



Unconventional

## Unconventional Graduate Campaign

**Danielle Bond,**  
Global Head of Marketing & Communications

**aurecon**

# Overview

- Just as the industrial revolution disrupted the 'blue collar worker'; the digital revolution is disrupting the realm of the 'white collar' worker. Today, engineers and their design services are becoming increasingly commoditised – and firms need to find alternative ways to stand out from the crowd and compete.
- Aurecon used the *Aurecon Attributes* and its reputation as a diverse and global employer to differentiate itself from the competition to create the 'Unconventional graduate campaign'. The eight *Aurecon Attributes* are the outcome of a design thinking process which examined the characteristics and skills that are needed by engineers and advisors of the future. They were developed and tested with Aurecon clients, who agreed that these Attributes are what they expect from their partners.
- The campaign was supported by a broad range of Aurecon's emerging professionals, each individually aligned with one of the Attributes and with a unique and 'unconventional' story to tell.

# Aurecon Attributes



Bringing ideas  
to life

## Career fair banners

At career fairs around Australia and New Zealand vibrant 'unconventional' campaign banners were used.



**aurecon**

*Unconventional*

We believe it will take a diverse set of attributes and skills to compete in tomorrow's world.

We blend *what is* with *what might be* to create *what is possible*.

[aurecongroup.com](http://aurecongroup.com)

*Bringing ideas to life*

## Unconventional snapchat filters

Geo-located 'Unconventional' snapchat filters were deployed to University buildings where careers fairs were held. Graduates were able to apply the filters to their account and take 'selfies' with our recruiters.



Bringing ideas  
to life

## A5 information card

A handout card was created for graduates to learn more about Aurecon, the graduate programme, and the campaign.



Front of card

## A5 information card

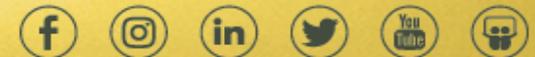
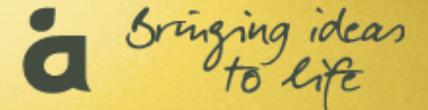
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### Where will you start?

Area of study	Aurecon Teams						
	Built Environment	Advisory	Energy & Resources		Infrastructure		
	Buildings	Advisory	Energy	Manufacturing, Oil & Gas, and Resources	Land Infrastructure	Transport	Water
Mechanical engineering	●		●	●		●	●
Electrical engineering	●		●	●			
Civil engineering			●	●	●	●	●
Structural engineering	●	●	●	●		●	
Chemical/process engineering				●			●
Geotechnical engineering						●	
Environmental engineering		●					
Planning		●					
Surveying					●		
Project management		●		●			

### Dates for your diary

	Australia	New Zealand	South Africa
<b>Graduate program applications</b>			
Open	27 February 2017	27 February 2017	1 February 2017
Close	28 May 2017	14 April 2017	31 May 2017
<b>Vacation student applications</b>			
Open	29 May 2017	8 May 2017	1 February 2017
Close	27 August 2017	30 July 2017	31 May 2017
<b>Bursary applications</b>			
Open	N/A	N/A	1 February 2017
Close	N/A	N/A	31 May 2017



To learn more about our graduate program, and find out your strongest Aurecon Attribute, scan the QR code



Bringing ideas to life

# Graduate websites

Job board advertisements and employer profile pages were placed on various graduate recruitment websites.

The screenshot shows the homepage of Graduate Opportunities (GO). At the top, there is a search bar for employers and social media links for Like and Follow. The main navigation includes Career Search, Dates and Info, Your Career, Graduate Stats & Salaries, Free Downloads, and University Profiles (GCR). A prominent banner advertises a 'Free 2017 Jobs Guide' and features a 'Featured Employer' section for Aurecon with the tagline 'Unconventional'. Below the banner, there are sections for 'Career Search' with filters for programs, locations, and degrees, and a 'Jobs Board' listing various internships like Business Administration, Culinary, and Flight Centre Retail Leadership. The footer includes logos for GCA (Graduate Careers Australia) and GCR (Graduate Careers Research), along with 'About Us', 'Find Us On' (Twitter, Facebook), 'About GradOPPS', and 'Advertise With Us' information.

