CONSULT AUSTRALIA

Male Champions of Change
Consult Australia Group (est 2016)

Progress Report 2017

MALE CHAMPIONS OF CHANGE
CONSULT AUSTRALIA

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Consult Australia Male Champions of Change

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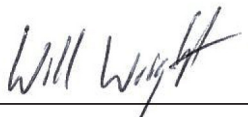

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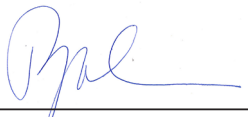

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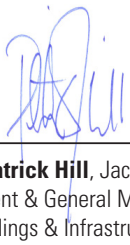

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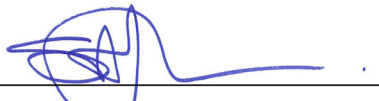

Stuart Fowler, Norman Disney & Young
Chief Executive Officer

Matthew Harris, Rider Levett Bucknall
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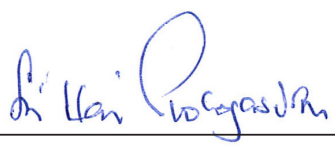

Hari Poologasundram, SMEC Australia Pty Ltd
Chief Executive Officer, Australia and New Zealand

LETTER OF INTRODUCTION

Dear Colleague,

We are leaders representing 12 local and global firms in the Built Environment who have joined the Male Champions of Change (MCC) initiative. We initially came together in 2012 to address the dearth of women in our industry. Inspired by the Founding MCC group and united in our objective to improve the representation of women across all levels of our organisations, we officially joined the MCC community in November 2016.

Our best lesson over the last 12 months has been the power of collaboration. The barriers to women in our industry are not unique to any one firm. Working together we have trialled best practice solutions, all of which are working to help shift the needle in our firms.

This Progress Report 2017 outlines what we have worked on together, and what we have done in our own organisations. Highlights include:

- An external firm-by-firm consultation to establish what's working and what we perceive are our greatest challenges in welcoming and supporting women in our firms and industry;
- Reflecting on and enhancing our personal Leadership Shadow through high profile commitments such as the Panel Pledge and Pay Equity Ambassadors program;
- Creating Action Groups to drive change within our organisations: Engaging male managers in the creation of more gender inclusive workplaces; Sponsoring women to leadership positions; Creating comprehensive, robust and sustainable diversity and inclusion strategies in all our firms;
- Introducing measurement and accountability in gender metrics;
- Introducing All Roles Flex in order to mainstream flexible work;
- Launching CAMCC Board Luncheons bringing men and women together to share our learnings and invite recommendations for ongoing improvement;
- Committing to addressing everyday sexism and the gender pay gap, key barriers to the attraction, retention and advancement of women in our industry.

We know that progress requires continued listening, learning and leading. In reading our report, we invite you to see what works well. Share it. Build on it. We would like to hear from you what works in your situation.

This publication is our first public accountability report, which measures three critical areas for each of our firms. In it, you will see our actions (activities and programs), our numbers (based on tracking our WGEA data) and our aspirations (targets and strategic priorities).

We acknowledge our 16,950 employees and their families, our customers, suppliers and community whose stories make what we are doing meaningful. Thank you.

Consult Australia Male Champions of Change

OUR STRATEGY AND ACTION PLAN

We know that our industry has been dominated by men, both in numbers and leadership, for far too long. Whilst we recognize that our industry is challenged by a limited pipeline of female technical professionals, we also know there is a lot for us to do within our firms to attract, retain and promote women.

We came together to listen and learn from each other, our colleagues and employees—especially women—in order to inform bold action to drive change within our organisations and industry.

On the next page, you will see our commitment to action. The table charts the foundations – initiatives that each of us are implementing to move our firms to a more diverse future. These are the inputs. To measure success and maintain focus, each of us then demonstrate our individual outcomes (as tracked against WGEA data) and then hold ourselves accountable by documenting our targets and strategic aspirations.

