



Inclusion & Belonging Strategy and Action Plan

July 2024 – June 2026



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 Elder's past, present, and future in maintaining their culture, their country, and spiritual connection to the land.

Downer Whakataukī

Tuituia ngātahi mātou ki te mana o te whanau, te manaaki, te kairangatira me te ngākau pono, tuituia. Hei korowai tikanga tuku iho mō tatou. O rite ki ngā rākau nui i tupu ai i te wao nui o Tāne ko te kauri i whakawhiwhi haumarū, ko te rimu i whakawhiwhi taonga, ko te totara i whakawhiwhi whanaungatanga, ko te kahikatea i whakawhiwhi whakaaro matakite. Ngā pou e whā i aumangea ai i te whakataukī – mā te whanaungatanga ka angitu. Hui ē! Tāiki ē!

Weaving us together as one are family and relationships, care & respect, excellence and integrity as our cloak of values. Like the great trees growing in the forest of Tane is the Kauri which connects us to Safety, the Rimu which connects us to Delivery, the Totara which connects us to Relationships and the Kahikatea which connects us to Thought Leadership. These are our four pillars upon which we build “Relationships creating success”. United and ready to move forward!



This design is gifted to Downer by an alumni of its Te Ara Whanake initiative, to celebrate Matariki and Downer's commitment to inclusivity and acceptance.

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A message from our Chief Executive Officer



The Board and our senior leadership team are dedicated to creating a workplace where everyone feels accepted, valued, and respected. As our organisation continues to grow and evolve, it is crucial to prioritise inclusion and belonging to attract, develop, and retain diverse talent and foster an inclusive culture. Looking to the future, our success depends on building an organisation that meets the expectations of our customers and future talent, while reflecting the diversity of the communities we serve. Inclusion is more than just representation; it involves creating an environment where every voice is heard, every idea is welcomed, and everyone can bring their authentic selves to work. It's about enabling our people to connect with one another and feel a sense of belonging, which in turn helps us better serve our customers and fulfill our

purpose of “Enabling communities to thrive.”

Our culture - “The Downer Difference” is our commitment to building a high-performance organisation supporting our overarching purpose and our ambition to become the leading infrastructure services provider across Australia and New Zealand.

In the last 12 months, we have been developing our Group Strategic Plan that will enable each of our business units to reach their full potential and which sets out the enablers that are common to our entire organisation.

As a key enabler of our Group Strategic Plan, our commitment to retain and develop a diverse workforce, is embodied in our Inclusion and Belonging Strategy and Action Plan for 2024-2026. This plan outlines initiatives and actions designed to drive meaningful change and maintain an inclusive environment for all.

I am confident that by implementing these initiatives, we can create a workplace where every individual feels valued, respected, and empowered to contribute their best work. Together, we can build a culture of inclusion and belonging that benefits our organisation and inspires positive change in our industry and beyond.

Thank you for your dedication to this important work. Your passion, creativity, and commitment are what make Downer such a special company.

Peter Tompkins
Downer Group CEO

Own Different.

Downer comprises of over 30,000 unique individuals, each bringing different preferences, perspectives, histories, and heritages. We differ in our thinking, actions, and the unique value we contribute to Downer. These differences are our greatest strength, and we celebrate this through ‘Own Different’.

‘Own Different’ highlights Downer’s culture of inclusion, acceptance, engagement, and encouragement across our diverse workforce. Through ‘Own Different’ we aim to build confidence and ambition in our people by celebrating their uniqueness.

For Downer, diversity encompasses all the differences in how people identify. This includes social identity (such as age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background) and professional identity (such as profession, education, work experiences, organisational level, functional area, business unit, or line of business, and location). Everyone’s unique combination of these aspects shapes their worldview and workplace interactions, influencing how they perceive others and are perceived in return.

By celebrating our diversity and embracing our differences, we are fostering an environment where everyone feels they belong and can bring their whole selves to work every day. At Downer, ‘Own Different’ is synonymous with diversity and is the foundation of our Inclusion and Belonging Strategy.

What we mean by Inclusion & Belonging

Inclusion happens when a diverse group of people—varying in age, cultural background, gender, and other attributes—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 see higher levels of performance and engagement and deliver stronger commercial value. Workplace cultures that prioritise psychological safety and genuinely support diversity are also less likely to experience disruptions such as bullying and harassment.

Downer's Inclusion & Belonging Strategy and Action Plan for 2024-2026 is built on the principle of inclusion, supported by activities and initiatives that promote and sustain inclusive behaviour. This plan aims to create and maintain a culture where all employees feel valued, respected, and celebrated for their differences.



About Downer

Downer is the leading provider of integrated infrastructure services across Australia and New Zealand.

With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW). Downer Group employs more than 30,000 people, primarily in Australia and New Zealand.

We are committed to building strong relationships with our customers, people and communities. Together, we enable communities to thrive, shaping a connected and sustainable future.

Our ambition is to build a world where resilient infrastructure enhances liveability, connects us and unlocks our potential.

As our communities grow, so too does demand for greater urbanisation and productivity. This places pressure on our environment, so we're innovating to support a better climate future.

We strive to be the most collaborative and sustainable engineering, infrastructure management and construction services provider in Australia and New Zealand.

