

Summary of our 2010 goals

Goal	Performance																											
Ethics																												
Review – Undertake a comprehensive sustainability review of procurement in 2010.	✓ This was an extension of a goal set in 2008, that we would review procurement guidelines with a view to considering human rights. At that time, we realised this was an opportunity for a more comprehensive sustainable procurement review. In 2010, there was a review of our procurement procedures that included a consideration of human rights.																											
Commitment – Investigate ways to strengthen our commitment to Indigenous Australians.	✓ In October 2010, PB submitted an approved Reconciliation Action Plan (RAP) to Reconciliation Australia (see < http://www.reconciliation.org.au/home/reconciliation-action-plans/who-has-a-rap-/corporate-organisations >). PB's vision for reconciliation is to contribute positively towards closing the gap between the life expectancy of Aboriginal and Torres Strait Islander and non-Indigenous Australians. We believe that reconciliation is a way of fostering mutual understanding and learning that will ultimately serve to create a sustainable, vibrant and connected future for all Australians. The RAP sets out targets and goals for us to achieve this vision.																											
Colleagues																												
Complete and roll out Success Profiles for all roles.	✓ Success Profiles were rolled out for all roles identified in 2009.																											
Review the Graduate Program in 2010.	✓ The Graduate Program has been reviewed and all changes have been implemented.																											
Women in leadership – In PB, fewer than 8% of women hold director and general manager positions. To improve this figure, we have developed a set of targets for 2013 aimed at fostering a leadership culture among our female employees.	— 2013 targets for female participation in PB workforce <table border="1"> <thead> <tr> <th>Category</th> <th>Current level</th> <th>2013 target</th> </tr> </thead> <tbody> <tr> <td>Total PB workforce</td> <td>31%</td> <td>35%</td> </tr> <tr> <td>Graduates</td> <td>25% per year</td> <td>30%^</td> </tr> <tr> <td>Engineers</td> <td>16%</td> <td>20%</td> </tr> <tr> <td>Technical</td> <td>21%</td> <td>25%</td> </tr> <tr> <td>Total managers</td> <td>23%</td> <td>27%</td> </tr> <tr> <td>Directors</td> <td>8%</td> <td>20%*</td> </tr> <tr> <td>General managers</td> <td>8%</td> <td>20%*</td> </tr> <tr> <td>Executives</td> <td>12.8%</td> <td>20%*</td> </tr> </tbody> </table> <p>These targets were revisited in 2010. There was a restructure and reassignment of criteria for different levels of management in the organisation. New targets are listed in the 2011 goals.</p>	Category	Current level	2013 target	Total PB workforce	31%	35%	Graduates	25% per year	30%^	Engineers	16%	20%	Technical	21%	25%	Total managers	23%	27%	Directors	8%	20%*	General managers	8%	20%*	Executives	12.8%	20%*
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20% of our employees to participate in mentoring in 2009.	— Having set this goal in our 2008 report, it became apparent in 2009 that our systems were unable to accurately monitor this trend on a percentage basis. In 2009, we had 435 pairings of mentors and mentees, but this does not translate into a participation percentage because people enter into multiple mentoring relationships. In 2010, 423 employees were registered, which is equivalent to 19.58% of permanent employees.																											

Key: ✓ Achieved — Ongoing ✗ Not achieved

* Minimum required for a healthy culture

^ Per year minimum



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Goal	Performance
Colleagues continued	
<p>Alumni – Launch an Alumni program as a way of keeping in touch with past employees. The Alumni will provide an opportunity for past employees to share knowledge with current staff and have ongoing involvement in professional development programs within PB.</p>	<p>X During 2010, we identified an emerging and concerning trend, with staff turnover increasing from 7% to over 10% in the last nine months. With a strengthened global market and renewed competition for talent, staff engagement and retention has become a key business issue, with the potential to impact our performance and delivery to clients. While we are committed to the concept of building a more robust Alumni program, our current business drivers have reprioritised an alternative strategy, that first and foremost rebuilds our staff retention and engagement performance. When we are confident that we have re-established stronger relationships with our current staff, we can then focus on building longer-lasting relationships with past employees.</p>
<p>Create a leadership and learning pathway to enable individuals to plan their development according to their specific career objectives.</p>	<p>X The leadership and learning pathway was deferred. However, it was substituted with a project management pathway, sustainability pathway, commercial development pathway and a design management pathway, all of which were delivered in 2010.</p>
Knowledge management	
<p>People – Connect people with people, aiming for two degrees of separation, with success measured through organisational network analysis.</p>	<p>— Many initiatives have continued and commenced in the past year which increase connectivity of people. These include Technical Executive Workshops, Lessons Learned, Regional Collaboration Forums and Realise Your Potential.</p> <p>The method of measuring this goal has not been applied due to a reprioritisation of financial resources over the past year. We still believe that investment in Organisational Network Analysis will allow us to monitor and strengthen our ability to connect our staff internally, and to our external network of clients and industry partners. As such, we will re-open the discussion in 2011.</p>
<p>Information – Connect people with information, making it quicker and easier for staff to find what they need, with success measured through narrative and surveys.</p>	<p>— The implementation of Hub, our global intranet, has allowed information to be accessed regardless of where you sit regionally or what group you work within. Following the implementation of Hub, a survey was sent to all staff. Over 25% of respondents said that the most valued part of the new Hub was having access to information they haven't had before, or being able to access information across the globe. Incremental improvements will continue over 2011.</p>
<p>Collaboration – Foster collaboration – self-assess using the capability maturity model. The aim is to be at Level 3 (defined as the consistency of the occurrence of a particular outcome within a capability).</p>	<p>— After setting the measurement for this goal in 2008, it became apparent that this system would not accurately reflect our position on collaboration. New options for measurement will be investigated in 2011. Other activity is evidence of collaboration, such as Lessons Learned and Community of Practice (CoP) activity, which has been ongoing and points to a trend towards collaboration. New Lessons Learned and CoP methodologies will be released in 2011, furthering collaboration in the business. Up to 30% of all work is now completed between business groups, demonstrating a commitment to collaborating with our colleagues across the business.</p>
<p>Lessons Learned – Advance organisational learning – understand the perception of the value of Lessons Learned. Success will be measured using surveys and anecdotal feedback.</p>	<p>✓ Momentum around Lessons Learned has increased significantly during 2010. Anecdotal feedback, such as 'I now understand why things went the way they did on that project' and 'This is the best Lessons Learned session I've been to', have been testament to the value the process brings to PB and its clients. A suite of Lessons Learned procedures and associated documentation has been developed for release in early 2011 and, following this, surveys will be conducted to test usability and realised value.</p>
<p>Realising Your Potential – Achieve a 90% completion rate by 2013 for Realise Your Potential, PB's career performance and development tool.</p>	<p>✓ PB consistently attains more than a 90% participation rate for both mid-year and end-of-year reviews.</p>

