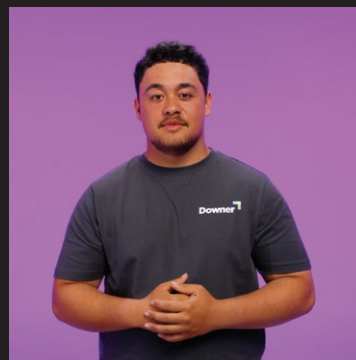
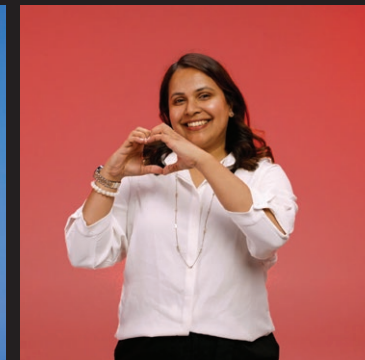
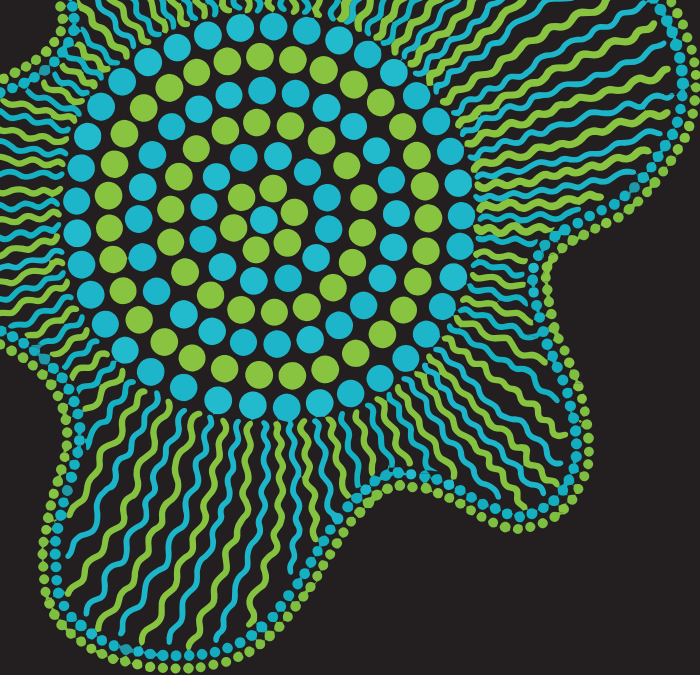


# Own Different.

Downer's  
**Inclusion &  
Belonging  
Strategy and  
Action Plan**  
2022-2024





## Acknowledgement of Country

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the traditional and continuing custodians across Australia. We acknowledge and pay respect to Aboriginal and Torres Strait Islander Elders past, present and future in maintaining their culture, their country and spiritual connection to the land.

## Whakatauki

Ko te whānau, ko te manaaki, ko te kairangatira,  
ko te ngākau pono ngā tikanga tuku iho hei  
korowai mo tatou. Ko te Kauri i whakawhiwhi  
haumaru, ko te Rimu i whakawhiwhi taonga,  
ko te Tōtara i whakawhiwhi whanaungatanga,  
ko te Kahikatea i whakawhiwhi whakaaro matakite.

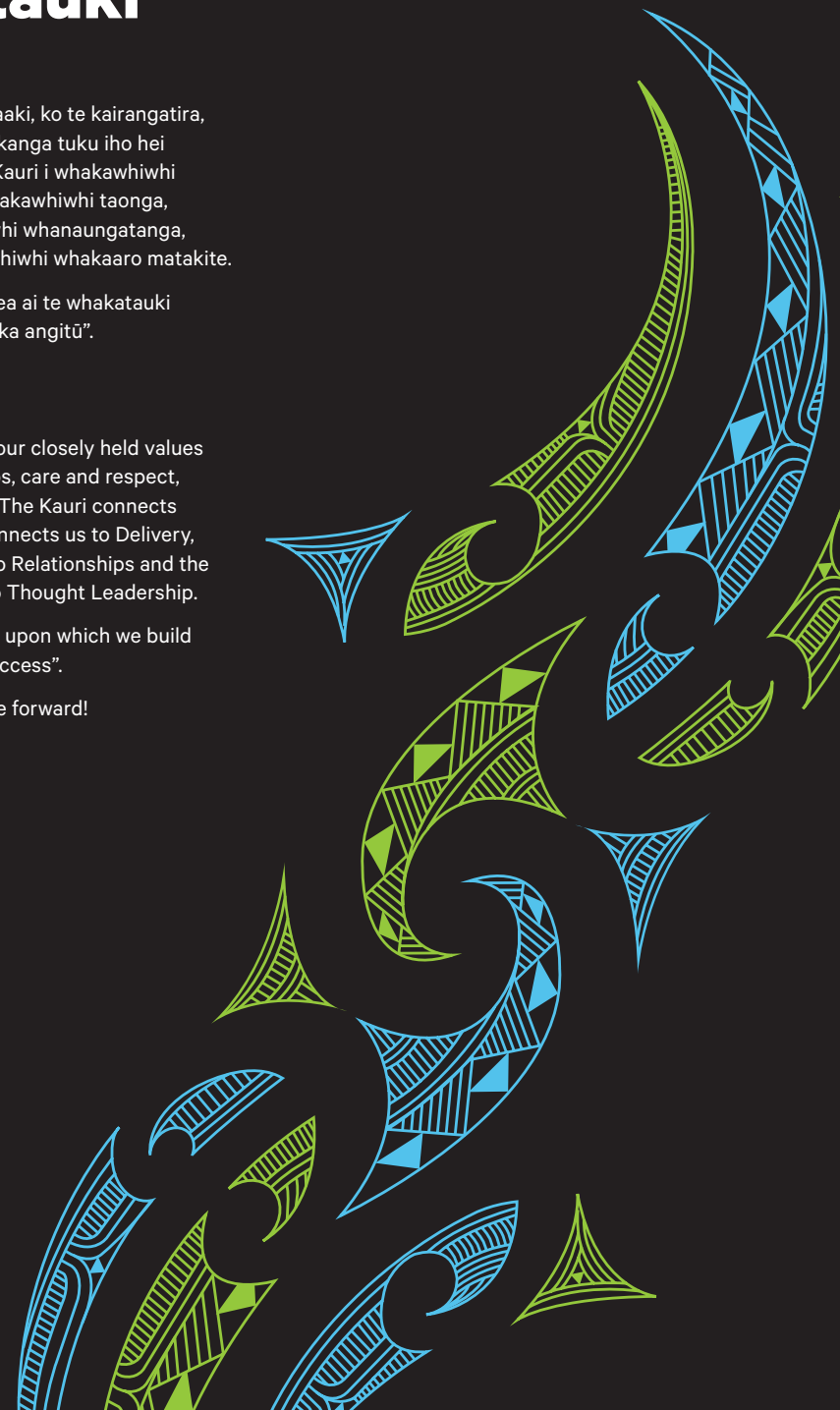
Ngā pou e wha i aumangea ai te whakatauki  
“Mā te whanaungatanga ka angitū”.

