



# Public Report Form

(Workplace program reports are due between 1 April and 31 May annually)

<b>General Information</b>	<p><b>EOWA compliance reports document the results of an active workplace program designed to eliminate barriers for women in Australian workplaces.</b></p> <p>The Public Report Form is a suggested format for writing your program report. Program reports can be submitted in a different format so long as the same information is included.</p> <p><b>When writing your EOWA Report:</b></p> <ul style="list-style-type: none"><li>• To be compliant with the Equal Opportunity for Women in the Workplace Act 1999, information needs to be provided under EACH of the six steps listed in the Public Report Form.</li><li>• Hyperlinks to documents/tools that provide further information specific to that particular part of the program/report are included to the right of each Step's header.</li><li>• Summarise your information – bullet points are acceptable.</li><li>• Confirm your details by completing <b>ALL</b> fields of the Organisational Details Cover Sheet included. This will not form part of your public report.</li><li>• For further assistance, refer to <a href="#">The Quick Guide To Reporting</a> or call one of EOWA's Client Consultants on (02) 9448 8500.</li></ul> <p><b>Please keep in mind the following:</b></p> <ul style="list-style-type: none"><li>• It is <b>not</b> necessary to provide us with written organisational policies.</li><li>• In accordance with the Privacy Act 1988, individuals must not be named in your Public Report as it is a public document and will be published on EOWA's website.</li><li>• Reports are accepted by EOWA as a true and accurate record and as <b>HAVING BEEN APPROVED BY THE CEO/MANAGING DIRECTOR</b>. The CEO's electronic signature is NOT required.</li></ul>
<b>Submitting Your Report</b>	<ul style="list-style-type: none"><li>• Please <b>EMAIL</b> your report in <b>Word</b> or <b>RTF</b> format to <a href="mailto:reportforms@eowa.gov.au">reportforms@eowa.gov.au</a>.</li><li>• Note that reports lodged via email will receive automatic electronic acknowledgement. If you do not receive this automatic reply, contact EOWA on (02) 9448 8500.</li><li>• For those employers <b>without access to email</b>, post your report to: The Equal Opportunity for Women in the Workplace Agency, PO Box 712, NORTH SYDNEY NSW 2059.</li></ul>

# Organisational Details Cover Sheet

To be completed and attached to EACH REPORT and APPLICATION

(This information is confidential and will be removed from any Public Report)

## 1. ORGANISATION'S DETAILS

<b>Legal name of your organisation:</b> <i>(if changed since last report, complete changes in Section 2 below)</i>	Downer EDI Limited				
<b>Trading name (if applicable):</b>					
<b>Total No. of employees:</b>	23,369	<b>ABN:</b>	97 003 872 848		
<b>ASX Codes for Orgs listed on Aust Stock Exchange</b>	DOW				
<b>ANZSIC Code AND Industry Description</b> <i>(refer <a href="http://www.abs.gov.au">www.abs.gov.au</a>):</i>	Please see overleaf				
<b>Postal address:</b>	PO Box 1823, NORTH RYDE		<b>State:</b>	NSW	<b>Postcode:</b> 2113
	<b>Switchboard No:</b>	02 9468 9700	<b>Facsimile No:</b>	02 9813 8915	
<b>Physical address:</b>	Triniti 3, Level 2, Triniti Business Campus, 39 Delhi Road, NORTH RYDE		<b>State:</b>	NSW	<b>Postcode:</b> 2113

## 2. CONFIRM YOUR ORGANISATION'S HIERARCHY DETAILS BY COMPLETING BELOW

<b>Name of the ultimate AUSTRALIAN Parent Company for your organisation/s?:</b>	Downer EDI Limited						
<b>List ALL organisations covered in this Report:</b> <i>(if too many to list here, please attach a separate document):</i>	Please see attached (next page)						
<b>Have there been changes to ANY of your organisations since your last report? (If yes, detail below):</b>					<b>YES</b>	<b>X</b>	<b>NO</b>
<b>Reason For Change</b>	<b>Previous Org Name</b>		<b>New (Current) Org Name</b>				
a) Change of Name:							
b) Sold:	<b>Org Name</b>		<b>Name &amp; Contact Details of New Owner</b>				
	CPG Asia		China Architecture Design and Research Group				
	Sale date : 30 April 2012						
c) Ceased Trading:	<b>Org Name</b>						

## 3. CONTACT INFORMATION

	CEO Details	Report Contact Details
<b>Title (eg Ms, Mr, Dr etc):</b>	Mr	Mrs
<b>Family Name:</b>	Fenn	Carol
<b>First Name:</b>	Grant	Brown
<b>Job Title:</b>	Chief Executive Officer	Group Manager – Resourcing, Talent & Diversity
<b>Telephone:</b>	02 9468 9700	02 9468 9700
<b>Facsimile:</b>	02 9813 8915	02 9813 8915
<b>E-mail Address (or PA for CEO):</b>	ceo.office@downergroup.com	carol.brown@downergroup.com
<b>Postal Address (if different to above):</b>	As above	As above

EOWA may send your company non-reporting related material from other organisations for the sole purpose of notifying you of relevant equal opportunity information such as lectures, events, programs or publications. If you DO NOT want EOWA to send your Report Contact or CEO this information please advise EOWA by email at [eowa@eowa.gov.au](mailto:eowa@eowa.gov.au) or by phone on (02) 9448 8500.