The screenshot shows the Aurecon Opportunities page on the GradConnection website. The page features a large banner with a woman's face and the Aurecon logo. A sidebar on the left contains navigation links for Aurecon, including 'Available opportunities' (with a red notification badge), 'Our Sites', 'About Aurecon', 'Graduate programme', 'Graduate stories', 'Internship programme', 'Apply now', 'Advice', 'Videos', and 'Embracing Difference'. The main content area displays 'Aurecon Opportunities' with a 'Back to Job Search' button and states 'There is currently 1 opportunity available'. Below this, it provides details for the 'Aurecon 2018 Graduate Programme', including 'Job Location: Canberra, Sydney, Darwin...' and 'Degrees Targeted: Engineering, Engineering Chemical...'. A 'Closing in 14 days' indicator and a 'View Details' button are also present.

# Direct emails

A series of six targeted electronic direct mails (EDMs) were sent to graduate subscribers to Aurecon's and third party graduate recruitment websites. The EDM series aimed to answer important questions from graduates throughout the campaign, and share more information about working for Aurecon.



Hello, and welcome to 2017. We'd love to be part of your decision on where you would like to take your career.



### WHO ARE WE?

Aurecon is a global engineering and infrastructure advisory company, with an unconventional approach and a mix of people, projects and experience that will help you become future ready.

Last year, we won the Human Resources Institute's Inclusive Workplace Award. We then won the highest honour possible from peak body Engineers Australia – the Sir William Hudson Award.

The link between these two achievements is the innovation that comes from **diversity and inclusion**. By harnessing the creativity of a cross disciplinary and cross culturally diverse workforce we maintain a competitive advantage.

See how we celebrated our award wins



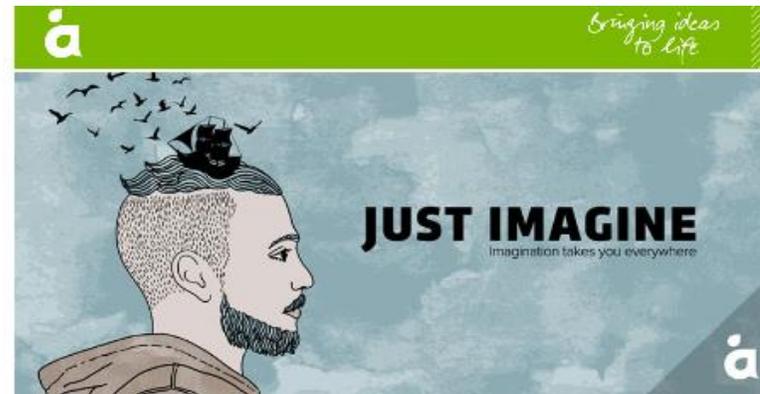
### WHY JOIN US?

We are looking for graduates with the attributes and skills necessary to compete in tomorrow's world.

Are you inquisitive – fearless – engaging – resourceful – co-creative – commercial – a sense maker or an unconventional thinker?

These attributes are what we look for, it's how we develop our people, and it's how we stand out from the crowd.

Learn about the Aurecon Attributes

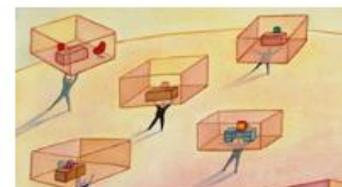


Hello,

It is almost March and you are probably starting to think about who you would like to work for, and what it will really be like to enter the workforce fulltime.

We know from experience that some of the greatest ideas and thinking have come from graduates just like yourself. Many of our leaders were recruited as graduates and are now leading projects around the world.

On our [Just Imagine blog](#) our people explore ideas that are probable, possible and remotely plausible. Forward thinking, imaginative and innovative, our people's thinking and stories are everything but ordinary. Take a glimpse into the future, and explore some of the thinking in the posts below that relates to you as a graduate engineer or advisor.



### ARE WE THE LAST GENERATION TO NEED AN OFFICE?

Today's workforce could be the generation that pioneer 'bleisure' – a combination of business and leisure which irrevocably blurs the lines between home and work life, and if that happens, then what happens to the office as we currently know it?