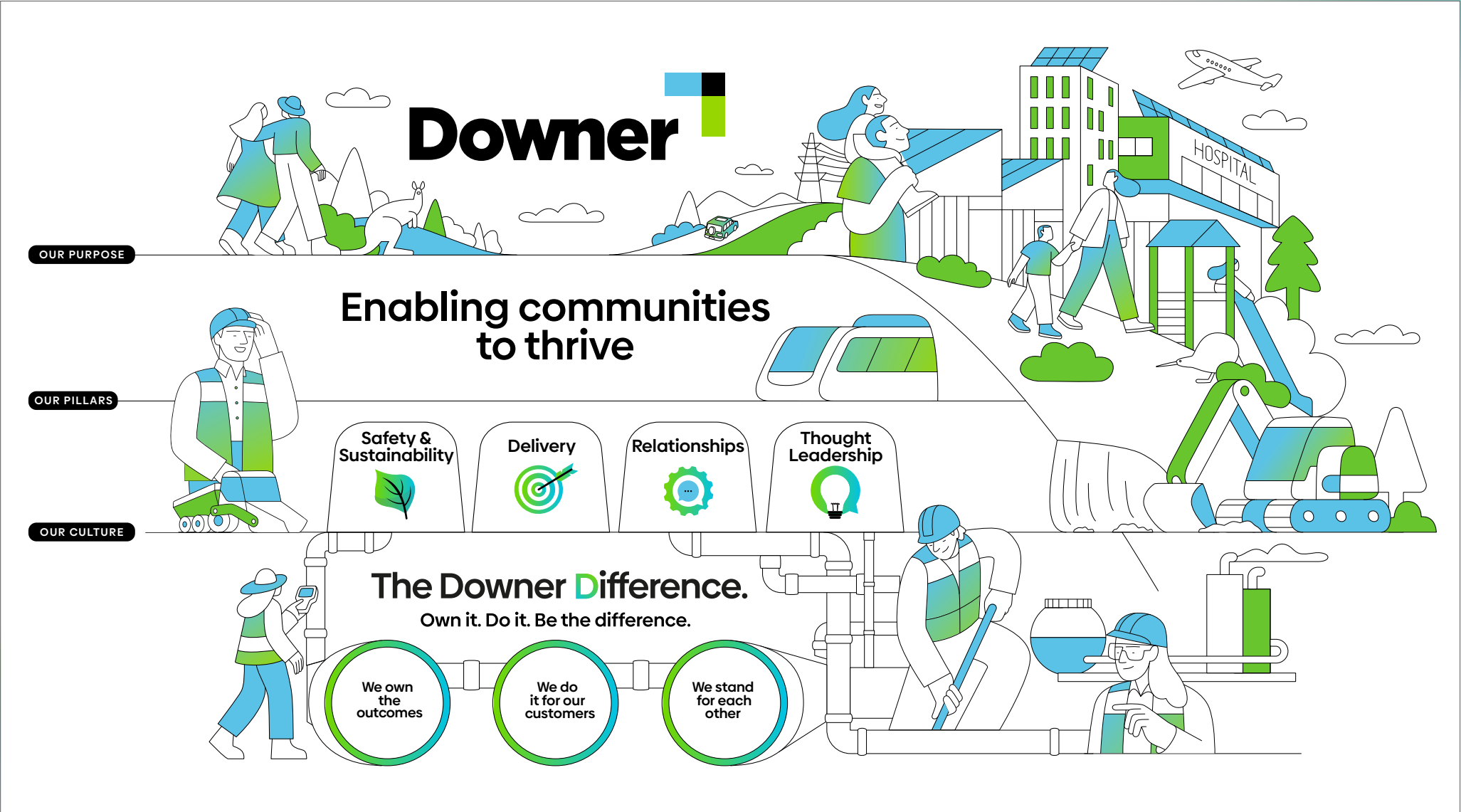
We seek to employ the best people and bring thought leadership to each stage of the asset lifecycle as we support our customers to plan, create and sustain.

We use our strength in relationships, depth of talent and passion for innovation to make an enduring, positive impact on the communities we serve. We deliver greater value for our partners and contribute meaningfully to communities while actively supporting our environment.

Underpinning our strategy is our commitment to building a high-performance organisation where each of us takes ownership for the outcomes we are accountable for, focused on doing it for our customers and standing for each other as we do it. Our culture – The Downer Difference has three focus areas – We own the results, We do it for our customers, and We stand for each other.



Our Culture on a page



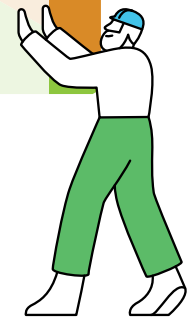
The Downer Difference



The Downer Difference.



Own it. Do it. Make the Difference.



Our Inclusion & Belonging Achievements to Date

2022 Downer's first group Inclusion and Belonging strategy was developed and launched.



Signed **Pledge** partnership with Pride Pledge across Downer Group and have proudly won a number of awards at the NZ Rainbow Awards.



Partnership with Amotai to deliver Maturity Matrix for Supplier Diversity to increase awareness.



Launch of our third Reconciliation Action Plan.



Over 17,000 employees have completed Indigenous Cultural Awareness Training as of May 2024.



Since 2022, **Over 300** employees have participated in Māori Leadership and Wāhine Development programmes.



Over 1000 employees currently certified as Mental Health First Aiders across AU & NZ by May 2024.



Over 500 employees have participated in leadership development programmes since 2020.



Indigenous Partnership with Kinaway, Supply Nation, NRL Cowboys House, Stars Foundation and the Australian Literacy and Numeracy Foundation.




Over 300 Women have undertaken our internal women's leadership development programmes such as WILD and Thrive programmes.



Over 31,000 employees have completed Preventing Sexual Harassment training as of May 2024.




57% Representation of Women on Downer Board.



Established Indigenous Business Directory promoting Aboriginal and Torres Strait Islander suppliers, with approximately 600 suppliers listed as of May 2024.



Established Employee Networks that focus on inclusion EmpowHER (Women) StandOut NZ (LGBT+) and Wāhine Kotahitanga (Women in site facing roles).



The Downer Difference. Our culture program that is customer-centric and focuses on an inclusive, purpose driven workplace.