Hui e! Taiki e!

We are held together by our closely held values of family and relationships, care and respect, excellence and integrity. The Kauri connects us to Safety, the Rimu connects us to Delivery, the Tōtara connects us to Relationships and the Kahikatea connects us to Thought Leadership.

These are our four pillars upon which we build  
“Relationship creating success”.

United and ready to move forward!



# A message from our Chief Executive Officer



Downer's success relies on the unique contributions that all of our employees bring to the organisation.

We are committed to fostering a workplace where all our people feel accepted, valued and respected.

Downer's *Inclusion & Belonging Strategy and Action Plan 2022-2024* outlines our objectives and actions over the next three years to drive a culture that empowers our people to celebrate their diversity and own their differences.

We will continue to deliver programs, events and initiatives that reinforce the importance of not only understanding that we are all different, but also accepting and respecting each other's differences.

The actions in this strategy have been developed following extensive consultation with employees across the whole organisation – it is a strategy for our people and informed by our people.

This is an important step for Downer, as it marks the first time we have developed a Group-wide strategic plan focusing on inclusion and belonging across our Australian and New Zealand operations. It is also the first time that we have expanded the focus of our diversity approach to emphasise the importance of inclusion and belonging as essential components to support both our current and future workforce.

We understand the many business advantages of having a diverse workforce – it offers a wide range of perspectives and unique experiences that enhance decision making, drive innovation, increase productivity and lead to better outcomes for our customers and communities.

We also believe it should be the fundamental right of every person to feel they are treated fairly and with respect at work every day – and that is why this strategy and its actions are very important to Downer.

**Grant Fenn**  
Downer Group CEO

## Contents

- 1 A message from our Chief Executive Officer
- 2 Owning our differences
- 3 Moving from Diversity & Inclusion to Inclusion & Belonging
- 4 What do we mean by Inclusion & Belonging?
- 5 Our Inclusion & Belonging vision
- 5 Our Inclusion & Belonging objectives
- 5 Our focus areas
- 6 Downer Board's Inclusion & Belonging targets
- 6 A snapshot of Downer's diversity profile
- 8 Our Inclusion & Belonging guiding principles
- 9 Inclusion & Belonging Pillars
- 9 Future vision
- 11 Inclusion & Belonging Action Plan 2022-2024
- 28 Recognition of partnerships, memberships and relationships



# Owning our differences

Downer is made up of more than 40,000 people who are all different. Different preferences and perspectives. Different histories and heritages.

We are different in the way we think, the actions we take and the unique value we contribute to Downer.

Our differences are Downer's greatest strength. And we want to tell this story, which is why we developed our 'Own Different' campaign.

Own Different celebrates Downer's culture of inclusion, acceptance, engagement and encouragement across our broad workforce, and aims to build confidence and ambition in our people.

By celebrating our diversity and owning our differences, we're creating an environment where all our people feel that they belong and are comfortable bringing their whole selves to work every day.

The campaign focuses on our people sharing and celebrating what it is that makes them different. It is all about demonstrating how

bringing our differences together makes us stronger, and truly builds *relationships creating success*.

To Downer, diversity includes all the differences between people in how they identify. This includes their social identity (including age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background); and professional identity (including their profession, education, work experiences, organisational level, functional area, division or department, and location). These aspects intersect in a unique way for each individual and shape the way they view and perceive their world and workplace – as well as how others view and treat them.

At Downer, the words 'Own Different' are synonymous with diversity, and the campaign underpins this Inclusion and Belonging Strategy.

## About Downer

Downer's **Purpose** is to create and sustain the modern environment by building trusted relationships with our customers.

Our **Promise** is to work closely with our customers to help them succeed, using world-leading insights and solutions.

Our **Purpose and Promise** are underpinned by our four Pillars:

### Safety

Zero Harm is embedded in Downer's culture and is fundamental to the company's future success.



### Delivery

We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency.

### Relationship

We collaborate to build and sustain enduring relationships based on trust and integrity.

### Thought Leadership

We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo.



# Own Different.

TE REO (MĀORI)

Own Rerekē.

MANDARIN

Own Bùtóng.

HINDI

Own Vibhinn.

ABORIGINAL (WIRADJURI DIALECT)

Own Muriguwal.



# Moving from Diversity & Inclusion to Inclusion & Belonging

Downer recognises that creating a sense of belonging is imperative to our sustainability and success as an organisation.

In recent times, we have witnessed an increased emphasis on creating an inclusive workplace culture and leveraging the benefits that diversity brings to an organisation.

Factors such as the global pandemic, social justice movements, technology and the shifting demographics of our workplace have changed the way Downer sees, values and supports our diverse workforce.

Creating an environment where all individuals are treated equitably, fairly and respectfully is important. This environment enables and empowers people to access opportunities, develop personally and professionally and fully contribute to our organisation's success.

To reflect this shift, we are moving from using the language of Diversity & Inclusion to Inclusion & Belonging.

This acknowledges our focus is on the inclusion of all people through valuing and respecting differences.



**We feel incredibly grateful to be in our team. It's important to us to feel a sense of belonging at work because this helps us to connect with our teams and the communities we operate in.**

– Jayde Purnell and Stacy Sung, Infrastructure Projects



## What do we mean by Inclusion & Belonging?

Downer's *Inclusion & Belonging Strategy and Action Plan 2022-2024* is the first time we have established a true, collaborative and strategic direction encompassing the entire Downer Group. It is also the first time that we have emphasised the importance of inclusion as an essential component to support both our current workforce and plan for our future workforce.

Inclusion occurs when a diversity of people (for example, different ages, cultural backgrounds or genders) feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

Organisations with a diverse and inclusive culture experience higher levels of performance and engagement and deliver stronger commercial value. Employees working in organisations where they feel valued and respected are more likely to bring their whole selves to work every day, demonstrate higher levels of innovation and creativity and be more engaged. Workplace cultures with higher levels of psychological safety and genuine support for diversity in the workforce are also less likely to experience workplace disruption and disengagement, such as bullying and harassment.

Downer's *Inclusion & Belonging Strategy and Action Plan 2022-2024* has been developed with inclusion as the underpinning principle supported by activities and initiatives to develop and sustain inclusive behaviour. This plan, and its actions, has been designed to create and sustain a culture where all employees feel valued, respected and their differences celebrated.

## Our Inclusion & Belonging vision

Our vision is to embrace every aspect of diversity and inclusion, build on the progress that we have already made and continue to make a difference in the personal and professional opportunities for our people.

We seek to celebrate our achievements in creating an inclusive workplace, while recognising opportunities for continual improvement and striving for a workplace which reflects the ever-changing communities around us.

## Our Inclusion & Belonging objectives

To achieve our vision, Downer will support and ensure:

- A diverse and inclusive work environment in which everyone is treated fairly, equally and with respect
- A workplace culture that reflects our Pillars – Safety, Delivery, Relationships and Thought Leadership
- Ongoing attraction, selection, development and retention of a diverse and inclusive workforce from the widest possible talent pool
- An inclusive high performing and engaged workforce, where all individuals are recognised, developed and rewarded
- Equality of opportunity throughout all aspects of the employment lifecycle and ensure that everyone enjoys a work environment that is free from unlawful discrimination, harassment, vilification and victimisation
- That inclusion and belonging is everyone's responsibility.

