

# Aboriginal and Torres Strait Islander engagement

The artwork used on the cover and throughout this brochure was created in January 2019 by artist Acacia Collard, who works as a Community Relations Support Officer in Downer's Mining, Energy and Industrial Division. Acacia is a young Badimia Yamatji – Balladong Noongar woman who comes from two large and prominent families in Western Australia and currently lives in the Perth area. She explains her artwork: "It starts off small but through this journey everyone embraces and takes in all the knowledge being shared. When we want to learn and take the time to listen to one another, that is when we can truly move forward together."

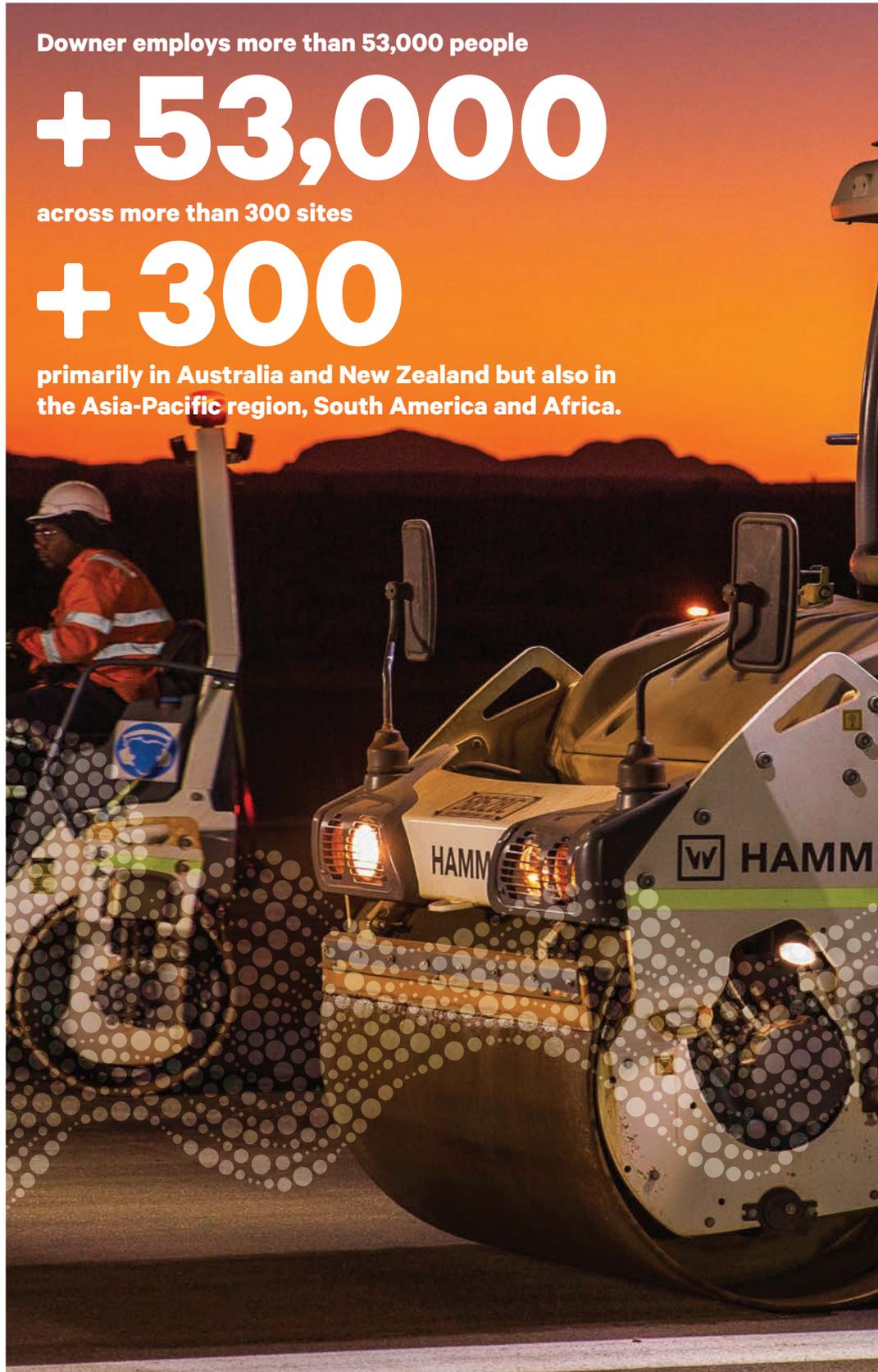
**Downer employs more than 53,000 people**

