructure events across New Zealand, seeking to promote awareness and interest in female trade careers.

05

Reviewing the use of male dominate language in job advertisements

As part of our ongoing commitment to attracting women to our company, we are conducting a thorough review of the language we use in our job advertisements and marketing materials to ensure inclusivity of all genders.



Creating a culture of inclusion for our people.



Stuart McDonald
Executive General
Manager People and
Culture

As with many companies in our sector, McKay is male dominated, with women currently representing only 14% of our workforce, and the majority of female employees working within the corporate function. Our Board Level and Executive Leadership Team level representation of women are at 33% and 29%, respectively.

We acknowledge that women are underrepresented at all levels within McKay, and we recognize the need to take action which is why our People and Culture Strategy includes a clear focus on increasing the number of women in the company at all levels.

We understand that there are significant opportunities for us to attract women into trade and engineering roles, as well as to develop key talent and grow the number of women in management and leadership roles. We are making progress in this area, having attended and participated in various events aimed at attracting women into our sector, such as 'Women in High Viz' and 'Girls in Infrastructure'. However, we recognize that we need to do more to achieve traction in terms of numbers of women actually applying for positions at McKay.

To make McKay a more attractive workplace for women, we are offering more 'hybrid' roles and providing more benefits attached to our Parental Leave Policy. We have also achieved pay parity within the company, ensuring that everyone is paid fairly or equitably against their peers.

Our aim is to successfully attract more women into our business, especially in technical and

trades roles. We are forming a McKay Women Leadership Group which will be sponsored and led by one of our Executive Leadership Team members. The group will consist of female leaders from across the business who have been identified as 'key' or 'future talent,' and who will come together as a 'cohort'. They will have opportunities for leadership development, with a focus on being a woman in a male dominated environment. Furthermore, this group will identify and create plans to attract more women into the company and the sector, incorporating innovative ways to educate, engage, and ultimately, attract more women to McKay.

We are fully committed to becoming a more diverse and inclusive employer and will provide education within the company to ensure that this is achieved.

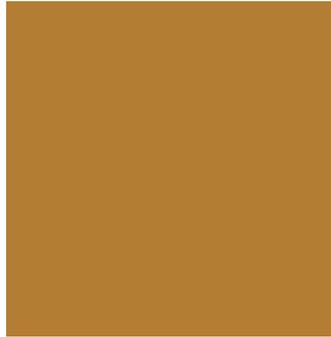
The number of women employed in the trade sector in New Zealand reached over 24,000 in 2021. However, only 3% of these women occupy hands-on trade roles according to a report published by Ako Aotearoa.

Within the electrotechnology sector, the proportion of women employed has remained relatively flat at just under 3% during two decades prior to the 2018 New Zealand Census.

The sector goal for **2040** is to have women make up **30%** of people in the trades.

<https://bcito.org.nz/>

There Is No
Diversity
Without
Inclusion.





Exploring Perspectives on Inclusion.

In a series of interviews, we had the privilege of sitting down with women holding diverse roles within the McKay Group of companies.

These engaging conversations

provided a unique opportunity to delve into their perspectives on the significance of inclusion in the workplace, and the appealing career prospects available in the electrotechnology sector for women in New Zealand.

The Impact of Inclusion on Career Growth.



Nelia Marx
Cost Controller, Major
Projects

Inclusion in the workplace is not just about having a diverse workforce; it encompasses creating an environment where every individual feels valued, heard, and respected. McKay Cost Controller, Nelia Marx, who has spent 16 years thriving in the male-dominated construction industry, lends insights into the transformative power of inclusion and its impact on her professional journey.

What does inclusion mean to you?

Inclusion means being recognised as an individual and having my opinions acknowledged and valued. When a company includes you, it communicates that your worth extends beyond being just an employee. At McKay, inclusion manifests itself through approachability and effective communication – I feel integral to the conversation, with my input both understood and valued by others, fostering a strong sense of belonging. I feel empowered to focus on work instead of tippy toes around others.

Have you experienced hurdles in the workplace?