Read the full article



### SHOULD WE TRUST ENGINEERS TO DESIGN INFRASTRUCTURE?

Engineers have traditionally played the role of project designer, engaging the community for feedback and endorsement only.

What would happen if we put the power of design in the hands of the end user – the community?

Read the full article

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Hello,

Applications are open for the Aurecon Graduate programme! Here's how our recruitment process works, and how you can maximise your chances for success.



### OUR RECRUITMENT PROCESS

We know it's a busy time for you and that applying for a graduate position can be stressful. So we make the process as simple as possible.

To check out our five stage recruitment process, click [here](#).

We'll keep in touch with you at every stage of the procedure, so you'll know the status of your application.

If you have any queries about your application, touch base with us on our [Facebook page](#).

[Learn more about our recruitment process](#)



### THE AURECON ATTRIBUTES

Experience and achievements aren't the only thing we look for in graduates, we also want you to be a good fit in the Aurecon team.

Are you inquisitive - fearless - engaging - resourceful - co-creative - commercial - a sense maker or an unconventional thinker?

We believe the best teams cover all these attributes, and we take this into account when recruiting graduates. We'd like you to think about what your strongest attribute might be, and it's a good idea to be ready to discuss it with our recruiters.

[Take the Aurecon Attributes quiz](#)



### What's in it for me?

Hello,

You're asking that question right? Well, now that applications for our graduate positions are open, we'd like to tell you a bit more about what you can expect as a graduate at Aurecon.



### UNCONVENTIONAL GRADUATE PROGRAMME

We've moved the [development we offer our graduates](#), away from the formal, structured graduate programmes you'll find elsewhere, and instead provide you with opportunities that will build the skills and knowledge to truly become ['future ready'](#).

Right off the bat, you will be working with individuals at all levels of our organisation on [challenging, innovative and ground-breaking projects](#). You'll also be able to learn from a diverse group of people spread across the numerous geographies in which we work.



### CAREER DEVELOPMENT TO BE FUTURE READY

Are you inquisitive - fearless - engaging - resourceful - co-creative - commercial - a sense maker or an unconventional thinker?

These are the attributes we look for when recruiting, and developing, our graduates. Don't worry, you don't need to have all of them, but we believe that the best teams cover them all.

We work with you to identify which attributes are your strongest, and develop them throughout your career. To familiarise yourself with the attributes, and get an indication of which is your strongest, take our fun, informative quiz below.

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Hello,

If you asked our grads what their favourite thing about working at Aurecon was, many would undoubtedly say it's the [exciting and challenging projects](#) we bring to life. The talent of our teams, our geographic footprint and our reputation for excellence empower us to win interesting and challenging work.

To give you an idea of what you could be working on as a graduate at Aurecon, we've outlined a few exemplary projects below.



WEMBLEY STADIUM

Originally developed as the main attraction of the 1924 British Empire Exhibition, [Wembley Stadium was reimagined](#) with a spectacular 315-metre arch replacing the iconic twin towers of the former stadium. Aurecon was engaged to undertake the structural engineering of the arch, and the stadium's new roof.

Designing the successor to the legendary home of football called for great sensitivity and the most advanced engineering concepts. Aurecon pioneered the use of BIM technology to visualise and document the roof and arch design.

The stadium was successfully opened in March 2007 giving football a renewed world-class home in London, with the added flexibility to host concerts and other major sporting events.

eDM 5



Hello,

Are you inquisitive - fearless - engaging - resourceful - co-creative - commercial - a sense maker or an unconventional thinker?

These are the attributes we look for, it's how we develop our people, and it's how we stand out from the crowd. Don't worry, you don't need all of them, but we believe the best teams cover them all.

The Aurecon attributes are the outcome of [design innovation processes](#) which examined the characteristics and skills that would be needed by [employees of the future](#). We engaged extensively with our clients, who agreed that these attributes are what they expect from their partners.

We invited grads to take our [fun, informative quiz](#) to identify their strongest attribute and [upload a photo with their result to our gallery](#). We were overwhelmed by the number of fantastic responses.

