



MALE CHAMPIONS OF CHANGE 
CONSULT AUSTRALIA

Progress Report 2019

CONSULT AUSTRALIA MALE CHAMPIONS OF CHANGE 2019



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James Phillis
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SMEC

Consult Australia Male Champions of Change (CA MCC) is a network of 13 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.

CA MCC 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

The Consult Australia Male Champions of Change (CA MCC) is a network of leaders representing 13 firms in the Built Environment who have come together to increase the representation and influence of women across the industry.

The Champions lead change within their organisations through a broad range of local and global best practice initiatives (see pp 14-15).

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

- Increasing Women in Leadership: Sponsorship
- Co-Creating Inclusive Workplaces: Authentically Engaging Men
- Attracting Women to STEM
- Creating the Conditions for 'Targets with Teeth'

The 2019 Progress Report describes the outcomes that have been achieved this year as well as next steps on the journey to full and sustainable workplace gender equality.

As Convenor of the CA MCC, I would like to acknowledge the dedication and commitment of our Champions, the 19,000 plus employees and their families, customers, suppliers and communities whose stories make what we are doing meaningful.



Witnessing the commitment of industry leaders to gender diversity and inclusion is very empowering, particularly for a female first-time CEO like myself.

The CA MCC is not only a catalyst for change but is also about building a network of support to stay the course to achieve equality.

It's more than just having policies in place; it's about changing mindsets through committed programs of engagement. In openly sharing the CA MCC progress we can monitor, challenge, learn, and celebrate.

Nicola Grayson
CEO
Consult Australia

FOCUS AREA

Increasing Women in Leadership: Sponsorship

Key Challenge

Conscious and unconscious bias and limited access to influencers and networks contribute to the underrepresentation of women in senior roles.

Action Taken

Recognising that diversity in leadership leads to better financial and team performance, three CA MCC firms (AECOM, GHD and Jacobs) trialled a sponsorship program for high potential women in 2018.

The 12-month program included curated learning modules and reflective activities designed to build empathy and understanding between Sponsors and Sponsees and provide a platform for high quality discussions to activate the role of the Sponsor and progress the career path of the Sponsee.

The outcomes were positive:

- 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.

Next Steps:

In 2019-20, five additional firms - Arcadis, Aurecon, Arup, Northrop and SMEC – have, or will introduce a formal sponsorship program as a means of increasing women's representation in the most senior roles.



I am proud of our local and global progress on gender balance at Jacobs in 2019 which has seen a steady growth in women in management across Australia and New Zealand and a significant increase of women on our global Board. We have also seen a substantive growth in the number of men taking parental leave over the last three years. Our Jacobs' Chair and Global CEO, Steve Demetriou also became a Male Champion in 2019, and together we continue to be committed and accountable for change in our workplace and industry.

Patrick Hill
Senior VP & General Manager APAC,
Buildings & Infrastructure
Jacobs



As a business committed to seeing all our people reach their full potential, we have made significant advances in removing gender bias and supporting the progress of women at Northrop.

While there is much to be done, including a need for more women in senior roles, we are starting to see the business benefit from improvements in gender equality and inclusion.

I feel encouraged by our early progress and I'm buoyed by the support of male managers across Northrop.

Jamie Shelton
Chief Executive Officer
Northrop

FOCUS AREA

Co-Creating Inclusive Cultures: Authentically Engaging Men

Key Challenge

Lack of senior female role models, informal performance reviews and exclusive 'boys club' culture are commonly cited reasons women leave STEM industries.

Action Taken

Recognising that most senior male leaders and managers have had limited opportunity to deeply explore the systemic and cultural barriers impeding women's progress, Consult Australia Male Champions set out to raise awareness amongst their teams and invite their participation in co-creating solutions.

Half-day workshops, hosted by the participating CEO, explored the source and impact of conscious and unconscious biases, socialised behavioral differences and traditionally male workplace cultures. With the benefit of greater understanding, leaders proposed, and personally committed to actionable solutions to create more equitable and inclusive workplace practices. CEO's hosted quarterly follow-up sessions to track progress and provide ongoing support.