**List ALL organisations covered in this Report:**  
*(if too many to list here, please attach a separate document):*

Downer EDI Limited

Downer EDi Services Pty Ltd

Downer EDI Rail Pty Ltd

EDI Rail PPP Maintenance Pty Ltd

Downer EDI Mining Pty Ltd

Downer EDI Mining - Blasting Services Pty Ltd

Otraco International Pty Ltd

Rimtec Pty Ltd

Downer EDI Works Pty Ltd

CDJV Construction Pty Ltd

CPG Resources - QCC Pty Ltd

CPG Resources Mineral Technologies Pty Ltd

Downer EDI Engineering Electrical Pty Ltd

Downer EDI Engineering Power Pty Ltd

Downer EDI Engineering Pty Ltd

Downer EDI Consulting Pty Ltd

CPG Australia Pty Ltd

CPG Resources Pty Ltd

## STEP 1: WORKPLACE PROFILE

[Developing a Workplace Program - Step 1](#)

Enter data on the composition of your workforce as instructed below :

1. If needed, additional rows can be added to the workplace profile to reflect accurately the additional/different roles within your organisation.
2. Your workplace profile data should be no earlier than October prior to the beginning of the reporting period.
3. Please insert your Workplace Profile below from:
  - i) our industry-relevant [Microsoft Excel Spreadsheets which you can obtain from our website](#), or
  - ii) from your own table or spreadsheet (refer table below as a guide).
4. Please note - confidential salary information will be removed from the public document.
5. To enable accurate comparisons, annualise the part-time and casual salaries.

Job family	Women (no.)		Men (no.)		Casual (by gender)		Total staff no.	% (by gender)		Average salary (per job family)	
	Full-time	Part-time	Full-time	Part-time	Women	Men		Women	Men	Women	Men
Senior management / executive	5	0	76	0	0	0	81	6	94	270,849	387,800
Management	64	2	578	4	0	3	651	10	90	135,693	175,129
Operations management / senior specialist	58	3	1010	0	1	14	1086	6	94	115,449	147,886
Professional	271	15	1478	21	8	55	1848	16	84	106,227	117,748
Support	726	89	587	5	80	71	1558	57	43	65,585	90,068
Graduate	20	2	92	4	26	6	150	32	68	74,822	77,528
Waged	399	9	9438	54	68	792	10760	4	96	97,168	87,596
<b>TOTAL</b>	<b>1,543</b>	<b>120</b>	<b>13,259</b>	<b>88</b>	<b>183</b>	<b>941</b>	<b>16,134</b>	<b>11.44%</b>	<b>88.56%</b>	<b>85,179</b>	<b>100,420</b>

<b>STEP 2: ANALYSIS</b>	<a href="#"><u>Developing a Workplace Program - Step 2</u></a> <a href="#"><u>Workplace Analysis Tool Kit</u></a> <a href="#"><u>Employment Matter Guidelines</u></a>
Using as much space as required, describe the analysis you undertook during the reporting year to identify equal opportunity issues for women. <b>You MUST provide information on the following areas:</b>	
a.	How did you <b>CONSULT</b> with staff to identify issues for women in your workplace across the seven employment matters listed below (e.g. conducted surveys, focus groups, EO committee etc.)?
<p><b>There are a number of ways in which Downer employees were consulted during the reporting period. These include :</b></p> <ul style="list-style-type: none"> <li>➤ Gender diversity survey sent out to over 2,000 salaried and waged women in Downer New Zealand and Australia to find out what the key issues are facing women in the organisation. A total of 1150 women across New Zealand and Australia responded to the survey and the analysis has resulted in a number of gender related initiatives and programs being recommended, which have been signed off by the Downer Executive and Board. Focus groups are currently being planned across the Downer business in order to “test” the findings from the survey and to ensure that the planned initiatives are prioritised appropriately for the business.</li> <li>➤ Consultation process for the purpose of developing key policies across Downer Australia. These policies encompass a broad range of HR related areas, and include a Downer Diversity &amp; Inclusiveness Policy, an Equal Employment Opportunity (EEO policy) and an Aboriginal &amp; Torres Strait Islander Policy. All policies have now been signed off by the Executive and the Board.</li> <li>➤ A Downer-wide EOWA data collection process was established in which Downer divisions are required to produce gender information for the purpose of producing this report.</li> <li>➤ Regular meetings by the Diversity &amp; Inclusiveness (D&amp;I) Committee which resulted in the development of a D&amp;I plan with key targets and objectives which have been signed off by the Board and is currently being rolled out to the wider Downer business.</li> <li>➤ We are in the process of rolling out a Downer-wide Onboarding programme which is web based and accessible by all new recruits coming into Downer. As part of this module, we have developed an online candidate questionnaire which is geared towards understanding more about the new employee’s recruitment and onboarding experience. Through this process, we hope to collect and analyse in-depth data relating to the experience of the individual in this process, which will also highlight any areas of concern with regards to discrimination and other diversity related issues.</li> <li>➤ We are currently running Employment Branding (EVP) workshops across Downer with a view to understanding what the key factors are in attracting and engaging our workforce. As part of this process, we will also be gathering information on the differences between male and female EVP’s with a view to feeding this into our recruitment advertising and branding process going forward. This work is due for completion in Q2, 2012.</li> <li>➤ We have commenced a grading/levelling project to create a common structure across Downer, which will provide a basis for comparing remuneration of females compared to males at the same level in the Group.</li> <li>➤ Monthly consultation and communication (structured meetings) with divisional HR</li> </ul>	

