



CHAMPIONS OF CHANGE 
CONSULT AUSTRALIA

Progress Report

2020

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“I’m proud of the ongoing priority we’ve placed on creating an inclusive workplace, with gender equality a key focus area.

Over the last 12 months we have undertaken an in-depth gender parity review revealing both the positive impact of our efforts to date and areas where further rigour must be applied; launched a new sponsorship program for our emerging female leaders (I’m delighted to be one of 18 leaders acting as Sponsor); and enhanced support for domestic and family abuse victims and their carers.

As part of our refined approach, we have also provided guidance to our employees on how to recognise the signs of and respond to a colleague who may be experiencing abuse, along with guidance for perpetrators on available support to disrupt the cycle of violence.”

Malcolm McDowall
Chief Executive Officer, Australia Pacific
Arcadis

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CONSULT AUSTRALIA CHAMPIONS OF CHANGE 2020



Todd Battley
CEO, Australia
and New Zealand
AECOM



Malcolm McDowall
CEO, Australia Pacific
Arcadis



Peter Chamley
Chair, Australasia
Arup



Louise Adams
Chief Executive – Australia
and New Zealand
Aurecon



Jamie Alonso
APAC CEO
Cardno



Will Wright
MD
Douglas Partners



Phil Duthie
Executive General
Manager - Australia
GHD



Andrew Mather
MD ANZ
Integral Group



Richard Hayers
Vice President and Regional
Director – Australia
and New Zealand
Jacobs



Jamie Shelton
CEO
Northrop



Matthew Harris
MD
Rider Levett Bucknall



Paul Gardiner
MD, Australia & NZ
and APAC Regional
Manager
SLR Consulting



James Phillis
CEO Australia
& New Zealand
SMEC

Consult Australia Champions of Change 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.

Consult Australia Champions of Change is a Member Group of the Champions of Change Coalition, a network of CEOs, secretaries of government departments, non-executive directors and community leaders. The Champions of Change Coalition 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 AO, 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.championsofchangecoalition.org

ADVANCING WOMEN IN THE BUILT ENVIRONMENT

Nicola Grayson, CEO, Consult Australia



Workplace norms have been turned on their head this year as a result of the pandemic. For some flexible working/working from home arrangements were not new and adaptation to home working across our industry was remarkably swift. However, what we have been forced to confront is the impact on families of school closures and a home environment where people are shut together for most of the day. This has elevated conversations about domestic and family violence, mental health, the balance between work and care, and the disproportionate impact on women. As you'll see from this year's report considerable focus has gone into building awareness and understanding of these issues and embedding processes to underpin a culture of support.

Our Champions of Change have continued to progress essential programmes to drive positive change throughout 2020 and have a strong workplan in place, the highlights of which are noted on page nine of this report.

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“I'm very pleased with our progress in creating a culture that embraces gender equality at SLR. In the past year, we've had many talented senior women join our Australian team, along with three new women on our APAC Executive. This progress is a direct result of the action we've taken to educate our leaders on the benefits of, and barriers to women's advancement and our ongoing effort to make diversity and inclusion a visible priority.

Our enhanced and targeted recruitment and promotion programs have ensured we're attracting and advancing a truly diverse group of professionals. I was particularly pleased to see our graduate intake exceed 50% female for the first time ever.

The resulting improvement in diversity of thought in our management ranks, combined with the inclusive culture we are creating, has played a huge part in our success. While there is still much to do, we can be very proud of our recent journey and we're very optimistic about the future.”

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Paul Gardiner
MD Australia & NZ and APAC Regional Manager
SLR

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“We're doing well attracting women in the early stages of their career; we have some impressive young women leaders in Northrop. There remains a lot to be done though to meet our targets for women in senior roles. This will be my focus and that of the leadership team over the next two years. We'll be intervening to address bias in our recruitment, development and promotional processes.”