Check out our video to see if your submission was included!



eDM 6

## YouTube video series

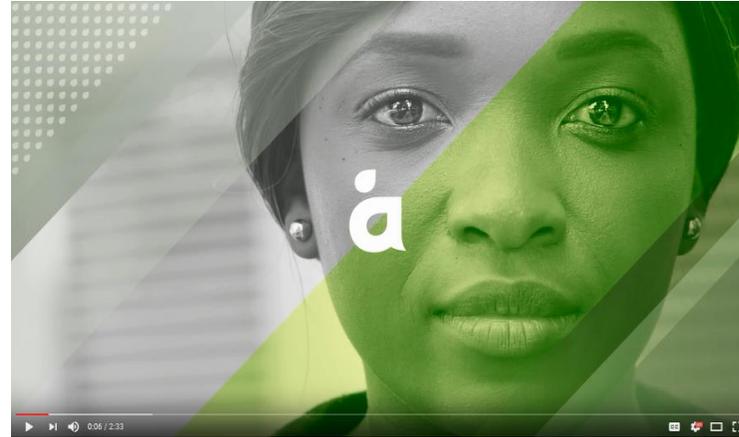
A series of videos, each featuring a graduate employed at Aurecon, their strongest Aurecon Attribute, projects and experience of working at Aurecon were created. The videos were uploaded to the Aurecon YouTube account, shared on social media, used in EDMs, and added to the third party graduate websites. Video was considered an important part of the campaign to engage graduates through story-telling.



*Videos continued. Click on the icons to be taken to each video.*

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*Videos continued. Click on the icons to be taken to each video.*

Bringing ideas to life

# Media coverage

Aurecon's public relations and media strategy successfully targeted quality editorial in Australia's leading press – achieving coverage in national, regional and local newspapers and magazines.

*Australian Financial Review, Top 100 Graduate Employers publication, 13 February 2017*

## ENGINEERING AND RESOURCES



# Engineering the best chance of success

Applicants who are resourceful, inquisitive and fearless make the cut.

Ruth Callaghan

If there is a group of graduates for whom the world is full of possibility, it is the engineers. With about 20,000 new engineering graduates completing degrees each year, they offer skills sought by just about every conceivable employer, potentially making it harder for smaller engineering firms to secure their slice of talent.

But for the majors in the infrastructure sector, name recognition and the lure of some of the most significant projects in the world are enough to entice plenty of talented engineering grads into a traditional career.

"While the competition for STEM students has certainly grown and gone into other industries, across our Australian and New Zealand business we still get about 4000 applications a year for about 95 or 100 graduate positions," Aurecon Chief People Officer Liam Hayes says.

"We feel as one of the largest employers in the infrastructure and property sector that we are getting our unfair share of the top talent and graduates coming through.

"People who apply to work at Aurecon have a certain passion and that comes through in our business."

Hayes says Aurecon can offer graduates a range of opportunities they might struggle to get out of the sector, including working on globally important or community-changing projects.

While Aurecon has tended to recruit from the core engineering disciplines, it is also looking at double-degree graduates, particularly those who can offer new skills to the business in design or business acumen.

"We still employ graduates in the fields that we have always employed, whether it be structural engineering, civil or mechanical, but we are starting to shift to graduates who have double degrees: engineering and commerce or engineering and architecture," Hayes says.

"They are important to us to start to build out the different skill set within the business to service our client needs.

"Part of that is tied to our growth in our advisory practice and that means we are looking for different skill sets to come into that business."

Aurecon has also spoken to its clients to gauge the kinds of skills they will expect from Aurecon employees in the future, developing a wishlist of attributes that includes being resourceful, inquisitive, fearless and a 'sense maker'.

"Out of those interviews we developed



### Engineering and Resources Employer Award

Sponsored by Readygrad

#### Finalists

- Shell
- AECOM
- Aurecon
- Broadspectrum
- BHP Billiton
- Woodside
- Rio Tinto
- CIMIC Group
- Orica



## TOP 100 GRADUATE EMPLOYERS 2017

eight future-focused Aurecon attributes," Hayes says.

"We don't expect people to have all eight of them, but we expect our teams when they are assembled to have all eight and for people to be particularly strong in one or two."

Fellow infrastructure giant AECOM is also spoilt for choice, with about 5000 applicants competing for 170 positions this year – taking just the top 3 per cent of candidates.