**+ 53,000**

**across more than 300 sites**

**+ 300**

**primarily in Australia and New Zealand but also in the Asia-Pacific region, South America and Africa.**





# About us

At Downer, our customers are at the heart of everything we do. Our 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.

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in 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). We are an ASX 100 company that also owns 88 per cent of Spotless Group Holdings Limited (SPO).

### Our expertise

We support our customers through the full life of their assets – from initial feasibility and design through to production and operations and eventual decommissioning.

We build strong relationships of trust with our customers, truly understanding and predicting their needs and bringing them world leading insights and solutions.

We aim 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.

### Our business is founded on four Pillars and we demonstrate these in everything we do:

<h4>Safety</h4> <p>Zero Harm is embedded in Downer's culture and is fundamental to the company's future success</p> 	<h4>Delivery</h4> <p>We build trust by delivering on our promises with excellence while focusing on safety, value for money and efficiency</p>	<h4>Relationships</h4> <p>We collaborate to build and sustain enduring relationships based on trust and integrity</p>	<h4>Thought leadership</h4> <p>We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo</p>
---	--	---	---

## What we do

# Aboriginal and Torres Strait Islander engagement

Downer offers a robust approach to Aboriginal and Torres Strait Islander development and engagement with Traditional Owner groups in the regions of our operations.

Aboriginal and Torres Strait Islander engagement is a valued part of Downer's approach. Across Downer, we are continually working to build our organisational cultural competency, with a focus on further enhancing workforce diversity.

Our Aboriginal and Torres Strait Islander Policy details our high-level commitment to achieving improved economic participation for Aboriginal and Torres Strait Islander peoples.

To execute this commitment, we tailor Aboriginal and Torres Strait Islander employment strategies to suit our customers' needs.

We continue to support our current Aboriginal and Torres Strait employees and respectfully engage with many Indigenous communities to ensure we are providing people real jobs and lasting economic benefits.

## Downer's Reconciliation Action Plan

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of Australia and recognise and respect their history, cultures and spiritual connection to the land.

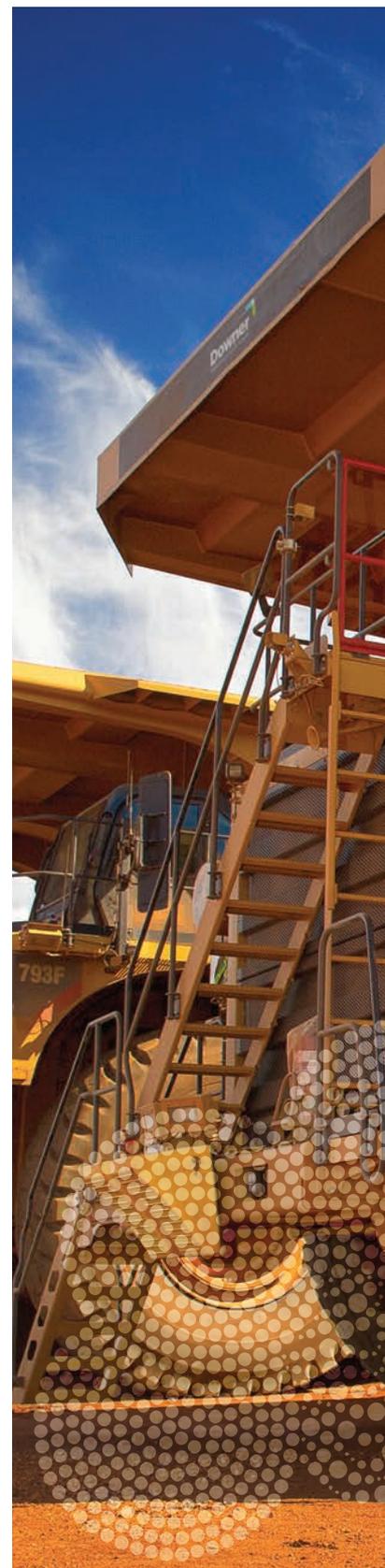
Our Innovate Reconciliation Action Plan (RAP) reaffirms our commitment to furthering the advancement of Aboriginal and Torres Strait Islander peoples, communities and organisations.