Since 2017, six firms have participated in the Engaging Men program – Arup, Arcadis, Douglas Partners, GHD, Northrop and SMEC.

The outcomes have been positive:

- 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 shared care parental leave.



What impresses and excites me most is the strong engagement of our people with the range of the diversity and inclusion initiatives we're now undertaking at GHD. The appetite and support from our people and leaders for our most recent initiatives, particularly our Female Sponsorship and Engaging Men programs, has been really impressive. I am encouraged by our progress and shared commitment in this space while being conscious that ongoing leadership is required.

Phil Duthie
General Manager – Australia and New Zealand
GHD

Next Steps:

In 2019-20, AECOM, Jacobs and SLR will introduce the Engaging Men program or equivalent.

FOCUS AREA

Attracting Women to STEM

Key Challenge

Increasing the pipeline of women pursuing STEM careers.

Australia is losing the talent of women and girls at every stage of the STEM education pipeline despite no innate gender differences. Gender bias, stereotyping and other cultural issues are significant factors which impact the participation of women and girls in STEM education, and this begins at an early age. Some key statistics identified by Australia's Chief Scientist on bias, engagement and confidence issues include:

- Two thirds of children aged nine to eleven draw a man when asked to draw a scientist.
- 66 per cent of female students in Grade 4 reported as not being confident in their mathematics abilities (compared to 38 per cent of males) despite having similar average performances in NAPLAN numeracy results.
- 33 per cent of 15-year-old females did not think mathematics would help them with later study and 24 per cent with getting a job (compared to 20 per cent and 16 per cent with 15-year-old males).

Actions:

In response to the above, and with the support of CA MCC firms, Consult Australia launched a 'thought leadership series on the importance of STEM education and a diverse and high-performing STEM talent pipeline to Australia's future. The first discussion paper, for release in August, focuses on current STEM education challenges – analysing Australia's current performance relating to quality, uptake, and the diversity of participants.

Consult Australia with CA MCC firms also contributed to a number of initiatives exploring cause and possible solutions to the gender imbalance: Science and Technology Australia Roundtable; Women in STEM Decadel Plan; Federal government's Advancing Women in STEM strategy; and Victoria's State of Engineering Report. A preliminary review of gaps and opportunities at the primary, secondary and tertiary level was also undertaken.



It is an exciting time to be starting my tenure leading Aurecon's business in Australia and New Zealand. Our focus on leadership, policies and culture, alongside targets 'with teeth' is delivering real progress. I'm personally committed to be a visible leader who actively and strategically supports a growing pipeline of engineers and increases the proportion of women choosing this critical industry to make their mark. Our policies to support diversity are good for everyone – for example, innovative parental leave and universal flexible work are transformative for us all.

Louise Adams
Managing Director, Australia and New Zealand
Aurecon

Next Steps:

In 2019-20, Consult Australia and Consult Australia MCC firms will focus on designing and delivering an Industry/Education work experience initiative designed to inspire and support young women with an aptitude in STEM.

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Creating the Conditions for ‘Targets with Teeth’

In line with the [Male Champions of Change Guiding Principles](#), a rigorous Critical Success Factor Framework (p 14-15) 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.

In 2018, the Working Committee on Measurement and Accountability identified the conditions necessary to ensure support throughout the organisation:

- A well-informed CEO and senior leadership team who role model inclusive behaviours and can clearly articulate the business case and their personal reasons for supporting it.
- A cross-firm Diversity and Inclusion (D&I) committee which is well-versed on the rationale for targets (and other enabling initiatives).
- Internal data—quantitative and qualitative—to identify and address ‘pain’ points and measure program effectiveness.
- Interventions to overcome both external and systemic and cultural barriers (including but not limited to Unconscious Bias training; scholarships/mentorships; Flexible Work Options; Shared Care Parental Leave and advocacy to support the STEM pipeline).
- Marketing and communications campaigns to embed messages internally and externally.






Currently, 69% of Consult Australia Male Champions of Change firms have targets in place.