A Snapshot of Downer's Diversity Profile

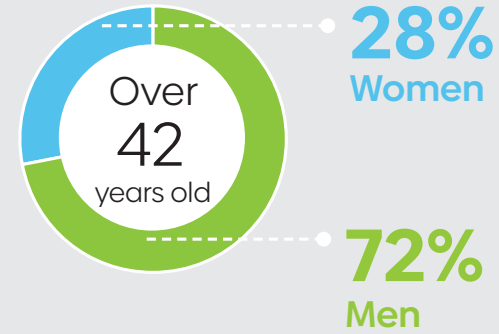
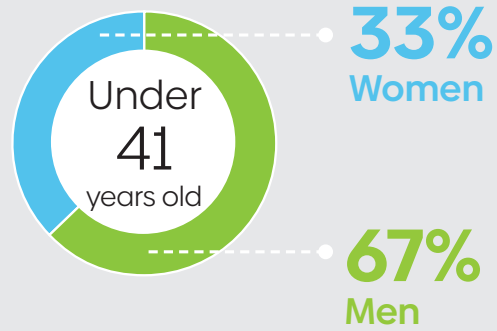
	June 2024
Total Downer Workforce	30,547
Workforce in Australia	20,376
Workforce in New Zealand	10,171

	June 2024
Women in our Workforce	30%
Men in our Workforce	70%
Aboriginal and Torres Strait Islander peoples in our workforce	1.8%
Women on Downer's Graduate programs	19%
Women on Downer's apprenticeship and traineeship programs	18%
Women in Management roles	21%
Women in Executive roles	19%
Representation of women on Downer's Board	57%
Maori peoples in our workforce	16%
Employees who identify as LGBTQIA+	0.26%
Employees living with a disability	0.15%
Aboriginal and Torres Strait Islander apprentices	6%

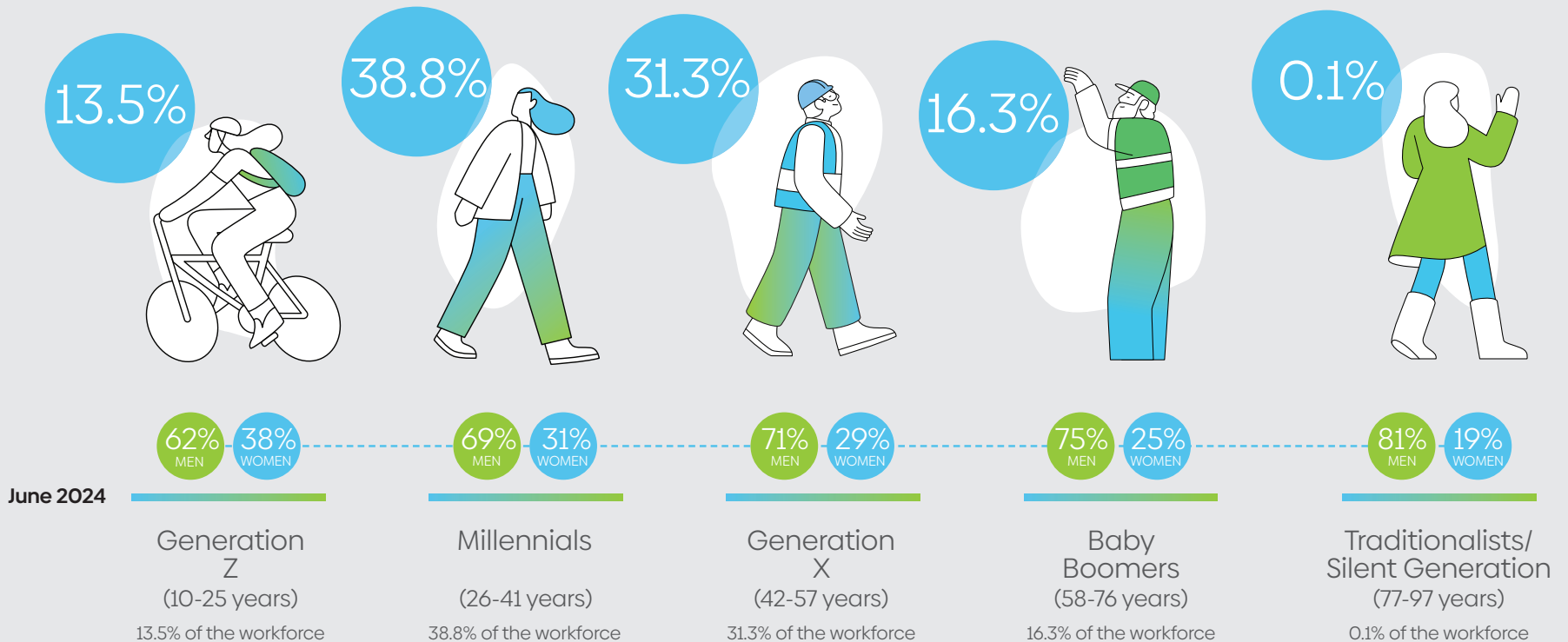


Downer workforce by age group:

June 2024



Percentage of Downer employees by generation:



Inclusion & Belonging Targets FY24-26

	Target	June 2024
Female Representation on Downer Board	40%	57%
Women in the Workforce	40%	30%
Women in Executive positions	28%	19%
Women in Management positions	25%	21%
Aboriginal and Torres Strait Islander employees	3%	1.8%



Inclusion & Belonging Framework

The Downer approach to diversity, equity and inclusion

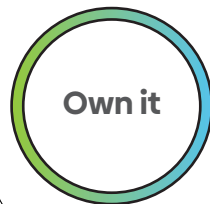
Downer Inclusion & Belonging framework

The Downer approach to diversity, equity and inclusion

Downer Purpose

Enabling communities to thrive

Cultural behaviours



Our Ambition

Downer aspires to an inclusive organisation where all of our people feel physically and psychologically safe, are respected to be authentically themselves, have a sense of belonging, supporting them to reach their full potential.

Our Principles

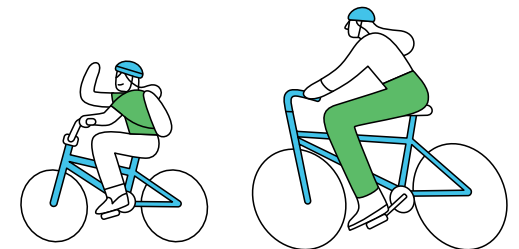
Our framework to advance diversity, equity and inclusion will be informed by our people and underpinned by the following principles:

Own Difference: We celebrate and embrace differences based on our foundational belief that it's our differences that make the difference.

