

# 2022

PROGRESS REPORT

# Contents

About the Champions of Change Coalition	04
The Champions of Change Strategy	08
Consult Australia Group	10
Actions and impact 2022	12
Impact details 2022	18
Our thanks	22
Appendix	23



Meaningful change must be considered, deliberate and relentless in its pursuit. Our role here is greater than endorsing change, we must live gender equality purposefully through our thoughts and actions daily, as we create safe, respectful and inclusive workplaces. This must become the norm.

**James Phillis**  
Chair  
Champions of Change Consult Australia



Dear colleagues,

The Champions of Change Consult Australia Group was established in 2016 with a focus on increasing the representation and influence of women in our industry. Our approach is to listen to and learn from a wide range of voices to inform the actions we take, and to share our written resources for others to adopt and adapt, in order to accelerate the pace of change.

Over the year, the Consult Australia Group continued to address structural and cultural barriers impeding progress: traditional gender norms, workplace sexual harassment, and under-representation of women in leadership. Most firms now have leadership targets and sponsorship of emerging women leaders in place and many have introduced equal, non-gendered parental leave. In addition, the Group collectively addressed two topical issues: Respect at Work and Hybrid Work through a Gender Lens.

As part of our focus on respect at work we ran a survey across 10 Member firms on everyday respect and exclusionary behaviour in the workplace. The Everyday Respect survey provides a deeper understanding of the nature, prevalence and impact of exclusionary behaviours within our organisations. As leaders, we are committed to acting on the findings: deeply reflecting on and communicating the human cost of exclusion, role-modelling the type of behaviour expected, sharing learnings across our organisations, creating psychologically safe workplaces, providing resources and skills and holding ourselves accountable.

The *Champions of Change Consult Australia 2022 Progress Report* demonstrates the Group's year-on-year progress on gender balance in leadership teams and across all key indicators of leadership pipeline and representation. It also details our progress in implementing our commitments to action across every measure in our workplan.

We look forward to consistent and sustainable progress in advancing more and diverse women, creating safe, respectful and inclusive cultures, removing structural inequities, and designing systems and workplaces for a truly gender-equal future. Our ambition is to achieve inclusive gender equality across our workplaces within a generation.

We extend our sincere thanks to our partner organisations and all those who advise on, support, and contribute to our work.

# About the Champions of Change Coalition

The Champions of Change Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces.

Through the strategy, leaders form a high-profile coalition to drive and be accountable for change on gender equality issues in their organisations and communities – be they local, national or global.

Members cover every major sector of the economy and include representatives from business, government, community, academic and not-for-profit organisations.

We know that women are significantly under-represented in our workforces and leadership positions, that gender pay gaps still exist across the world, and that workplace systems are not geared to enable all women to develop, thrive and advance.

The strategy engages Members as 'champions' not because they are perfect, but because they publicly commit to leading practical, constructive and disruptive actions to accelerate change.

Formally engaging leaders, especially those with the power to drive change, is critical to address these systemic and societal issues.

Our Members recognise that gender inequality is a business, economic, social and human rights issue.

The work of the Coalition focuses on shifting the systems of gender inequality in the workplace. It is backed by a proven methodology for increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive.

Many of the actions developed and implemented as part of the strategy are now globally accepted standards for organisations wishing to become employers of choice for all.

The strategy demonstrates the power of more than 230 organisations with national and international reach acting together to shift the entrenched workplace systems that have served as barriers to women's advancement.

Our experience together over more than a decade also shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

## Origins of the Champions of Change

The Champions of Change Coalition strategy was established in 2010 by then Australian Sex Discrimination Commissioner, Elizabeth Broderick AO, in response to the lack of women in leadership in Australia and a glacial pace of change on gender equality.

The Founding Group began with eight Australian business leaders and has since grown to a group of 24 CEOs, non-executive directors and leaders from, government, academia and the military. New Groups have also formed across different organisations, sectors, professions and geographies. The Coalition now encompasses 17 Groups, amounting to more than 260 leaders covering every major sector of the economy.