## Our focus areas

Downer is committed to sustainable change that contributes to growing the broader inclusiveness agenda. This change needs to be meaningful and have impact.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steering Committees in each Business Unit will draw on this strategy paper to validate current efforts and remain aligned to our higher strategic intent for inclusion. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

Embedding a culture of inclusion and belonging requires each person to be individually responsible for demonstrating inclusive behaviours. Ensuring a culture of inclusion, allows all employees to feel valued and respected and enables this culture to become the very DNA of our business.



To enable us to create sustainable and inclusive change across Downer, this plan will focus on the following key areas of diversity:



Pictured left: Downer employee, Frances, signing the word 'different' in Auslan – Australian Sign Language

# Downer Board's Inclusion & Belonging targets

By 2023:

30%  
female  
representation  
on Downer  
board

25%  
women in  
management  
positions

40%  
women in the  
workforce



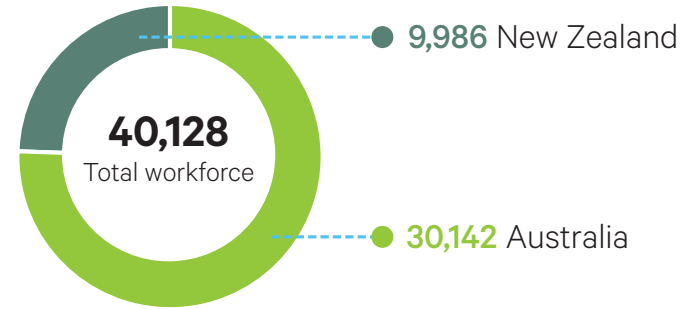
3%  
Aboriginal and  
Torres Strait  
Islander  
employees\*

25%  
women in  
executive  
positions

\* By 2022.

# A snapshot of Downer's diversity profile

In February 2022, Downer employed more than 40,000 people across Australia and New Zealand:



33%

women in our workforce

67%

men in our workforce

1%

Aboriginal and Torres Strait Islander people in our workforce

18%

of Downer graduates are women

18%

women in management

21%

women in Executive roles

33%

representation of women on Downer board

22%

of Downer apprentices and trainees are women

24%

Downer New Zealand employees are Māori, 6% of total Downer workforce\*

0.15%

employees who identify as LGBTQIA+

0.09%

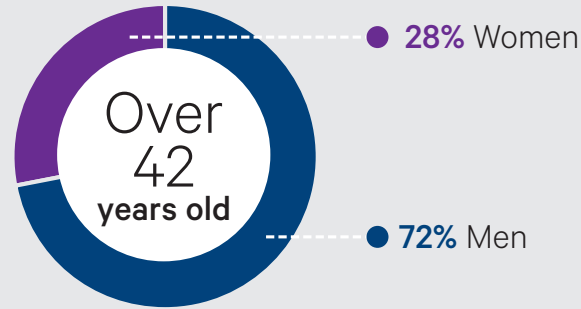
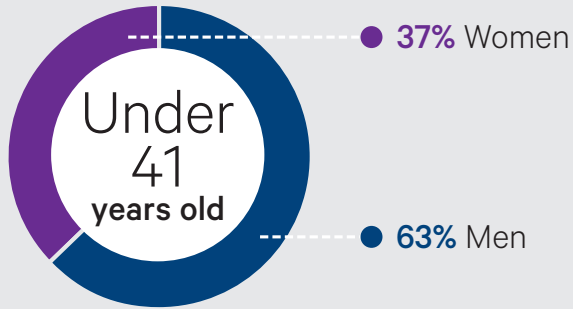
employees living with a disability

7%

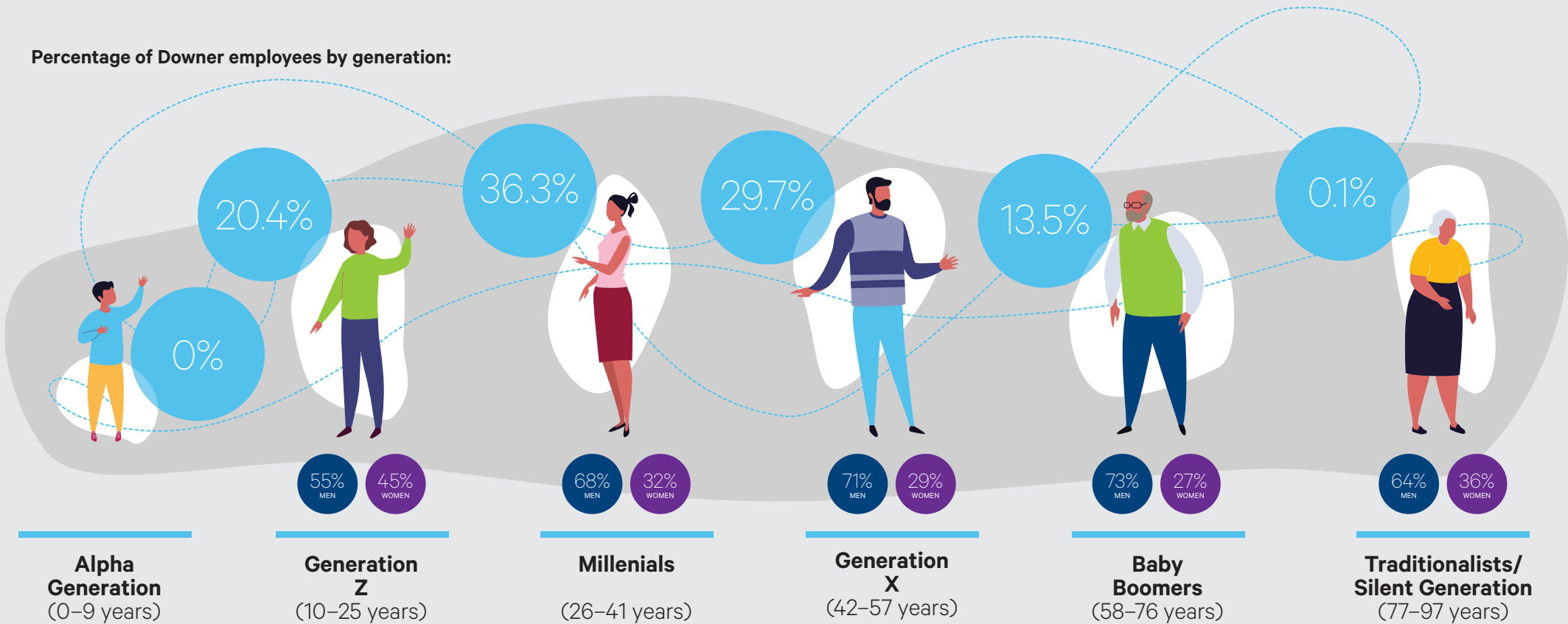
of Downer apprentices in Australia identify as Indigenous



**Downer workforce by age group:**



**Percentage of Downer employees by generation:**



# Our Inclusion & Belonging guiding principles

To successfully embed a culture of inclusion and belonging within Downer, we have developed 10 principles which have shaped the development of this strategy:

1. Inclusion & Belonging governance structure that starts at the top and cascades throughout every level of the organisation – inclusion is everyone's responsibility.
2. Visible support and action from leadership within all Downer Business Units.
3. Strategic and consistent Inclusion & Belonging key messages and language.
4. Inclusion & Belonging strategy aligned to business rationale with intentional outcomes.
5. Formalised accountability with structured measurement and reporting methods.
6. Talent processes and policies across the employee lifecycle to reflect a culture of inclusion and belonging.
7. Performance management process to reflect inclusion principles and enable retention of key talent.
8. Individual development opportunities and plans that are inclusive of diversity and respect difference.
9. Ongoing awareness, education and development to enable growth.
10. Progressive strategy implementation through ongoing initiatives and community and industry partnerships.