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Jamie Shelton
Chief Executive Officer
Northrop

WHY DIVERSITY STILL MATTERS – IN TIMES OF CRISIS AND BEYOND

Louise Adams, Chair, Consult Australia Champions of Change

(Excerpt from speech delivered at our Champions of Change Annual Industry Lunch: 5 September 2020)



2020 has been branded the year of disruption, uncertainty, anxiety and change. As leaders, we face ongoing challenges—adapting to new ways of working, maintaining productivity in the midst of an economic crisis, supporting the physical and mental health of our employees.

In the midst of this disruption, women have been disproportionately impacted. Gendered inequalities that existed pre-Covid: the gender pay gap; a higher proportion of women working part-time due to globally lagging childcare and parental leave schemes; and uneven distribution of unpaid domestic labour have been exacerbated by the pandemic. Women have lost more hours, more jobs and more pay than their male colleagues.

As companies focus on core operational and emerging priorities, there is a risk that efforts to overcome systemic barriers will take a back seat. And yet, the benefits attributed to gender diverse companies—better performance, improved innovation, higher employee engagement and enhanced marketplace reputation—are vital to business resilience and recovery.

From the earliest [studies](#) published almost twenty years ago, we know that companies with the highest representation of women on their top management teams experience better financial performance than those with the lowest representation with ROE and Total Return to Shareholders (TRS) 34-35% higher.

And, in what's been touted a world-first, [research](#) released by Bankwest Curtin Economics Centre and the Workplace Gender Equality Agency (WGEA) revealed a causal relationship between an increase in the number of women in key decision-making positions and subsequent improvements in company performance.

And yet, almost 30 per cent of companies in the WGEA dataset – companies of 100 or more employees—have no female representation on their Board and a similar proportion of companies have no women in their key management teams. In the words of WGEA CEO Libby Lyons, “companies have not only a moral obligation to progress gender equity in their firms, but a fiduciary responsibility.”

Evidence from past crises suggests diversity can also be beneficial in recovery. New [research](#) reveals publicly traded companies that focused on inclusion fared better during and after the Global Financial Crisis, and saw greater stock returns. And some have argued that countries with women leaders are managing the COVID-19 pandemic more successfully.

So, what more can we do to ensure that gender equality remains a core business priority during the downturn and beyond?

First, **ensure our leaders are well-versed on the gendered impact of COVID-19 and its effect on women, business and the economy. Formally monitor and mitigate against gender inequity impacts in our firms and across our networks.**

Next, **double down on efforts to remove entrenched systemic barriers** impeding women's full and equal participation at work:

- Move from auditing our pay gap to actually eradicating it;
- Introduce adequate paternity leave to support young fathers and working mothers

A [2017 Nielsen survey](#) found that 83 per cent of Australian millennial men believe family is more important than career. Despite the shift in attitudes, Australia offers only two weeks 'dad and partner' pay relative to mom's 18 weeks (compared to 39 weeks 'shared' leave in the UK).

- **Apply a gendered lens to work redistribution or standing down.** Address any biases we may have around part-time work and workers—with regard to the value they bring and to whom we offer it.

Finally, **maintain gender equity and inclusion programs and KPIs, including recruitment and promotion targets across all levels of the organisation, and active sponsorship of women into leadership roles.**

Surely, we have all the evidence we require - gender inclusion, business performance and rebuilding a strong economy go hand-in-hand. The data is there – the economics stacks up.

And yet I can't help but feel an overwhelming sense of irony. You see, after so many years of research, debate and discussion – just when we thought our business case couldn't be any clearer COVID came along. And just like that, the world was plunged into a crisis the depth of which not many had ever experienced before.

And we did what humans do – we adapted. In isolation, we found connectedness. In fear, we found solidarity. In uncertainty, we found appreciation. And for many of us, we found time to reflect and reconsider what is most important to us.

As we emerge from this crisis the world will have a new normal – and with it a new set of priorities for our people, our leaders and – in turn – our organisations. Driven by purpose as much as profit.

The aspiration to create an industry where each and every individual can be afforded the opportunity to reach their full potential is good for all of us. And yes, as we now know, it will amplify our employee engagement, it will increase our productivity, it will bolster our innovation, and it will most certainly improve our business performance.