Collectively, we also appreciate that some of us are further ahead than others. Different sizes, types, sectors and locations of firms make for a diverse group, each with different opportunities and challenges. For this reason, our Action Plans allow us to move at different speeds, and focus on the areas which will pay the most immediate dividends for our companies.

In 2016 we established three action groups to move ahead our collective work. These groups focused on:

Creating a comprehensive Diversity and Inclusion Strategy
Some of us have made progress on increasing the representation of women but in the absence of a holistic, integrated approach, progress has been slow. In this action group, we focused on introducing enabling initiatives such as flex work, unconscious bias training and targeted recruitment to increase and accelerate the representation of women at all levels of our organisations.

Creating Inclusive Cultures (Engaging Men)
Whilst we are personally committed, and have buy-in from our Executive leaders, we recognise that cultural change requires the active involvement of every member of our firms, starting with front-line leaders and hiring managers. But cultural change can't be mandated. Our Engaging Men action group piloted a program offering managers the opportunity to consider the organisational and personal benefits of diversity; to reflect on the systemic and cultural barriers impeding progress; and to co-create solutions to overcome these challenges and attract, retain and promote women within our firms.

Supporting Women to Leadership
You can't be what you can't see. We need to accelerate high potential women into positions of leadership. Whilst women access leadership development programs at the same rate as men, research demonstrates women are less likely to be offered promotions or assignments critical to advancement. This is in part due to systemic barriers such as unconscious bias and informal networks from which candidates are selected. Our Supporting Women to Leadership action group introduced a formal sponsorship program whereby high potential women are paired with senior leaders who advocate for them at the highest level of the organisation, identifying vital projects and networks necessary for advancement.

OUR ACTIONS

	AECOM	Arcadis	Arup	Aurecon	BECA	Calibre	Douglas Partners	GHD	Jacobs	NDY	RLB	SMEC
LEADERSHIP COMMITMENT AND COMMUNICATION												
'Diversity and Inclusion' a strategic priority[1]												
Comprehensive Diversity and Inclusion policy[2]												
Diversity Council/Ctte[3] with CEO representation												
CEO-sponsored, firm-wide Diversity and Inclusion sessions[4]												
Clear, consistent, regular messaging/ reporting[5]												
SUPPORTIVE POLICIES AND PROGRAMS												
Targeted recruitment—all levels[6]												
Targeted Scholarship/ Mentorship program for women in STEM (High School/ University)[7]												
Inclusive Leadership/ Unconscious bias training[8]												
STEM program support – school/ community org[9]												
Flexible Work Arrangements (FWA)												
Parental leave[10]												
'Returnship' program[11]												
Leadership Development program targets[12]												
Sponsorship[13] program												
Engaging Men program[14]												
Sexual Harassment policy												
Pay gap redress												
MEASUREMENT AND ACCOUNTABILITY												
Targets in place across all levels and business units[15]												
Formal accountability measures in place[16]												

In place
Just beginning
Yet to come

1 Diversity is part of the organisation's overall strategic plan.
2 A comprehensive 'Diversity and Inclusion' 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 Diversity and Inclusion strategy.
4 Rationale (Business Case) for, and progress on Diversity and Inclusion is regularly shared at all levels of the organisation.
5 A clear, consistent 'Diversity and Inclusion' message is regularly reported through available internal and external channels (website, intranet, annual report, newsletter etc).
6 For all recruitment, from entry to senior level, females represent a targeted percentage of candidates.
7 Females constitute a targeted percentage of High School and University Scholarship/mentorship programs.
8 Inclusive Leadership/unconscious bias training is provided to leadership and hiring managers.
9 Financial and/or employee volunteer support of community- or school-run programs attracting girls to STEM
10 Competitive parental leave policy that encourages men and women to share caring responsibilities
11 Mentorship support program provided to any employee returning from an extended leave of any nature.
12 Formal Leadership Development program is in place and includes targets for female participation.
13 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.
14 Engaging men program is offered to provide middle managers opportunity to deeply engage on issue of gender diversity and co-create gender inclusive cultures.
15 A target for female representation is in place across all levels and business units.
16 Formal accountability measures are written into performance evaluations. Result of achieving or missing targets is determined by CEO.

