



Progress Report 2018

MALE CHAMPIONS OF CHANGE 
CONSULT AUSTRALIA

CONSULT AUSTRALIA MALE CHAMPIONS OF CHANGE 2018



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Consult Australia Male Champions of Change (CAMCC) is a network of 14 Chief Executives and Managing Directors working collaboratively to increase the representation and influence of women within our firms and across the Built Environment. We hold ourselves and each other to account through a rigorous, measurable best practice approach.

CAMCC is a member of The Male Champions of Change, a coalition of CEOs, secretaries of government departments, non-executive directors and community leaders. The Male Champions of Change believe gender equality is one of the nation's most significant societal and economic issues. Established in 2010, by then Australian Sex Discrimination Commissioner Elizabeth Broderick, our mission is to step up beside women to help achieve a significant and sustainable increase in the representation of women in leadership. For more information www.malechampionsofchange.com

ADVANCING WOMEN IN THE BUILT ENVIRONMENT

We are leaders representing 14 firms in the Built Environment who have come together to accelerate gender equality and the influence of women in our industry.

We lead change within our organisations through a broad range of local and global best practice initiatives (see pages 8-10).

Collectively we are working on four key focus areas that are particularly relevant to our industry and essential to long-term success:

- Sponsoring Women to Leadership
- Engaging Men in Co-Creating Inclusive Workplaces
- Attracting Women to STEM (Increasing the Pipeline)
- Establishing Quantitative Targets and Accountability Measures (Targets with Teeth)

Our 2018 Progress Report describes the outcomes that have been achieved this year as well as the next steps we are taking.

We acknowledge our 19,000 plus employees and their families, our customers, suppliers and communities whose stories make what we are doing meaningful.



The actions and initiatives detailed in this report represent a profound shift in the mindset of the CAMCC leaders and the organisations they head. We have moved from words to demonstrable action, breaking down cultural and systemic barriers to the participation and promotion of women. It is truly an honour to work with such a dedicated group.

Megan Motto
Convenor, Consult Australia Male Champions of Change, CEO,
Consult Australia

ACTION GROUPS

1. Sponsoring Women for Accelerated Success

Objective:

Whilst women represent half the Australian workforce, they comprise only 29% of key management personnel (WGEA 2018) and only 19.4% across the Consult Australia Male Champions network. Recognising the benefit of diversity in leadership, a group of Champions identified accelerating the advancement of women as a key priority in their firms.

Action:

- AECOM, GHD and Jacobs engaged outside expertise to develop a pilot sponsorship program to increase the proportion of women promoted and retained, and to cultivate a culture of sponsorship for all talent.
- Each firm committed three sponsorship pairs to the pilot program—three Sponsors (one CEO + two executive level leaders) and three Sponsees (identified as high potential senior females).
- Participants engaged in a 12-month program including 24-weekly modules of curated learning content and reflective activities designed to build empathy and understanding between the Sponsor and Sponsee, and provide a platform for high quality discussions to activate the role of the Sponsor and progress the career path of the Sponsee.
- The program design specifically addressed the challenges and barriers impacting women in a male dominated industry, as opposed to ‘fixing women’.

Next Steps:

Based on learnings from Pilot Project, create a formal sponsorship program in participating firms.

Outcomes:

- 89% of women participants said the program gave them more confidence to apply for a more senior role.
- 78% of women participants said the program ‘de-mystified’ what senior leaders do in their organisation and they felt more likely to put their hand up for the job if the opportunity arose.
- 80% of sponsors said the program gave them a clear vision of the gender equality legacy they want to leave in their organisation.



Since introducing bold gender balance interventions, including Women in Leadership targets, tangible pay equity actions and the CAMCC Sponsorship Program for our emerging women leaders, we have made steady progress in strengthening our executive level representation of women in leadership roles at Jacobs and in the industry. I look forward to progressing the local gender balance priorities with our CAMCC peers to advance and advocate for more women in leadership and STEM overall in Australia.”

Patrick Hill
Senior VP & GM Asia Pacific & Middle East Buildings & Infrastructure
Jacobs

2. Creating Inclusive Cultures: Authentically Engaging Men

Objective:

Creating an inclusive culture requires the support and understanding of all, starting with senior leaders and managers. The CEOs of Arcadis, Arup, Douglas Partners, Northrop and SMEC identified engaging male leaders as a crucial piece in progressing equality in their firms.