- leaders for views on diversity, HR organisational structure and other general HR matters
- Consultation with Executive Leadership Team & Board – Diversity is a regular topic at these meetings.
- Views on perceived equity at Downer are obtained from employees via exit interviews, albeit on an ad hoc basis.
- EAP services provide statistical information on work related issues (for example, bullying, discrimination)
- The introduction of a “Whistle Blower” policy for the anonymous reporting of bullying & harassment in the organisation.

b. What other **means of analysis** did you use to identify issues for women (eg workplace profile, HR statistics re turnover trends, etc)?

- The completion of workforce statistics in the workplace profile (page 1 of this report) have highlighted the following findings :

Total workforce – 16,134 staff (In Australia). This is up 19% from 2011.

Gender breakdown & average salary, 89% male (\$100,420), 11% female (\$85,179). The gender split between male and female in Downer has remained static from 2011 to 2012. The gender pay disparity has however increased from approx. 10% to 18%, which is a cause for concern. A review of salary increase percentages for females compared to males was undertaken during the 2011 remuneration review (July to October) and it showed very similar percentage increases. This suggests the increased disparity in salaries may relate to the starting salaries and/or level of employees commencing with the organisation. This will be the subject of further review in 2012/13 and we expect to provide the teams most involved with recruitment decisions with training on how to effectively interpret and apply market salary information for new hires.

The issue of pay disparity was also highlighted in the gender survey results and as a result there is a commitment to review gender pay parity in the normal remuneration round and make incremental adjustments where required. We will also examine methods to ensure these reviews on pay parity are communicated more broadly across the organisation. In line with this, the implementation of a Downer-wide grading system in order to introduce more structure in the pay equity process is being progressed.

Salaried only – 5,374 staff (excluding Management & Senior Management)

- gender breakdown & average salary, 72% male (\$132,732), 28% female (\$76,335)

Waged only – 10,760 staff

- gender breakdown & average salary, 96% male (\$87,596), 4% female (\$97,168)

Management roles – 651 staff

Women make up 10% of management roles, with an average salary of \$135,693. Men make up 90% of management roles with an average salary of \$175,129.

Senior Management Executive – 81 staff

Women make up 6% of Senior Management/Executive roles with an average salary of \$270,849, while men who make up 94% of senior management/Executive roles have average salaries of \$387,800.

This data clearly demonstrates that more priority needs to be given to not only improving the number of women at Senior Management/Executive level, but also building the pipeline of women who potentially could take on Management roles and the salaries of females at Management level.

During this reporting period, we appointed 2 non-executive female Board members which means Downer now has a ratio of 3 female and 6 male Board members. correct

- Regular reporting produced from Page Up (internal e-recruitment Software) provides data on the application rate by gender, as well as the ratio of interviews to hires by gender. These reports are pulled regularly and analysed by the business, with a view to determining what strategies or interventions are required to address gender equity issues.
- In 2011, a total of 5% of the Downer workforce was employed on a casual basis and in 2012 the overall rate is 7%. There is therefore a slight increase in the overall trend towards casual work arrangements in spite of the fact that flexibility has yet to be formalised through policy development in Downer. One of the recommendations which came out of the diversity survey is to review Downer's practices with regards to flexible work arrangements and begin to formalise some of these practices through the development of a Flexible Work Policy and Management Guidelines for managers to use. We envisage that through this work we will not only be able to attract more women to work at Downer, but also have increased level of retention for our female workforce.

**Note :** Although disappointed the overall gender balance in the organisation has not improved from 2011 to 2012, it is not unexpected given the focus for the past 12 months was to better understand the internal climate for women in Downer and where growth has occurred it has most often been at mine sites. This information will be invaluable to improve the conditions for women and ensure that future female recruits into Downer will stay longer term. By addressing some of the internal issues, and understanding better some of the initiatives we should be focussing on, we are now in an improved position to start to address the gender imbalance through targeted recruitment and selection strategies.