It builds on the Reflect RAP we introduced in 2016 and provides a framework and two-year action plan for increasing Aboriginal and Torres Strait Islander participation in both our workforce and supply chain.

This Innovate RAP will provide an important foundation for our actions between 2019 and 2021 and ensure we continue to develop our existing relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

A RAP Working Group consisting of divisional leads ensures all parts of our business are involved in the RAP commitments.

In addition, our Spotless business has its own Innovate Reconciliation Action Plan and is currently consulting with Reconciliation Australia on registration and implementation of its Stretch RAP.





***“We work with  
our customers and  
our communities  
to implement  
sustainable Aboriginal  
and Torres Strait  
Islander engagement  
initiatives.”***

## Culturally inclusive selection process

Our specialist recruitment and training methodologies for Aboriginal and Torres Strait Islander employees include a culturally inclusive selection process.

This selection process consists of:

### Local community engagement

An integral part of the recruitment strategy is the relationship between Downer and local Aboriginal and Torres Strait Islander communities. The first step in the process is to make contact with Traditional Owners and other relevant local Indigenous organisations to seek their support and benefit from their invaluable knowledge of the community.

### Community information sessions

In partnership with local Aboriginal organisations, Downer's specialist Indigenous Engagement personnel and representatives from the project run information sessions in the community.

### Assessment workshops

Prospective candidates are required to attend assessment workshops, which replace the traditional interview process. Assessment workshops are facilitated by our Indigenous Engagement personnel, and hosted by a Project Manager, management team and HR representatives. Potential recruits undertake practical assessments, participate in experiential learning activities and receive presentations from project employees.



## What we do

# Our Indigenous workforce

We have developed a range of recruitment and training programs to help attract and retain Aboriginal and Torres Strait Islander employees.

## Diversity management

Downer is committed to a workforce that reflects and is informed by the customers and communities we serve, while maintaining a sustainable business. For us, managing diversity and inclusion in the workforce is a skill required by our managers and frontline supervisors to ensure effective participation and outcomes are achieved for gender, generational and cultural diversity.

We view diversity and inclusion as a competitive advantage and a commercial imperative. We are committed to a culture that leverages the skills and insights of all our people, and provide the necessary training, support and development to enable our leaders to achieve a workplace that is engaged and supported.

## Real jobs

A unique feature of our Aboriginal and Torres Strait Islander development methodology is a strong focus on developing people into 'real jobs'. This methodology is underpinned by structured training including, among others, the nationally recognised Certificate II in Surface Extraction and Certificate III Water Operations.

Support is provided by our Indigenous Engagement personnel and line management. This ensures that Aboriginal and Torres Strait Islander employees are part of regular operations and not disadvantaged in the long term.

Our commitment to ensuring strong relationships with Traditional Owner groups in the local and regional areas of our operations has fostered growth in both employment and business opportunities. This growth is further reflected in the substantial number of Aboriginal and Torres Strait Islander people employed across our operations over the past few years.