Action:

- Rather than a top-down, mandated approach, the Champions engaged outside expertise to design a strategy to involve men in co-creating solutions.
- The Champions hosted half-day workshops in their respective firms where they shared their professional and personal reasons for prioritising gender equality;
- Senior leaders and managers:
 - explored the cultural and systemic barriers holding women back;
 - considered the sources of limiting beliefs regarding the role of men and women; and
 - contributed actionable solutions to creating fair and equitable workplaces.
- Following the workshop, the Champions hosted quarterly follow-up sessions to track progress and provide ongoing support.

Next Steps:

Arup, Douglas Partners, Northrop and SMEC to complete the Engaging Men program, hosting follow-up sessions to provide ongoing support and track progress.

Outcomes:

- Participants reported a deeper appreciation of, and personal commitment to supporting diversity initiatives including: recruitment and promotion targets, unconscious bias training, flexible work options and pay gap audits.
- There was an increase in manager-to-manager peer support to tackle prevalent challenges such as everyday sexism, recruitment of female candidates in a limited STEM pipeline; and addressing the stigma of men working flexibly or accessing primary carer leave.
- Arcadis, the first firm to complete the 12-month program, increased the representation of women across its workforce by 5% during that period.



I'm most proud of the changes I've seen from our male managers this year following their participation in the Co-Creating Inclusive Cultures: Engaging Men workshops. The changes these managers apply, both in thought and action as a result of a greater understanding of when biases may be inadvertently playing out, have been many and positive.

Alongside this progress, I acknowledge there is more we need to do to achieve lasting change. I'm committed to working across all levels of our business to create an inclusive, diverse and equitable workplace culture at SMEC.

James Phillis
CEO
SMEC

3. Attracting Women to STEM: Increasing the Pipeline

Objective:

Review firm, industry, community and government initiatives to increase the proportion of women pursuing STEM careers with a view to identifying opportunities for collaboration and greater impact.

Action:

- Consult Australia is currently conducting a review of CAMCC firm initiatives to attract young women to STEM, from tertiary scholarship and internship programs, to financial and volunteer support of community organisations and primary and secondary schools.
- Consult Australia contributed to the [Australian Department of Industry, Innovation and Science consultation on Women in STEM Strategy July 2018](#).

Next Steps:

- Explore opportunities for cross-firm, industry, community and government collaboration.
- Review best practice approaches in and outside the sector at local and global level
- Create a knowledge hub to expand industry impact.
- Produce a video on the value of diversity in partnership with the Warren Centre for Advanced Engineering.



We recognise that careers are no longer linear and returning to the workforce after a long break can be a challenging and intimidating process.

Our Career Relaunch is a first of its kind program in the engineering, architecture and environmental industry, offering a 10-week paid work placement with the opportunity for ongoing employment.

Phil Duthie
General Manager – Australia
GHD



In the last 12 months we have seen an increase in 5% in female representation across all employees. While numbers like this are pleasing, the journey has really just begun. We still have challenging targets to meet and we also need to turn our hearts and minds to creating an inclusive culture...because in the end it is no good having diversity without inclusivity.

Greg Steele
CEO Australia Pacific
Arcadis

4. Measurement and Accountability (Targets with Teeth)

Objective:

In line with the [Male Champions of Change Guiding Principles](#), a rigorous Critical Success Factor Framework (pages 12-13) and global best practice, Consult Australia Male Champions are committed to measuring progress in creating gender diverse and inclusive workplaces and holding all stakeholders to account.

Action:

A working committee comprised of Arcadis, Aurecon and SMEC determined that certain conditions ought to be in place to ensure full support for targets throughout the organisation. These include:

- CEO, senior leadership team and Diversity and Inclusion committee members who:
 - clearly articulate the business case for diversity and their professional and personal reasons for supporting it.
 - understand the challenges to gender diversity and best practice initiatives, including measurable targets, to overcome them.
- Quantitative and qualitative data to identify 'pain' points (where are we losing female talent and why) and initiatives to overcome e.g. Sponsorship.
- Interventions to overcome systemic and cultural barriers (including but not limited to Unconscious Bias training; scholarships; Flexible Work Options; Shared Care Parental Leave and advocacy to increase the Women in STEM pipeline).
- Marketing and Communications campaigns to embed messages internally and externally.