Table 1: CA MCC Firm Targets

Organisation	All workforce		Executive team		Senior and middle management		Graduates	
	Target	By	Target	By	Target	By	Target	By
AECOM	40%	2022	40%	2020	25%	2020	50%	2017
Arcadis	33%	2020	35%	2020	35%	2020	50%	2020
Arup	40%	2020	n/a	n/a	25%	2020	50%	2020
Aurecon	40%	2021	50%	Attained	30%	2021	50%	Attained
GHD	40%	2020	25%	2020	25%	2020	50%	2020
Jacobs	40%	2025	28%	2022	28%	2022	50%	2022
Northrop	30%	2023	20%	2023	25%	2023	25%	2023
RLB	40%	2020	40%	2020	40%	2020	50%	Attained
SMEC	27%	2019	11%	2021	15%	2021	35%	2021

KEY ACHIEVEMENTS

Organisation	Progress/Outcomes
	<ul style="list-style-type: none"> Continued to embed and promote FlexWork options across the business (91% of employees feel they have the flexibility to fulfil both work and life commitments). Increased the uptake of paid parental leave, particularly amongst men (currently at 40%, an increase of 10% since 2018). Following a successful trial, rolled out a sponsorship program that seeks to provide emerging female leaders with the networks, strategic alliances and career opportunities to help overcome biases and systemic barriers to women's advancement. Firmly embedded gender diversity and inclusion priorities within the business strategy and actively supported the broader industry through leadership participation at various D&I leadership forums.
	<ul style="list-style-type: none"> Gender equality committee established from volunteers who serve as gender equality ambassadors. Continued focus on gender pay parity through allocation of a separate budget which has seen a decrease in the gender pay gap. Increased focus on STEM activities with schools and universities including STEM week in August. Continued recognition as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA).
	<ul style="list-style-type: none"> Introduced paid leave and additional support for those experiencing domestic or family violence. Progressed Australasia (Australia, New Zealand and Singapore) target of 40% representation of women from 34% in 2017 to 38% in 2019, progressed target of 25% women in leadership from 20% in 2017 to 26% in 2019, and achieved our 50% target of women at graduate level. Embedded a shared care approach to support all staff as primary carers, and, piloted a flexible working approach empowering staff to apply their work pattern across four weeks rather than one week. Joined the WGEA Pay Equality Ambassador program and maintained WGEA Employer of Choice for Gender Equality citation.
	<ul style="list-style-type: none"> Louise Adams appointed as Managing Director, Aurecon Australia and New Zealand; currently she is the only female head of a global engineering consulting firm. Louise's executive team has a 50:50 gender split. Developed D&I KPIs within the performance framework of our senior leaders, live for FY2020. Launched an evolution of our inclusive leadership development for senior leaders, including immersive role play based on everyday scenarios. Experienced an increase in the proportion of men taking primary carer's leave, from 7% before the introduction of the new parental leave policy, to 32% just 20 months later.
	<ul style="list-style-type: none"> Introduced paid parental leave. Introduced paid superannuation during period of unpaid parental leave. Executive Committee endorsed formation of Calibre D&I committee.