Key initiatives/achievements:

- We have achieved a 50/50 split across our graduate intake of 170 graduates in 2017, and we are tracking well to achieve the same target for our 2018 intake.
- We have increased the proportion of women in leadership roles from 10.5% in 2015 to now over 15% in 2017.
- We continued investment in our mCircles program (mentoring circles for women, located in each of our major offices), providing targetted development for women.
- Our FlexWorks program, incorporating a range of new flexible working options across AECOM has built manager capability in managing flexible workers. We have seen increased access to flexibility, with 80% of our workers reporting that they access some form of flexibility.
- Our commitment towards understanding and closing the gender pay gap has also been a focus over the past 2 years, seeing AECOM distribute an additional $1 million to women across our business.

Progress to date

	WGEA Submission	
	2016	**2017**
KMP	25%	30%
Other Execs/GMP	2.7%	2.7%
Sr Mgrs	7%	10%
Other Mgrs	18%	20%
Non-Mgrs	37%	39%
Graduate Intake	30%	45%
All Workforce	32%	34%
Technical Female staff % of overall technical staff	31%	34%

Targets

Category	Target	By
All Workforce	40%	2022
Leadership Roles	25%	2020
Graduates	50%	2017

> It's a privilege to stand with leaders from our peer firms in committing to real change across our industry. My hope is that, in coming years, we won't require a focus on gender diversity, such as it will become just a normal part of doing business.
>
> Todd Battley, CEO of AECOM

ARCADIS Design & Consultancy for natural and built assets

Key initiatives/achievements:

- We appointed two senior females to our Regional Executive Team increasing the proportion of women to 25%.
- With UNSW, we offered a new Women in Engineering Scholarship.
- We have set and achieved a target of 40% women in our 2018 graduate program.
- We recently received a Flex Able Certification ensuring that flexible workplace practices are just 'part of the way we work'.
- A gender diversity measure has now become part of our leadership bonus scheme.
- All male Business Leaders completed the Creating Inclusive Cultures: Engaging Men training. Greg Steele has also hosted webinars with male leaders to check in on their personal commitments and progress, and to again confirm his commitment to leading change.
- Greg Steele, Arcadis Australia's CEO and outgoing Chair of The Champions of Change, has recently been named a Workplace Gender Equality Agency (WGEA) Equal Pay Ambassador.

Progress to date

	WGEA Submission	
	2016	2017
KMP	13%	13%
Other Execs/GMP	6%	17%
Sr Mgrs	13%	13%
Other Mgrs	33%	20%
Non-Mgrs	28%	26%
Graduate Intake	31%	28%
All Workforce	27%	25%
Technical Female staff % of overall technical staff	17%	19%

> During my time as Chair of the Consult Australia Male Champions of Change, we worked hard to ensure more women enter and flourish in the field. Complex challenges require equally complex solutions and we're making real progress. Sharing experiences between cross-industry leaders; assigning accountability to affect change internally; and committing to change both internally and externally has been a key to our success.
>
> Greg Steele, CEO of Arcadis Australia Pacific

Targets

Category	Target	By	Target	By
All Workforce	30%	2017	35%	2019
Executive Team	25%	2017	40%	2019
Senior and Middle Managers	21%	2017	30%	2019
Graduates	40%	2017	50%	2019

ARUP

Key initiatives/achievements:

- We launched a new Diversity & Inclusion Strategy focused on creating a culture of inclusion, with specific actions and measurable targets.
- Recognizing the importance of flexibility for families, we introduced a new parental leave policy which covers up to 12 weeks, along with an additional lump sum payment equivalent to four weeks on return to work. It also includes generous unpaid leave benefits for the primary carer; paid leave of up to two weeks for support carers; the opportunity to access extra paid leave (up to a total of 12 weeks); superannuation contributions for periods of time on both paid and unpaid leave; and the ability for couples who both work at Arup to access benefits.
- We are working towards ensuring that by 2018 all roles will be offered as flexible.
- With UNSW, we offer a Women in Engineering Scholarship and 10 members of our staff are mentoring undergraduate female engineers.
- We supported a number of Power of Engineering workshops encouraging Year 9 girls to consider engineering careers.
- We were recently recognised by Engineers Australia as the Most Outstanding Company in Gender Diversity 2017.
- Peter Bailey is the current Chair of the Consult Australia Male Champions of Change, the Chair of our Diversity and Inclusion Executive, and communicates regularly with staff on gender diversity issues including flexible working and pay equity.

Progress to date

	WGEA Submission	
	2016	2017
KMP	36%	30%
Other Execs/GMP	9%	16%
Sr Mgrs	16%	12%
Other Mgrs	31%	31%
Non-Mgrs	40%	39%
Graduate Intake	37%	36%
All Workforce	36%	35%
Technical Female staff % of overall technical staff	33%	33%

Select data excludes Board given inconsistencies across global vs national and small vs large firms.

> I am a Male Champion of Change because I want to make a difference. I want to make the engineering and consulting professions accessible and attractive to all, as well as creating inclusive workplaces where rewarding, flexible, lifelong careers can be attained by everyone. I passionately believe it is critical that we get this right. Our nation's ability to tackle the complex problems of the near future will rely on us applying diverse thinking that cannot be sourced from one gender only.
>
> Peter Bailey, CEO & Chair, Arup Australasia and Chair of Consult Australia Male Champions of Change.

Targets

Category	Target	By	Target	By
Total Workforce	37%	2017	40%	2020
Leadership (titled staff)	23%	2017	28%	2020
Graduates	50%	2017		

2020 targets aligned to Diversity & Inclusion strategy

aurecon

Key initiatives/achievements:

- Our gender equality strategy focuses on a number of areas, including pay equity, Yes Flex (all roles working flexibly), a leadership advancement program for Aurecon's high potential women, recruitment targets, gender composition targets, superannuation payments on both paid and unpaid parental leave.
- We recently launched Shared Care which provides 14 weeks paid parental leave for a secondary carer taking over primary caring responsibilities (including in situations where both parents work for Aurecon). In addition, if a primary carer returns to Aurecon and their partner isn't able to obtain paid parental leave to take over primary caring responsibilities, Aurecon will provide 150% salary for 14 weeks.
- Since the implementation of our gender inclusion program, we have seen an increase in permanent female employees from 26% to 30%. Having met the 2020 30% female representation target in 2017, a new target is being established.
- We are a recipient of the Australian Human Resources Institute's Inclusive Workplace Award and were shortlisted for the 2017 Property Council Innovation & Excellence Awards - Diversity category.
- Inclusive leadership training to support line managers is being rolled out as part of the Aurecon Line Manager Certificate.
- William Cox is a Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador, and chairs the Aurecon Inclusion and Diversity Leadership Team.

Progress to date

	WGEA Submission	
	2016	**2017**
KMP	3%	0%
Other Execs/GMP	20%	19%
Sr Mgrs	7%	9%
Other Mgrs	16%	15%
Non-Mgrs	31%	66%
Graduate Intake	N/A	N/A
All Workforce	24%	26%
Technical Female staff % of overall technical staff	33%	33%

Aurecon 2016 to 2017 data is not ideally comparative as different organisational structures were applied across the two years.