The strategy has gained international recognition as a high-impact model for engaging men of power and influence to drive progress on gender equality. The UN Secretary General's High-Level Panel on Women's Economic Empowerment has highlighted the strategy as an opportunity for global scale-up.

When you consider progress over the past decade, we know that it is possible to accelerate gender equality. The advancements have come about because civil society, human rights advocates, government, unions, academics and business have come together to create change, to disrupt the status quo. We are connected to so many great partners in this mission - organisations and individuals we step up beside and who inform our work.

Elizabeth Broderick AO  
Founder, Champions of Change Coalition

# The Champions of Change Coalition

260<sup>+</sup>



CEO or board-level leaders across the world

230<sup>+</sup>



Organisations covering every major sector of the economy

155



Organisations operating in 155 countries

55



Women who are Members and Convenors

1.4M



Representing more than 1.4 million employees globally

245 / 64



Supported by 245 women and 64 men Implementation Leaders

\*References to 'women' and 'men' on this page do not account for gender identities beyond binary.

## KEY PARTNERS



### Coalition Partners

- |   |  |
|---|--|
| Australian Institute of Company Directors | Our Watch                              |
| Australian Human Rights Commission        | 30% Club Australia                     |
| Australians Investing in Women            | UN Global Compact                      |
| Business Council of Australia             | UN Women                               |
| Challenge DV                              | WESNET                                 |
| Chief Executive Women                     | Workplace Gender Equality Agency       |
| Diversity Council of Australia            | Women's Leadership Institute Australia |
| Fullstop Foundation                       |  |
| No to Violence                            |  |
| Office for Women (Australia)              |  |

### Group Partners

- AFAC
- Association of Consulting Architects Australia
- Consult Australia
- Makati Business Club
- Microsoft Australia
- Philippine Business Coalition for Women
- Empowerment Parlour
- Philippine Women's Economic Network
- Property Council of Australia

## Group establishment timeline





# The Champions of Change Strategy

Our approach is based on a set of guiding principles that all Members support.

We listen, learn and lead through action, with a focus on five interconnected themes, which form our Action Pillars. We use measurable objectives, target specific outcomes and continuously monitor and assess the effectiveness of our work.

## What we do



### Guiding principles

**Our Coalition operates with four guiding principles**

- Step up beside women – men take responsibility with women to accelerate improvement
- Prioritise achieving progress on women's representation – set targets that crystallise intent
- Stand behind our numbers, sharing lessons learned – measure and publish results
- Shift the system, not 'fix women' – avoid solutions that put the onus on women to adapt

### Action pillars

**Our action is aligned to five interconnected themes**

- Stepping up as leaders
- Creating accountability
- Disrupting the status quo
- Dismantling barriers for carers
- Gender equality in society

## How we do it



### Approach

**Our approach is to 'Listen, Learn and Lead through Action'.**

- Understanding the facts, relevant research, existing frameworks and what has and hasn't worked
- Engaging with women peers, gender experts and our own employees to gain different perspectives on the issues, new ideas and potential solutions
- Leading through action, most importantly within our own organisations
- Tracking the impact of our actions, and sharing successes, failures and learnings
- Advocating for change more broadly in the community

### We approach our work both collectively and as individuals

- As Members, we meet regularly in small action-orientated groups where, centred around a collective work plan, we learn from and challenge our peers
- As a Coalition, we work collectively to publicly share what we learn and our progress
- As individuals, we implement change within our organisations and publicly advocate for gender equality

## Our impact



### Intended outcomes

- Gender balance in leadership, recruitment, graduates and promotions
- Pay equity between men and women
- Flexible and inclusive employment experiences
- Leadership, advocacy and impact on gender equality issues

### Measurable objectives

**Our impact is measured by annual progress towards key indicators**

- Gender balance in women's representation in leadership\*
- Gender balance in women's representation overall\*
- Gender balance in recruitment and promotions\*
- Closure of the gender pay gap
- Reported levels of employees' access to the flexibility they need
- Employee engagement measures for women and men that reflect an inclusive employment experience
- Fewer people leaving employment during or at the end of parental leave
- Visible leadership by Coalition Members

\*Gender balance means between 40% and 60% women's representation. The term 'women' includes all cisgender, transgender, non-binary and intersex people who identify as women.