To me, Own Different means everybody has different strengths, skills and ways of thinking. It is important to acknowledge these differences and appreciate them. We cannot foster creativity and innovation at work without an Own Different approach.

– Thomas Son, Group Legal

# Inclusion & Belonging Pillars

## Organisational culture

Continue to build an organisational culture of Inclusion & Belonging.

## Education and growth

Educate, increase awareness and capability enabling knowledge transfer and growth.

## Community relationships

Build strategic and inclusive partnerships and community relationships.

## Talent pipelines

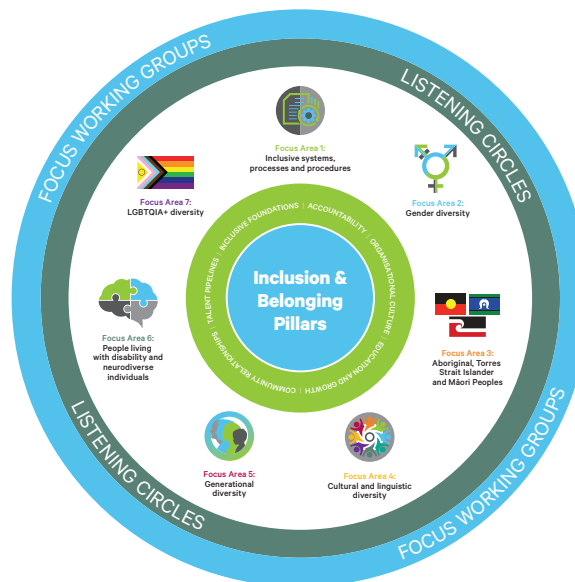
Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.

## Inclusive foundations

Development of inclusive systems and processes.

## Accountability

Measurement, analytics and reporting to ensure progress and accountability.



# Future vision

Downer's *Inclusion & Belonging Strategy 2022-2024* sets out to deliver on initiatives in seven key areas:

- Inclusive systems, processes and procedures
- Gender diversity
- Aboriginal, Torres Strait Islander and Māori peoples
- Cultural diversity
- Generational diversity
- Disability and neurodiversity
- LGBTQIA+ diversity

Our future vision is one where Downer's culture is truly reflective of the communities we live and operate in. A culture in which every employee feels respected, valued and comfortable to own their difference. Downer acknowledges that inclusion and belonging is complex and continually evolving. We will be proactive in ensuring this Strategy is reviewed and updated in line with changes to business requirements and macro-environment factors, as they emerge.

Our people are our most important asset, and we will continue to invest in awareness and education around these focus areas, ensuring all people have access to opportunities to develop and advance – personally and professionally.

Downer is committed to making inclusion and belonging and the benefits of diversity a strategic organisational objective. This objective requires greater analysis of our demographic data, investment to support under-represented groups and actively listening to our people to amplify all voices and continue to drive inclusion objectives.

**Own  
Different.**



# Inclusion & Belonging Action Plan 2022-2024



## Focus Area 1: Inclusive systems, processes and procedures

At Downer we believe that employing a diverse workforce creates an environment where innovation, creativity and productivity can cultivate and thrive. Diverse workplaces experience increased capability through diversity of thought, perspectives and experiences. We acknowledge that all people play a part in our inclusion journey. Different people bring different perspectives, which are opportunities for everyone to learn and grow.

The 'Inclusive systems and processes' focus area is the foundation and enabler for cultural change across all Inclusion & Belonging focus areas. Inclusive systems, processes and procedures will help to create an inclusive culture and sense of belonging for all employees at Downer.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Inclusion & Belonging (I&B) Community of Practice and Business Unit Steer Committees	Establish a Group-level Community of Practice that provides strategic advice and governance of Business Unit Inclusion & Belonging Steer Committees to focus on delivery of programs and initiatives that will support the achievement of Corporate and local objectives around Inclusion & Belonging.
	Workplace Giving Program	Launch a Workplace Giving Program as part of Downer's Corporate Philanthropy Strategy.
	Function name change	Change the name of the Diversity & Inclusion Function and all referenced documents to Inclusion & Belonging to emphasise the importance of inclusion and equity to create an inclusive culture. Update the name of the Diversity & Inclusion Steering Committee network and Communities of Practice to reflect and emphasise the platform of Inclusion & Belonging.
	Employee Resource Groups, Ally and Champion Networks	Establish frameworks to support and empower employees from under-represented groups such as Aboriginal and Torres Strait Islander and Māori peoples, Champions Networks, Downer PRIDE and gender-based networks, cultural groups, veterans and ex-service people, generational, employees with disability, parents and carers. Ensure that all Downer employee networking groups have endorsement and support from Downer leaders, as well as regular business engagement opportunities.
	Inclusion Habits Journey	Facilitate the engagement of Emberin to launch the Inclusion Habits Journey across Downer's Australian Business Units and Inclusion & Belonging Steer Committees dependent upon the maturity of Inclusion & Belonging within the Business Unit.
	Inclusion & Belonging Calendar	Develop a calendar of significant days and events to acknowledge and create awareness for Inclusion & Belonging focus areas and further contribute to building an inclusive workplace culture.
	Award submissions	Develop award submissions to promote the talent within our business; work with the People & Culture and Inclusion & Belonging communities to identify potential nominees to showcase achievements across the Inclusion & Belonging platform.