	<ul style="list-style-type: none"> • Conducted annual pay equity audit; created action plans to address pay gaps and reduced overall pay gap by 32% in one reporting period. Published the GPG results internally and externally. • Launched Cardno's Inclusion & Diversity strategy for 2019 – 2021 internally. Invited employee nominations for the Inclusion & Diversity Council (chaired by the CEO). • Embedded Shared Care parental practices supporting men as paid primary carers (either full-time care or combined work/caring responsibilities). • Continued focus on increasing the representation of women resulted in an increase of 53% in Manager roles (to 36%) and in Executive and General Manager roles (direct reports to the CEO) to 67%.
	<ul style="list-style-type: none"> • Introduced paid parental leave scheme with up to 12 weeks paid leave for the primary carer and two weeks paid leave for a secondary carer, inclusive of superannuation. • An additional “top up” superannuation contribution on the unpaid portion of parental leave upon return to work. • Completed and extended the Engaging Men program, bringing participants and members of the D&I committee together to co-design implementation of personal commitments.
	<ul style="list-style-type: none"> • Since 2016, increased women in senior leadership positions from 10.8% to 17.6%, approaching three quarters of the 2020 target of 25%. (Women comprise 33% and 44% of the Australian Leadership Team and Board respectively). • Successfully trialled a Career Relaunch Program in 2017 and rolled it out nationally in 2018 (10-week paid flexible program for professionals who have taken a career break of minimum two-years). • As part of a newly embedded Sponsorship program, identified and supported future female leaders in the business. • Gender lens applied to all succession discussions between CEO and General Manager.
	<ul style="list-style-type: none"> • Heightened conversation around the links between inclusion, mental health, flexibility and better balance for both women and men through the delivery of meaningful interventions such as Conscious Inclusion training – including recruitment of 100 Positive Mental Health Champions. • Launched a ‘Public Holiday Swaps’ program for employees who may choose to swap their statutory days for alternate days in line with their own cultural and personal commitments. • Celebrated a 10% increase (18-28%) of men accessing Jacobs’ parental leave program, a key element in creating gender inclusive workplaces.
	<ul style="list-style-type: none"> • Introduced women’s representation targets across the firm. • Established Inclusive Culture policy and guidelines; Training underway with regard to: Parental Leave, Family and Domestic Violence, Flexible Work, Sexual Harassment and Engaging Men in D&I. • Mapped workforce to identify hiring / succession gaps and opportunities and developed targeted business training for future female leaders.

	<ul style="list-style-type: none"> • Completed first Attracting Women to STEM program (supporting young women pursuing tertiary level STEM education). • Supported and participated in the Girls in Property Program (300 girls from 13 public schools exposed to women leaders in the industry, careers and university pathways). • Finalised pathway to White Ribbon Accreditation.
	<ul style="list-style-type: none"> • D&I committee published first 'D&I' Strategy and Plan organisation-wide. • Increased percentage of female in total workforce to 33%. • Sought feedback from cross section of staff prior to amending parental leave policy and introducing 'returnship' (return to work) program.
	<ul style="list-style-type: none"> • Achieved target of 30% female representation in Leadership Development and People Management programs; exceeded target of 35% in one program. • Designed, developed and implemented flexible working arrangements campaign. Engagement survey results indicated most employees feel supported and satisfied with respect to flexwork. • Developed D&I promotional strategy and actively increased efforts to profile gender diversity through videos, thought leadership pieces, media releases and promotion of females at speaking events. • Made positive progress toward the graduate target, increasing the female graduate cohort from 27% to 30%. This is a result of significant recruitment efforts and an award-winning graduate development program.



Improving the representation of women, and enabling their positive lived experience, is not something we can do alone. It takes an industry approach to attract and empower women in engineering and associated professions.

At Arup we are introducing Connect STEM. This program follows the lifecycle from school, to tertiary or secondary education, into our industry, and then as a woman fulfils her career aspirations. Connect STEM supports schools' outreach, as well as overcoming career barriers. What is most inspiring is Connect STEM was designed and is being led by industry role models who feel as strongly about creating positive change as I do.

Peter Chamley
Chair, Australasia
Arup



In the last six months, we've reduced our adjusted gender pay gap at Cardno by 32% for women paid in Australian dollars and by 47% for women paid in American dollars. I have made it my mission as CEO to see our pay gap closed and to be transparent with our people about how we are tracking. In my view, this is a critical measure of our true commitment to gender equality.

Ian Ball
Chief Executive Officer & Managing Director
Cardno

Women's Representation in CA MCC Firms

Progress on women's representation 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	Board
AECOM	32	3	12	25	41	44	36	38
Arcadis	33	24	30	19	30	36	31	50
Arup	50	23	17	43	40	42	38	30
Aurecon	25	21	13	29	40	53	34	17
Calibre	17	18	16	24	23	25	22	0
Cardno	0	67	33	36	30	20	29	14
Douglas Partners	14	n/a	10	14	22	19	20	14
GHD	33	22	18	33	41	39	33	44
Jacobs	20	31	15	16	29	33	28	n/a
Northrop	0	0	0	18	29	21	26	25
Rider Levett Bucknall*	27	42	27	67	31	50	37	13
SLR Consulting	10	n/a	0	55	36	n/a	33	0
SMEC	13	17	15	23	25	33	25	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 CA MCC aspires to achieve 40-60% female representation across all firm levels whilst acknowledging the current limited pipeline of female engineering graduates (16-21%)

² We are working collectively and across-sector to attract young women to STEM.