Some of the key Aboriginal and Torres Strait Islander employment initiatives we have implemented include:

- Waanyi Downer Joint Venture Community Training Program, associated with the Century Mine in the Gulf of Carpentaria, Queensland
- Labour hire contract with Karlayura Group. Since 2015, we have built a strong relationship with Karlayura to provide labour for our mining operations in Western Australia
- Our Spotless business is a partner of the Department of Prime Minister and Cabinet's Employment Parity Initiative, which provides support to engage, recruit, educate and retain Aboriginal and Torres Strait Islander people
- Training facility in the township of Tom Price, WA, to provide a training and employment pathway for students exiting school, as well as local job seekers in surrounding Aboriginal communities
- Work readiness program in partnership with the Blackwater PCYC at the Blackwater Mine
- Spotless has partnered with the Beyond the Broncos academy in Queensland to place a number of their graduates into full-time roles. Spotless has also placed graduates from Charcoal Lane's hospitality program into roles in Victoria, including at the MCG, our EPICURE catering business and BHP corporate offices
- Spotless is working with the Wiradjuri community around Southern NSW to promote job and business procurement opportunities on our Defence base contracts
- Establishing employment opportunities in Fitzroy Crossing, WA, through the Fitzroy Men's Shed program
- Numerous operational apprenticeships and traineeships.

## Industry recognition

Downer has been recognised as a leader for its specialist recruitment and training methodology undertaken to recruit and employ Aboriginal and Torres Strait Islander people with little to no industry experience. These include:

- The "Best Company Indigenous Employment and Training" at the Queensland Resources Council (QRC) Annual Indigenous Awards
- The inaugural Australian Human Resource Institute (AHRI) Diversity Award for Indigenous Employment
- The Queensland Reconciliation Award's 'Highly Commended' in Business.



Downer Blackwater PCYC Program participants

## Our approach

# Commercial partnerships

Downer has developed a number of successful partnerships and programs with local Traditional Owners and Indigenous businesses to deliver employment and training opportunities for Aboriginal and Torres Strait Islander people.

### Waanyi Downer Joint Venture

The Waanyi Downer Joint Venture (WDJV) in Queensland's Gulf Country is a ground-breaking partnership. It is unique in Australia – the first equitable 50:50 mining services joint venture formed between a corporation and a local Aboriginal community-based organisation.

The partnership between Waanyi Prescribed Bodies Corporate (representing local Traditional Owners) and Downer has provided care and maintenance and rehabilitation services at the Century Mine near Mt Isa since July 2016.

In September 2018, the WDJV was awarded a life of mine contract by New Century Resources Ltd to provide services for the mining of East Fault Block and South Block Resources immediately adjacent to the Century Open Pit Mine.

The WDJV recognises the unique diversity of Aboriginal and Torres Strait Islander people and communities and their spiritual, physical, social and cultural connection to the land.

The WDJV represents a significant step forward for the representation of the Waanyi People, who are the Traditional Owners of the Century Mine site, and is seen as a viable mechanism to recognise the value of Indigenous Cultural Heritage, empowering local Indigenous communities that have mining developments within their traditional lands.

"This joint venture genuinely recognises the significant value of Waanyi People's cultural heritage," Waanyi Registered Native Title Body Corporate (Waanyi PBC) Chairman and WDJV Executive Director, Alec Doomadgee, said. "This could only happen with our trusted JV partner in Downer, where we have a genuine relationship built on enduring mutual respect.

"Our ability to engage in real economic development through the Waanyi Downer JV will contribute significantly to a model of self-determination for the Waanyi People."