- |    |  |
|----|--|
| c. | <p>Under the seven Employment matters below:</p> <ul style="list-style-type: none"> <li>i) From the analysis and consultation outlined above, summarise the policies and business practices your organisation has in place for all staff and for women that are either aimed at or have resulted in contributing to equal opportunity</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>ii) Document what were the ISSUES YOU IDENTIFIED FOR WOMEN in your workplace during the reporting period (if no issues were identified, you will need to demonstrate through your analysis how you arrived at that conclusion)</li> </ul> |
|----|--|

#### **Employment Matter 1: Recruitment & Selection**

*(Consider – did you recruit any staff? How did you recruit? Do you include an EEO statement in your recruitment advertising? Did you recruit any women and if so did you appoint women to non-traditional roles?)*

Downer subscribes to EEO employment practices and we are consolidating our position by developing a Downer wide EEO policy to reinforce this. All HR policies and procedures are also designed to ensure an equitable and discrimination free process. Our basis for recruitment and selection has always been one of meritocracy, but this said, we do recognise

in our industry there is a shortage of women coming through the pipeline, which impacts our overall gender balance. We also recognise that there may be an “unconscious bias” in the organisation with regards to the recruitment, selection and appointment of minority groups, including women. We are therefore investigating how we might create better awareness of this issue through various means, including Manager training and education.

Having now gained a deeper understanding of the internal climate for women in Downer (through the gender survey) we have identified a number of priority areas which we will highlight in the 7 employment matters below. Of note from the gender survey is that 68% of women surveyed indicated that they would be happy to refer other women to Downer for work opportunities.

In the area of Recruitment & Selection, we have begun to target women into a number of Mining roles with some success in Queensland and Western Australia. We have also sponsored a publication called “Women in Mining” which has raised our profile and increased our application rates for women entering the mining profession. We are now looking to expand these activities across the Downer group of companies and are focussing our energy on investigating options around “positive discrimination” and the targeted recruitment and selection of women. To this end we are currently obtaining legal counsel on our approach and will be applying to the authority (President of the Anti-Discrimination Board) for a special dispensation to do targeted recruitment in this area.

Through our e-recruitment tool (Page up People) we have in-depth reporting available on applicant activity by gender which we have outlined below.

The information below reflects the applicant activity by gender in the reporting period :

- The overall gender demographic across Downer is 11% female, 89% male.
- The total number of job applicants over the reporting period were 19% female, 81% male. (This is down 1% from the previous reporting period).
- 4% (324 of 7,818) of females who applied for a position were offered a role, compared with 6% (1940 of 33,881) of males. For women this represents an increase of 2% on the previous year. These statistics reinforce the issue that attracting women into Downer appears to be the biggest challenge in the organisation, but there also needs to be a focus on improving the interview and offer ratios.
- During this reporting period, we recruited two additional non-executive Board members, bringing up to three the total number of female Board members.

### **Employment Matter 2: Promotion, Transfer & Termination**

*(Consider – during the reporting period, did you promote/transfer any staff? To what types of roles? Were any women promoted/transferred? Did any staff leave your organisation? Did any women leave your organisation? Do you conduct exit interviews? How many men and women had the opportunity to act in higher positions? etc)*

Downer has no group-wide HR Information System (HRIS), although a project is currently underway to roll this out across the organisation. This means that it is difficult to access data relating to numbers of promotions and transfer opportunities within the organisation. While Downer is committed to providing internal opportunities for promotion within the organisation, it is unclear as to how many such promotions and/or transfers occurred



within the reporting period across the Group, and also unclear as to the gender split for this activity.

As part of our overall recruitment process however, we have a policy that all current vacancies must be advertised on our Corporate website, which are accessible through the Group intranet (for current employees) and the Group website (for external applicants). This means that we have an equitable process for internal employees to have access to, view and apply for any roles within the Downer Group. While this provides an equitable platform for all employees to apply for roles, we are not specifically able to capture whether these roles represent promotions within this system. We will be unable to capture this data until we have implemented a group-wide HRIS system. (Anticipate 2-4 years).

Throughout the reporting period, 14% of internal job applicants were female, 86% male. This represents a drop in 5% for females compared with the last reporting period. These statistics reinforce that although job information is equally available to all Downer employees, fewer women than men are accessing and taking up internal opportunities within Downer. It is logical to assume that this applies to promotional opportunities as well. Downer recognises that more work needs to be done to increase the visibility of internal and promotional opportunities across the Group with an increased focus on promoting internal opportunities targeted at women.

#### *Staff turnover*

Exit interviews are conducted with departing employees throughout the Downer Group. In some divisions these are done in hard copy and the data is then collated and distributed to Managers for further action. In others, there is an electronic process and a summary of the discussion is shared between HR and line management to action as appropriate.

While we are able to collate trends in reasons for leaving through this data, we are not as yet able to split this data by gender. Once again, with a group-wide HRIS system, we may be able to provide this level of detail.

