

How Do You #InspireDEI?

Plenary D&I Approach and Achievements



David Lamming
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Plenary is committed to maintaining a respectful environment that values and celebrates workplace diversity and inclusion.

Attracting, retaining and developing the best infrastructure industry professionals is vital to our future success and we recognise that diversity and inclusion improve the performance of an organisation.

Our approach to workplace participation and diversity is underpinned by processes and policies that promote and support equal opportunity. This includes flexible working arrangements, gender-balanced recruitment practices, accessible resources and facilities, codes of conduct, access to leave and ongoing development and career progression opportunities and training. Further, 80% of our people have completed bias awareness and respect at work training modules.

Regular analysis and all-staff surveys help us to understand the diversity within our business and get an indication of how successful our diversity and inclusion initiatives have been. This data helps us understand the effectiveness of key initiatives and guides future updates to diversity and inclusion initiatives. We are committed to transparency and continued improvement, so the key outcomes from the surveys are shared with the business.

Diversity & Inclusion Committee

Our dedicated diversity and inclusion committee comprises of employees from across the business, acting as a conduit between staff and the senior leadership on all diversity and inclusion matters. The committee advocates on specific diversity and inclusion issues to help educate and promote awareness of these issues and to help foster a safe and welcoming environment, and one that celebrates all forms of diversity, be it gender, disability, LGBTIQ+, ethnic or cultural diversity.

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As part of the work of the diversity and inclusion committee, Plenary contributes to charitable initiatives like Early Bird Café, which provides hot breakfasts to over 31,000 people every year, and Dress for Success, which empowers women to achieve economic independence by providing a network of support, professional attire and development tools.

Gender equality strategy

We report on our gender equality annually to the Australian Workplace Gender Equality Agency and are a WGEA-certified Employer of Choice for Gender Equality 2022–2024. We have a dedicated gender equality strategy outlining six strategic objectives and the current and future actions we are committing to.

These actions target gender equality in leadership, a gender-balanced pipeline of talent, development programs in place to support building gender equality capability, and gender equality in the supply chain.

Reconciliation Action Plan journey

We have been on the formal Reconciliation Action Plan journey since 2020 and continue to provide a culturally safe environment to Aboriginal and Torres Strait Islander staff, consultants and partner organisations.

Plenary partnered with social enterprise Bandu on the company's inaugural First Nations internship program and in 2023, welcomed Kamilaroi woman Sarah Scott to the team.

Founded in 2022 by co-founders Edward Morgan and Wiradjuri man Aidan Porter, Bandu works to improve outcomes for First Nations students as they transition through education into the workplace. It supports culturally safe employment and workplace processes and offers a range of complementary training and support services for both interns and companies.

Plenary's internship program with Bandu forms a key part of Plenary's formal journey of reconciliation.

Additionally, Plenary continues to leverage its unique role in bringing together the public and private sectors to embed Aboriginal and Torres Strait Islander cultures, histories and communities into public infrastructure.

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Plenary is committed to embracing the principles of Designing with Country and respecting Aboriginal and Torres Strait Islander cultures and knowledges in the work that we do, particularly when it comes to design. Plenary has worked with leading Designing with Country consultants to ensure local voices and stories are reflected in the design for our recent projects such as New Footscray Hospital, Sydney Metro – Western Sydney Airport and precinct developments for higher education institutions.

We also recognise sustainable financing as a tool for driving positive change in the infrastructure industry. For our Sydney Metro – Western Sydney Airport project, we have arranged sustainability-linked loans, where the cost of the loan is linked to the project achieving and maintaining best-practice industry participation, Aboriginal and Torres Strait Islander representation, and environmentally sustainable outcomes.

International Women's Day



For this year's International Women's Day, we have invited Sydney-based gender equality advocate and diversity and inclusion leadership expert Sandra D'Souza to present to the business on how we can all inspire women into leadership roles and how companies can improve their gender diversity. We look forward to continually improving our efforts to create and maintain a diverse and inclusive workplace.

IPFA is committed to driving and supporting change with respect to Diversity, Equity and Inclusion (DEI) in the infrastructure and energy industry. In support of this we will be holding events, sharing thought leadership and conducting interviews with leading figures in our global network who are championing and taking action through DEI initiatives.