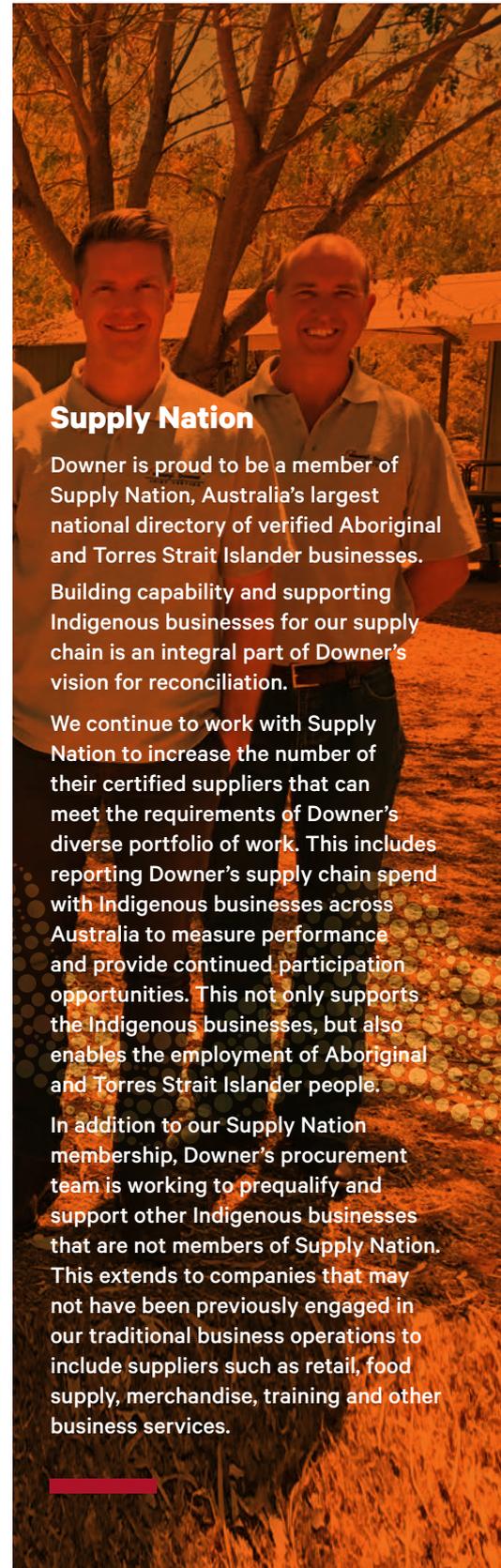
The execution of the Mining Services Agreement with the Waanyi Downer Joint Venture forms part of a unique compensation arrangement between New Century Resources and the Waanyi People.

In addition, in April 2018 the WDJV entered into an agreement for the provision of training services to the Aboriginal and Torres Strait Islander people and communities local to the mine. The WDJV conducts a broad community training program to prepare potential employees for entry into the workforce and, in some cases, for specific roles at the Century Mine.

These programs include:

- Kapani Warrior program – providing life skills and avenues into the Australian Defence Force
- Cowboys House mentor – funding of two full-time mentors at the Townsville boarding facility, which offers Aboriginal and Torres Strait Islander children from remote communities across North Queensland access to a full secondary curriculum
- Mornington Island teacher's aide – to help increase literacy levels, attendance and overall school completion among students of all ages
- Apprenticeships/traineeships – sourcing potential candidates for a range of apprenticeship and traineeship roles within Century Mine and its contractors
- Provision of governance training for local Aboriginal community groups to assist in raising overall compliance and governance standards of their organisations.





## Supply Nation

Downer is proud to be a member of Supply Nation, Australia's largest national directory of verified Aboriginal and Torres Strait Islander businesses. Building capability and supporting Indigenous businesses for our supply chain is an integral part of Downer's vision for reconciliation.

We continue to work with Supply Nation to increase the number of their certified suppliers that can meet the requirements of Downer's diverse portfolio of work. This includes reporting Downer's supply chain spend with Indigenous businesses across Australia to measure performance and provide continued participation opportunities. This not only supports the Indigenous businesses, but also enables the employment of Aboriginal and Torres Strait Islander people.

In addition to our Supply Nation membership, Downer's procurement team is working to prequalify and support other Indigenous businesses that are not members of Supply Nation. This extends to companies that may not have been previously engaged in our traditional business operations to include suppliers such as retail, food supply, merchandise, training and other business services.



## Our approach



## Commercial partnerships

### Bama Services

Downer has proudly partnered with leading Indigenous business Bama Services to deliver \$10 million worth of major infrastructure on the Peninsula Development Road (PDR) in Cape York.

The Downer-Bama partnership will improve the accessibility, safety and reliability of transport infrastructure for the local community. But the partnership goes beyond that.

It is also about developing skills, capability and experience in the local Aboriginal and Torres Strait Islander workforce, leading to a greater sense of empowerment and broader employment opportunities.

Downer's General Manager – Infrastructure Projects, Jeff Bowser, says that working closely with Bama is creating real jobs and upskilling opportunities for Aboriginal and Torres Strait Islander people.