But perhaps – just as we are finally all able to agree on the business case for why diversity still matters, we might also be able to reflect on one of the most basic reasons why it should. Because ultimately it is about the fundamental human right of equality. Ultimately, it is simply the right thing to do.

So, as we sit in our bubbles and search for our purpose, asking ourselves what legacy we may wish to leave, let's not look past the opportunity right in front of us. Let's make 2020 the year each and every one of our organisations doubles down on diversity and inclusion – and each and every one of us becomes a Champion of Change.

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“We're proud of the work we've done this past year, making deliberate decisions to create a more inclusive work environment. We've targeted women for our leadership development program and focused on increasing their representation in senior roles. We've encouraged dads to access our new shared care parental leave program and have seen a significant increase in their numbers. We're reviewing our flexible work policy in light of workplace changes brought about by COVID-19. Our ideas and actions are informed by our inclusion and diversity working groups, comprised of committed men and women from across the business. There is more to do at Cardno but we're making significant progress. I'm really excited to sustain the momentum. Creating a culture of Inclusion is key to our success.”

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Jamie Alonso
Chief Executive Office, APAC
Cardno

FOCUS AREA

2020 Highlights

Amidst the unforeseen and dramatic challenges imposed by a global pandemic, the Consult Australia Champions of Change have continued to prioritise workplace gender equality as a key strategic priority.

Increasing women in leadership, co-creating inclusive cultures, and working to achieve ‘targets with teeth’ remain key focus areas, with initiatives in place to support and accelerate change (for example, formal sponsorship for women, inclusive culture programs for senior leaders, the merits of measuring progress and holding stakeholders to account for gender balance among boards and executives).

Also informing the workplan this year were two thought leadership resources released by the Champions of Change Coalition: [Disrupting the System: Preventing and responding to workplace sexual harassment](#) and [Employees who use domestic and family violence: A workplace response](#).

In consideration of the findings of the Australian Human Rights Commission's National Inquiry into Sexual Harassment and an 18-month consultation involving multiple stakeholder groups, Disrupting the System highlights the failings of the existing response to workplace sexual harassment and offers a practical guide to place employee health and safety at the centre of the approach. The Consult Australia Champions contributed to the report and will continue to leverage it as a resource to update current practices.

With the alarming news that Domestic and Family Violence (DFV) was on the rise during the pandemic-imposed lockdown, the Champions of Change Coalition released a practical resource on workplace response to DFV during the pandemic. Additionally, the Coalition progressed work in addressing this egregious societal issue at the source, releasing a new resource: [Employees who use domestic and family violence](#), providing employers with a framework to recognise and refer perpetrators to community resources.

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“A focus on behaviours that support an inclusive culture is changing the day-to-day experience for all our people, creating the psychological safety needed to hear and value each person’s contribution. It requires our leaders to seek feedback, reflect on their biases, actively counter them and try new approaches – in every interaction and decision. These inclusive behaviours help to remove barriers to provide equal access to opportunities.

In addition, we have continued to support our pipeline of talent with 72 female employees completing our leadership development program, Ascend.”

Louise Adams
Chief Executive – Australia and New Zealand
Aurecon

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“Acknowledging the impact of unconscious bias, we have designed our processes of reward, recognition, recruitment and promotion to reduce the potential for bias and focus more clearly on competencies for role and team. This approach has enabled us to build more effective teams with people in roles that align with their strengths. As a consequence, we have seen a substantial increase in the percentage of female graduates, overall technical staff and those in key leadership positions.”

Will Wright
Chief Operating Officer
Douglas Partners

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SELECT HIGHLIGHTS FROM 2020

Increasing Women in Leadership

- SMEC, Arcadis, Arup and Cardno introduced formal sponsorship programs to assist in overcoming systemic barriers impeding women's advancement and support for high potential women in attaining leadership.
- GHD, Jacobs and AECOM continued their sponsorship programs, targeting high potential female leaders ready to move into a more senior role.
- Arcadis and Arup achieved gender balance (40:40:20 representation) in key management position roles - 43% and 55% respectively.
- Cardno achieved gender balance in senior manager roles (56%) and on the APAC leadership team (57%). Women's representation on the Cardno Board increased from 14% to 33%.