In 2017, more than 40 per cent of the intake is female, with the total cohort including 47 civil and structural engineers, 21 mechanical engineers, 18 graduates from environmental or earth sciences and the rest made up from other disciplines.

It is a big cohort, with graduates now representing about 5 per cent of AECOM's Australian employees, says Annika Wilson, Manager of AECOM Graduate Recruitment Australia & New Zealand.

"We are really excited by that intake rise this year," she says.

"One of the major benefits of having graduates is that they come in with fresh ideas, challenging some of the ways things have been done in a positive way, and then getting better solutions into the business. It keeps us at the forefront and ensures we are not getting complacent."



Katelyn Richter is a graduate transport engineer with AECOM.

#### CASE STUDY:

Apply widely to improve your chances of recruitment success.

#### Katelyn Richter

Katelyn Richter had her eye on AECOM as one of her target employers when she began the hunt for a graduate engineering position, but decided to develop her employability skills by applying widely.

"I knew I wanted to work in an engineering firm with a lot of opportunity, which would help me with the way I want to learn," says Richter, who graduated with a Bachelor in Civil Engineering from Monash University last July.

"I had some main targets I was interested in, but applying to a range of people meant

I got to try a lot of recruitment processes and learnt how to handle different questions, get through assessment centres and online assessments. Knowing how to get through the process meant I could show the best side of myself."

Now working for AECOM as a graduate transport engineer in the company's planning and advisory team in Melbourne, she is able to explore her interest in developing better transport systems.

"One of the big projects I have been working on in the last few months has been the removal of level crossings across Victoria and it has been fantastic to look at what can be done in terms of pedestrians, cyclists, vehicles and public transport," she says.

"I chose civil engineering because I wanted to be part of improving a city, not just a company or a team. My role can be about improving roads, improving transport, reducing congestion and making things better."

**We believe it will take a diverse set of attributes and skills to compete in tomorrow's world.**

Are you inquisitive - fearless - engaging - resourceful - co-creative - commercial - a sense maker or an unconventional thinker?

These are the attributes we look for. They are how we develop our people and how we stand out from the crowd.

Aurecon is a global engineering and infrastructure advisory company.

WWW.AURECONGROUP.COM/GRADUATES

Facebook, Instagram, LinkedIn, Twitter, YouTube, RSS icons.

**aurecon**  
Bringing ideas to life

ENGINEERING

# BUILD A BRIGHT FUTURE

## Media coverage

Aurecon's public relations and media strategy successfully targeted quality editorial in Australia's leading press – achieving coverage in national, regional and local newspapers and magazines.

Adelaide Advertiser,  
13 May 2017

**E**NGINEERING students in their final year of university are encouraged to apply for graduate programs now, as companies already are hiring for 2018 intakes.

Employment Department projections for 2015 to 2020 forecast most streams of engineering will experience employment growth.

For example, an extra 4200 civil engineers and 1100 electrical engineers are expected to be needed.

Employers such as GHD, AECOM and Aurecon are currently hiring graduate engineers, particularly searching for candidates with strong grades, enthusiasm and passion.

Global engineering and advisory firm Aurecon is recruiting seven graduates in South Australia as part of its annual graduate recruitment program.

It is seeking graduates from the mechanical, electrical, civil, structural, chemical/process, environmental and geotechnical engineering streams, as well as graduates with project management, surveying and planning degrees.

Aurecon regional director Neil Barr says the program not only focuses on candidate capabilities but allows graduates to specialise early on. "Our graduate program offers those seeking employment the opportunity to play to their strengths and fast-track their career by offering specialised work at the outset," Barr says.

Aurecon has refined its recruitment process to seek eight specific skills: sense-making, commercial thinking, resourcefulness, inquisitiveness, the ability to be engaging as well as co-creative, fearlessness and unconventional thinking.

"The engineers of the future will no longer rely on past experience or engineering templates to solve prob-

lems; they will be able to bring trans-disciplinary skills to problem finding and problem solving," Barr says.

South Australian civil engineer Pranita Panicker has worked on the Adelaide Festival Centre Precinct Upgrade – Northern Promenade Works project as well as projects for the Australian Government in her role with Aurecon.