As a woman in a male-dominated industry, I've had to overcome obstacles through gender biases and preconceptions about my capabilities but through hard work and persistence to be visible and heard, I've been able to earn respect and prove my worth, irrespective of gender. Throughout my professional journey, I have received support from both male and female colleagues. However, I have also faced instances of jealousy and microaggressions from individuals, irrespective of their gender.



What are the biggest inclusion changes that you have seen?

I've seen a significant shift towards positive change in the workplace, with more women entering various industries and achieving leadership positions. Within the construction industry, there has been a noticeable increase in the number of women involved compared to when I first joined 16 years ago. However, there is still a substantial journey ahead to attain a higher percentage of female representation.

I've also witnessed a perception change over time, with more men actively supporting women as they enter the construction industry. I'm grateful to have had numerous men in my life who have taken pride in my workplace accomplishments.

What does inclusion look like at McKay?

McKay is making great efforts to foster inclusion within the business. Recently, the company restructured its organisation framework to ensure women occupy leadership roles and align responsibilities accordingly. Measures have also been taken to eliminate gender bias, ensuring that salaries are based on individual capabilities rather than gender.

I have found that working at McKay has been incredibly beneficial for my career development. The company has provided me with the opportunity to choose where I want to grow within the business, and they fully support me in achieving my goals. While it is important for me to align my career with the company's needs, I appreciate that my personal development is always a key focus, and that McKay is dedicated to helping me achieve my aspirations. As the company continues to grow, I am confident that

Advancing Women Inclusion in the Workplace.



Fiona Bycroft
Naut Chief Executive
Officer

In today's corporate world, gender diversity and inclusion have become crucial for the success of any organisation as they benefit from a diverse set of skills and mindsets. Despite progress being made, women still face challenges in the workplace, especially in male-dominated industries such as engineering and trades. In an interview with Naut CEO, Fiona Bycroft, we delve into the how to support female diversity and inclusion in the workplace and explore ways in which both men and women can play their part.

Embracing differences:

Being a female in the workplace often means being a part of a minority. However, instead of seeing this as a setback, she encourages women to be proud of what they are doing and embrace the unique perspectives they bring to the table, and for men to recognise that diversity of thought and experience is a beneficial thing. While some workplaces may not recognize or appreciate these differences, there are companies that do acknowledge and value the diversity and expertise that women bring.

Finding Supportive Companies:

For women seeking an inclusive work environment, she suggests looking into groups that support women in their respective industries. Organisations like Women in Infrastructure and Women in Trades provide an excellent platform for networking and finding companies that are committed to greater diversity and inclusion. It is great to connect with individuals in these groups who are willing to support and mentor women in the industry. It can be

isolating working in a male dominated industry and finding these groups of women who understand is so beneficial at all stages of your career.

The Role of Managers

There are multiple activities managers can take. A few key ones are:

When recruiting, ensure that the process will encourage women to apply. This includes things such as gender neutralgender-neutral language, acknowledging that applicants do not need to have all listed skills, and actively encouraging suitable women to apply.

When bringing women in to into a male dominated workforce, ensure the physical workspace is set up for them (such as having suitable bathroom facilities) and that male members of the workforce will be supportive. Fiona has experience where customers have refused to allow a female apprentice to work on their job, and apprentices male colleagues have stood up for them,

Supporting Females in the Electrical Industry

To support females in the electrical industry, she suggests that both men and women engage in open conversations about the barriers women face. It is crucial to involve women in a range of positions within the company in these discussions to gain insights from their experiences, and identify ways to eliminate or minimise any barriers. By creating an inclusive environment and actively addressing the challenges faced by women, the industry can become a more supportive and accepting place for all.

Supporting organisations and initiatives that foster female empowerment in the industry is vital. Let us all strive to eliminate barriers and create an environment where women can thrive and contribute their full potential, not just in the electrical industry but across all sectors. Together, we can make a difference. industry but across all sectors. Together, we can make a difference.



Harnessing the Power of Women's Perspectives.