Co-creating Inclusive Cultures

Expanding Flexible Work

- AECOM, Arcadis, Aurecon, Cardno and Jacobs expanded their flexible working programs including initiatives such as switching public holidays to respect cultural and religious diversity, opportunities to purchase additional leave and online training.

Overcoming Gender Norms

- Since the introduction of shared parental leave, a number of firms experienced an increase in men accessing the scheme: Arup – 38% to 44%, Aurecon - 22% to 28%, AECOM – 40% to 57%, GHD – 28% to 39%, SMEC – 33% to 60%, Jacobs – 18% to 29%, Cardno – 0 to 19.5%.
- SLR completed, Jacobs and GHD commenced, and Northrop cascaded Co-creating Inclusive Cultures: Engaging Men, a program permitting senior leaders to deeply explore the barriers impeding women's advancement and to personally identify and engage in solutions to overcome them.
- Arup launched a 'call it out' program to enable and support staff to call out negative and inappropriate language and behaviours, including casual sexism.

Creating Accountability – Targets with Teeth

- Aurecon, SLR, Arup, GHD and Jacobs achieved a minimum of 40% women in graduate recruitment (62%, 55%, 46%, 43% and 48% respectively).
- Douglas Partners increased the proportion of women graduate recruits from 19% to 35%.
- Northrop and Integral Group introduced gender targets at the graduate, senior and middle management, and executive levels, and across the workforce. 77% of firms across the group now have targets in place.
- AECOM, Arcadis, Arup, Aurecon, Jacobs and SMEC introduced accountability measures to support diversity metrics e.g. inclusion and diversity goals tied to leaders' key performance indicators.

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"I'm most proud of the Arup sponsorship program we've introduced. Long term we aim to increase the representation of women in senior positions and create an environment which embraces diverse perspectives. Short term, to paraphrase our founder Ove Arup, our aim is to ensure that everyone has equal opportunity to do interesting and rewarding work".

Peter Chamley
Chair, Australasia
Arup

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Covid-related

Prioritising Employee Health and Wellbeing

- Champions prioritised employee mental health and wellbeing as employees adjusted to life during lockdown. Aurecon, Arup, AECOM, Arcadis, Jacobs, GHD, Northrop, SMEC and SLR introduced a range of initiatives to ensure employees were well-supported. These included pulse surveys; weekly wellbeing check-ins via video or webinar; employee resource guides and training for line managers; additional support via a network of wellbeing champions; voluntary hours reduction schemes.

Supporting Working Parents

- To support parents managing the double duty of work and home-schooling during lockdown, Arup, Aurecon, Jacobs, GHD, Cardno and Northrop came up with creative solutions ranging from an online portal with tips for parents and activities for kids, to an informal parents' support network.

Addressing Domestic and Family Violence

- Prompted by the spike in reported incidents of domestic and family violence (DFV) during lockdown, all firms reviewed their DFV policies and means of communicating them. Jacobs, SLR, SMEC, Arcadis, Aurecon, AECOM, Arup, Cardno and GHD introduced a range of initiatives including refreshed policies and guidelines; training sessions for HR, managers and employees; and, access to workspaces for those who were not safe working from home.

Looking ahead to 2021

The Consult Australia Champions of Change will expand work in two focus areas. Our focus on increasing women in leadership will include work on eliminating bias in talent processes, reviewing early career progression through a gender lens, and eradicating the like-for-like gender pay gap. Our focus on co-creating inclusive cultures will aim to normalise men working flexibly, in all its forms, and sharing paid and unpaid parental leave. The Group will also work closely with Consult Australia in support of Commonwealth parental leave and childcare reforms, two key enablers to increasing women's workforce participation and career progression opportunities. Finally, as part of its commitment to addressing an enduring and under-reported barrier to retention and promotion of women, the Group will work towards implementation of *Disrupting the System: Preventing and Responding to Workplace Sexual Harassment*.