# Inclusion & Belonging Action Plan 2022-2024 (continued)



## Focus Area 1: Inclusive systems, processes and procedures (continued)

INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
<b>Education and growth</b>  Educate, increase awareness and capability enabling knowledge transfer and growth.	Resource and information hub – Internal and external	Develop and maintain an information hub on the Inclusion & Belonging intranet and the Downer website. Sites will contain resources and reference material across the Inclusion & Belonging platform including initiatives, case studies, research and success stories to promote and share learnings. Continue to develop monthly 'Embracing Inclusion' fact sheets.
	Lunch n' Learn information sessions	Deliver a series of Inclusion & Belonging 'Lunch n Learn' sessions for all employees covering a range of topics including Aboriginal and Torres Strait Islander and Māori' cultural learning, genders, disability, sexual orientation and generational diversity to increase knowledge and awareness.
	Video campaigns on inclusion & belonging	Re-launch 'Own Different' campaign in Australia aligned to the launch of the Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan</i> , talent, sourcing and recruitment campaign.
	Unconscious bias awareness	Develop a series of podcasts sharing 'real' stories from Downer employees, which demonstrate the importance of conscious decision making in our daily interactions.
	Inclusion & belonging conference	Development and launch of Inclusion & Belonging conference – for Inclusion & Belonging Steer Committee members across Downer.
	Parents and carers in the workforce	Develop an education and awareness framework to support parents and carers in the workforce, in accordance with The Downer Standard.
	Leadership capability	Realign our leadership programs to include additional diversity and inclusion content. Use competency units as part of the new Inclusion & Belonging Training Strategy and Matrix.
	Respect@Work campaign	Develop a collaborative package of training with the Industrial Relations team regarding Respect@Work and legislative changes to <i>Sex Discrimination Act</i> and <i>Fair Work Act (Australia)</i> .
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	Internal relationship and partnership identification	Develop and support an Inclusion & Belonging Network and various Working Groups for initiatives developed under each Inclusion & Belonging Focus Area.
	External relationships and partnerships	Establish new partnerships and relationships with external agencies to support the implementation of Focus Area initiatives.
<b>Talent pipelines</b>  Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Onboarding and induction	Develop an inclusive onboarding and induction process which includes a toolkit of resources and support programs to ensure we are supporting our diverse workforce at all stages of the employee lifecycle.
	Talent and sourcing	Consult with The Downer Standard and Talent & Sourcing teams to ensure that recruitment processes are fair and inclusive for all candidates and prospective employees. This process will be supported by the development of an 'Inclusive Talent and Sourcing' Guide.



INCLUSION & BELONGING PILLAR		
INITIATIVE	KEY ACTIONS	
<b>Inclusive foundations</b>  Development of inclusive systems and processes.	Policy & procedure review including The Downer Standard	Conduct a review of all policies and procedures across Downer to ensure inclusivity and equity with a focus on supporting flexible work arrangements and improving how we manage flexible work agreements.
	Downer systems review	Conduct a review of Downer Talent and Sourcing systems, focusing on recruitment, onboarding and data systems, to ensure the process is inclusive and gender-neutral.
	Supplier diversity	Work with the Downer Procurement team to review current supplier diversity systems and processes to improve data quality and ensure procurement is a fair process for all suppliers.
	Internal processes around inclusion	Undertake annual analysis of opportunities for improved inclusion across Downer, to identify potential under-represented and employee groups that require support and a voice, to enable change. For example, carers and parents, veterans, migrants and refugees, single parents.
<b>Accountability</b>  Measurement, analytics and reporting to ensure progress and accountability.	Monitoring, measuring and tracking	Develop and launch a reporting and accountability framework and scorecard for Inclusion & Belonging based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> .
	Accountability	Create KPIs for Executive Leadership Teams which are aligned with <i>Inclusion &amp; Belonging Action Plan objectives and targets</i> .
	Inclusion survey and index	Conduct a diversity survey every two years, to gain a baseline for measuring Inclusion & Belonging metrics across Downer. Develop annual Inclusion Index based on the Downer Engagement Survey.

## Inclusion & Belonging Action Plan 2022-2024 (continued)



### Focus Area 2: Gender diversity

Downer is committed to improving opportunities for employees of all genders to support and reach their full potential, through fostering an inclusive work environment, positioning Downer as a preferred employer of choice. Downer acknowledges the various challenges faced by different genders, including women in the delivery of their various roles across the organisation. Downer remains focused on improving gender balance in traditionally male-dominated areas, including trade roles, middle management and senior management. Downer is still progressing towards its medium-term gender diversity targets by 2023 which include:

- 40% of women in the workforce
- 25% of women in management positions
- 25% of women in executive positions; and
- 30% women on the Board.

One of many initiatives to help Downer progress towards its gender diversity targets is the launch of our first Group-wide women empowerment and capability building program, THRIVE, in 2021. THRIVE will continue to be a key initiative for our gender diversity focus area and tailored initiatives will be developed to support gender diversity initiatives within Business Units, which will contribute to achieving our medium-term gender diversity targets.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Attraction, Employment, Engagement & Retention Plan	Engage a working group to develop a strategic and inclusive <i>Downer Gender Diversity Attraction, Employment, Engagement, &amp; Retention Plan</i> .
	Workplace Gender Equality Agency (WGEA) Australia	Analyse the annual WGEA reporting data and use the learnings to develop ongoing Strategy improvements, programs and initiatives with Downer Business Units.
	Workplace equality and respect standards	Conduct self-assessment against criteria and standards outlined in the <i>Workplace Equality and Respect Standards and Gender Equality Act 2020 (VIC)</i> , reporting on areas for improvement.
	Pay equity	Identify any gender pay gap inequalities across the business as part of the annual remuneration review and work with WGEA to implement recommendations.
	Work180 Australia	Review Work180 criteria and best practice employers which are Work180 accredited. Conduct a comparative analysis on systems, processes, procedures and accreditations offered to women.
	White Ribbon accreditation	Commence White Ribbon Australia workplace accreditation to demonstrate that Downer's commitment to fostering respect and gender equality in the workplace as well as eliminating gendered violence.
	International Women's Day (IWD)	Develop Group-wide employee webcasts and acknowledgement of International Women's Day to promote greater understanding of gender-based challenges in the workforce and create real change.
	Women's participation and retention project	Undertake exploratory research and analysis on workforce participation and retention across Downer, reporting on findings and implementing recommended actions.





INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
<b>Education and growth</b> Educate, increase awareness and capability enabling knowledge transfer and growth.	Capability growth	Identify and implement programs for developing personal and professional capability for women across Downer.
	THRIVE (Australia) and WILD (New Zealand) Programs	Deliver THRIVE, our women's personal and professional growth program and New Zealand's Women In Leadership Downer Program (WILD).
	Family and domestic violence awareness programs	Develop programs to increase awareness of family and domestic violence as well as sexual harassment in the workplace.
	Mentor programs	Develop and implement inclusive mentoring programs for gender-based or under-represented groups.
<b>Community relationships</b> Build strategic and inclusive partnerships and community relationships.	External relationships and partnerships	Support ongoing partnerships and programs with schools, universities, sporting teams and other external agencies to ensure that Downer is delivering best practice approaches to gender diversity. Ensure that Downer is an employer of choice for potential candidates for gender-based initiatives.
	New partnerships	Identify new partnerships and opportunities for sourcing and recruiting employees from gender-based and under-represented groups.
<b>Talent pipelines</b> Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing	Develop innovative programs with a wider range of recruitment platforms to reach gender-based candidates.
	Talent management	Embed talent management and succession planning frameworks for cohort to CEO-3 for women and ensure that internal and external talent pools are established for women to target roles within the business.
	Graduate and Apprentice Programs	Prioritise the inclusion of gender based under-represented groups within current graduate and apprenticeship programs.
	Pipeline activities	Identify and implement pipeline activities for potential candidates from gender-based under-represented groups.
	Career plans	Develop, implement and track progression of women on talent-based career plans across Australian and New Zealand operations.
Target roles	Work with Business Units to identify roles across Australia and New Zealand that can be nominated for gender based under-represented groups.	
<b>Inclusive foundations</b> Development of inclusive systems and processes.	Policy & Procedure Review including The Downer Standard	Conduct a review of all policy and procedures across Downer to ensure inclusivity and equity with a specific focus on gender diversity.
<b>Accountability</b> Measurement, analytics and reporting to ensure progress and accountability.	Monitoring and tracking	Develop and launch an accountability framework and scorecard for diversity and inclusion reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> around gender diversity.