Next Steps:

To date, eight of 14 CAMCC firms have quantitative measures in place (see Table 1). The remaining firms are committed to introducing the conditions necessary to support targets over the next 12 months.

Table 1: CAMCC Firm Targets

Organisation	All workforce		Executive team		Senior and middle management		Graduates	
	Target	By	Target	By	Target	By	Target	By
AECOM	40%	2022	25%	2020	25%	2020	50%	2017
Arcadis	40%	2020	40%	2020	30%	2020	50%	2020
Arup	40%	2020			25%	2020	50%	No date
Aurecon	35%	2021			30%	2020	50%	2020
GHD	40%	2020	25%	2020	25%	2020	50%	2020
Jacobs			28%	2022	28%	2022	50%± 5%	2022
Northrop	30%	2023	20%	2023	25%	2023	25%	2023
SMEC	27%	2019	11%	2021	15%	2021	35%	2021

KEY ACHIEVEMENTS

Organisation	Progress/Outcomes
	<ul style="list-style-type: none"> • Increased the range of FlexWorks options, introducing Term Time Employment and a FlexDay program, AECOM’s condensed 19-day work month flexible work option. • Achieved a 50/50 gender split among the 365 graduates recruited into the ANZ business over the past two years, and currently tracking well to achieve a similar 50/50 split for the 2019 intake. • Increased the number of partners taking 12 weeks of paid leave through extending the window when paid primary carer’s leave can be taken—allowing it prior to the child turning one—with 30 per cent of all paid parental leave taken in the past six months taken by male employees.
	<ul style="list-style-type: none"> • Hosted female STEM students and teachers from local high schools to work on collaborative, critical thinking and problem-solving activities with the Women@Arcadis group to inspire this group of future talent for our industry. • Doubled the number of males accessing primary carer parental leave in the past 12 months. • Engaged external Diversity and Inclusion consultancy to collect insights and perceptions from employees regarding gender diversity in the firm. These insights will inform the strategy and goals for 2018-2020. • Received recognition as an Employer of Choice for Gender Equality by WGEA.
	<ul style="list-style-type: none"> • Achieved 2020 goal for Women in Leadership roles ahead of schedule, exceeding 25% in Australia in March 2018. Now revising 2020 goals. • Commenced Creating Inclusive Cultures: Engaging Men program with active participation across the majority of male leadership. • For the first time in Australia, more than half of Arup’s graduates recruited are women. Arup currently offers a Women in Engineering Scholarship at UNSW, has members of staff mentor undergraduate female engineers and works with Power of Engineering to encourage Year 9 girls to consider engineering careers. • Commitment to pay equity continues with the 2018 regional salary review further closing the gender pay gap through enhanced real time analysis and decision-making tools and reviewing equity of pay decisions based on work pattern (full and part-time).
	<ul style="list-style-type: none"> • Surpassed 30% female representation across workforce target, and achieved close to 44% gender representation in new hires for the WGEA reporting year. • Delivered a leadership-led inclusive leadership training experience to line managers to support inclusive leaders to nurture diverse teams. • Maintained the Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality citation for a second year, which included further embedding Aurecon’s all positions flexible working platform Yes Flex. • Embedded Shared Care parental practices supporting men as paid primary carers (either on a full-time basis or combining work and caring responsibilities), and provided 150% salary for returning parents if their non-Aurecon partner does not receive paid parental leave.



- Established a Global Diversity & Inclusion (D&I) Steering Group in April 2017 (which includes the Australia Managing Director and Implementation Lead) and formalised a D&I Strategy & Statement of Intent which have been shared with all Beca employees globally. Provided Unconscious Bias and Inclusive Leadership development to the executive leadership team and over 250 leaders at Beca's 2018 Leadership Conference.
- Increased women in senior leadership positions by 50%, from 26.9 to 32.4% over a twelve-month period.
- Introduced an enhanced paid parental leave policy which increases paid leave for primary carers from six to 12 weeks and provides two weeks paid leave for partners.
- Provided all managers / leadership groups with Equal Employment Opportunity & Respectful Behaviours development through facilitated workshops. All employees are required to complete this development through online learning modules.



- Successful Calibre Group IWD campaign including video series featuring senior leaders from across the business promoting the importance of Gender Diversity.
- Increased female representation in management positions from 10% to 19%.
- Increased female representation in the workforce from 12% to 17%.
- Increased graduate female representation from 22% to 26%.