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“I've been delighted to see AECOM's Advocate (sponsorship) program flourish this year. By matching high potential women with our ANZ leadership team, it provides access to enhanced career planning, networking opportunities, and direct support from a senior executive. After excellent feedback from all who took part, we are expanding the program to include 18 women this year.”

“Advocate has also created a new informal feedback loop enabling the leadership team to fine-tune how we support more female participation across AECOM and importantly shine a light on any blind spots. I am confident that it will continue to positively impact our female talent's career progression and improve inclusion and diversity at AECOM more broadly.”

Todd Battley
CEO Australia & New Zealand
AECOM

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“This year I'm delighted that we've made significant progress in establishing a more robust systems framework across our global enterprise to enable us to better analyse and address issues relating to gender equality, including pay equity. Further, I'm very proud of our willingness to continue to explore, with an open mindset, a wide range of innovative programs to help foster an inclusive culture by engaging our leaders and all GHD people.”

Phil Duthie
Executive General Manager – Australia
GHD

Table 1: Consult Australia Champions of Change Firm Targets 2020

Organisation	All workforce		Executive team		Senior and middle management		Graduates	
	Target	By	Target	By	Target	By	Target	By
AECOM	40%	2022	40%	2020	25%	2022	50%	2022
Arcadis	35%	2021	40%	2021	35%	2021	50%	2021
Arup	40%	Achieved	50%	2023	30%	2023	50%	2023
Aurecon	38%	2021	50%	2021	18%, 20%, 22%*	2021, 22, 23	50%	Achieved
GHD	40%	2020	25%	2020	25%	2020	50%	2020
Integral Group	45%	2025	30%	2025	35%	2025	60%	2025
Jacobs	40%	2025	40%	2025	40%	2025	50%	2020
Northrop	30%	2023	20%	2023	25%	2023	25%	2023
RLB	40%	2020	18%	2020	35%	2020	50%	2021
SMEC	27%	2022	11%	2022	15%	2022	35%	2022

*Aurecon levels 7-10

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“I am delighted with the substantive progress we’ve made in accelerating gender equality across ANZ this past year. I’m most proud of the progress we have made in our leadership accountability and direct engagement around delivering on our gender balance and flexibility goals and action plans - before and during the global pandemic. As a result of setting deliberate targets we have increased the proportion of women in our ANZ Leadership Team by 10% and prompted greater inclusion of gender equality in our everyday business practice around recruiting, retaining and accelerating a greater balance of female talent. These everyday actions are creating an inclusive culture at Jacobs and in our industry, ensuring everyone has an equal opportunity to thrive.”

Richard Hayers
Vice President and Regional Director – Australia and New Zealand
Jacobs

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“I’m particularly proud of the implementation of Cultivate, our sponsorship program connecting emerging female leaders with members of the senior leadership team. Sponsorship is an important strategy to overcome biases and systemic barriers to women’s advancement and plays a key role in our objective to achieve gender balance in leadership. The program involves leaders advocating on behalf of talented female colleagues—helping to secure career advancement opportunities and opening doors to vital professional networks.






I look forward to building a culture of sponsorship and to seeing our female leaders flourish as a result. The program will have a profoundly positive impact on the business as a whole and help to accelerate the advancement of women in leadership roles.”