# Consult Australia Group

The Consult Australia Group was established in 2016 and comprises 10 members who lead some 19,000 employees in 39 countries.

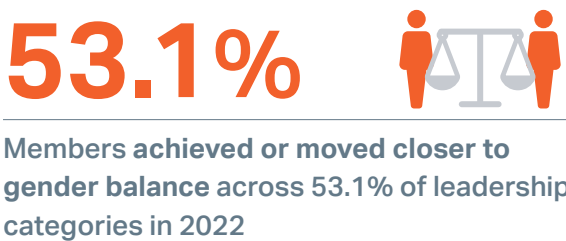
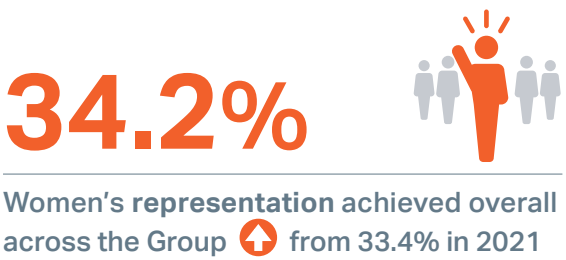
The group includes representatives from businesses providing design, advisory and engineering services for large public works projects and the private sector in the built and natural environment. Members work within and across their organisations to increase the representation and influence of women in the industry.

In 2022, the group collectively addressed two topical issues: Respect at Work and Hybrid Work through a Gender Lens. The first was informed by a cross-group survey measuring the nature, prevalence and impact of exclusionary behaviour at work. The results and recommendations were published in the *Everyday Respect* report launched in August 2022. The latter identified measures to ensure women were not negatively impacted by new return-to-work practices.

The group continued work on structural and cultural barriers to women: under-representation in leadership, traditional gender norms and sexual harassment. The majority of firms now have leadership targets and sponsorship programs in place. Most have introduced equal, non-gendered parental leave, and are implementing the Australian Human Rights Commission's *Respect@Work* and the Champions of Change Coalition's *Disrupting the System* report recommendations.

The group welcomed new members: David Raftery, Managing Director, Environment, Arcadis; Alistair Mein, Head of Oceania, HKA; Todd Halliday, Managing Partner and Sydney Regional Partner, Northrop.

## Outcomes for 2021–22



## Champions of Change



**Louise Adams**  
Chief Operating Officer  
Aurecon



**Richard Barrett**  
Chief Executive ANZ  
AECOM



**Kerry Coker**  
Co-Chair, Australasia  
Arup



**Todd Halliday**  
Managing Partner  
Northrop Consulting  
Engineers



**Richard Hayers**  
Vice President and  
Regional Director  
ANZ  
Jacobs



**Dean McIntyre**  
Executive General  
Manager, Australia  
GHD



**Alistair Mein**  
Partner and Head  
of Operations, APAC  
HKA



**James Phillis**  
CEO ANZ  
SMEC



**David Raftery**  
CEO Australian  
Pacific  
Arcadis



**Will Wright**  
Managing Director  
Douglas Partners



**Convenor**  
**Jonathan Cartledge**  
CEO  
Consult Australia



## Actions and impact 2022

### Stepping up as leaders



- The Group launched the *Everyday Respect* report at the 5th annual Consult Australia Champions of Change industry lunch. The report highlights the nature and prevalence of exclusionary behaviours, along with recommendations from leaders on how to prevent or respond to them.
- **Arcadis** refreshed its Gender Equality strategy, incorporating targets for all business units, a review of all recruitment processes, and bias training for all managers. These and ongoing initiatives have contributed to a 50% women governing board, 48% women graduate recruitment and a 66% women sales team.
- **Douglas Partners** launched its six-month Inclusion Habits program with 45 senior leaders. Inclusion experiments were developed by participants to demonstrate the impact of the training. These included the introduction of greater transparency and accountability in hiring, and a rotating Chair role in meetings to enhance collaboration.
- **GHD** renewed its commitment to inclusion and diversity (I&D) with the appointment of a new I&D APAC Leader and the expansion of its global I&D team.
- **AECOM, Arcadis, Arup, Aurecon, GHD, Jacobs and SMEC** earned the Workplace Gender Equality Agency Employer of Choice for Gender Equality accreditation.