- Engaging men program rolled out to include all male mid-management with quarterly follow up of implementation progress. Women in consulting workshops held in conjunction to explore barriers and enablers to feed into continual improvement of strategies.
- Adjustment of recruitment and promotion processes to reduce bias including diversity requirements for shortlists, interview and assessment panels. Initial results indicate improved diversity outcomes.
- Formation of diversity committee to consider key diversity and inclusion themes, with initial work focused on providing recommendations for implementation of paid parental leave.



- Increased women in senior leadership positions by almost one third over a twelve month period, over half way to the 2020 target of 25%. Women already comprise 36% and 44% of the Australian Leadership Team and Board respectively.
- Created a Career Relaunch Program, providing a 10-week paid flexible program for professionals who have taken a career break for at least two years. The program was trialled in 2017 attracting more than 350 applicants. Eleven people were offered placements and all were subsequently offered ongoing roles at the company.
- Conducted annual pay equity audit (with a particular focus on women working part-time and returning from parental leave), and introduced changes to policies for income protection insurance and superannuation payments in relation to parental leave.



- Increased overall Women in Leadership representation by 2% each year for last 3 years – from 15 % to 19%. In the past two years, half of the Profit and Loss (P&L) executive leadership appointments have been filled by women.
- Inclusion & Diversity established as the number one culture priority for the global business of approximately 80,000 employees. Values now include explicit reference to inclusion and diversity and Jacobs' Culture of Caring – encompassing not only safety, but inclusion and wellbeing too.
- Earned Flex Able certification from Work 180—acknowledging continued efforts to promote flexible working arrangements for both men and women, with or without caring responsibilities, and maintained WGEA Employer of Choice accreditation.
- Successful collaboration with industry peers on the pilot CAMCC Sponsorship Program for emerging women leaders—with great outcomes including fostering a culture of proactive sponsorship of women in Jacobs, and the progression of all of the pilot program participants.

	<ul style="list-style-type: none"> • Implemented an improved and gender-neutral global Parental Leave Policy including paid secondary carers leave and introduced a transition support program to assist the change to and from primary carers leave. • Introduced a new “If not, why not” Flex Program, giving employees a meaningful level of control over when, where and how work is accomplished. • Rolled out unconscious bias e-learning to all staff to deepen their understanding of unconscious biases; what they are, how they influence behaviour and actions employees can take to help counter bias in their work environment. • Continued delivery of the annual INWED campaign, featuring 28 women across four countries. Delivered regional one-day STEM workshops aimed at the next generation of girls from pre-school to tertiary years. This also included a social media campaign across LinkedIn, Twitter and Facebook.
	<ul style="list-style-type: none"> • Diversity and Inclusion Strategy is now in place, with the implementation of key objectives underway in three key focus areas: Inclusive Language and Behaviour, Flexible Work Arrangements and Increasing Women in Leadership Roles. • Undertook both Women and Engaging Men workshops, to provide a forum for raising awareness of the issues, barriers and enablers for women, with the aim of co-creating solutions. • Introduced female representation targets.
	<ul style="list-style-type: none"> • Finalised Diversity and Inclusion policies, procedures and strategy and implemented an internal committee for monitoring. • Developed new programs with Monte Sant’ Angelo College (including a proposed career fair in September) as part of an ongoing commitment with Women in STEM. • Commenced assessment with White Ribbon to become an accredited workplace.
	<ul style="list-style-type: none"> • Established a Diversity and Inclusion Committee, chaired by the Managing Director, to help set direction and facilitate progress. • Undertook staff survey regarding Flex Work (92% of respondents reported they have access to flexible work arrangements to help them manage their non-work responsibilities). • Completed a gender pay gap analysis and committed to addressing gaps as part of year-end salary review. • Committed to working towards WGEA Employer of Choice Certification by February 2020.
	<ul style="list-style-type: none"> • Established an ANZ Inclusion and Diversity Committee, conducted an Australia-wide gender diversity survey and hosted focus groups to assess and invite input on our Gender Diversity action plan. • Introduced 14-week paid primary carers leave and conducted gender pay equity audit. • Commenced ‘Co-Creating Inclusive Cultures: Authentically Engaging Men’ program for middle managers, hosting workshops in Sydney and Melbourne. • Achieved target of 30% female representation in Leadership and Management programs and 50/50 split with Undergraduate summer placements.