### **Employment Matter 3: Training & Development**

*(Consider – during the reporting period, did you provide any training or professional development? How many staff participated? What percentage were women? Do you have a formal mentoring and/or succession planning program in place? etc)*

To date, all Downer employees have participated in a formal induction or on-boarding process which is divisionally run, with each division within Downer following their own process. We have now consolidated to an online on-boarding process, using our e-recruitment tool (Page Up). This is a web-based portal where new employees can access information on the organisation, and follow a formal on-boarding and induction process. There is a broad range of information on the portal including diversity, Employee Assistance Programme and a video link from the CEO talking about the values of the organisation and Downer's commitment to diversity and inclusiveness. Each division of Downer conducts a site specific induction program which leads on from the on-boarding portal. Some divisions have an on-line and automated induction process, which then feeds into a training database which captures the attendance and completion rate. In other divisions, the process is less automated, with Managers following a checklist provided by Human Resources (HR). Irrespective of the process, the content of the induction programme includes the Standards of Business Conduct (SoBC), principles of workplace behaviour, anti-

discrimination training and EEO practices.

Downer has recently introduced a group-wide performance management process, which is being rolled out across all divisions. The aim of the process is to align not only the process for performance management across the group, but also the timeframes for review and objective setting. Historically each division has undertaken its own process for performance reviews with varying levels of automation.

Individual training plans are derived from these performance reviews. Access to training is equally available to all staff, irrespective of gender, however most of the training is focussed on the operational side of the business and there are also some limits on access to training due to budget constraints. There is however a perception that skills training is not as accessible to women as it is to men in the organisation, particularly in the waged area.

One of the recommendations arising out of the gender diversity survey is to implement training and development programmes targeted specifically at women. These are required both in the area of general skills development for waged workers as well as leadership development for salaried employees. The D&I Committee are currently reviewing what programmes and initiatives are available with a view to rolling these out over the next 12 months. This will also include an initiative to identify the high potential women (HIPO's) across Downer with a view to providing accelerated development for this group. Mentoring programmes for women are also under consideration. Current training available through our People Capability Framework in Downer Australia gives employees access to a variety of training and development programs (promoted/advertised via our Training Calendar posted on the Intranet) including Fair Treatment which provides education/awareness in Employment Equity, Diversity and EEO practices.

The vast majority of training is conducted during normal operating hours, which makes it accessible to most staff. There is some off-site/afterhours learning available to individuals but this is normally tailored to individual needs and at the request of the individual. Downer has a training assistance policy which makes subsidies available to employees whose studies are relevant to their role within Downer. There is also a Downer leave provision which covers off study leave and leave to write exams.

#### **Employment Matter 4: Work Organisation**

*(Consider – during the reporting period, did you provide flexible work options for staff eg flexible start/finish times, quality part-time, job-sharing, compressed hours, phased retirement etc)*

Across the Group, a total of 8% of our workforce are either part-time or casual. This represents a 2% increase compared with the previous reporting period. In addition to this, a total of 16% of our female employees are either part-time or casual, compared with 7% for our male workforce.

The gender diversity survey results indicate that flexibility in the workplace is a significant issue for our female workforce with 86% of respondents rating flexibility as important. Although there is evidence of a wide range of informal flexible work arrangements across Downer, it has yet to be formalised in a Policy document and Management Procedure. There are also a small number of job-share arrangements in place, especially in more remote areas where it is more difficult to fill positions. These situations are managed on an as needs basis and without formalised criteria.

In order to address this issue and formalise our approach, there is an initiative underway to develop a Flexible Work Policy and to implement and roll out a Flexible Work Management Procedure to guide managers in the application of the policy. Downer also intends to build

flexibility into our employment value proposition (EVP) going forward, which will serve to increase Downer's appeal to women as well as improve the engagement of the women already in our workforce.

The data from the gender survey also suggests that while approximately 60% of our women require flexibility for childcare reasons, there are a number of other requirements regarding flexibility which may have broader applicability e.g. caring for aged parents, career breaks etc.

In compliance with the Fair Work Act, Downer employment agreements include flexibility clauses.

#### **Employment Matter 5: Conditions of Service**

*(Consider – during the reporting period, did you review and/or revise any of the conditions of service for staff? Did you undertake a pay equity review? etc)*

Across the Group, all conditions of service (ie. leave entitlements, allowances, benefits available) are the same for both males and females. There is currently no paid overtime for salaried staff employees, while waged employees are paid overtime as part of their Enterprise Bargaining Agreements (EBAs) which makes no distinction between male and female conditions of service. There are a total of 150 EBAs in place across the organisation, covering some 10,760 employees. Each agreement contains specific conditions of service which are not gender biased.

In addition to this, all employees on parental leave are included in the salary review process and any revised salary adjustments are applied upon their return to work.

Part-time employees have the same conditions of service as full-time employees, but on a pro rata basis for leave entitlements. Rates for casual employees are on a similar basis but loaded for leave entitlements to ensure conditions are comparable.

In the salaried area, there does however appear to be a disparity in the overall rates of pay by gender, which extends not only to the professional and management areas, but includes the support area as indicated below:

Of the total number of female employees, 48% (895) of these are employed in support roles. Only 4% (663) of male employees are employed in support roles. Within this group, the average salary for women is \$65,585, which is significantly lower than for males in support roles which is \$90,068. The extent to which this difference can be attributed to males generally working in remote locations will be investigated.