### Creating accountability



- **AECOM** led a cross-group exploration of accountability measures to provide a concrete example of their impact. When AECOM introduced a more ambitious timeline to increase women's representation in key management personnel roles, quarterly meetings with teams and vice presidents included a review of roles, opportunities and succession planning with a gender lens applied. In addition, women's progression was part of regular budget and performance reviews, and results were presented globally along with plans on how to reach targets. All measures contributed to increasing women's representation in key management personnel roles from 23% to 37% from 2017 to 2022.
- **Arup's** adoption of a 40:40:20 gender balance approach resulted in a 60% increase in women represented in group leader roles, from 12% to 30%. This is in addition to increases in percentages of women promoted and appointed over the past 18 months.
- **GHD** introduced I&D goals within its performance management system. The goals relate to creating more diverse teams through attraction and recruitment; building more capability and knowledge of I&D; increasing active support and advocacy of I&D initiatives and activities; and committing to inclusive leadership practices.
- **Jacobs** continued to embed formal accountability measures, tying KPIs and remuneration to gender representation goals for all senior leaders. In the last three years, the proportion of women managers has increased from 19% to 29%.

- **SMEC** revised its gender targets to assist in achieving greater accountability and focus on gender equality progress. The firm incorporated progress towards gender equality objectives in the design of a senior management incentive scheme. It is now mandatory for all incentive participants to include at least one objective focused on gender equality progress (commitment, planned action and achievement of progress) in their annual performance appraisal. Accordingly, in the past year, women's representation has increased from 2% to 5% in technical leadership roles, from 37% to 48% in graduate STEM roles (NSW/ACT), and from 13% to 26% in professional STEM roles (SA/WA).

### Dismantling barriers for carers



- **AECOM** increased the proportion of fathers taking primary parental leave from 40% in 2020 to 57% in 2022 (year to date). The firm removed the minimum requirement for eligibility to take parental leave and increased the leave period for partners from 12 to 18 months.
- **AECOM** commenced paying superannuation on paid government parental leave to assist with closing the gender gap in retirement savings.
- **Aurecon** has led a formal, structured and supported approach to hybrid working, with no mandated days in the office. This, combined with an online coaching platform and small group coaching sessions, has supported meaningful change for carers.
- **GHD** received the Australian Breastfeeding Association's Breastfeeding Friendly Workplace Accreditation for the second year in a row. In 2022, GHD was also awarded the Best Practice standard.
- **GHD's** parental leave policies encourage men to take leave as a primary caregiver. The representation of men among employees taking primary parental leave has increased significantly from 5% in 2015–16 to 45% in 2020–21.

- **HKA** more than doubled the proportion of men taking primary carer leave (4% to 9%) by encouraging uptake and providing greater flexibility in how the policy could be used.
- **Jacobs ANZ** launched myLink to support returning and working parents before, during and after parental leave. Jacobs' parental leave policy now includes up to 12 weeks of paid leave for any parent and flexibility of when it may be taken. This is in addition to providing superannuation on unpaid parental leave; an increase to 3 weeks leave for secondary carers; offering paid leave in the event of pregnancy loss; and removing the 12-month qualifying period required to access parental leave. It has recorded a significant increase in the proportion of men accessing parental leave, from 29% to 41%.

- **Northrop** experienced an increase in men taking parental leave by actively promoting the policy and offering flexibility in how it's accessed.
- **SMEC's** promotion of universally available of primary paid parental leave resulted in men representing 52% of employees taking this leave. SMEC also increased secondary carer leave to four weeks with no qualifying period.

### Gender equality in society



- **Arup's** 'lighting design for more inclusive cities' project resulted in a global forum on making cities inclusive, safe and sustainable through lighting design that helps women and girls to feel safe in the city at night.
- **Aurecon** partnered with an external provider to offer women STEM advisors the opportunity to participate in virtual mentoring sessions and virtual career fairs for young women high school students, where advisors can encourage female students to pursue STEM qualifications and careers.
- As part of its Culture of Caring, **Jacobs** launched its One Million Lives resiliency program. It includes a tool to provide mental health and wellbeing support and strategies.