**Own  
Different.**



## Inclusion & Belonging Action Plan 2022-2024 (continued)



### Focus Area 3: Aboriginal, Torres Strait Islander and Māori Peoples

#### Aboriginal and Torres Strait Islander engagement and participation

Downer's vision for reconciliation is one where all Aboriginal and Torres Strait Islander people are treated equally in all relationships and their cultures and histories are celebrated and respected. Aboriginal and Torres Strait Islander peoples and communities are key to establishing positive outcomes and legacies where we deliver work. We are committed to increasing Downer's cultural competence and capability and are committed to be an organisation that respects Australia's First Nations peoples. Through our Indigenous Specialist team, we engage, inform and support our Business Units to help them understand cultural protocols. This team works with community leaders, employees and recognised Aboriginal businesses to develop plans that deliver work through lasting employment and subcontractor opportunities.

In 2022, Downer submitted our first joint Reconciliation Action Plan (RAP) to Reconciliation Australia covering both Downer and Spotless, enabling the opportunity to share learnings and align future commitments, programs and initiatives.

Promoting Aboriginal and Torres Strait Islander culture and building the cultural awareness of our workforce is critical to building relationships based on trust and respect.

#### Māori engagement and participation

Downer's vision (matawhānuī) is to create an environment where Māori thrive, because it's better for our people, our whanau, our communities, our business and our country. The aim is to lift the potential of our current and future workforce, to develop and maintain strong relationships with Iwi and Māori organisations, to lift understanding of Māori tikanga and Te Reo across the organisation, to be an advocate for development of Māori and recognition of tangata whenua across our industry and our communities.

We achieve this through a suite of development programs for our Māori employees, pre-employment programs for Māori, and a cultural competence program for non-Māori. We also have a range of activities that lift understanding and use of tikanga and Te Reo, build a community of taurira (alumni) from our programs, have a framework for Iwi engagement, and provide governance across development programs.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
Organisational culture	Attraction, Employment, Engagement & Retention Plan	Develop a strategic and inclusive <i>Downer Australia Aboriginal and Torres Strait Islander Attraction, Employment, Engagement, &amp; Retention Plan</i> through the establishment of a working group comprised of Downer employees, sponsored and led by a senior organisational leader.
	Attraction, Employment, Engagement & Retention	Nga Kaitiaki o Te Ara Whanake to deliver on its strategic plan to increase Māori engagement and development.
	Reconciliation Australia	Work with Reconciliation Australia to develop and launch a consolidated Downer and Spotless second Innovate RAP demonstrating Downer's commitment to ongoing reconciliation.

## Inclusion & Belonging Action Plan 2022-2024 (continued)



### Focus Area 3: Aboriginal, Torres Strait Islander and Māori Peoples (continued)

INCLUSION & BELONGING PILLAR	INITIATIVE	KEY ACTIONS
<b>Education and growth</b>  Educate and embed best practice cultural heritage monitoring within large scale on-country project deliveries. Support engagement and partnership with Iwi, Local Traditional Owner groups and Registered Native Title bodies	Capability growth	Identify and implement programs for leadership capability, growth and development opportunities for Aboriginal and Torres Strait Islander People across Downer.  Continue to deliver Downer's Māori Leadership Development program, Te Ara Whanake and extend suite of programs e.g. Wahine Toa (Māori women's program, Toa Takatini (Driver's license program), Wakatipu tetekura (school leaver program).
	Cultural immersion	Explore and target opportunities for cultural immersion experiences for employees across Downer, with a focus on cultural heritage for Aboriginal and Torres Strait Islander employees and employees from other cultural backgrounds.
	Education and awareness	Develop and deliver series of information sessions, awareness packs and other resources to the business about Aboriginal, Torres Strait Islander and Māori history and cultures, such as Cultural Learning Bites.
	Cultural Heritage Awareness	Educate and embed best practice cultural heritage monitoring within large scale on-country project delivery. Support engagement and partnership with Iwi.
	Māori Cultural Awareness program	Continue to deliver the Te Ara Maramatanga program to build knowledge, and awareness of Māori tikanga and increase cultural competence.
	Mentoring programs	Develop and endorse inclusive 'optional' mentoring programs for Aboriginal and Torres Strait Islander employees, to ensure supported ongoing "Cultural Safety" in their roles.
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	External relationships and partnerships	Support ongoing partnerships and programs with community, schools, universities, sporting teams and other external agencies to ensure that Downer is continuing to maintain strong relationships with our communities and supporting employee pipeline opportunities.
	New partnerships	Identify new partnerships and opportunities for support, growth and development across Downer and the communities in which we operate.
	Stars Foundation and NRL Cowboys House	Leverage partnerships with Stars Foundation, NRL Cowboys House and other external agencies to promote greater opportunities for young people in the communities we operate in. Open pathways to provide opportunities for these young people to join the Downer workforce.
	Māori partnerships	Continue to partner with Te Puni Kokari on delivering Māori employment and development programs.



INCLUSION & BELONGING PILLAR		
INITIATIVE	KEY ACTIONS	
<b>Talent pipelines</b> Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing	Develop a 'Downer is Deadly' Talent and Sourcing Video highlighting opportunities for Aboriginal and Torres Strait Islander candidates.
	Talent management	Embed talent management and succession planning frameworks for suitable Aboriginal, Torres Strait Islander and Māori employees and ensure that internal and external talent pools are established for these cohorts to target roles within the business.
	Graduate and Apprentice Programs	Prioritise the inclusion of Aboriginal, Torres Strait Islander and Māori within current graduate and apprenticeship programs.
	Pipeline activities	Identify and implement pipeline activities for potential candidates from Aboriginal, Torres Strait Islander and Māori heritage. Develop innovative programs and approaches to reach a wider range of recruitment platforms and diverse communities.
	Career plans	Encourage Aboriginal, Torres Strait Islander and Māori employees to participate in available talent-based career progression plans to promote ongoing development across Australia and New Zealand operations.
	Target roles	Work with Business Units to identify roles that can be nominated for Aboriginal and Torres Strait Islander and Māori employees.
	Pre-employment program and internships	Develop internal Indigenous pre-employment and internship programs in Australia, through the consultation, education, engagement and collaboration with Business Units across Downer.
	External talent pool	Development of an external talent pool focusing on Aboriginal and Torres Strait Islander candidates.
	Indigenous scholarships	Create annual opportunities for two Australian Indigenous scholarships at a value of \$10,000 each year for four years.
<b>Inclusive foundations</b> Development of inclusive systems and processes.	Policy and procedure review including The Downer Standard	Conduct a review of all policy and procedures across Downer to ensure inclusivity and equity with a specific focus on Aboriginal, Torres Strait Islander and Māori employees.
<b>Accountability</b> Measurement, analytics and reporting to ensure progress and accountability.	Monitoring and tracking	Develop and launch an accountability framework and scorecard for Inclusion & Business reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> on Aboriginal, Torres Strait Islander and Māori diversity and cultural awareness.