> In 2014, I looked at the experience of women working at Aurecon in order to benchmark our gender equality inclusion against other top employers. I recognised that whilst we had made inroads, there was an opportunity to go even further. This required executive commitment, personal self-examination, and a deep understanding of what we needed to change. Our men in particular are engaging with our family friendly approach.
>
> William Cox, Managing Director Australia & New Zealand, Aurecon

Key initiatives/achievements:

- We recently started to formalise our approach, commencing with the strategic hire of a global head of Diversity and Inclusion. This role is working hand in hand with the CEO, Greg Lowe – the company sponsor for Diversity and Inclusion.
- We have set up a Diversity & Inclusion committee consisting of individuals from within the business that have a passion for driving change and who can influence across all levels and all our offices in the Asia-Pacific.
- Work has commenced on gender pay equality, flexible working, supportive parenting, accelerated leadership development for woman and education on conscious and unconscious bias across different populations in the organisation.

Progress to date

	WGEA Submission	
	2016	2017
KMP	29%	0%
Other Execs/GMP	22%	27%
Sr Mgrs	36%	38%
Other Mgrs	17%	N/A
Non-Mgrs	23%	24%
Graduate Intake	19%	27%
All Workforce	23%	24%

> As an industry we need to reflect the society in which we work so that we are able to understand different drivers and connect and learn from other perspectives. After recently joining CAMCC I was inspired by the authenticity, passion and belief of attendees and look forward to working on translating this into tangible actions in our business and industry. I am aware we have a lot to discover and build on but I am up for the challenge.
>
> Craig Lee, Managing Director Australia, Beca

Key initiatives/achievements:

- We launched our Diversity & Equal Opportunities Policy, clearly stating our commitment to developing an equitable and inclusive working environment with mutual respect for all employees. Our GD 2020 Strategy outlines key initiatives that Calibre has committed to achieving over the next three years to ensure we are successful on our journey e.g. the introduction of Return to Work Plans for existing and new employees returning from parental leave and Unconscious Bias Training for hiring managers.
- We have formed our first Calibre Gender Diversity Committee, and nominated Office Champions to chair Gender Diversity discussion groups in each of our firm locations.
- We have established programs such as Dream Big, a scholarship program aimed at female university students; women mentoring programs; flexible working hours and graduate programs.
- We undertake a Pay Gap Analysis for employees within the Professional Services division. This has allowed us to make definite inroads to address any gender pay imbalances that were evident.

Progress to date

	WGEA Submission	
	2016	2017
KMP	0%	0%
Other Execs/GMP	11%	17%
Sr Mgrs	13%	14%
Other Mgrs	14%	10%
Non-Mgrs	14%	12%
Graduate Intake	17%	22%
All Workforce	14%	12%
Technical Female staff % of overall technical staff	10%	17%

> I believe inclusion within all areas is critical to our success however, gender diversity is firmly on my agenda along with all of our Calibre Group leaders to create a sustainable legacy. Commitment to this topic should be a priority on every CEO's agenda and I believe that at Calibre, we can be a part of changing the way our industries look at this subject.
>
> Ultimately, I am committed to making Calibre a more inclusive organisation and I am looking forward to seeing where this journey takes our business in terms of growth and opportunity for all.
>
> Peter Massey, Managing Director & Chief Executive Officer, Calibre

Douglas Partners
Geotechnics / Environment / Groundwater

Key initiatives/achievements:

- We drafted a Diversity and Inclusion (D and I) policy and strategy and created a D and I committee with cross-firm and leadership representation.
- We have incorporated diversity as an agenda item in all management meetings across the business, as a means of monitoring progress towards our objectives.
- We ran a facilitated 'Women in DP' session where all female consulting staff were invited to give their honest appraisal of the barriers and enablers to advancement at DP. These were used to inform our Diversity and Inclusion strategy.
- Based on feedback from our Women in DP session we improved our sexual harassment policy, creating a support group of mainly women to remove any fear of reporting inappropriate language or behaviour.
- We undertook a pay gap review and whilst it revealed equity in our pay structure, we committed to monitoring it on an annual basis.
- We provided unconscious bias training and ran a session on Engaging Men in Creating Inclusive Cultures for our regional managers.