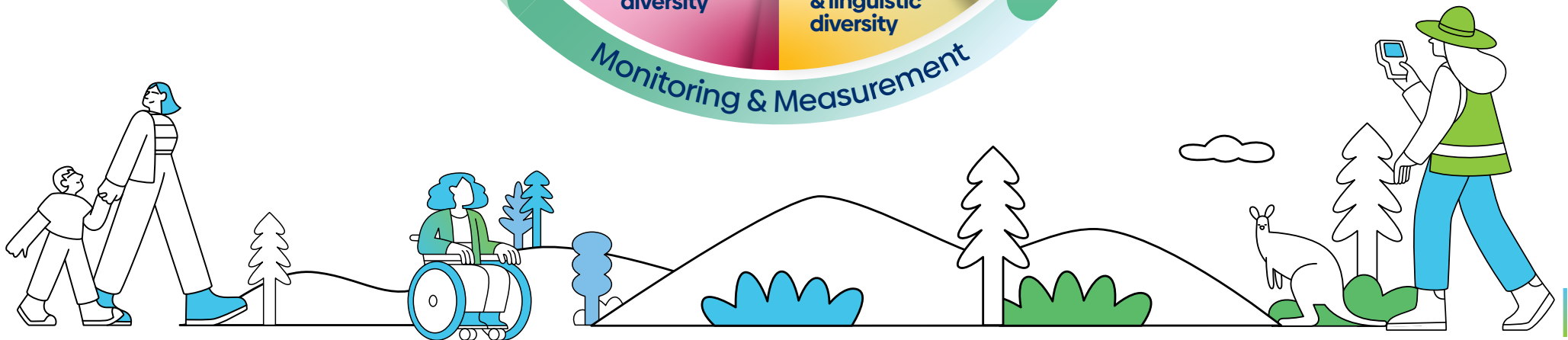
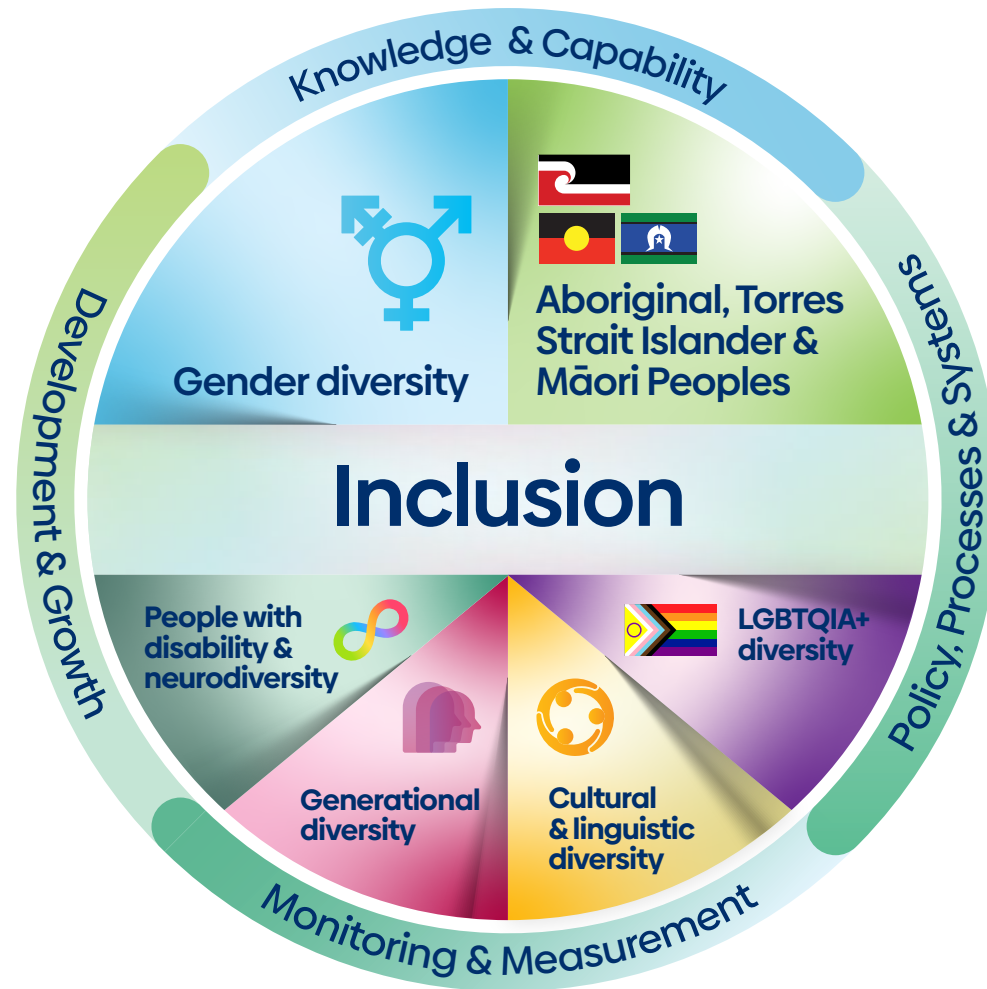
Equality based: We are courageous in taking different approaches to achieve equitable outcomes recognising the diversity of people's lived experiences.

Meaningful Change: We value the broader lives and connections that shape people and tailor our approach to create meaningful change for individuals, teams, our organisation and our communities.

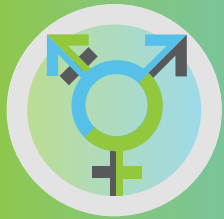
Evolving: We measure outcomes, seek feedback and continuously evolve to achieve our ambition.



Our focus areas



Gender



Downer is dedicated to enhancing opportunities for employees of all genders, supporting them in reaching their full potential by fostering an inclusive work environment. This commitment positions Downer as a preferred employer of choice.

We recognise the unique challenges faced by different genders, particularly women, in fulfilling their roles within the organisation and our industry.

Our focus remains 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 2026 which include:

- 40% of women in the workforce
- 25% of women in management positions
- 28% of women in executive positions; and
- 40% women on the Board.