She says the engineering industry is great for females and males with passion, creativity, and an interest in innovation and problem solving. APPLICATIONS FOR AURECON'S GRADUATE PROGRAM ARE OPEN UNTIL MAY 28. VISIT [AURECONGROUP.COM/GRADUATES](http://AURECONGROUP.COM/GRADUATES)



PROJECTS: Civil engineer Pranita Panicker. Picture: NAOMI JELICOE

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*Australian Financial Review, 13  
February 2017*

# Real-world plan gets graduates to work

.....  
**Tim Dodd**

When entrepreneur Martin Astbury was hired as a graduate recruit at National Australia Bank two years ago, he soon realised that although he and his group of 80 trainees may have excelled at university, they lacked key skills for the world of work.

"It was quite bizarre because we were the 80 people from thousands of applicants who made it through to the final stage. But even we weren't practically equipped for the real world," he said.

Now, as the long slide in graduate employment since the global financial crisis is at last turning around, universities, employers and even entrepreneurs such as Mr Astbury are looking for new ways to make graduates more prepared for the jobs they are going to move into.

Over the last two years the job situation for graduates has been encouraging. After a low of 68.1 per cent in 2014 the employment rate for graduates has now risen two years in a row and is now at 70.9 per cent.

But this masks the major drop in graduate employment since 2008 (just before the GFC) when it stood at 85.2 per cent. (The rate measures the proportion of bachelor degree graduates who are available for full-time work who have a full-time job four months after completing their course.)

There has been a long-term fall in the readiness of employers to hire graduates and Mr Astbury's experience at NAB motivated him to find ways to make them more employable.

Mr Astbury and business partner Leo Walton decided to form a start-up, Prevyou (pronounced "preview"), to

tackle the problem. Backed by EduGrowth, a new accelerator funded by a group of universities and education company Navitas, they are developing online tools students can use to learn soft skills and apply them in workplace settings. Students will be able to learn basic skills such as how to act in the office, how to conduct a meeting, how to reply to an email and how to communicate with your boss.

They are also tackling the biggest problem students have in getting practical work experience – finding some-

one to hire them. Employers say they would like to hire an intern but they don't want to spend too much time structuring a program or managing

them, Mr Astbury said.

"So we've taken the hard work away from them by creating a completely structured internship program on our platform," he said.

He said the student will go to a company and say: "I'm going to do this digital marketing project. Here are the outcomes, you don't have to do any work managing me. "But by the end of these two weeks you're going to have this report about your digital marketing and how its performing. I'm going to get work experience out of it plus learn a lot about digital marketing."

The University of Melbourne academic David Austin is launching a program this year which will give 400 engineering students experience in solving real problems in real life firms.

He said graduates were very good at "solving specific problems in a limited domain with a pre-determined answer". But Associate Professor Austin said he often gets feedback from employers saying they are not good at innovating or working in teams.

The students will do a subject called Creative Innovative Engineering which involves working in teams of five with each team spending three hours a week working on a employer's project with a mentor from the company.

Engineering firm Aurecon is one of those joining the program and will work on projects with two of the teams of five. Aurecon's chief people officer Liam Hayes said: "It's hugely important to be able to turn theory into how you apply it in your everyday role."

.....  
» Top 100 graduate employers | Magazine

## Future leaders shine across all sectors

The 2017 Top 100 Future Leaders awards, supported by *The Australian Financial Review*, selected the cream of the current crop of university students who proved their mettle in a selection process that mirrored the way major companies choose graduate trainees.

The winners in each sector are:  
**Ashurst Law Award:** Jasmin

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*Courier Mail, 20 May 2017*

# TIME'S TICKING FOR ENGINEERING GRADS

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Employment Department projections for 2015 to 2020 forecast most streams of engineering will experience employment growth.