Summary of our 2010 goals

Goal		Performance
Safety, environment & society		
Continue to reduce PB's injury frequency rate in 2010 by 15%.	X	PB's injury frequency rate was reduced by 6.3%, but due to a relative increase in the proportion of minor incidents reported, our performance target was not quite achieved. This result is buoyed by a 67% increase in hazard and near-miss reporting, which demonstrates a positive and proactive reporting culture.
Reduce paper consumption in 2010 by 20%.	✓	A 25% relative decrease in paper usage was achieved, representing a step-change in employee attitude towards hard-copy file management. A number of paper reduction initiatives have been implemented throughout the year to lead this positive attitude change.
Increase the proportion of recycled stationery items purchased in 2010 to 50%.	X	The proportion of stationery items purchased with recycled content increased by 35%. Although falling short of our 50% goal, we have continued to improve by implementing sustainable purchasing processes involving some of our key suppliers.
Reduce carbon emissions in 2010 by 20%.	—	Carbon emissions were reduced by approximately 5% in 2010, falling well short of our 20% goal. A key factor which prevented our success was the merger with a United Kingdom-based parent company and realignment of the A-P business with Asia and Southern Africa. These events heralded a significant amount of unanticipated air travel.
Update Environmental Policy and Fieldwork Standard in 2010.	✓	PB's Environmental Policy and Fieldwork Standard has been updated to reflect PB's commitment to managing our impact on the community.

Key: ✓ Achieved — Ongoing X Not achieved



Summary of our 2011 goals

Goal

Ethics

We will strive to strengthen relationships with and between our corporate responsibility partners.

Colleagues

Achieve 2% below the Consult Australia industry average of employee turnover by December 2011.

Operational excellence — Achieve a 5% improvement on our 2010 customer service baseline measure in operational excellence in critical service delivery areas (mobility, recruitment).

Good leaders — Achieve a 7% improvement in our 2010 leadership effectiveness scores (measured on our staff engagement survey) by developing and implementing a leadership development approach that ensures PB has leaders and managers capable of delivering PB business and people strategies.

Employee growth and development — Achieve a 4% improvement in our 2010 employee growth and development baseline scores (measured in our staff engagement survey) by embedding Success Profiles across the business and therefore creating a career development framework.

Workforce plans and talent management — Embed workforce planning and talent management processes across our business to ensure our resource requirements can be met.

Competitive remuneration practices — Develop and implement a competitive remuneration strategy with the goal of at least 60% of staff satisfied that they are fairly remunerated.

Gender leadership targets — By 2013, PB will have achieved the following increases in the representation of female leaders:

Overall — from 22% to 27% General manager — from 11% to 20%
 Director — from 8% to 20% Executive — from 12% to 20%.

Knowledge management

Information — Select and implement a Library Management System, the measurement of which will be through an online catalogue of resources and services.

Collaboration — Establish a workable methodology for the start-up and sustainability of Communities of Practice, the measurement of which will be through anecdotal evidence and survey.

Lessons Learned — Deploy Lessons Learned framework and procedures, the measurement of which will be through the number of Lessons Learned activities being conducted and entered into an online Lessons Learned library.

PB-CUSP (Curtin University Sustainability Policy Unit) Alliance — 2011 will also see a far greater alignment of the Alliance outputs with the needs of the four PB A-P business groups. The focus will be on identifying links between the PB-CUSP Alliance and the needs of our Brand clients.

Safety, environment & society

Reduce PB's all-injury frequency rate (AIFR) by 20% compared to 2010 performance.

Increase PB's hazard observation frequency rate by 100% compared to 2010 performance.

Increase the proportion of safety audits completed by PB managers by 20% compared to 2010 performance.

Reduce PB's overall carbon emissions by 20% compared to 2009 performance.

Reduce the amount of paper used by 40% compared to 2010 performance.

Each Green Team to arrange at least one event or initiative collaboratively with a co-tenant, client or joint venture partner.