Within the waged area the average salary for women is \$97,168, while for males it is \$87,596. Salary bands and levels are regulated by Enterprise Bargaining Agreements (EBA's), which provide a framework for equal pay for equal work. The higher average salary level for women is a reflection of the fact that we have a higher number of women in supervisory or senior roles than men.

The results from the gender diversity survey indicate that in the waged area, it is not pay disparity which is the issue, but in fact the perceived lack of access to training and development opportunities for women, which results in lack of promotion. Of the women surveyed, 79% rated access to training and development opportunities as being important to them.

**Employment Matter 6: Sex-based Harassment**

*(Consider – during the reporting period, did you communicate your harassment policy to staff? Did you revise your policy and/or procedures to reflect changes in your environment? Are all staff aware of the grievance handling procedures? Were there any complaints? If so, were they successfully handled? etc)*

There are a number of policies and processes within the Downer group which deal with sex based harassment. These include EEO and harassment policy statements which are provided to staff upon commencement of employment and are available on the Downer intranet for easy reference. The Downer Standards of Business Conduct (SoBC) was also introduced during the last reporting period, and rolled out to the wider organisation. The SoBC deals with issues regarding bullying and harassment and sets out Downer's policy and approach to dealing with these issues. All these policies as well as the SoBC are distributed to all new employees and are distributed on all noticeboards at sites and in the various divisional and site offices. In certain divisions, EEO and workplace behaviour presentations are conducted annually, which outline the requirements of EEO principles. Contact and Investigation Officers are in place and are formally trained to act as facilitators for employees who have any issues in this regard. There are a number of female Officers to ensure access by female employees.

In a number of Downer divisions, e-learn modules are offered to all staff on commencement of employment which also form part of the annual re induction program. These professional training modules include information and training on:

What discrimination, bullying and harassment is and how to identify discrimination, bullying and harassment, what they can do themselves when they encounter or view discrimination, bullying and harassment and how to handle situations of discrimination, bullying and harassment.

Employee Handbooks are also provided which outline the Downer Values, Downer spirit, protocols and acceptable behaviour.

Downer also has a group-wide Employee Assistance Program (EAP), where employees can receive counselling and support for any workplace or personal problems. In the reporting period, 18% of employees utilising this service were female and 40% of the issues (total) were related to perceived 'discrimination, harassment and bullying' which is down 10% from the previous period. Analysis of the data from the gender diversity survey also indicates that 19% of respondents believe bullying and harassment to be an issue in the organisation, while 98% believe that a workplace free of bullying and harassment is an important issue. This has prompted a number of recommendations and initiatives to continue to work towards reducing the number of incidents, which have been endorsed by the Executive Committee and Board and will be outlined later on in this paper.

Downer also has a "Whistle Blower" Policy pursuant to which employees and contractors may make anonymous reports about actual or perceived breaches of Downer policy or misconduct. Downer has engaged an external provider to receive and review these reports and employees may make a report in a number of ways. Of the 9 reports received during this reporting period, three related to bullying, discrimination or harassment.

**Employment Matter 7: Pregnancy, Potential Pregnancy & Breastfeeding**

*(Consider – do you have a parental leave policy in place? During the reporting period did you have any staff commence or return from parental leave? Do women returning to work from parental leave have access to breastfeeding facilities, have the opportunity to return on a flexible basis? How many staff resigned on the completion of parental leave? etc)*

In the absence of a group-wide HRIS system, we do not have access to data on how many women return to work after parental leave and how many of these have returned on a flexible basis. However, anecdotally, a large number of women who do return to work after parental leave, do so in a part-time capacity (at least to start with) and some then gradually build up to full-time hours. Generally issues and requests for flexibility are dealt with on a case by case basis and negotiated between Manager and employee.

During the last reporting period, Downer introduced a Paid Parental Leave Policy, which formalised and consolidated our approach on parental leave for the first time. This was very positively received by Downer employees and resulted in a number of employees seeking to return to Downer after their maternity leave. Information received from the Gender Diversity Survey indicates that the Policy hasn't been widely communicated and socialised in the business and that a number of women are unaware of its existence. This will be an area of focus going forward.

Although flexibility has not yet been formalised in the organisation, Downer considers the needs of the pregnant employee a priority and in line with our "Zero Harm Policy", we are committed to providing these employees with flexible work choices where practicable in line with maternity related requirements both during and after their pregnancy.

We also have childcare facilities on some of the Downer sites, although these are independently run and there is as yet no formal arrangement between the organisation and these service providers.

**STEP 3: ISSUES PRIORITISED**[\*Developing A Workplace Program - Step 3\*](#)

From your analysis in Step 2 above, list the **PRIORITY ISSUES** you identified for actioning during the reporting period.