Women's Representation in CAMCC Firms

Here we report progress on women's representation in leadership as reported to the Workplace Gender Equality Agency (WGEA).

Table 2: Women's Representation (%)¹

	Key Management Personnel	Other Execs/ GMP	Senior Managers	Other Managers	Non-managers	Graduate Intake	All workforce	Technical female staff as % of overall technical staff	Board
AECOM	36	9	12	22	40	51	34	35	36
Arcadis	14	25	17	30	31	55	31	23.5	50
Arup	50	18	17	31	41	42	38	34	25
Aurecon	20	29	10	23	37	40	32	29	14
Beca	40	25	40	5	27	30	25	22	11
Calibre Group	0	17	19	20	16	26	17	10	17
Douglas Partners	17	-	6	7	25	13	23	16	17
GHD	35	20	14	33	41	35	32	26	50
Jacobs	21	26	12	22	28	33	27	25	18
Norman Disney & Young	29	6	9	16	32	41	26	22	0
Northrop	0	0	0	11	29	21	25	23	14
Rider Levett Bucknall*	10	36	39	43	41	45	49	41	
SLR Consulting	0	14	50	11	34	n/a	31	24	0
SMEC	0	14	7	18	30	30	26	20	0

*With fewer than 100 employees, Rider Levett Bucknall is not a WGEA-reporting entity.

- Balance achieved (40-60% women)²
- Improved in last 12 months
- Unchanged (less than 0.5 percentage decrease or increase) in last 12 months
- Declined in last 12 months
- First year reporting

¹ Figures as at 30 June 2018. Figures based on Workplace Gender Equality Agency's (WGEA) (an Australian Government statutory agency created by the Workplace Gender Equality Act 2012).

² CAMCC aspires to achieve 40-60% female representation across all firm levels whilst acknowledging the current limited pipeline of female engineering graduates (16-21%). We are working collectively and across-sector to attract young women to STEM.

“

The progress we've made over the past 12 months counts for nothing if we don't maintain the momentum. In a competitive market, the organisations that succeed will have access to the largest possible talent pool. AECOM's success depends on the ongoing creation of a workplace that is both progressive and flexible—one that women want to join, and remain within.”

Todd Battley
CEO Australia & New Zealand
AECOM

QUALITATIVE MEASURES STATUS REPORT

	AECOM	Arcadis	Arup	Aurecon	BECA	Calibre Group	Douglas Partners	GHD	Jacobs	NDY	Northrop	RLB	SMEC	SLR
LEADERSHIP COMMITMENT AND COMMUNICATION														
'Diversity and Inclusion' a strategic priority ¹						Q2 2019			Refresh Q1 2019					
Comprehensive Diversity and Inclusion strategy ²											TBC			Q4 2018
Diversity Council/Ctte with CEO representation ³		Q3 2018												
CEO-sponsored, firm-wide Diversity and Inclusion sessions ⁴						Q4 2018			Refresh Q1 2019			Q4 2018		Q4 2018
Clear, consistent, regular messaging/ reporting ⁵		Refresh Q3 2018			Refresh Q2 2019	Q4 2018						Q4 2018	Q3 2018	Q4 2018
SUPPORTIVE POLICIES AND PROGRAMS														
Targeted recruitment—all levels ⁶					TBC	Q4 2019	TBD		Q2 2019		Q1 2019		TBC	Q4 2019
Targeted Scholarship/ Mentorship program for women in STEM (High School/ University) ⁷	Q2 2019			TBD	Q2 2019		TBD	TBC	TBC				Q1 2019	TBD
Inclusive Leadership/ Unconscious bias training ⁸			Q4 2018		Q2-Q4 2018	Q4 2018			Refresh Q4 2018		Q2 2019	Q4 2018	TBC	Q3 2019
STEM program support – school/ community org ⁹	Q2 2019	Q3 2019					TBC				Q2 2019		TBD	TBD
Flexible Work Arrangements (FWA) ¹⁰					Q1 2019		TBC	Refresh Q4 2018						
Parental leave ¹¹						Q4 2019	Q4 2018					Q1 2019	Q4 2018	