"Our partnership with Bama is a tangible demonstration of the sustainable positive outcomes achieved through strong relationships," Jeff said.

"We are proud to be taking an active role in creating long-term sustainable value, benefits and choice for Aboriginal and Torres Strait Islander people through a practical approach."

General Manager of Bama Services, Ranjan Rajagopal, says the partnership with Downer is enabling the development of local Indigenous skills, capability and employment opportunities in the civil construction industry.

"The delivery of these major packages of work in close partnership with Downer has enabled Bama to take huge leaps forward," Mr Rajagopal said. "The commitment Downer has made is unprecedented, and sets a high watermark for what the private sector can do to help 'close the gap'.

"The experience, professionalism and know-how Downer has nurtured and developed in Bama has enabled us to realise our potential and achieve our aspirations. Our employees have the opportunity to improve their skills through Downer's in-house training, secondments, coaching and mentoring from experienced leaders."

As well as the successful delivery of the Cape York project, we have also developed other partnerships with Bama, including;

- A Downer project manager seconded to Bama to provide support and expertise since 2014
- Bama provided local Indigenous labour to assist Downer business VEC's bridge strengthening project on the Mulligan Highway in Cape York
- Bama employees delivering work through Spotless' Defence maintenance contracts, including landscaping work at Scherger Royal Australian Air Force (RAAF) military air base at Weipa.

## Our approach



## Community partnerships

We are focused on making a difference through partnerships, sponsorships, donations and community-centred initiatives.

### Wall of Hands (Australian Literacy & Numeracy Foundation)

Downer has been a proud supporter of the Australian Literacy & Numeracy Foundation's (ALNF) Wall of Hands Appeal since 2013.

The ALNF works with Aboriginal and Torres Strait Islander communities and schools around Australia with the aim that five out of five kids will learn to read.

The ALNF is the first national charity dedicated to raising language, literacy and numeracy standards in Australia.

The Wall of Hands Appeal is the ALNF's annual fundraising and awareness campaign, which encourages Australians to raise their hands to help close the Indigenous literacy gap so that all children have the opportunity to write their own bright futures.

### Role Models and Leaders Australia (RMLA) and the Clontarf Foundation

In 2015, Spotless officially launched their Indigenous engagement partnerships with Role Models and Leaders Australia (RMLA) and the Clontarf Foundation in Western Australia.

The partnerships support both RMLA and Clontarf Foundation Academies, with Spotless sustaining a direct partnership with RMLA girls' Academies: Perth's Clontarf Girls' Academy and Kununurra Girls Academy, and Karratha's Clontarf Academy for young men in the Pilbara region of Western Australia.

Spotless supports the programs delivered by RMLA and the Clontarf Foundation to develop and empower young Aboriginal men and women through sport, leadership, education and employment.

We aim to foster a positive relationship with these partnerships in order to focus on improving the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal men and women.



### Moree's Indigenous wrap artists!

Downer has partnered with NBN and the Moree community to give local indigenous artists a unique opportunity to showcase their masterpieces.

We are helping roll out the NBN across Australia, which includes

installing the NBN nodes – the green cabinets in local neighbourhoods that connect homes to the NBN.

In Moree, these nodes have served as blank canvases for local artists, whose artworks have been used to create unique wrapping for the nodes. The artworks add vibrancy to the streets of Moree... and give the talented artists an avenue to display their work.

“This is an exceptional initiative, as it showcases the talent of the local Indigenous youth from Moree Secondary College. The artwork has been a big hit with the locals and tourists passing through,” Indigenous, Diversity and Inclusion Specialist for Downer's Transport and Infrastructure Division, Moana Matthews, said.



## **Downer EDI Limited**

ABN 97 003 872 848

Triniti Business Campus  
39 Delhi Road  
North Ryde NSW 2113

T: 1800 DOWNER (1800 369 637)  
T: (02) 9468 9700

**[www.downergroup.com](http://www.downergroup.com)**  
**[www.downercareers.com](http://www.downercareers.com)**

