



INCLUSION AND BELONGING POLICY

This document outlines the Downer policy for inclusion and belonging and applies to the Downer Group; hereafter referred to as Downer.

This policy contributes to the achievement of Downer's strategic objectives, by:

- communicating Downer's intent, priorities, and practices so that everyone is aware of its expectations, behaviour, and standards
- creating greater transparency and accountability in achieving Company goals; and
- driving business results.

OUR PURPOSE

Our purpose is to guide Downer, its officers, and employees to leverage the benefits of a diverse and inclusive workforce.

OUR VISION

Our vision is to recognise the value that experience, skills, knowledge and strengths of a diverse and inclusive workforce delivers for our business. These benefits help us to build strong and lasting relationships with our colleagues and customers, and to innovate and make better decisions for our business.

OUR OBJECTIVES

To achieve our purpose, we will support and ensure:

- a diverse and inclusive work environment in which everyone is treated fairly and with respect
- a workplace culture that reflects the Pillars – Safety, Delivery, Relationships and Thought Leadership
- the ongoing attraction, selection, development, and retention of a diverse and inclusive workforce from the widest possible talent pool
- an inclusive high performing and engaged workplace, where all individuals are recognised, developed, and rewarded
- Downer's business practices promote equality of opportunity throughout all aspects of the employment lifecycle and ensure that everyone enjoys a work environment that is free from unlawful discrimination, harassment, vilification, and victimisation; and
- diversity and inclusion are everyone's responsibility.

Peter Tompkins
CEO and Managing Director
Downer Group

Standard

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1 PURPOSE

This document describes the standards required to be met for Downer’s inclusion and belonging framework.

This standard:

- ensures Downer’s culture of inclusion and belonging is enhanced; and
- defines Downer’s inclusion and belonging philosophy, core components and measures that work to ensure compliance to the **DG-HR-PO007 Inclusion and Belonging Policy** and **DG-HR-PO008 Aboriginal & Torres Strait Islander Policy**.

Downer recognises that a diverse workforce offers a wide range of perspectives and unique skills and experiences that enhance decision making and lead to better business outcomes.

All requirements in this standard are consistent with the Downer policies and legislative requirements listed in section 7 *Referenced & Associated Documents*.

2 SCOPE

This standard applies to Downer Group, including all business units, hereafter referred to as Downer.

The target audiences for this standard are the Board, and all Downer’s subsidiaries and employees.

All business units are responsible for implementing the requirements of this standard, which may include using divisional-specific documentation. Business Units are responsible for updating and maintaining any divisional-specific documentation that supports this standard.

3 DEFINITIONS

The following terms are used in this document and are included in the **Downer Group Definitions Register**.

- | | |
|---------------------|---|
| Board | Downer’s Board of Directors of Downer EDI Limited (ACN 003 872 848). |
| Downer Group | Downer EDI Limited and its subsidiaries, encompassing Downer New Zealand, Defence, Facilities & Asset Services, Infrastructure Projects, Mineral Technologies, Rail & Transit Systems, and Utilities. |

4 INCLUSION AND BELONGING PRINCIPLES

This Inclusion and Belonging Standard is based on the following core Downer inclusion and belonging principles.

Principle	Description
Reflection	Downer's culture reflects the diversity of our employees, our customers and the communities in which we operate.
Merit	Decisions about recruitment, development, promotion and remuneration (including gender pay equity) are based on performance and developing capabilities so that a diverse range of candidates are considered without conscious or unconscious biases that might unlawfully discriminate against certain candidates.
Fairness and Equality	Downer's business practices promote equality of opportunity throughout all aspects of the employment lifecycle and ensure that everyone enjoys a work environment that is free from unlawful discrimination, harassment, vilification and victimisation.
Everyone's Business	Downer's culture reflects the focussed initiatives it has implemented, and also drives the overall success, as inclusion and belonging is everyone's business.

5 WORK PROGRAMMES

To ensure Downer achieves its diversity and inclusiveness objectives the Board, through the Downer Group Inclusion and Belonging Steering Committee, must:

- develop an inclusion and belonging framework, including the establishment of a Downer Group Inclusions and Belonging Steering Committee and BU Inclusion and Belonging Steering Committees
- identify and implement initiatives to develop a talented and diverse workforce that represents the wide range of cultures in our community
- create a supportive and understanding workplace environment in which all individuals feel welcome, respected and heard, and where they can realise their full potential regardless of their age, gender, ethnicity, ability, sexual orientation and gender identity
- remove barriers to achieve a genuinely diverse and talented workforce
- engage the workforce to ensure high potential people are identified and provide for succession planning so that we retain, train, develop, manage and fairly promote our valued employees
- implement strategies and initiatives to regularly analyse, monitor, communicate and address any gender pay gap (to the extent one exists)
- develop employee and manager support resources to improve flexible working arrangements that support employees with family and caring responsibilities, including while employees are on parental leave
- review and seek to understand the reasons for resignations so that action to reasonably improve any aspects of employment can be planned and taken
- ensure all employees are aware of Downer's commitment to diversity and understand their own responsibilities towards enabling a diverse workforce; and
- develop and continually improve on existing initiatives designed to identify, support and develop talented employees from a diverse range of backgrounds.

6 MEASUREMENT AND REPORTING

The Board, through the Downer Group Inclusion and Belonging Steering Committee, will:

- review and monitor the implementation of Downer's inclusion and belonging framework
- develop policy and Business Unit inclusion and belonging plans for Board approval
- agree and set measurable objectives for achieving greater workforce diversity and inclusion
- review and assess Downer's progress in achieving the stated objectives annually; and
- report details of progress of the inclusion and belonging programme in achieving Downer's measurable objectives.

7 REFERENCED & ASSOCIATED DOCUMENTS

GROUP DOCUMENTS

POLICIES

DG-HR-PO004	Anti-discrimination, Harassment and Bullying Policy
DG-HR-PO007	Inclusion and Belonging Policy
DG-HR-PO008	Aboriginal & Torres Strait Islander Policy

REGISTERS

Downer Group Definitions Register

LEGISLATIVE REQUIREMENTS

Age Discrimination Act 2004 (AU)

Disability Discrimination Act 1992 (AU)

Human Rights Commission Act 1986 (AU)

Racial Discrimination Act 1975 (AU)

Sex Discrimination Act 1984 (AU)