**General Gender Diversity Matters :**

As a result of the gender diversity survey, Downer has identified a number of key priorities going forward. Through the governance of the D&I Committee, the following initiatives are being developed :

**Leadership & Communication**

- Increase visible action by management to get involved in and communicate Diversity and Inclusiveness (D&I) initiatives in Downer by e.g. including D&I in leadership training, including diversity messaging in key communications etc.
- Socialise Diversity Policy, plans & initiatives more broadly in the organisation through active engagement & participation
- Publicise gender diversity initiatives in Downer more broadly in external communications on the D & I Policy, initiatives and plans
- Utilise the data base from the survey to communicate - proposed initiatives, an avenue for dialogue on gender issues

**Pay Equality**

- Review gender pay parity in the normal remuneration round and make incremental adjustments where required. Examine methods to ensure these reviews on pay parity become known
- Compare female versus male salaries based on initial Downer-wide grade levels
- Conduct training for those involved in recruitment on using salary market data and internal tools to minimise the chances of women commencing with Downer salaries that are too low

**Skills Training & Leadership Development**

- Build diversity elements into leadership training. e.g. flexibility, bullying & harassment,
- Profile the women in Downer who can act as role models
- Identify high potential (HIPO) women for targeted accelerated development
- Implement a mentoring program for Downer women
- Conduct a training needs analysis (TNA) on waged women for skills training

**Bullying and harassment**

- Ensure SoBC is further socialised into the organisation with particular focus on the Downer's position with respect to bullying & sexual Harassment.
- Roll out group-wide awareness training on Bullying & Harassment
- Explore benchmark statistics across organisations in similar industry using current survey and statistics from the "Whistle Blower" process and EAP information.

**Flexible work**

- Develop a Downer Flexible Work Policy and Management Procedure

- Provide guidelines to Managers on flexible work procedures and management standards.
- Promote, as a key EVP in recruitment advertising & branding material

#### Maternity & childcare benefits

- Provide more communication on what is available e.g. Parental Leave Policy
- Investigate opportunities to develop more “child friendly” facilities, policies and procedures e.g. on-site child-care facilities

#### Gender friendly facilities

- Conduct site by site audit for gender friendly facilities and develop a report with recommendations

### **Employment matter 1 : Recruitment & Selection**

Following on from the gender diversity survey, Downer is now in an informed position with regards to the initiatives and programmes required to create an improved working environment for female employees. In conjunction with these activities, we are now in a position to focus our efforts on “positive discrimination” and the targeted recruitment and selection of women in Downer. This will be the focus for the next 12 months, in an effort to improve both the application and hire rates for women across the organisation Downer.

### **Employment matter 2 : Promotion, Transfer & Termination**

With the pending implementation of the HRIS system, Downer will have an improved ability to manage all HR related information across the business. This will mean we have more meaningful data on which to base strategic decision making.

This project is now well underway and it is anticipated that full implementation will be complete in approximately 2-4 years.

In the interim, with the use of Page Up, we will continue to advertise internal and external opportunities on the Downer website and ensure that all staff, irrespective of gender have access to promotional opportunities within Downer.

### **Employment matter 3 : Training & Development**

Following on from the work conducted by VET Australia in the last reporting period (2011) to conduct an audit on all training and development programmes and initiatives across the business, we now have a better understanding of the range and scope of training offered to all Downer employees. There are some key areas of strength, while a number of gaps were identified for review e.g. Project Management training, which is key to Downer’s success. The work completed in the gender diversity survey also indicated that a third of the women surveyed, don’t believe that adequate training and development opportunities are available to them in Downer, while 98% of them regarded this as an important requirement for their roles.

Downer understands that training is a key element for success for both men and women in the organisation and as such there is a move to appoint a Group Head of Learning to lead the strategy in this area. It is anticipated that this person will be appointed by August/September 2012 and will consolidate Downer’s strategy with regards to learning and development, which will provide improved opportunities for all employees.

#### **Employment matter 4 : Work Organisation**

The ongoing work in developing the Downer Employment value propositions (EVP's) will provide valuable information to determine what the key propositions are that attract people to Downer and that keep them engaged. It is anticipated that this work will be completed by August 2012. Findings to date seem to indicate that flexibility in work practice is a key EVP and material to both attracting and engaging our workforce. This has been corroborated by the diversity gender survey, which reinforces our need to be more focussed and formalised in this area.

The initiatives in this area are outlined above in the General Diversity Matters section.

#### **Employment matter 5 : Conditions of Service**

In keeping with the overall "One Downer" strategy, work has commenced on identification of priority areas for developing more consistency across the Group with regards to Conditions of Service and it is believed that these approaches which will encourage more women to join and stay with Downer.



STEP 4: ACTIONS TAKEN	<a href="#"><i>Developing A Workplace Program - Step 4</i></a>
List the <b>ACTIONS TAKEN</b> during the reporting period to address the priority issues identified in Step 3 above. I.e. what did we do in the last 12 months	
<ul style="list-style-type: none"> <li>• Downer joined the DCA (Diversity Council of Australia) in April 2011 and is an active member of DCA's EOWA Gender Equality Network</li> <li>• In May 2011, the first Downer-wide EOWA (Equal Opportunity for Women in the Workplace) report was compiled and submitted to the authority. This report outlined the number and ratio of female employees in Downer as well as providing an overview of gender related activities/initiatives which took place in the preceding 12 month period up until 28 February 2011. Downer received a commendation from EOWA for this report and was endorsed as fully compliant.</li> <li>• A Paid Parental Leave Policy was developed and rolled out to the organisation on 1 July 2011</li> <li>• Downer reported on Diversity in the Annual Review (August 2011) for the first time.</li> <li>• In September 2011, Downer was shortlisted as a finalist in the 2011 EOWA Business Achievement Awards for "Outstanding EEO practice for the Advancement of Women in Non-traditional roles."</li> <li>• Launch of the Whistle Blower Policy and Process, which allows for any bullying or harassment to be anonymously reported in the business.</li> <li>• Launch of the Standards of Business Conduct (SoBC).</li> <li>• In March 2012 a Downer-wide Gender Diversity Survey completed.</li> <li>• May 2012 – Winner of the AHRI Diversity Indigenous Award.</li> </ul>	