Our approach to flexible working helps us attract and retain a more diverse mix of top talent, maximising the potential of our teams. I'm reassured we're on the right path when I hear our people share how our range of flexible working options are supporting them to achieve balance—like proud dads who've been able to take 'shared care' paid parental leave, colleagues who work part time to pursue extra study, or team members who take a FlexDay to spend time doing what they love most (which for me, is mountain biking!).

Todd Battley
CEO Australia & New Zealand
AECOM

QUALITATIVE MEASURES STATUS REPORT

	AECOM	Arcadis	Arup	Aurecon	Calibre	Cardno	Douglas Partners	GHD	Jacobs	Northrop	RLB	SMEC	SLR
LEADERSHIP COMMITMENT AND COMMUNICATION													
'Diversity and Inclusion' a strategic priority ¹													
Comprehensive Diversity and Inclusion strategy ²													
Diversity Council/Ctte with CEO representation ³		Q2 2019			Q3 2020								
CEO-led, firm-wide 'D&I' sessions ⁴											Q3 2019		Q3 2019
Clear, consistent, regular messaging (Leadership Shadow) ⁵					Q4 2019						Q3 2019		Q3 2019
SUPPORTIVE POLICIES AND PROGRAMS													
Targeted recruitment—all levels ⁶					Q1 2020					Q1 2020		Q3 2019	
Targeted Scholarship/ Mentorship program for women in STEM (high school/ university) ⁷	Q4 2019											Q3 2019	
Unconscious Bias / Inclusive Leadership training ⁸					Q1 2020					Q2 2020	Q4 2019		
STEM program support – school/ community org ⁹	Q4 2019						Q2 2020					Q3 2019	
Flexible Work Arrangements (FWA) ¹⁰							Q4 2020						
Non-gendered Parental Leave ¹¹					Primary/ Secondary Carer leave		Primary/ Secondary Carer leave			Q4 2019		Primary/ Secondary Carer leave	Primary/ Secondary Carer leave

	AECOM	Arcadis	Arup	Aurecon	Calibre	Cardno	Douglas Partners	GHD	Jacobs	Northrop	RLB	SMEC	SLR
Superannuation (paid during paid and unpaid parental leave periods)	Q4 2020					Paid during paid leave		Q3 2020	Paid during paid leave				
'Returnship' program ¹²	Q1 2020	Q3-Q4 2019	Q4 2019			Q1 2020						Q3 2019	Q4 2019
Leadership Development program targets ¹³					Q4 2019		Q4 2020			Q2 2020			
Sponsorship program ¹⁴		Q3 2019	Q3 2019	Q1 2020						Q2 2020	Q1 2020	Q4 2019	
Engaging Men program (or equivalent) ¹⁵	Q1 2020							Q2-Q4 2019	Q2 2020	Q2 2020	Q2 2020	Q3 2019	Q3 2019
Sexual Harassment policy													
Domestic Violence policy	Q4 2019				Q4 2019				Q3 2019				Q4 2019
Pay Gap Audit ¹⁶													Q4 2020
Gender Equal Public Face ¹⁷						Q4 2019			Q3 2019	Q2 2020	Q4 2019	Q1 2020	Q2 2020
Signatory to UN 'Women's Empowerment Principles'						Q3 2019			Q2 2020				Q4 2019
MEASUREMENT AND ACCOUNTABILITY													
Targets in place across all levels and business units ¹⁸													
Employee Engagement Survey or equivalent ¹⁹				Q1 2020							Q3 2020		
Formal accountability measures in place ²⁰	Q3 2019			Q1 2020									