## Inclusion & Belonging Action Plan 2022-2024 (continued)



### Focus Area 4: Cultural and linguistic diversity

Downer acknowledges Australia is one of the most culturally diverse countries in the world. Approximately one in four Australians were born overseas, and 44% of us have a parent who was born overseas. Australians identify with more than 270 ancestries, speak over 260 languages and practice a wide range of religions.

New Zealand also has one in four New Zealanders born overseas, with 18.5% of their population being Maori descent, 8.1% Pacific peoples and 15.1% Asian.

Downer is committed to creating a workplace that is inclusive and recognises the value of our diverse workforce. Our behaviours and interactions are founded on mutual respect where all people, communities and cultures are recognised, valued and celebrated. We are all different – and we own our difference.

Building a diverse and inclusive workplace is key to achieving our workforce strategy and relies on a robust, functional and integrated talent management framework. We recognise that the right culture provides a significant competitive advantage in not only attracting and retaining talent but supporting our people to feel valued and reach their potential.

A key element of Downer's Thought Leadership Pillar is to seek diversity of thought. Downer's partnership with CareerSeekers, a non-profit organisation supporting Australian humanitarian entrants into professional careers, has resulted in refugees and asylum seekers entering our graduate and internship programs.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	INITIATIVES	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Attraction, Employment, Engagement & Retention Plan	Develop a strategic and inclusive <i>Downer Cultural and Linguistic Diversity Attraction, Employment, Engagement, &amp; Retention Plan</i> through the establishment of a working group comprised of Downer employee representatives, sponsored and led by a senior organisational leader.
<b>Education and growth</b>  Educate, increase awareness and capability enabling knowledge transfer and growth.	Capability growth	Identify and implement programs for capability growth and development for employees from under-represented groups of culturally and linguistically diverse people.
	Education and awareness	Develop and deliver information sessions, awareness packs and other resources to the business in relation to the awareness and understanding of different cultures and languages.
	Mentoring programs	Develop and endorse inclusive mentoring programs for employees from culturally diverse groups within Downer, tracking and monitoring engagement.



INCLUSION & BELONGING PILLAR	INITIATIVES	KEY ACTIONS
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	External relationships and partnerships  New partnerships  Refugees and migrants	Support ongoing partnerships and programs with schools, universities, sporting teams and other external agencies to ensure that Downer is delivering inclusive education programs and initiatives for candidates from diverse cultural backgrounds.  Identify new partnerships and opportunities for sourcing and recruiting employees from under-represented cultural groups.  Develop partnerships and programs to engage employees from refugee and migrant backgrounds.
<b>Talent pipelines</b>  Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing  Talent management  Graduate and Apprentice Programs  Pipeline activities  Career plans  Target roles	Develop innovative programs and approaches to a wider range of recruitment platforms to reach diverse communities and culturally diverse and under-represented groups.  Embed talent management and succession planning frameworks for employees from cultural and linguistic diverse backgrounds and ensure that internal and external talent pools are established for these groups to target roles within the business.  Prioritise the inclusion of candidates from under-represented cultural and linguistically diverse groups within current graduate and apprenticeship programs.  Identify and implement pipeline activities for potential candidates from under-represented groups.  Develop, implement and track progression of employees from diverse backgrounds on talent-based career plans across Australia and New Zealand operations.  Work with Business Units to identify roles across Australia and New Zealand that can be nominated for employees from under-represented groups.
<b>Inclusive foundations</b>  Development of inclusive systems and processes.	Policy and procedure review including The Downer Standard	Conduct a review of all policy and procedures across Downer to ensure inclusivity and equity with a focus on cultural and linguistic diversity.
<b>Accountability</b>  Measurement, analytics and reporting to ensure progress and accountability.	Monitoring and tracking	Develop and launch an accountability framework and scorecard for Inclusion & Belonging reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> on cultural and linguistic diversity.

## Inclusion & Belonging Action Plan 2022-2024 (continued)



### Focus Area 5: Generational diversity

Downer's Graduate Program has been the cornerstone of our generational diversity focus since its inception in 2017. It is a two-year program in which graduates undertake rotations in various Business Units and gain insights and experience across the Downer Group.

The aim of the Graduate program is to attract high-calibre talent and build a rich and diverse pipeline of future leaders. The coordinated attraction, recruitment, selection and development process leverages the scale of the organisation to promote a compelling graduate value proposition.

If we look at generational diversity at Downer, at present there are five different generations of employees working together in our organisation. Each generation has varying personal values, expectations and perspectives about the notion of work and their place in the world. Downer is committed to developing flexible and suitable working options across our diverse workforce.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	INITIATIVES	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Attraction, Employment, Engagement & Retention Plan	Develop a strategic and inclusive Downer Generational Diversity Attraction, Employment, Engagement, & Retention Plans through the establishment of a working group comprised of Downer employee representatives, sponsored and led by a senior organisational leader.
	<b>Education and growth</b>  Educate, increase awareness and capability enabling knowledge transfer and growth.	Capability growth Education and awareness Generation specific programs Mentoring programs
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	External relationships and partnerships	Support ongoing partnerships with external agencies, schools and universities to strengthen relationships and understand their direction and strategy. Attend and promote Downer at career and industry-based expos to encourage potential candidates to consider Downer as an employer of choice for people across all generations.
	New partnerships	Identify new partnerships and opportunities for sourcing and recruiting employees from all age cohorts and generations.





INCLUSION & BELONGING PILLAR	INITIATIVES	KEY ACTIONS
<b>Talent pipelines</b> Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing	Continue to build a talent pipeline by investing in entry-level programs that align to our generational diversity focus and priority areas, including: <ul style="list-style-type: none"> <li>■ Downer Graduate Development Program</li> <li>■ Cadetships and further undergraduate programs</li> <li>■ Apprenticeships and traineeships (mature-age opportunities, recognition of prior learning for experienced workers without formal qualifications)</li> <li>■ Internships</li> <li>■ CSO pre-employment programmes (NZ).</li> </ul>
	Talent management	Embed talent management and succession planning frameworks for employees from various generations within the workplace and ensure that internal and external talent pools are established for these groups to target roles within the business.
	Pipeline activities	Identify and implement pipeline activities for potential candidates from various age demographics.
	Career plans	Develop, implement and track progression of employees from different generations on talent-based career plans across Australia and New Zealand operations.
<b>Inclusive foundations</b> Development of inclusive systems and processes.	Policy and procedure review including The Downer Standard	Conduct a review of all policies and procedures across Downer to ensure inclusivity and equity with a focus on generational diversity. Develop Downer policies and processes in relation to flexible work, seasonal work, mentoring programs and transition to retirement. This will help Downer to support all generations, retain people with valuable skills and experience and develop an inclusive culture in our multigenerational workforce.
<b>Accountability</b> Measurement, analytics and reporting to ensure progress and accountability.	Monitoring and tracking	Develop and launch an accountability framework and scorecard for Inclusion & Belonging reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022–2024</i> regarding multigenerational diversity.