James Phillis
Chief Executive Officer
SMEC

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KEY ACHIEVEMENTS

Organisation	Progress/Outcomes
AECOM	<ul style="list-style-type: none"> Expanded <i>FlexWorks</i> program to enable employees to purchase up to six additional weeks of annual leave and switch any public holiday to an alternative day of cultural or religious significance. Honoured by Marie Claire with “Family-friendly” glass ceiling award for workplace flexibility. For the third consecutive year, ran Advocate, a sponsorship program partnering emerging female leaders with members of the Australian New Zealand executive. Experienced a sustained culture shift around shared parental leave with the proportion of men accessing the scheme increasing from 40% to 57%.
ARCADIS <small>Design & Consultancy for natural and built assets</small>	<ul style="list-style-type: none"> Launched a sponsorship program to overcome systemic barriers to women’s advancement. The eight-month program pairs 18 emerging women leaders with senior executives. Conducted a gender balance deep dive across all stages of the employee lifecycle. Recommendations and actions (e.g. enhanced rigour around benchmarking and testing relativities across the organisation when determining starting salaries; hiring manager training to increase awareness of our gender parity processes at offer stage) were agreed and will be implemented during 2021. DFA guidance pack developed and launched by CEO in order to increase awareness around Domestic & Family Abuse (DFA) and enhance leave for victims and those supporting them.
ARUP	<ul style="list-style-type: none"> Introduced a formal sponsorship program to bring awareness to and address the often-invisible systemic barriers to career advancement faced by women. Launched a “call it out” program to enable and support staff to call out negative and inappropriate language and behaviours, including casual sexism. Launched the Arup Parents Portal for parents and carers, providing extensive support for staff and their managers at all stages of the parental journey as well as those providing elder and disability care.
aurecon	<ul style="list-style-type: none"> Drove greater accountability through a more rigorous performance framework and a new engagement survey, which includes a diversity and inclusion dashboard. Inclusion Index evidence added to inclusive leadership training, intranet and all diversity and inclusion related presentations to shift perceptions and encourage leaders to create inclusive teams. Gender stereotypes around work and care disrupted by increase in proportion of men accessing parental leave in last 12 months (22%-28%) and sharing of their experience through storytelling.
Cardno	<ul style="list-style-type: none"> A global Inclusion and Diversity Council was established, and APAC CEO was appointed Executive Sponsor of the Gender Diversity stream. Women in senior leadership roles increased across the board. Women’s representation on the APAC leadership team increased from 30% to 57%, while women on the Cardno board grew from 14% to 33%. With the introduction of shared care parental leave in 2019, the proportion of men accessing the scheme increased from 0% to 19% in 12 months.

 <p>Douglas Partners Geotechnics Environment Groundwater</p>	<ul style="list-style-type: none"> • Continued focus of recruiting women in technical roles. • Increased proportion of female graduate recruitment from 19% to 35%. • Increased conversations on the benefits of diversity and inclusion at key business events that involved a cross-section of staff (including at the company's annual technical seminar).
	<ul style="list-style-type: none"> • Transitioned to a new global human resource information system (HRIS) and launched a new core job architecture framework that provided improved clarity around roles and responsibilities and formed the basis of future work around gender pay equity, workforce profiling and development needs. This has improved alignment of GHD job roles with Workplace Gender Equality Agency (WGEA) role definitions which, in turn, has enabled a more robust and accurate reflection of GHD's workplace profile, providing a stronger platform for analysing gender pay discrepancies. • Piloted Co-creating Inclusive Cultures: Engaging Men with Victorian leadership team. The program highlighted the biases and systemic barriers impeding women's advancement and invited leaders to identify solutions in overcoming them. It's helped embed new practices such as 'Inclusion' moments in regular team meetings and consciously considering project team composition with gender in mind.
	<ul style="list-style-type: none"> • Released Group level Diversity and Inclusion targets. • Introduced new Paid Parental Leave accessible to both men and women. • Implemented Unconscious Bias training across all levels of the organisation.
	<ul style="list-style-type: none"> • Broader workplace flexibility enabled a healthy and positive practice around agile collaboration during the global pandemic and supported fundamental drivers of change including shared care parental leave. Once again, men comprised 30% of employees accessing the scheme. • Established 5-year 40:40:20 gender balance goal by embedding substantive action and accountability through executive leadership quarterly planning/tracking meetings, cascaded to all people managers. • New 'Next Generation' leadership team established in 2020 - with a 50:50 split in its top 4 executives - all of whom are participating in the 'Co-Creating Inclusive Cultures' program to understand specific barriers and identify solutions to advancing more women in our industry.
	<ul style="list-style-type: none"> • Experienced encouraging progress with promoting and embracing flexible work arrangements. Dedicated awareness initiatives helped normalise and empower employees to work flexibly which has resulted in positive, enduring change. • Cascaded Co-creating Inclusive Cultures: Engaging Men program to ensure hiring managers understand the systemic barriers women face in the workplace and the solutions required to overcome them e.g. formal sponsorship, bystander training, targets. • Increased representation of women across the entire workforce from 26% to 29% in the last 12 months.