Indigenous Aboriginal, Torres Strait Islander & Māori peoples



Aboriginal and Torres Strait Islander peoples

Downer envisions a future where all Aboriginal and Torres Strait Islander peoples are treated equally, and their cultures and histories are celebrated and respected. These communities are essential to achieving positive outcomes and legacies in the areas where we operate. We are committed to enhancing Downer's cultural competence and capability, ensuring we are an organisation that respects Australia's Aboriginal and Torres Strait Islander peoples.

Promoting Aboriginal and Torres Strait Islander culture and fostering cultural awareness within our workforce are critical to building relationships founded on trust and respect.

Māori Peoples

Downer's vision (matawhānui) is to create an environment where Māori thrive, benefiting our people, whānau (family), communities, business, and country. Our goals are to elevate the potential of our current and future workforce, foster strong relationships with Iwi and Māori organisations, enhance understanding of Māori tikanga and Te Reo across the organisation, and advocate for the development of Māori and the recognition of tangata whenua in our industries and communities.

Inclusion



At Downer, we believe that a diverse workforce fosters an environment where innovation, creativity, and productivity can flourish. Diversity brings a wealth of different thoughts, perspectives, and experiences, enhancing our overall capability. We recognise that everyone contributes to our inclusion journey, with each unique perspective offering valuable opportunities for learning and growth.

Our commitment to inclusion supports minority and underrepresented groups, helping them thrive in the workplace, feel a sense of belonging, and bring their whole selves to work.

Inclusion covers;

- LGBTQIA+
- Neurodiversity
- Cultural and Linguistic diversity
- Generational diversity.

Clear accountabilities to reach our goals

We have established a partnering and accountability model to make sure decisions are made and supported at the appropriate levels and will help drive us towards our inclusion and belonging goals.

The **Downer Board of Directors** provides governance over the inclusion and belonging outcomes. They require regular reporting against targets, review and endorse the Strategy, and annually review progress against annual initiative actions and the actions for the following year.

Our **Executive Leadership Team (ELT)** is accountable for inclusion and belonging outcomes across the business and ensure the deliberate implementation of the Strategy. Annually they have a dedicated discussion on strategic alignment, resourcing of our Inclusion Strategic Plan to drive change, and our tracking to targets.

RAP Working Committee (RWC) drives specific Aboriginal and Torres Strait Islander initiatives and is an important representative group that supports the Inclusion Strategic Plan while monitoring our Reconciliation Action Plan progress.

Te Korowai, is our Māori Governance Board, whose vision is to create an environment where Māori thrive because it's better for our people, our whānau (family), our communities, our business and our motu (country).

All employees will be actively encouraged to engage with our inclusion and belonging initiatives in support of the goals in this document and to initiate local inclusive practices and actions.



Inclusion & Belonging Action Plan 2024 - 2026

Group Focus Area – Gender

Initiatives	Actions
Thrive Program	Continue to enhance and deliver the THRIVE program - our professional and personal development program to support women in Downer. Refresh and refine content to meet the ongoing development needs. Development of THRIVE alumni to strengthen connection and engagement of women.
Sexual Harassment training	Ongoing delivery Sexual Harassment training to build knowledge and awareness of bullying and sexual harassment in the workforce.
Closing the gender pay gap	Further develop gender pay gap analysis process and dashboard, assisting the business to actively review and develop action plans. Continue to make addressing gender pay differentials a key objective of the annual remuneration review. Develop gender action plan based on WGEA guidelines.
Women participation	Thorough review and analysis on workforce participation and retention across Downer, gain greater understanding of barriers and opportunities to increasing participation. Drive improvement initiatives based on findings, supported with regular reporting.
Executive Mentoring Programme	Develop and implement an Executive Mentoring program specifically for high potential senior Women Leaders. In FY26, expand the programme to a 2nd year, linking to capability development and operational performance.
Recruitment	Develop the necessary processes, guidelines and support to achieve the target for management and professional roles to shortlists have 50% representation of women. Develop regular reporting for Senior Leadership Teams.
	Establish the processes to support achievement of the target for frontline roles to ensure shortlists have 30% representation of women. Develop regular reporting for Senior Leadership Teams.
	Develop and implement processes to ensure suitable and high potential internal female applicants will be confirmed for an interview for any roles they apply for across Downer.
Professional Women's Network	Establish an enterprise-wide professional women's network, encouraging BU/LOB chapters to form.
Professional development programmes - female representation	Commitment to have a minimum of 40% women as part of the cohort that attend the current leadership development programmes across Downer (LEaD and ILP) annually. Develop and implement regular reporting.
Miscarriage leave	Implement paid bereavement leave can be applied and recognised to support employees who have experienced a loss of a baby pre-birth across Australia and New Zealand.

Business Unit

Focus Area – Gender

Rail & Transit Systems	
Initiatives	Actions
Career Development	<ul style="list-style-type: none"> Identify female talent at RTS COO – 2 level and RTS COO – 3 level, in addition to future leaders. Establish regular skip meetings for all identified talent. Introduction of female mentoring program.
Workforce Participation & Strategic Recruitment	<ul style="list-style-type: none"> Increase the female participation rate for RTS from 12% to 15% by 30 June 2026. Development of a targeted recruitment strategy to increase female candidates and hires.
Female Pipeline - Targeted Relationships	<ul style="list-style-type: none"> Establishment of local school relationships for all RTS sites to engage with young women about a role in Rail including trades and engineering.
Inclusion Training & Awareness	<ul style="list-style-type: none"> Implement mandatory leadership training on creating an inclusive environment and avoiding unconscious bias for Managers. Implement workforce training to support the creation of an inclusive environment.
Social Infrastructure & Citizen Services	
Initiatives	Actions
Workforce Participation & Strategic Recruitment	<ul style="list-style-type: none"> Establish I&B Committee to oversee all lines of business efforts and ensure alignment, maximise high impact, high ROI efforts across all of SI&CS. Monitor & Track candidate diversity. Develop pipeline diversity targets in candidate pools. Review and ensure use of gendered language tools in advertising. Maintain and improve the current 48% female headcount in SI&CS through developmental opportunities, alongside open, transparent, flexible and safe workplaces; enable broader rollout of H&E GYM program.
Gender Pay	<ul style="list-style-type: none"> Develop remuneration data set for Recruitment to reference as part of offer process, ensuring that gender equity is achieved
Development	<ul style="list-style-type: none"> Formal talent board and talent governance activities include gender diversity in key role planning and succession plans. 50% of development budget allocated to female identifying workforce.