## Actions and impact 2022

### Disrupting the status quo



- **AECOM** ran Advocate, a sponsorship program for high-potential women. Since its launch in 2019, 50 women have participated in the program, 10 have earned promotions, seven have taken on national or major project roles, four have been promoted to group director roles and one has been appointed to a global role.
- An **Arup** group that focused on enhancing leader's inclusive leadership capability, sponsorship, equity in project allocation, and calling out disrespectful behaviour, saw a 24% increase in women believing they had equal access to opportunity.
- **AECOM** strengthened its commitment to zero tolerance of sexual harassment, discrimination, and bullying; refreshed training; and developed a more comprehensive 'Respected and Safe @ AECOM' policy. It also launched a toolkit with supporting tools and information to make it easy for anyone to make a confidential complaint and have confidence that it will be dealt with appropriately.
- **AECOM's** Regional Managing Directors and HR managers conducted quarterly training sessions for all people managers on Freedom to Grow, the firm's approach to hybrid and flexible work. It resulted in a 13.9% increase in employees indicating they have the flexibility they need to manage work and other commitments.
- In partnership with SBS, **AECOM** released a series of online training for all staff including modules on gender equality, sexual harassment, everyday sexism, and inclusion.
- **AECOM** formally embedded diverse candidate pool and interview panel requirements in its hiring process. This helped to increase women's representation among new hires to 37%.
- **Arcadis** implemented a new Global Workstyle Framework and flexible working policy to provide all employees with the opportunity to access hybrid working and create a flexible working environment for everyone.
- **Arcadis** created a Gender Affinity Group to focus on creating an environment where all employees, regardless of gender, have the same access to opportunities and professional development.
- **Arup's** 'weekly flex' approach of applying flexibility across weekly hours resulted in 93% of staff believing they have the flexibility needed to manage work and other commitments.
- **Arup** redesigned its policy and process to prevent and address sexual harassment and gender-based discrimination. Arup adopted person-centred and zero-tolerance approaches recommended by the AHRC Respect at Work and CCC Disrupting the System reports. It also includes an anonymous external contact officer.
- **Aurecon** piloted a sponsorship program for women with 10 senior leaders, which lead to four promotions within six months. The sponsorship program is now a permanent part of the leadership development framework.
- **Aurecon** ran an Active Bystander behavioural change campaign to increase awareness of sexism and sexual harassment and encourage action in the moment, after the moment or through reporting. It resulted in an increase in the number of people who believed these behaviours would be 'not at all tolerated' (from 61% to 67%) and decreased the number of people who believed there would be negative consequences in speaking up (from 47% to 39%).
- **Aurecon** established a new process of bullying, harassment and discrimination incident reporting through a new sub-committee of the Board. This raised awareness of the prevalence of incidents at Aurecon, and supports the investment and change the business needs to make to address them.
- **Aurecon's** investment in new 'Ways of working' – including a mandatory 'e-learn' course, and workshops to build team charters – is leading to more inclusive and flexible teams.
- **GHD** introduced and ran Australia-wide training sessions on a new Global Hybrid and Remote Work policy. In combination with its Flexible Work policy, it's facilitated a dramatic shift in how employees work, with flexibility now being the norm.
- **GHD** increased women's Executive level representation from 26.9% to 38.9% through interventions such as female sponsorship, equal representation in leadership programs, and gender neutral job descriptions and advertising.
- **GHD** welcomed 31 women across ANZ in its 10-week paid Career Relaunch program. Now in its sixth year, the program supports professionals returning to work after an extended career break, often related to childcare.
- **Jacobs** continued its 'Everyday Respect: Living Inclusive Language and Behaviour' program to all people leaders as part of its 'Culture of Caring' and TogetherBeyond<sup>SM</sup> priorities. Employee survey results revealed an increase in positive responses to workplace inclusion questions: 85.9% all employees (+5.9% since year prior), and 88.4% women (+7.3% since year prior). The zero tolerance for sexual harassment question returned a 95% response rate overall (same as year prior), and 95.8% from women (+2.8% since year prior).
- **Jacobs** ran training forums to further embed its 'all roles flex' culture. Strategies to role model and prioritise hybrid work were provided. Employee survey results reveal that 93.5% of all employees (+2.5% since year prior) and 94.4% of women (+3.4% since year prior), agree with the question 'I have access to the flexibility I need'.
- **Northrop** enhanced reporting mechanisms for sexual harassment by introducing an Internal Contact Officer network and External Contact Officer provider.
- **Northrop** surveyed all employees about remote working to reach a company position that respects the needs and challenges of all employees and creates a level playing field for everyone.
- **SMEC** embedded a sponsorship program for emerging women leaders, resulting in career progression for 25% of the most recent cohort.
- **SMEC** developed bespoke Gender Equality in the Workplace training to increase employee's understanding of the importance of gender equality and address associated barriers. An internal platform focusing on gender equality was also created to increase internal communications and visibility as part of an enhanced inclusion and diversity communication strategy. These and other gender equality initiatives have contributed to over 90% of respondents reporting that their manager genuinely supports gender equality.