	<ul style="list-style-type: none"> • Following the introduction of non-gendered Paid Parental Leave, a 50:50 split of men and women accessed the scheme. • Based on employee engagement data, flexible working was introduced, enabling staff to design their own work patterns and incorporate a healthier work/life balance. • Established a formal, gender-balanced Training and Development committee and implemented undergraduate and staff training programs in line with QA accreditation requirements. Focus areas included succession planning and leadership training.
	<ul style="list-style-type: none"> • Released a new parental leave policy supporting and encouraging men to become primary caregivers (increased paid leave and superannuation on government parental leave payments). • Ran Inclusive Cultures: Engaging Men program with senior men to explore the socially conditioned biases impeding women's advancement and co-create solutions to overcome them. • Rolled out Domestic & Family Violence Guideline with focused training for first responders (HR and managers), followed by all staff training.
	<ul style="list-style-type: none"> • Earned the Workplace Gender Equality Agency's (WGEA) Employer of Choice for Gender Equality citation through the implementation of a range of best practice initiatives including the introduction of enhanced paid parental leave and by normalising flexible work. • Implemented a sponsorship program pairing emerging female leaders with members of the senior leadership team. The program ensures women are considered for career advancement opportunities and aids in increasing the representation of women in leadership. • Exceeded target of 30% female representation in Leadership and Management programs for the second consecutive year.

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“Acknowledging the impact of unconscious bias, we have designed our processes of reward, recognition, recruitment and promotion to reduce the potential for bias and focus more clearly on competencies for role and team. This approach has enabled us to build more effective teams with people in roles that align with their strengths. As a consequence, we have seen a substantial increase in the percentage of female graduates, overall technical staff and those in key leadership positions.”

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Will Wright
Chief Operating Officer
Douglas Partners

WOMEN'S REPRESENTATION IN OUR FIRMS

Progress on women's representation as reported to the Workplace Gender Equality Agency (WGEA).

Table 2: Women's Representation (%)

	Key Management Personnel	Other Execs/ GMP	Senior Managers	Other Managers	Non-managers	Graduate Intake	All workforce	Tech women as % of overall tech staff	Board
AECOM	13	17	20	24	41	40	36	37	31
Arcadis	43	17	24	17	31	34	30	29	50
Arup	55	18	21	32	44	46	41	38	33
Aurecon	25	28	16	28	42	62	37	36	17
Cardno	0	50	56	38	30	18	30	34	33
Douglas Partners	0	0	13	18	23	35	22	23	0
GHD	26	33	27	26	33	38	33	28	46
Integral Group	0	100	80	N/A	N/A	17	26	20	0
Jacobs	22	35	17	17	32	48	30	29	33
Northrop	0	0	4	17	33	24	29	20	29
Rider Levett Bucknall*	30	25	29	67	23	14	36	26	13
SLR	29	100	13	0	39	54	36	34	18
SMEC	12	30	19	23	28	33	27	21	0

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

- Balance achieved (40-60% women)¹
- 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 Consult Australia Champions of Change aspire to achieve 40-60% female representation across all levels while acknowledging the current limited pipeline of female engineering graduates. Member firms have introduced initiatives such as STEM week, mentorship and scholarship programs to attract young women to STEM.