Progress to date

	WGEA Submission	
	2016	2017
KMP*	25%	17%
Other Execs/GMP	not applicable	not applicable
Sr Mgrs	6%	0%
Other Mgrs	4%	11%
Non-Mgrs	23%	23%
Graduate Intake	17%	43%
All Workforce	20%	21%
Technical Female staff % of overall technical staff	10%	14%

*KMP refers to Douglas Partners Board

Targets

As a relative new comer to the Diversity and Inclusion space DP is initially committing to qualitative targets, assessing our progress against the Consult Australia MCC Critical Success Factor measures (see table p6). We have committed to achieving two of these measures per year over the next 5 years. We aim to implement quantitative targets by 2022.

> Throughout my life I have been positively influenced by strong female role models, including my wife Liz who is an environmental engineer. Our industry suffers from limited diversity and inclusion and there is a great opportunity to add more value to our industry providing better outcomes for all.
>
> Contributing to improved gender diversity and inclusion is a part of my role that I am particularly passionate about. It's been highly rewarding to see the impact of the changes we have been making, which are still in their infancy. The progress made would not have occurred without CAMCC providing ideas, resources and the confidence to know that by being champions we can make real change.
>
> Will Wright, Managing Director, Douglas Partners

Key initiatives/achievements:

- Initiating an employee-led approach and changing policy and processes, we are now mapping a highly visible and sustainable approach to change. This includes the profiling of role modelling behaviours and a concerted effort by senior leaders to champion diversity across industry sectors and the wider community.
- We have worked hard to make flexibility the norm for both men and women, and are experiencing a notable shift in the number of people working flexibly. The link between more flexibility, diversity and better business performance is well known, it is part of our drive toward better business outcomes.
- Key insights were also gained through a pivotal series of 12 workshops with more than 130 women at all levels across the business which sought feedback and ideas on how best to retain and attract women, in particular building career planning capability, and providing more critical experiences for women to progress to senior leadership roles.
- We launched two new gender diversity initiatives as part of supporting women to make bold career moves. It includes a Sponsorship program for women aspiring to senior leadership, and a Career Relaunch program for people wanting to re-enter the workforce after a break of at least two years.

Progress to date

	WGEA Submission	
	2016	2017
KMP	7%	32%
Other Execs/GMP	16%	20%
Sr Mgrs	11%	14%
Other Mgrs	22%	31%
Non-Mgrs	39%	42%
Graduate Intake	35%	36%
All Workforce	30%	31%
Technical Female staff % of overall technical staff	25%	26%

Select data excludes Board given inconsistencies across global vs national and small vs large firms.

> Many men, often without even realising it, can practice everyday forms of sexism. It has historically been built into the systems and structures of our workplaces both formally, through policies and decision-making practices and informally through norms and customs.
>
> At GHD, we believe in feeling free to be yourself at work. Our initiatives support both to work flexibly – which aids in caregiving and balance for all.
>
> Phil Duthie, General Manager – Australia, GHD

Targets

Category	Target	By
Total Workforce	40%	2020
Professional/Technical	30%	2020

JACOBS

Key initiatives/achievements:

A number of critical gender equality initiatives have been implemented across the business to drive change and reinforce our Flexibility Matters and unconscious bias education rollout in 2016. They include:

- Building awareness around gender inequality issues in our industry – notably around IWD2017 major events hosted by Engineers Australia and CEDA; and as a Roads Australia Diversity Steering Committee member;
- Establishing and delivering on ambitious Women in Leadership targets and localised gender equality plans;
- Continuing to analyse and remedy the gender pay gap annually, with Patrick Hill as a Workplace Gender Equality Agency (WGEA) Pay Equity Ambassador;
- Promoting parental leave and flexibility equally for both men and women through our refresher information and sharing sessions; our intranet site and supporting videos, tools & resources; and Senior Executive direct communications and blogs;
- Doubling the bonus we pay employees for successfully referring women to our business;
- Supporting high school and university initiatives aimed at attracting young women to STEM;
- Achieving the WGEA Employer of Choice for Gender Equality in 2016/17, for the second consecutive year.