Practical actions

Table 1: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Stepping up as Leaders	Leadership Commitment - strategy, action plan, annual review by Board/senior team									
	Leaders' Behaviour - gender equality reflected in expectations of leaders									
Creating Accountability	Champions of Change Panel Pledge - commitment by Coalition Member									
	Gender Equality Targets - targets disclosed and publicly reported annually									
Dismantling Barriers for Carers	Gender Equality KPIs - in scorecards of Champions' direct reports									
	Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion									
Gender Equality in Society	Parental Leave - flexible access for all parents									
	Parental Leave - strategy and policy to improve men's uptake									
	Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting									
	Superannuation - paid during paid and unpaid parental leave periods									
	Domestic and Family Violence - support for employees, family or friends experiencing violence									
	Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence									
	Domestic and Family Violence - initiatives for positive community impact									
	Corporate Giving - organisation applying a gender-lens to corporate-giving efforts									

Complete or currently underway

In plan to commence or complete by 2023

Under consideration

Not applicable

Table 1: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Disrupting the Status Quo	Merit - systems and structures address 'merit trap' in recruitment, promotions and bias									
	Sponsorship - practice expected by Champion of all leaders									
	Gender Balance - target in succession lists for CEO and other C-suite roles									
	Flexible Work - mainstreamed with policy, tools and technology, and leadership support									
	Flexible Work - action to enable for frontline/operational workers									
	Gender Equal Public Face - test external image of organisation for gender equality									
	Everyday Sexism - action to highlight and address									
	Backlash and Buy-In - specific action to address and amplify									
	Sexual Harassment - Board and/or senior team commitment to eradicate with zero tolerance									
	Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents									
	Sexual Harassment - incorporated in safety strategies and processes									
	Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted									
	Sexual Harassment - commitment to adopt principles of transparency for high-profile cases									
	Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)									
	Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)									
	Sexual Harassment - tools/training/education for employees are up to date									
	Sexual Harassment - review reporting options for employees impacted									
	Sexual Harassment - built internal support capability or expanded relationships with external support services									

Complete or currently underway

In plan to commence or complete by 2023

Under consideration

Not applicable



Impact details 2022

Gender balance in leadership, recruitment, graduates, promotions and exits

Table 2: Gender balance in leadership

Consult Australia Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AECOM, Australia and New Zealand	35.5	35.7	-	20.3	20.6	25.1	40.0	22.7
Arcadis, Asia Pacific	31.1	37.5	-	24.0	25.0	35.4	31.2	33.3
Arup, Australasia*	41.1	44.4	-	21.7	19.7	29.9	44.3	50.0
Aurecon, Australia, Operations	36.9	32.3	-	15.3	19.9	27.7	41.9	28.6
Douglas Partners	21.2	0.0	-	0.0	20.0	26.5	21.3	0.0
GHD, Australia#	34.6	33.9	-	34.2	31.0	16.3	36.2	44.4
HKA	33.1	25.0	-	0.0	50.0	25.9	36.4	-
Jacobs, Australia and New Zealand	31.8	35.3	25.0	30.9	35.3	25.9	32.4	33.3
Northrop	30.9	0.0	-	-	8.7	32.0	32.7	33.3
SMEC, Australia and New Zealand	27.7	12.5	-	18.2	27.8	27.5	28.0	25.0
Consult Australia Group Totals	34.2	30.2	14.3	24.1	22.5	25.5	36.3	30.6
Consult Australia Group Totals (adjusted)	34.2	30.3	14.3	24.2	22.4	25.5	36.3	30.6