Business Unit

Focus Area – Gender

Transport & Infrastructure	
Initiatives	Actions
Female Retention	<ul style="list-style-type: none"> Focus on female retention through increasing understanding of retention drivers. Develop program for stay and exit interviews of all female employees.
Showcase Female Contribution & Role-models	<ul style="list-style-type: none"> Create and implement annual plan for participation in networking and industry events that support and showcase women, i.e., NAWIC, AFPA, CCNZ. Coordinated and meaningful celebration of International Women's Day across T&I ANZ Communication plan to profile Downer women success stories across the business levels
Development	<ul style="list-style-type: none"> Plan, monitor and set targets for female participation in all T&I Leadership training. Actively support the Downer Thrive and CSO suite of programmes for Māori women.
Energy & Utilities	
Initiatives	Actions
Host Work180 Event	<ul style="list-style-type: none"> Partner with Work 180 to host a Gender Equity Leaders event in FY24/25. The event is aimed to inspire and influence commitment to leading practices across gender equity initiatives, encourage organisations to share ideas and foster collaboration between Work180 members, non-endorsed and fluent partnerships.
University Scholarships	<ul style="list-style-type: none"> Sponsor 2-3 scholarships annually targeting females, e.g. engineering, commercial, operations. Provide summer internships as part of programme. Provide employment opportunities at end of study.
Showcase Female Contribution & Role Models	<ul style="list-style-type: none"> Continue highlighting and sharing career profiles from the females in our business, focused on the broad demographic including women over 50, mothers returning to the workforce. Increase knowledge and understanding on how we support people with caring responsibilities / flexible work etc.
Enhance Apprentice Programme	<ul style="list-style-type: none"> Enhancing internal talent pipeline by increasing number of female apprentices. Run targeted campaign to attract female apprentices, identifying new channels to attract more female candidates.

Group

Focus Area – Indigenous - Aboriginal, Torres Strait Islander and Māori

Initiatives	Actions
Corporate Social Outcomes (NZ)	Continue to deliver corporate social outcome suite of programmes to support employees from diverse backgrounds.
Te Ara Maramatanga (NZ)	Continue to deliver Te Ara Maramatanga programme to build knowledge and awareness of Māori tikanga and increase cultural competency for non-Māori employees. Encourage participation from relevant Australian managers.
Stars Foundation and Cowboys House (AU)	Leverage partnerships with Stars Foundation, NRL Cowboys House and other external agencies to promote greater employment opportunities for young people in the communities we operate in. Open pathways to provide opportunities for young Aboriginal and Torres Strait Islander peoples to join Downer.
Cultural Awareness - Aboriginal and Torres Strait Islander (AU)	Continue to deliver Cultural awareness training to build knowledge and awareness of Aboriginal and Torres Strait Islander culture, history and peoples and increase cultural competency in our workforce.
Downer Indigenous Employment Programme	Development of an employment programme framework focused on supporting Aboriginal and Torres Strait Islander peoples, providing support in recruitment, onboarding, and retention.
Indigenous Employee Network	Development of a Downer Employee Network for Aboriginal and Torres Strait Islander employees to connect.
Cultural Awareness - Aboriginal and Torres Strait Islander - functional areas	Develop and implement specific functional training in Cultural awareness to build knowledge and awareness of Aboriginal and Torres Strait Islander culture and peoples and increase cultural competency in specific functions including HR, Recruitment, Procurement and People Managers.
Recruitment	Support Aboriginal and Torres Strait Islander candidates through the recruitment process, by shortlisting for interview any external candidates who identify as Aboriginal and Torres Strait Islander.
Indigenous employee development	Provide financial grants to Aboriginal and Torres Strait Islander employees, through an application process, annually to support professional development linked to their career development plan at Downer. Develop a report to report on their development progress.
Anti-racism training	Develop and implement an anti-racism training module on the effects of racism to communicate zero-tolerance approach to all employees.

Business Unit

Focus Area – Indigenous - Aboriginal, Torres Strait Islander and Māori

Rail & Transit Systems	
Initiatives	Actions
Build site-based relationships with local Indigenous communities	<ul style="list-style-type: none"> Develop a listing of traditional owners for each RTS location, identifying their history and their current representatives. Develop Acknowledgement of country wording for each site with guidance on how/when to utilise. Appoint a trained indigenous liaison officer for each state, responsible for building and maintaining local community relationships for each site. Each major site to make contact with local traditional owners' representative (where not already completed) and identify opportunities for ongoing engagement. Raise site specific awareness of the land and history at all sites.
First Nations Employee Feedback	<ul style="list-style-type: none"> Seek feedback from our First Nations peoples within our workforce and from traditional owner representatives on how they believe we can improve our approach.
Procurement Targets	<ul style="list-style-type: none"> Establish an Indigenous Procurement target for RTS
Participation in entry level programs	<ul style="list-style-type: none"> Establish site specific participation targets based on % of local community. Establish a recruitment strategy to target indigenous participation in the graduate, cadetship and apprenticeship programs which incorporates local sourcing partners.
Manager Toolkit	<ul style="list-style-type: none"> Develop a manager toolkit for engaging indigenous employees and communities.
Targeted Sourcing	<ul style="list-style-type: none"> Pair with charities, schools and/or universities to sponsor indigenous students through structured entry level employment programs.
Workforce Participation	<ul style="list-style-type: none"> Increase the Aboriginal and Torres Strait Islander participation rate for RTS from 1.7% to 2.5% by 30 June 2026 with a stretch target of 3%.