Lauren Faithfull
Manager Renewables and
Engineer

With the increasing focus on renewable energy and the need for skilled professionals to support the transition, women have a great opportunity to make their mark in this industry. In an interview with Lauren Faithfull, McKay Manager Renewables, we gained insights into her experiences and thoughts on women's inclusion in the workplace.

Be Open to All Opportunities

One of the key pieces of advice for women in the electrical industry is to be open to all the opportunities presented by the industry. As electrification becomes a crucial aspect of tackling climate change, there is a growing demand for skilled professionals. Embracing the diverse range of projects and challenges that come with the electrical industry opens new avenues for growth and career advancement.

Tremendous Opportunities Ahead

The next two decades offer an amazing opportunity to work in an industry that is growing exponentially. With the push for renewable energy and sustainability, the electrical industry will play a vital role in creating a greener future. As a woman, entering this dynamic field can be both fulfilling and impactful.

The Thrill of Problem Solving

I was inspired to become an engineer after hearing that, through invention, engineers have saved far more lives than all the doctors in the world. Engineers have contributed to so

many amazing developments in health care, transport, economics, and energy; and the opportunities that an engineering career can provide are endless. The electrical industry allows individuals to work on complex challenges and find innovative solutions. Developing problem-solving skills is essential for success in this industry, and women can bring unique perspectives and ideas to the table.

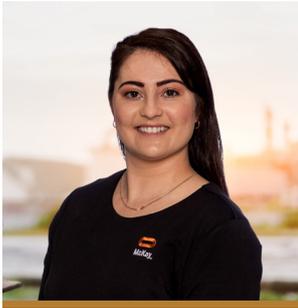
Supporting Women in the Workplace

Both men and women need to come together to support females in the electrical industry. To create a more inclusive and equitable workplace, it is crucial to call out inequity and discrimination when observed. By actively addressing biases and creating an environment that encourages diversity, everyone can contribute to a workplace where women can thrive and succeed.

The electrical industry presents exciting opportunities for women who are passionate about making a difference and contributing to a sustainable future. By being open to all opportunities, embracing problem-solving challenges, seeking inspiration from female role models, and promoting inclusivity in the workplace, women can excel and shape the future of the electrical industry. With the support of both men and women, we can create an industry where talent and contributions are valued irrespective of gender.



Putting Ego Aside for a **Diverse** Workplace.



Chané Botha
Maintenance and Client Asset
Manager

The inclusion of women in the workplace, particularly in industries traditionally dominated by men, is a topic that continues to gain momentum. In a recent interview with Chané Botha, a successful Maintenance and Client Asset Manager at McKay, we delve into her experiences and gain valuable insights and advice for women working in the electrical industry.

Embrace a Can-Do Attitude and Lifelong Learning

It's important not to be intimidated by what you don't know. A can-do attitude and a mindset of continuous learning, women can gain an incredible amount of knowledge and confidence, encouraging women to challenge themselves and seize every opportunity to grow both personally and professionally

Times Are Changing, Be a Role Model

As a female Maintenance and Client Asset Manager I encourage other women to join the electrical industry. By taking the plunge, women have the potential to inspire and become role models for future generations.

Enjoying the Solutions-driven Environment

In my position at McKay, I find great satisfaction in working together with a varied group of colleagues and clients who appreciate and honor their work. I value the unique synergy and teamwork that we share and I have observed firsthand the high level of professionalism that our team displays, regardless of gender. As a leader within the company, I strive to foster a

solution- mindset, ensuring that our clients remain our top priority, which in turn secures future work opportunities.

Inspiration through Family Role Models

I take great inspiration from both my mom and sister. They never let life get them down and they are two of the strongest women I know. I admire them for their unwavering strength and resilience in the face of life's challenges.

Driving Support: A Joint Effort

To support females in the electrical industry, it is important that both men and women to set aside their egos and embrace collaboration. Having an open mind and recognising that everyone has knowledge and experiences to contribute is important for creating inclusion.

The inclusion of women in the workplace is a crucial step towards achieving gender equality, and the electrical industry is no exception. By embracing a can-do attitude, acting as role models, collaborating effectively, and supporting one another, we can create a more inclusive and diverse industry that benefits everyone.





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