<b>STEP 5: EVALUATION OF ACTIONS TAKEN</b>	<a href="#"><u>Developing A Workplace Program - Step 5</u></a>	
During the reporting period, <b>HOW EFFECTIVE WERE THE ACTIONS TAKEN</b> as documented in Step 4 above to address issues for women in your workplace? That is, what worked, and what didn't?		
<ul style="list-style-type: none"> <li>• <b>This section is required to be submitted</b> but may be kept confidential (by EOWA removing it from the Public Report once assessed)</li> <li>• Please indicate if you wish your <b>Evaluation</b> to be removed from the Public Report by placing an 'X' in the box to the right</li> </ul>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px;">X</div>	
<p>Since the last reporting period Downer has established a framework and strategy around Diversity &amp; Inclusiveness (D&amp;I), which focuses on three primary areas : gender, age and cultural diversity.</p> <p>Through the establishment of the D&amp;I Committee and the development of a Diversity Policy and Plan, we now have a set of targets and objectives geared towards our three focus areas, which have been signed off by the Executive Committee and the Board.</p> <p>These actions in effect, have put Diversity on the table for Downer and enabled us to socialise the business case and benefits of Diversity and Inclusiveness to the wider organisation. It has also enabled us to develop a number of key initiatives for implementation across the various divisions in support of these targets and objectives, which are evaluated on a quarterly basis by the D&amp;I Committee.</p> <p>A key outcome of the work done to date, is the appointment of two additional non-executive female board members.</p> <p>Although the ratio of male to female employees has remained static year on year, this is due in part to the fact that we have not yet developed a gender specific recruitment strategy to increase the number of female applicants and hires to Downer. It was felt that before we developed such a strategy it is important to understand the internal landscape in Downer for women. The implementation of the gender diversity survey has provided us with the insights we need to understand, what needs to be improved, and in parallel with the work being done in this area, we are now ready to develop more gender specific recruitment initiatives. It is therefore anticipated that the efforts over the next 12 months in the area of recruitment and selection, along with the work being done to improve working conditions for women, will begin to shift the gender balance in Downer to a more favourable position.</p> <p>The findings from the gender survey also indicate that a greater focus needs to be put on the accessibility of training and development initiatives for women in Downer. Our commitment to this area is evidenced by the audit we commissioned VET Australia to conduct and to analyse the current learning landscape in Downer, as well as the impending appointment of a Group Manager in the area of Learning and Development. The availability of learning programmes and initiatives for women, both at a skills and leadership level, will be a key focus for Downer over the next 12-24 months. This will include the implementation of a mentoring programme for women and the identification of senior women to act as role models.</p> <p>A number of policies have also been developed e.g. EEO policy and the Aboriginal &amp; Torres Strait Island Policy. These policies have further highlighted and reinforced Downer's commitment to having a diverse workforce, which has a flow on effect to internal as well as prospective employees.</p>		

**STEP 6: FUTURE ACTIONS**[\*Developing A Workplace Program - Step 6\*](#)

To further achieve equal opportunity for women in your workplace, describe the actions you are planning for the next reporting period.

During the next reporting period, the following actions are planned :

We recognise the need to implement strategies which will enhance our ability to attract and retain more women in Downer. We will also work to implement the recommendations which have been signed off by the Executive Committee and the Board, following the findings from the gender diversity survey. These include :

- Improving the ability of our leaders to communicate and champion Diversity & Inclusiveness through ongoing education and training
- Ensure that Diversity & Inclusiveness continues to be tabled at the Executive and Board level on a monthly basis.
- Review gender pay parity on an annual basis and increase visibility to all employees of our findings in this area and efforts to address disparity.
- Implement targeted recruitment and selection initiatives for women in both the waged and salaried areas.
- Build Diversity & Inclusiveness elements into all current and future leadership training.
- Develop policies around flexibility in the workforce and include this as a key EVP in attracting talent into Downer
- Identify high potential women and ensure that skills training and leadership development is available to Downer women.
- Make mentoring programmes available to women and identify senior women in Downer to act as role models.
- Formalise flexible work options through a Downer policy and the rollout of management standards and training for managers.
- Improve our response to reduce bullying and harassment in the organisation, through training and awareness programmes.
- Improve awareness of childcare options and the socialisation of the parental leave policy in Downer.