Group

Focus Area – Indigenous - Aboriginal, Torres Strait Islander and Māori

Social Infrastructure & Citizen Services

Initiatives	Actions
Workforce Participation	<ul style="list-style-type: none">Adapt workforce planning processes to include indigenous opportunity planning (mobilisations).Foster partnerships with Aboriginal and Torres Strait Islander Peoples owned and operated talent businesses.School based training opportunities for identifying students - work with partners to employ 5 school-based traineeships.Connection points - develop and implement a mentorship program or group.
Development	<ul style="list-style-type: none">Continue Australian Indigenous Ranger Program and NZ inclusion development programs.Continue contract/project-based participation plans, add additional governance and assurance including employment and subcontracted inclusion initiatives from bid phase to mobilisation and delivery.



Business Unit

Focus Area – Indigenous - Aboriginal, Torres Strait Islander and Māori

Transport & Infrastructure

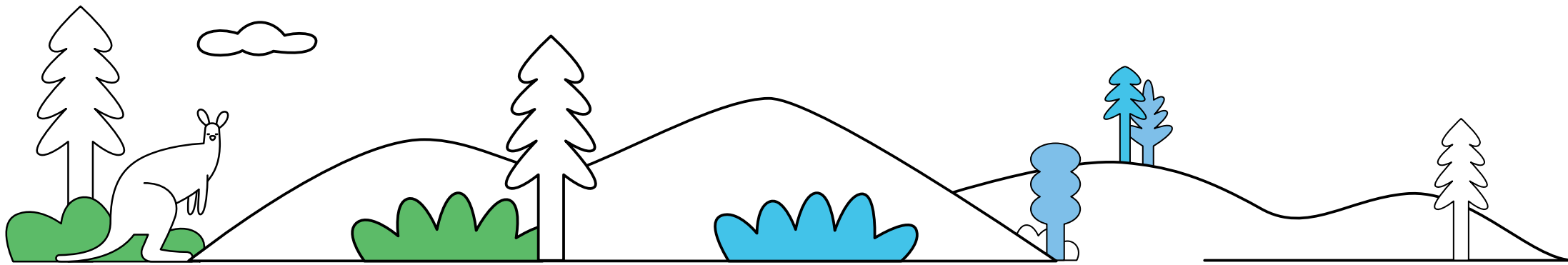
Initiatives	Actions
Celebration of recognised Aboriginal and Torres Islander Peoples significant events	<ul style="list-style-type: none"> Coordinated Acknowledgement and celebration of identified Aboriginal and Torres Islander significant dates including National Reconciliation Week and NAIDOC across Transport and Infrastructure.
Indigenous Development (AU)	<ul style="list-style-type: none"> Leverage the NZ Corporate Social Outcomes team and their Māori development and cultural awareness programs, to create a plan on how best to share learnings and leverage best practice from NZ into Australia.
Māori development programmes (NZ)	<ul style="list-style-type: none"> Continue to support the CSO suite of programmes for Māori through leadership, iwi connection and attendance.
Cultural Awareness (NZ)	<ul style="list-style-type: none"> Set and implement requirement for all NZ GM's/GM direct reports and AU ANZ Managers to attend Te Ara Māramatanga, the NZ cultural immersion programme.



Group

Focus Area – Indigenous - Aboriginal, Torres Strait Islander and Māori

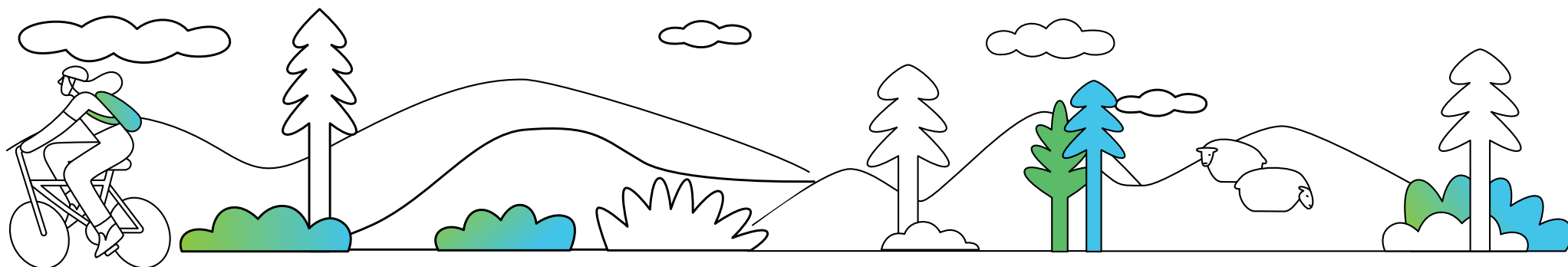
Energy & Utilities	
Initiatives	Actions
Engage local Indigenous suppliers via Supply Nation	<ul style="list-style-type: none"> Utilise the services of Supply Nation to connect with verified Aboriginal and Torres Strait Islander businesses for the procurement of services ranging from contractors and suppliers e.g. Kimaka.
Partnership with Redspear (Spears Foundation Programs)	<ul style="list-style-type: none"> Indirect funding support to the Spears Foundation via engaging Redspear Safety for services such as rigging and inspections. Each year, Redspear Safety allocates a portion of its revenue to the Spear Foundation, a non-profit organisation. By engaging Redspear, Downer indirectly supports the key initiatives offered by the Spear Foundation which include programs for young Aboriginal women, for school age Aboriginal children and support of Elders as the custodians of Aboriginal culture and language.
Education to support Indigenous Recruitment	<ul style="list-style-type: none"> Run a series of training sessions and workshops to continue to upskill E&U recruitment teams and Hiring Managers in supporting the DIEP end-to-end Aboriginal, Torres Strait Islander and Māori employment, including screening, recruitment, pre-interview, and ongoing pastoral care for Aboriginal and Torres Strait Islander employees.
Knowing Whose Country We Work On (Cultural Awareness)	<ul style="list-style-type: none"> Develop and wider promote a listing of traditional owners for the places we work Develop an Acknowledgement of Country for each site in collaboration with traditional owners. Make easily available on Comms Hub. Identify traditional Aboriginal and Māori names into E&U collateral and develop and educate on protocol for application.