QUALITATIVE MEASURES STATUS REPORT

	AECOM	Arcadis	Arup	Aurecon	Cardno	Douglas Partners	GHD	Integral Group	Jacobs	Northrop	RLB	SLR	SMEC
LEADERSHIP COMMITMENT AND COMMUNICATION													
'Diversity and Inclusion' a strategic priority ¹													
Comprehensive Diversity and Inclusion strategy ²								Q2 2121					
Diversity Council/Ctte with CEO representation ³													
CEO-led, firm-wide 'D&I' sessions ⁴											Q1 2021		
Clear, consistent, regular messaging (Leadership Shadow) ⁵											Q1 2021		
SUPPORTIVE POLICIES AND PROGRAMS													
Targeted recruitment—all levels ⁶					Q3 2021			Q1 2021		Q2 2021			
Targeted Scholarship/ Mentorship program for women in STEM (high school/university) ⁷	Q3 2021				Q3 2021			Q3 2021					Q1 2022
Unconscious Bias / Inclusive Leadership training ⁸										Q2 2021	Q1 2021		
STEM program support – school/ community org ⁹						Q4 2021							
Flexible Work Arrangements (FWA) ¹⁰													
Paid Parental Leave ¹¹													

	AECOM	Arcadis	Arup	Aurecon	Cardno	Douglas Partners	GHD	Integral Group	Jacobs	Northrop	RLB	SLR	SMEC
Superannuation (paid during paid and unpaid parental leave periods)	Paid during paid leave	Paid during paid leave			Paid during paid leave		Paid during paid leave	Paid during paid leave	Paid during paid leave	Paid during paid leave	Paid during paid leave	Paid during paid leave	Paid during paid leave
'Returnship' program ¹²	Q1 2021	Q3-Q4 2020			Q1 2021			Q1 2021		Q1 2021		Q3-Q4 2021	Q4 2020
Leadership Development program targets ¹³								Q2 2021		Q2 2021		Q3 2020	
Sponsorship program ¹⁴				Q1 2021				Q3 2020 – Q2 2021		Q4 2020	Q2 2021	Q3 2020	
Co-creating Inclusive Cultures: Engaging Men program (or equivalent) ¹⁵	Q1 2021								Q3 2020 – Q3 2021		Q2 2021		Q3 2021
Sexual Harassment policy													
Domestic Violence policy													
Pay Gap Audit ¹⁶												Q1 2021	
Gender Equal Public Face ¹⁷						Q1 2021		Q3 2020 – Q1 2021	Q3 2020		Q1 2021	Q2 2021	
Signatory to UN 'Women's Empowerment Principles'				Q2 2021	Q4 2020		Q2 2021		Q4 2020			Q4 2020	
MEASUREMENT AND ACCOUNTABILITY													
Targets in place across all levels and business units ¹⁸					Q3 2021								
Employee Engagement Survey or equivalent ¹⁹											Q2 2021		
Formal accountability measures in place ²⁰					Q3 2021		Q3 2021	Q1 2021				Q4 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-modelled by leadership.
- 11 Paid parental leave accessible to either parent.
- 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 The sponsorship program is provided to female graduates of the firm's Leadership Development program. The women are paired with senior executives who advocate on their behalf.
- 15 Co-creating Inclusive Cultures: Engaging men program provides senior leaders and managers with the opportunity to deeply understand the barriers impeding women's advancement and to co-create solutions to personally assist with overcoming them.
- 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.

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“COVID-19 required us to regroup, focussing our strategic thinking around survival, and collectively, we created a strong sense of togetherness through our employee support network. The immediate effect of the pandemic saw Diversity and Inclusion, along with other important initiatives take a back seat. It's fair to say, however, whilst we've weathered the eye of the COVID storm, we are more conscious that now is not the time to place D&I on the backburner, particularly when many strategies foster belonging. A lack of action would affect those already disproportionately affected by COVID-19. Our focus remains strong when considering how gender inequalities can, and will be addressed, and to recognise that we fully understand the effects and impacts of this pandemic on everyone worldwide, including vulnerable groups at this time.”

Matthew Harris
Managing Director
Rider Levett Bucknall

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“Following a significant merger, our Diversity and Inclusion (D&I) metrics were way below par. We have since established a Diversity Council, which has achieved a lot in its first year: the introduction of a more generous parental leave policy, an anti-bullying and harassment campaign and a flexible working policy. We have also made D&I a strategic priority for 2021 and introduced D&I targets at the Group level.”

Andrew Mather
Managing Director
Integral Group

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