- In place
- In progress or scheduled
- Yet to come

- 1 Diversity is part of the organisation's overall strategic plan.
- 2 A comprehensive D&I policy 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&I strategy.
- 4 Rationale (Business Case) for, and progress on D&I is regularly shared at all levels of the organisation.
- 5 A clear, consistent D&I message is regularly reported through available internal and external channels (website, intranet, annual report, newsletter etc). See [Leadership Shadow](#)
- 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 Non-gendered 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 includes proportional female representation e.g. 30% women in middle management=+ or – 30% in leadership development
- 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 senior leaders and middle managers the opportunity to deeply engage on the issue of gender diversity and co-create gender inclusive cultures.
- 16 Gender pay equity audit completed and actioned at least every two years.
- 17 Test firm's internal and external images/messaging for gender balance.
- 18 A target for female representation is in place across all levels and business units.
- 19 Employee Engagement survey including 'D&I' questions completed, at a minimum, every two years. Measures male/female perceptions of progress; identifies gaps.
- 20 Formal accountability measures are written into performance evaluations e.g. Key Performance Indicators (KPI's), or team evaluations. Result of achieving or missing targets is determined by CEO.



It's been rewarding and insightful engaging with our inclusion & diversity committee to help drive change. The committee is a great example of the power inclusive and diverse groups bring to the workplace. For example, we have now created a tailored business case for change that is inspiring, meaningful to us and has a clear ROI. Our recent campaign efforts in relation to flexible working practices and a specific diversity promotional strategy have had a positive impact in starting to shift the gender imbalance. This was reflected in our female graduate cohort which increased to 30% this year, and our engagement survey feedback. We still have more work to do and will continue to focus our efforts on correcting the gender imbalance, because it's the right thing to do for our people, our business and our industry partners.



James Phillis
Chief Executive Officer
SMEC



I'm extremely proud that Calibre introduced paid parental leave across Australia and New Zealand, announced on International Women's Day. This demonstrates our support to all of our employees raising families.

I'm equally proud that we have introduced five days of paid domestic and family violence leave to help provide financial stability to those in need.

We will continue to make Calibre a more inclusive organisation and I look forward to witnessing where this journey takes us in terms of growth and opportunity for all.



Peter Massey
Managing Director & Chief Executive Officer
Calibre



...I'm proud of our ongoing contributions to creating greater workplace diversity. This past year we completed our first Attracting Women to STEM program, participated in Girls in Property and continued our engagement with a number of industry diversity committees.

Living my 'leadership shadow' has also had an enormous impact on our staff, most notably with regard to playing our part in addressing domestic violence. Our journey with White Ribbon continues and I look forward to being one of the first privately-owned professional firms to earn accreditation.



Matthew Harris
Managing Director
Rider Levett Bucknall



It's really a team effort at Douglas Partners to make the change and really build towards a culture that embraces diversity and inclusion.

I'm a middle aged, white, straight male. I'm from a comfortable middle-class background and I haven't had the challenges that a lot of people in the workplace and community have. I haven't been fighting bias and negative attitudes throughout my career. And I think, with that comes a real responsibility, in that, in my position, I think it would be remiss of me, and almost morally negligent of me not to have a crack and try and make a change for diversity and inclusion.



Will Wright
Chief Operating Officer
Douglas Partners



I am committed to continuing the great momentum we have achieved over previous years with inclusion being central to our strategy. I am delighted that over the last year we have achieved continued progress in relation to gender diversity through the establishment of a gender equality committee, a heightened focus on gender pay parity and extension of our STEM work with schools and universities. We have also committed to expand into wider inclusion areas to raise awareness and support other minority groups to ensure we are creating a truly inclusive workplace.



Malcolm McDowall
Chief Operating Officer, Australia Pacific
Arcadis

MALE CHAMPIONS OF CHANGE

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AECOM

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

ARUP

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calibre

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 **Douglas Partners**
Geotechnics | Environment | Groundwater


GHD

JACOBS

 **NORTHROP**

 **RLB** Rider
Levett
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SLR 

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