Notes:  
Jacobs – Data includes Jacobs Group (Australia) Pty Ltd employees only.  
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)

◇ Not applicable

◆ Moving closer to gender balance since 2021

◇ Unchanged since 2021

◆ Increase in under-representation of women since 2021

◇ Not reported in 2021

◆ Includes non-binary gender

◆ Role/s at CEO level held by one or more women

Table 3: Gender balance in recruitment, retention, promotions and exits

Consult Australia Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AECOM, Australia and New Zealand	46.8	37.0	37.0	41.4	35.5
Arcadis, Asia Pacific	-	37.4	27.6	35.3	31.1
Arup, Australasia	52.6	42.4	42.7	45.5	41.1
Aurecon, Australia, Operations	48.1	43.5	37.8	42.9	36.9
Douglas Partners	22.0	21.4	21.2	12.2	21.2
GHD, Australia	47.7	36.8	34.2	38.9	34.6
HKA	-	36.4	34.0	35.7	33.1
Jacobs, Australia and New Zealand	43.0	33.7	31.2	37.3	31.8
Northrop	22.9	35.5	31.8	41.7	30.9
SMEC, Australia and New Zealand	36.7	29.9	29.0	28.5	27.7
Consult Australia Group Totals	43.9	36.4	34.2	38.5	34.2
Consult Australia Group Totals (adjusted)	42.2	36.4	34.2	38.9	34.2

Notes:  
Jacobs – Data includes Jacobs Group (Australia) Pty Ltd employees only.  
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women in graduate and overall recruitment)

◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving

◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Women % of total exits is within gender balance (40%–60% of total exits) and number of total women exits is not more than number of women recruited

◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited

◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◆ Women promotions equal to or more than women's representation overall

◆ Women promotions at least 40%, but not equal to or more than women's representation overall

◆ Women promotions less than women's representation overall

Gender pay equity

The following organisation in the Consult Australia Group publicly disclose their pay equity gap:

Jacobs – UK Government reporting

Flexible and inclusive employment experiences

Table 4: Access to flexible work and experiencing an inclusive culture

Consult Australia Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
AECOM, Australia and New Zealand#	88.0	89.0	89.0	87.0	90.0	88.0
Arcadis, Asia Pacific	96.0	93.0	94.0	94.0	95.0	95.0
Arup, Australiasia	91.0	92.0	92.0	70.0	77.0	74.0
Aurecon, Australia, Operations#	94.1	92.6	93.3	91.3	90.3	90.8
GHD, Australia	91.5	90.7	91.0	81.7	80.9	80.7
Jacobs, Australia and New Zealand	94.4	93.1	93.5	88.4	84.5	85.9
Northrop	87.0	90.0	89.0			
SMEC, Australia and New Zealand	86.5	83.9	84.0	85.6	89.5	86.9
Consult Australia Group Averages	91.1	90.5	90.7	85.4	86.7	85.9
Consult Australia Group Averages (adjusted)	91.6	90.6	91.0	85.4	86.7	85.9

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Improved since 2021 Not improved since 2021 Not reported in 2021 Data not available Data for 'All' includes non-binary gender

Table 5: Sexual harassment – respect and safety at work

Consult Australia Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
AECOM, Australia and New Zealand#	90.0	92.0	91.0	-	-	-
Arcadis, Asia Pacific	97.0	97.0	96.0	-	-	-
Arup, Australiasia	88.0	96.0	93.0	82.0	87.0	85.0
Aurecon, Australia, Operations	93.0	96.6	94.8	-	-	-
GHD, Australia	88.0	93.8	90.9	-	-	-
Jacobs, Australia and New Zealand#	95.8	94.5	95.0	-	-	-
SMEC, Australia and New Zealand	85.6	93.4	89.4	79.5	87.1	82.6
Consult Australia Group Averages	90.3	94.8	92.5	80.7	87.0	83.8
Consult Australia Group Averages (adjusted)	91.6	90.6	91.0	-	-	-