Group

Focus Area - Inclusion (LGBTQIA+, Cultural and Linguistic, Generational, Disability, Neurodiversity)

Initiatives	Actions
Pride Pledge	Identify opportunities in policies, processes and practices to continually make progress in ensuring Downer is a safe and inclusive work environment and an employer of choice for LGBTQIA+ through the engagement of external subject matter experts.
Flexible working	Review current flexible working policies and identify opportunities to further support flexible working with considerations to generational and neurodiverse employees.
Financial Hardship Grants	Continue to support employees experiencing financial or personal hardship as a result of natural disasters.
Gender affirmation leave	Implement 10 days of paid special leave across Australia and New Zealand to support employees who are affirming or seeking to affirm their gender identity.
LGBTQIA+	Celebrate annually Downers' Trans-Tasman Pride month (Summer of Pride).
Share & Learn	Relaunch of Share & Learn (online webinars) for all employees, to create awareness and sharing on different topics of inclusion.
Flexi Leave	Investigate the provision for Employees to purchase an additional two weeks per year of annual leave for employees to use for personal leave.
Downer I&B Recognised Days	Celebrate the Downer Inclusion & Belonging Recognised Days in local offices, depots and site offices.



Business Unit

Focus Area – Inclusion (LGBTQIA+, Cultural and Linguistic, Generational, Disability, Neurodiversity)

Rail & Transit Systems

Initiatives	Actions
Diversity Footprint Understanding	<ul style="list-style-type: none"> Undertake a workforce census to understand the current cultural mix and sense of Inclusion & Belonging, in doing so promoting self-identification of cultural ethnicity. Utilise this information to develop initiatives reflective of the workforce demographics.
Inclusive Facilities	<ul style="list-style-type: none"> Review facilities at sites to ensure they are inclusive and accommodate for a diverse cultural workforce.
Inclusivity Awareness & Training	<ul style="list-style-type: none"> Implement training on respectful interactions across cultures. Develop a Managers' Toolkit for leading culturally diverse teams.
Identify and celebrate significant cultural events	<ul style="list-style-type: none"> Identify opportunities to recognise and celebrate high representation cultures at an RTS level – incorporate into the RTS Inclusion & Belonging Calendar. Celebrate important holidays from different cultures within our workforce (site specific based on cultural makeup).

Social Infrastructure & Citizen Services

Initiatives	Actions
Workforce Participation	<ul style="list-style-type: none"> Establish Partnership with Jigsaw to introduce Neurodiverse and Disability vocational experiences and employment opportunities.
Veterans	<ul style="list-style-type: none"> Continue our sponsorship, membership, and utilisation of the Australian Veterans Employers Coalition.
LGBTQIA+	<ul style="list-style-type: none"> Establish a local chapter of a Pride network in line with the overall Group network.

Business Unit

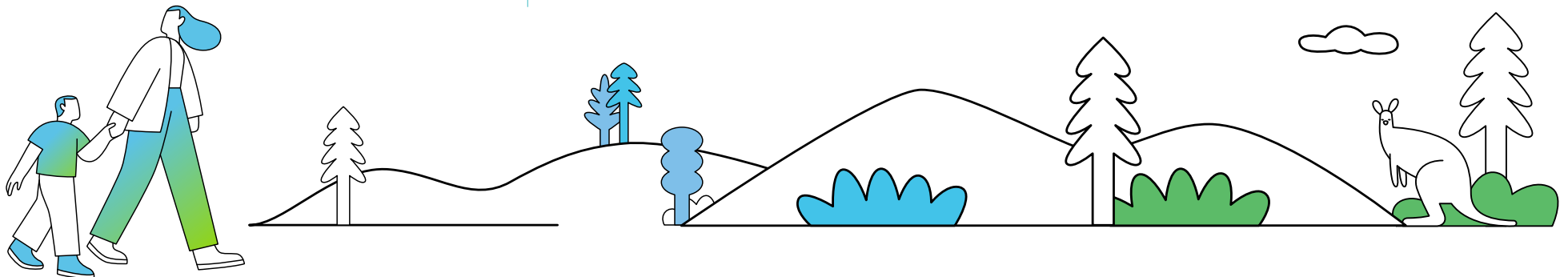
Focus Area – Inclusion (LGBTQIA+, Cultural and Linguistic, Generational, Disability, Neurodiversity)

Transport & Infrastructure

Initiatives	Actions
T&I Onboarding & Inductions	<ul style="list-style-type: none"> Review and update all T&I onboarding and induction material with an Inclusion & Belonging lens.
T&I ANZ I&B SharePoint site	<ul style="list-style-type: none"> Create a T&I ANZ I&B SharePoint site; ideas, resources, monitored chat; Red & Green flags to gather feedback and facilitate P&C intervention where appropriate.
Reinforce Own Difference and Inclusivity	<ul style="list-style-type: none"> Encourage introduction of new team members through a 'Who Is' template (part of Onboarding process).
Unconscious Bias training	<ul style="list-style-type: none"> Develop and incorporate unconscious bias training into the induction for all new People Leaders. Develop programme to rollout to existing People Leaders as part of the T&I Frontline Capability strategic initiative.
StandOut	<ul style="list-style-type: none"> Lead/support the implementation of Standout being rolled out into AU. Provide visible senior leadership to support the Rainbow Community across Downer ANZ.

Energy & Utilities

Initiatives	Actions
Flexible Work Practices	<ul style="list-style-type: none"> Support inclusion related outcomes through targeted application of flexible work arrangements. Employees who are in eligible roles to have a clear understanding of workplace flexibility options aligned with guiding principles, with robust frameworks to ensure appropriate application.
Employability Me Program - Employment Agencies	<ul style="list-style-type: none"> Partner with a disability employment agency to establish employment pathways for people with disabilities and minority groups. Focus on successful delivery in one or two locations initially.



Recognition of partnerships, memberships and relationships

Downer has meaningful relationships and partnerships with the following organisations:





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