Progress to date

	WGEA Submission	
	2016	2017
KMP	N/A	20%
Other Execs/GMP	0%	15%
Sr Mgrs	19%	15%
Other Mgrs	14%	37%
Non-Mgrs	29%	28%
Graduate Intake	33%	33%
All Workforce	27%	27%
Technical Female staff % of overall technical staff	25%	23%

> Striving for greater gender equity is a common thread that ties together my professional life at Jacobs and my personal life as a father of three girls. With shared goals and resources, we have developed significant interventions, established and maintained gender equality as a priority within our organisations, and continue to influence accelerated change in our industry.
>
> Patrick Hill, Senior Vice President & General Manager, Asia Pacific – Buildings & Infrastructure, Jacobs

Targets

Category	Target	By
Women in Leadership	28%	2022

This will mean a doubling of our current Women in Leadership representation of 14%.

Key initiatives/achievements:

- Increasing diversity and inclusion is one of the key focus areas of our 'Putting People First' program, which underpins our 2020 Strategy and is sponsored by our CEO.
- We have implemented local initiatives such as hosting NAWIC events, encouraging more females to embrace STEM subjects, and participating in Engineering Students @ Work program to increase the participation of women in engineering.
- We were the first engineering firm in Australasia to globally recognise and actively support the inaugural International Women in Engineering Day (INWED17) this year where we actively promoted 41 of our firm's women in engineering & technical roles.
- We have developed our Group Diversity and Inclusion policy, a FY17/18 strategic roadmap detailing specific actions (e.g. develop women in engineering development program) and measurable targets, as well engaging our Executive and Senior Leadership teams in facilitated Diversity and Inclusion (D and I) Benefits, Barriers and Best Practice sessions.
- We are currently in the process of establishing a D and I Steering Committee.

Progress to date

	WGEA Submission	
	2016	2017
KMP	7%	19%
Other Execs/GMP	14%	6%
Sr Mgrs	11%	0%
Other Mgrs	12%	7%
Non-Mgrs	42%	33%
Graduate Intake	11%	17%
All Workforce	30%	30%
Technical Female staff % of overall technical staff	25%	23%

In 2017 Consult Australia clarified WGEA reporting parameters relating to engineering organisations, with the definition of the KMP/Exec/Snr Managers categories changing as a result. 2016 vs. 2017 metrics are therefore skewed based on this.

Targets

For FY17/18, we have committed to setting qualitative targets with the newly established Diversity & Inclusion Steering Committee to be responsible for making recommendations to our Board regarding measurable objectives, reporting on progress against the objectives set and diversity and inclusion related initiatives; monitoring and evaluating their implementation; and ensuring the programs are progressing successfully in each of the offices.

> I'm proud to be a Consult Australia Male Champion of Change, because gender equality is an issue that is deeply important to me personally. As a father of two wonderful adult daughters, the thought that they should have to live and work in a society where they are discriminated against on the basis of their gender, is abhorrent to me.
>
> The Consult Australia Male Champions of Change has certainly assisted me in obtaining a clearer understanding some of the broader challenges that our industry faces in terms of gender diversity, and has provided a positive forum for members to harness their collective wisdom, share their knowledge, and exert influence, and to tackle gender diversity in a united way, with significant impact.
>
> Stuart Fowler, Chief Executive Officer, NDY

RLB Rider Levett Bucknall

Key initiatives/achievements:

- We have established a Diversity and Inclusion Committee to facilitate progress and ensure supportive policies and programs are implemented e.g. flexible work and a scholarship program for women.
- RLB NSW partnered with Dexus, Savills, Laing O'Rourke and Monte Sant' Angelo Mercy College, creating an online and onsite program to encourage high school girls to pursue STEM careers.
- As part of this new initiative, we hosted a roundtable discussion and boardroom luncheon on Attracting Women to STEM for high school Principals and industry leaders.
- In the past year, 50% of our new hires have been female.
- We operate at a near 50/50 split with some 46% Female workplace participation.