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Improved since 2021 Not improved since 2021 Not reported in 2021 Data not available Data for 'All' includes non-binary gender

Table 6: Exits during or at the end of parental leave

Consult Australia Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
AECOM, Australia and New Zealand	1.9	3.1	2.5
Arcadis, Asia Pacific	15.0	0.0	7.0
Arup, Australiasia	4.0	1.0	5.0
Aurecon, Australia, Operations	2.4	0.0	1.8
Douglas Partners	0.0	0.0	0.0
GHD, Australia	0.0	1.2	0.8
HKA	0.0	14.0	10.0
Jacobs, Australia and New Zealand	19.4	13.0	16.8
Northrop	0.0	3.2	2.4
SMEC, Australia and New Zealand	5.0	0.0	-
Consult Australia Group Averages	4.8	3.6	5.1
Consult Australia Group Averages (adjusted)	6.0	2.3	4.8

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Improved since 2021 Not improved since 2021 Not reported in 2021 Data not available





Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff, and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. Our Implementation Leaders for the Consult Australia Group are as follows:

Organisations	Implementation Leaders
AECOM, Australia and New Zealand	Nicole Robinson and Jennifer Fryer
Arcadis, Asia Pacific	Amy Cotterell
Arup, Australiasia	Abbie Wright
Aurecon, Australia, Operations	Penny Rush
Douglas Partners	Amy Singh
GHD, Australia	Coralee Fitzgibbon
HKA	Nicky Batt
Jacobs, Australia and New Zealand	Fiona Rose
Northrop	Stephen Troilo
SMEC, Australia and New Zealand	Kate Campbell
Program Director	Coleen MacKinnon

Appendix

Standardised occupational categories for managers (Source: Workplace Gender Equality Agency)

Key management personnel (KMP)

In line with Australian Accounting Standards Board AASB124, KMPs have the authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly. This includes any director (executive or otherwise) of that entity.

A defining feature of KMPs is their influence is at the entity level. KMPs are likely to direct the strategic function of their section and are often functional heads, such as head of operations or head of finance. They represent at least one of the major function of an organisation and participate in organisation-wide decisions.

For corporate groups, KMPs will have authority and responsibility across the entire structure.

Head of Business (HOB)

HOB refers to:

- the CEO or equivalent of a subsidiary organisation within a corporate group
- an employee who has strategic control and direction over a substantial part of the business, but whose responsibilities do not extend across an entire corporate group, such as the head of a brand within a group.

Other executives/general managers

Other executives and general managers are responsible for a department or business unit within an entity. In large organisations, they may not take part in organisation-wide decisions with the CEO. Alternatively, they may take part in those decisions to share expertise or develop projects, but not have the entity-level or corporate group authority that would make them a KMP.

Senior managers

Senior managers are responsible for one or more functions, departments or outcomes for an entity. They are more likely to take part in both the strategic and operational sides of management, including resourcing, budget and assets (capital expenditure). Some of their decisions need approval from a higher-level manager.

Other managers

Other managers are responsible for operational functions. They oversee day-to-day work, following and enforcing their entity's defined parameters.

They may be responsible for strategies, policies and plans to meet business needs for their areas of work. They often manage time, financial and other resources, and assets such as facilities or IT infrastructure. They may also coordinate different functions or people. Line managers belong to this category, but supervisors do not.

# CHAMPIONS OF CHANGE

## CONSULT AUSTRALIA



For more information about the Champions of Change Consult Australia Group visit:

[championsofchangecoalition.org/groups/champions-of-change-consult-australia/](https://championsofchangecoalition.org/groups/champions-of-change-consult-australia/)

or contact us at

[contact@championsofchangecoalition.org](mailto:contact@championsofchangecoalition.org)

### About the Champions of Change Coalition

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

[championsofchangecoalition.org](https://championsofchangecoalition.org)