## Focus Area 6: People living with disability and neurodiverse individuals

Downer will continue to develop a culture of support, inclusion & belonging for people with both visible and non-visible disabilities. In Australia and New Zealand, 25% of people have experienced a form of disability at some stage of their life. We acknowledge and understand that employees do not always feel comfortable disclosing that they have a disability. We want to ensure that we are creating a supportive, accessible and inclusive environment, where all employees have adequate resources to thrive and fully contribute to the success of their team and Downer.

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	OBJECTIVES	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Attraction, Employment, Engagement & Retention Plan	Develop a strategic and inclusive Downer Disability and Neurodiversity Attraction, Employment, Engagement, & Retention Plan through the establishment of a working group comprised of Downer employee representatives, sponsored and led by a senior organisational leader.
<b>Education and growth</b>  Educate, increase awareness and capability enabling knowledge transfer and growth.	Capability growth Education and awareness	Identify and implement programs for capability growth and development for employees with disability and neurodiverse people. Develop and deliver information sessions, awareness packs and other resources to the business in relation to disability workplace accessibility and inclusion.
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	External relationships and partnerships New partnerships	Build partnerships and seek advice from Disability and Neurodiversity external agencies to ensure initiatives and programs that Downer delivers employ a best practice approach. Attend career and industry-based expos to encourage potential candidates to consider Downer as an employee of choice for people living with a disability. Identify new partnerships and opportunities for sourcing and recruiting employees with a disability.
<b>Talent pipelines</b>  Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing Talent management Graduate and Apprenticeship Programs Pipeline activities Career plans Target roles	Develop innovative programs and approaches to a wider range of recruitment platforms to reach potential candidates with disability, including a pilot autism recruitment project within a specific Business Unit. Identify target roles and seek exemption from the Anti-Discrimination Board (Australia). Embed talent management and succession planning frameworks for employees with a disability and ensure that internal and external talent pools are established for these groups to target roles within the business. Prioritise the inclusion of candidates with a disability within current graduate and apprenticeship programs. Identify and implement pipeline activities for potential candidates with a disability. Develop, implement and track progression of employees with disability on talent-based career plans across Australia and New Zealand operations. Work with Business Units to identify roles across Australia and New Zealand that can be nominated for employees with disability, providing safe and supportive work environment.



INCLUSION & BELONGING PILLAR	OBJECTIVES	KEY ACTIONS
<b>Inclusive foundations</b>  Development of inclusive systems and processes.	Policy and procedure review including The Downer Standard	Conduct a review of all policy and procedures across Downer to ensure inclusivity and equity with a specific focus on disability, workplace modification, accessibility and inclusion.
<b>Accountability</b>  Measurement, analytics and reporting to ensure progress and accountability.	Monitoring and tracking	Develop and launch an accountability framework and scorecard for Inclusion & Belonging reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> on disability and accessibility.



## Focus Area 7: LGBTQIA+ diversity

Downer aims to create a welcoming and safe environment where all employees who identify as lesbian, gay, bisexual, transgender, intersex, queer, asexual and other diverse genders, sexes and sexualities feel comfortable and supported to bring their whole selves to work. Downer seeks to provide an environment where employees are not afraid of being bullied or harassed because of their identity and sexual orientation. Downer is committed to increasing awareness, understanding and respect for the LGBTQIA+ community in the workplace

Downer's Business Units are at different stages of maturity in their inclusion journey and change agendas will vary across different workgroups. The Inclusion & Belonging Steer Committees in each Business Unit will draw on this strategy to validate current efforts and remain aligned to our higher strategic intent for Inclusion & Belonging. The Community of Practice, chaired by the Chief Operating Officer, will aggregate these collective efforts and work to optimise performance across the Group.

INCLUSION & BELONGING PILLAR	OBJECTIVES	KEY ACTIONS
<b>Organisational culture</b>  Continue to build an organisational culture of Inclusion & Belonging.	Attraction, Employment, Engagement & Retention Plan	Development of a strategic and inclusive Downer Attraction, Employment, Engagement, & Retention Plan for employees from our LGBTQIA+ community through the establishment of a working group comprised of Downer employee representatives, sponsored and led by a senior organisational leader.
<b>Education and growth</b>  Educate, increase awareness and capability enabling knowledge transfer and growth.	Capability Growth	Identify and implement programs for capability growth and personal development for employees from our LGBTQIA+ community.
	Education and awareness	Develop and deliver information sessions, awareness packs and other resources to the business in relation to LGBTQIA+ communities, such as inclusive language, the use of pronouns and creating a culture of inclusion for this community.
	Mentoring programs	Develop and endorse inclusive mentoring and transitioning programs for employees from our LGBTQIA+ community. Seek support and mentoring from a suitable mentor within the business, tracking and monitoring engagement.
<b>Community relationships</b>  Build strategic and inclusive partnerships and community relationships.	Information sharing	Leverage the knowledge and advancement of Downer New Zealand in relation to the Rainbow Tick accreditation, with the objective of working with the Rainbow Tick organisation to achieve accreditation in Australia.
	External relationships and partnerships	Partner with external agencies and seek their advice on delivering initiatives that create change, are measurable and make an impact on the lives of people in the LGBTQIA+ community. Support community and industry events where possible to promote Downer as an employer of choice for LGBTQIA+ people and meet potential candidates.
<b>Talent pipelines</b>  Focus on talent and sourcing pipelines, Employee Value Proposition, retention and engagement.	Talent and Sourcing	Develop innovative programs and approaches to a wider range of recruitment platforms to reach potential candidates from LGBTQIA+ communities.



INCLUSION & BELONGING PILLAR	OBJECTIVES	KEY ACTIONS
<p><b>Inclusive foundations</b></p> <p>Development of inclusive systems and processes.</p>	<p>Policy and procedure review including The Downer Standard</p>	<p>Conduct a review of all policies and procedures across Downer to ensure they are inclusive and equitable. Identify systems and processes to engage and retain employees who identify as being part of the LGBTQIA+ community.</p>
<p><b>Accountability</b></p> <p>Measurement, analytics and reporting to ensure progress and accountability.</p>	<p>Monitoring and tracking</p>	<p>Develop and launch an accountability framework and scorecard for diversity and inclusion reporting and metrics, based on Business Unit <i>Inclusion &amp; Belonging Tactical Plans</i> and the overarching Downer Australia and New Zealand <i>Inclusion &amp; Belonging Strategy and Action Plan 2022-2024</i> for LGBTQIA+ communities.</p>

# Recognition of partnerships, memberships and relationships

Downer has meaningful relationships and partnerships with the following organisations:





**Own  
Different.**



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