	AECOM	Arcadis	Arup	Aurecon	BECA	Calibre Group	Douglas Partners	GHD	Jacobs	NDY	Northrop	RLB	SMEC	SLR
'Returnship' program ¹²	Q4 2018	Q1-Q2 2019	Q4 2019	Q4 2019	Q1 2019	Q4 2020	TBD		Q2 2019	Q3 2018	Q2 2019	Q2 2019	Q1 2019	Q4 2019
Leadership Development program targets ¹³	Q4 2018				Q4 2018	Q4 2018	TBC		Q2 2019		Q2 2019	Q1 2019		TBD
Sponsorship program ¹⁴	Q2 2019		TBD	TBD	TBC	Q4 2019	TBD	TBC	Q2 2019	Q3 2018	Q3 2018	Q1 2019	TBD	TBD
Engaging Men program ¹⁵	Q2 2019		Q4 2018	Q1 2019	Q3 2019	Q4 2020	TBC	TBD	TBD	TBD	Q4 2018	Q4 2018	Q1 2018 – Q1 2019	TBD
Sexual Harassment policy ¹⁶														
Domestic Violence policy ¹⁷	Q4 2018				Q2 2019	Q4 2018			Q1 2019	Q4 2018	Q4 2018	TBC	TBD	Q4 2019
Pay Gap Analysis and Redress ¹⁸													Q3 2018	Q4 2018
MEASUREMENT AND ACCOUNTABILITY														
Targets in place across all levels and business units ¹⁹					TBD	Q4 2018	TBD			Q3 2018	Q4 2018	TBC	TBC	Q4 2019
Formal accountability measures in place ²⁰	Q2 2019		TBD		TBD	Q2 2019	TBD	TBD	TBD	TBD 2018	Q2 2019	TBD	TBD	Q4 2019

- In place
- In progress
- Yet to come

- 1 Diversity is part of the organisation's overall strategic plan.
- 2 A comprehensive 'D and I' strategy is in place with initiatives across all three critical success factors: Leadership commitment and communication; supportive policies and programs; measurement and accountability.
- 3 Diversity Council, with leadership and cross-firm representation, drives 'D and I' strategy.
- 4 Rationale (Business Case) for, and progress on D and I is regularly shared at all levels of the organisation.
- 5 A clear, consistent 'D and I' message is regularly reported through available internal and external channels (website, intranet, annual report, newsletter etc).
- 6 For all recruitment, from entry to senior level, females represent a targeted percentage of candidates.
- 7 Females constitute a targeted percentage of High School and University Scholarship/Mentorship programs.
- 8 Inclusive Leadership/Unconscious Bias training is provided to leadership and hiring managers.
- 9 Financial and/or employee volunteer support of community or school-run programs attracting girls to STEM.
- 10 Flexible Work Arrangements are offered across all levels of the organisation and role-modeled by leadership
- 11 Competitive parental leave policy that encourages men and women to share caring responsibilities
- 12 Mentorship support program provided to any employee returning from an extended leave of any nature.
- 13 Formal Leadership Development program is in place and includes targets for female participation.
- 14 Sponsorship program is provided to female graduates of firm's Leadership Development program. The women are paired with senior executives who advocate on their behalf.
- 15 Engaging men program is offered to provide middle managers opportunity to deeply engage on issue of gender diversity and co-create gender inclusive cultures.
- 16 Sexual harassment policy is in place and training is offered (either stand-alone or in conjunction with other gender equality initiatives).
- 17 Gender pay equity audit completed and actioned at least every two years
- 18 Domestic Violence policy is in place and training is offered (either stand-alone or in conjunction with other gender equality initiatives.)
- 19 A target for female representation is in place across all levels and business units.
- 20 Formal accountability measures are written into performance evaluations. Result of achieving or missing targets is determined by CEO.



Designing and delivering an inclusive leadership experience for Aurecon managers has resulted in a shared understanding of the business case for inclusion. This programme has shifted mindsets about the critical role managers play in creating an Aurecon experience for our people, where everyone has opportunity to move towards their career aspirations. Supporting managers to lead inclusively is proving to be a game changer for Aurecon's gender equality aspirations.



William Cox
 Managing Director Australia & New Zealand
 Aurecon

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AECOM

 **ARCADIS** | Design & Consultancy
for natural and built assets

ARUP

aurecon

 **Beca**


calibre

 **Douglas Partners**
Geotechnics | Environment | Groundwater


GHD

JACOBS

 **Norman
Disney &
Young**

 **NORTHROP**

 **Rider
Levett
Bucknall**

SLR 

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