Progress to date

As a firm with fewer than 100 employees, we are not required to report to the Workplace Gender Equality Agency (WGEA). We are proud, however, to share our workplace metrics below:

	2017
Overall female representation	46%
Females in Technical Positions	58%
Females in Snr Management Positions	36%

> The inclusion of women in the work place at RLB is a primary focus for us, we understand the benefits of a gender diverse workplace, where our industry has been one step behind in ensuring equal balance. We strongly believe we are now one step ahead, through our involvement in an initiative like the Male Champions of Change.
>
> Until then, we will work at RLB and across the industry to ensure that the barriers to equality are removed.
>
> Matt Harris, Managing Director, Rider Levett Bucknall

Member of the Surbana Jurong Group

Action Group: Creating Inclusive Cultures (Engaging Men)

Key initiatives/achievements:

- We are encouraging the development of high-potential employees to establish a pipeline of female managers and leaders.
- Through succession planning and gender based targets in learning and development leadership programs, we are encouraging the development of high-potential employees to establish a pipeline of female managers and leaders.
- We reached gender based targets of a minimum 30% women for both our Leadership Development and People Development Programs.
- We offer Flexible Working Arrangements for all employees which includes options to vary work hours, work from home and job share.
- Our Sydney and Brisbane offices provide mothers' room facilities.
- Before calendar year end, we will be hosting the MCC Creating Inclusive Cultures (Engaging Men) sessions for our middle managers.

Progress to date

	WGEA Submission	
	2016	**2017**
KMP	7%	19%
Other Execs/GMP	14%	6%
Sr Mgrs	11%	0%
Other Mgrs	12%	7%
Non-Mgrs	42%	33%
Graduate Intake	11%	17%
All Workforce	30%	25%
Technical Female staff % of overall technical staff	25%	23%

Targets

Category	Target	By
Senior Management Roles	11%	2021
Middle Management Roles	15%	2021
Professional Roles (All Workforce)	30%	2021
Graduates	35%	2020

> Within SMEC, I want employees to ignite and apply new and innovative ideas to deliver outstanding services; to do this, I'm passionate about creating a gender balanced workplace as it brings a pool of different skills and ways of thinking.
>
> I'm proud to say that at SMEC, we are committed to promoting an inclusive workplace culture. I understand that there is a long road ahead but through the establishment of our Diversity and Inclusion Committee, I feel certain that we're heading for real progress.
>
> Hari Poologasundram, Chief Operating Officer, Australia and New Zealand, SMEC Australia Pty Ltd

Male Champions of Change
GUIDING PRINCIPLES

1 STEP UP BESIDE WOMEN

- Listen and learn from women's experience and leadership
- Partner with women – a vision driven together is more likely to succeed
- Take responsibility with women for accelerating improvement in our organisations
- Advocate for women's representation

2 PRIORITISE ACHIEVING PROGRESS ON WOMEN'S REPRESENTATION

- Treat women's representation as a priority
- Continuously listen and learn
- Set targets that crystalise intent
- Seek out innovative and effective approaches
- Invest capital, time, and people to achieve our aspiration

3 STAND BEHIND OUR NUMBERS, SHARING LESSONS LEARNED

- Publish and share group results
- Take action to remove obstacles to progress

4 SHIFT THE SYSTEM, NOT "FIX WOMEN"

- Acknowledge and address systemic biases that get in the way of women's advancement
- Avoid the limitation of solutions that put the onus on women to adapt
- Recognise that advances for women are advances for men too

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JACOBS Norman Disney & Young RLB Rider Levett Bucknall SMEC Member of the Surbana Jurong Group

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