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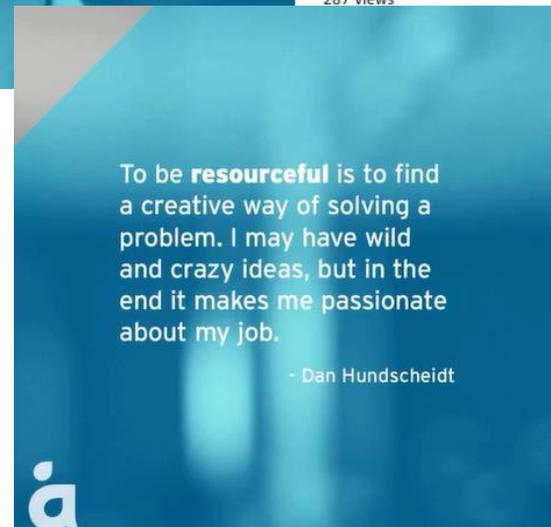
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Aurecon regional director for South East Queensland Neil Barr says the program not only focuses on candidate capabilities such as teamwork and analytical, technical and communication skills but allows graduates to specialise early on. "Our graduate program offers those seeking employment the opportunity to play to their strengths," he says.

**APPLICATIONS FOR AURECON'S GRADUATE PROGRAM ARE OPEN UNTIL MAY 28. VISIT [AURECON-GROUP.COM/GRADUATES](http://AURECON-GROUP.COM/GRADUATES)**

## Social media

A considered social media plan for LinkedIn, Twitter, Facebook and Instagram was developed to communicate important content. Aurecon's project team engaged audiences through posting YouTube videos created about graduates, branded 'boomerang videos', and dynamic GIFs (as seen adjacent) and relevant photos.



## Social media

Live 'questions and answer' sessions with our recruiters helped place key messages into the news feeds of interested students.

 **Aurecon**  
May 3 at 10:59am · 🌐

Are you curious about our graduate programme? Steve is online for the next 3 hours to answer any questions you post in the comments section below. GO!

Apply to our graduate programme at <https://goo.gl/UwiDJl>.  
#graduates #careers #engineering #STEM #futureready



 Like    Comment    Share

  You and 51 others   Chronological

2 shares

[View 24 more comments](#)

 **Aurecon**  
March 23 · 🌐

Do you have a burning question about being a graduate at Aurecon? Sean is online now and will answer questions you post in the comments for the next 3 hours. GO!

To apply for our graduate programme, visit <https://goo.gl/R4cp9a>.



 Wow    Comment    Share

   You and 38 others   Chronological

1 share

[View 9 more comments](#)

Bringing ideas  
to life

## Aurecon website graduate pages

The content on the graduate pages of the Aurecon website was reformulated to better communicate key messages, reduce the number of clicks required and better align it with what graduates want. An Aurecon Attribute Quiz was created with more than 6,000 individuals completing it to identify their strongest attribute. An additional 500 graduates shared their photo and strongest attribute on a dedicated web page.

The screenshot displays the Aurecon website's layout. At the top, the Aurecon logo is on the left, and navigation links for 'Thinking', 'Expertise', 'News', and 'Projects' are on the right. Below the navigation, there are three main content blocks:

- Thinking >**: A section featuring a woman's profile with the text 'Bringing ideas to life' and 'Consulting engineers who bring ideas to life >'. Next to it is a 'Thinking >' block with an image of a highway interchange and the text 'Smart transport modelling essential to... >'. To the right is 'Our Blog: Just Imagine >' with an illustration of a person on a tightrope and the text 'Is the bureaucracy of democracy bogging down... >'.
- GRADUATES**: A blue banner with the text 'Do you have the attributes and skills necessary to compete in tomorrow's world? Find out your Aurecon Attribute, and apply for our graduate positions. More information >'. Below this are three portraits of graduates with their attributes: 'Co-operative', 'Inquisitive', and 'Teamwork'.
- Expertise >**: A section with five circular icons representing different areas: 'Asset management' (gears), 'Bridges & civil structures' (bridge), 'Building design' (skyscraper), 'Bulk transport' (ship), and 'Bulk water' (water tap). Below these icons are four dots indicating a carousel.
- News >**: A block with an aerial view of solar panels and the text 'Aurecon helps transform Australia's energy... >'.
- About >**: A green section with the text 'Aurecon brings ideas to life to design a better future. Imagining what is possible, we turn problems into solutions.' It includes two sub-sections: 'Health & Safety' with a photo of people and the text 'Stay safe... Why? Because people depend on you', and 'Sustainability' with a photo of a meerkat and the text 'A vibrant and sustainable future is not an impossible dream'.