

# Gender Diversity & Inclusion Plan

2021–2024



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# Message from the Managing Director

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I am proud to present our second Monadelphous Gender Diversity and Inclusion Plan, a positive step in our diversity and inclusion journey.

When we launched our first formalised Gender Diversity Plan in 2018, we focused our efforts on attracting future female talent into our industry, establishing defined Graduate Program gender participation targets and further positioning ourselves as an employer of choice. Within our workforce, we committed to developing and educating our people to foster a strong understanding of the value that gender diversity and inclusion brings to our business and furthered our focus on retention of female key talent. I am very pleased that through our inaugural Plan we made solid progress against these objectives, which we will continue to develop through our Plan ahead.

Thanks to those who contributed to the development of our second Gender Diversity and Inclusion Plan, which has been created in consultation with our workforce, leadership teams and in alignment with industry recommendations for furthering gender equity and equality.

The feedback we received has informed the four key commitments of our Plan, which will see focus placed on ensuring a safe, respectful and inclusive workplace free of sexual harassment and assault for all employees; increasing female participation through early career pathways and nurturing key female talent; removing barriers to ensure equal access to opportunities for women entering trade roles; and connecting women through networking and mentoring.

Our Gender Diversity and Inclusion Plan 2021–2024 outlines the next steps of our journey, and it is important that everyone at Monadelphous contributes to ensuring we achieve the commitments set out in this Plan. I ask that you all consider the role you play in ensuring we create an environment where we can all succeed.



**Rob Velletri**  
Managing Director

## Our vision for gender diversity and inclusion

**We are committed to attracting, developing and retaining people who are highly competent, live the Monadelphous values and actively contribute to the long term success of the business. Diversity in our workforce supports this objective by creating the widest possible pool of available talent, and bringing a broader range of perspectives and ideas together to create value for customers, our shareholders and our teams.**

Across our operations, in all areas of our business, we work hard to ensure our workplaces are safe, respectful and inclusive, where our employees live our values out of respect both for themselves and their teammates and we are committed to attracting a workforce where people of all backgrounds work together.

We proudly provide a working environment where the unique contribution of our people is equally valued and recognised, and where each employee is inspired to contribute their best in their delivery of the Monadelphous vision.

## Our business

**Monadelphous is a leading engineering group providing engineering construction, maintenance and industrial services to the resources, energy and infrastructure sectors.**

We build, maintain and support our customers' operations through the provision of safe, reliable and cost-effective engineering solutions. Our workforce consists of people of diverse cultures, backgrounds and skills. This diversity enriches our breadth of knowledge, capabilities and experiences, which enhances the source of our competitive advantage – our people.



# Our values

The Monadelphous values are the foundations of the way we operate. Our values guide us in the right way to deliver our work, including delivering all aspects of our Gender Diversity and Inclusion Plan.

Our values:



**SAFETY  
AND WELLBEING**



**INTEGRITY**



**ACHIEVEMENT**



**TEAMWORK**



**LOYALTY**



## Our key commitments

Our commitments guide us in ensuring we create a working environment where all employees can succeed.

We commit to:



Ensuring a **safe, respectful** and **inclusive** workplace free of sexual harassment and assault



Increasing female participation through **early career pathways** and nurturing key female talent



Removing barriers to ensure **equal access to opportunities for women** entering trade roles



**Connecting women** through networking and mentoring

## Our key targets

We have established measurable objectives for achieving greater gender diversity in the composition of our Board, ensuring retention of our female key talent cohort and ensure female participation is strong as women enter our workforce in their foundational years.

We commit to:



Female representation in the composition of the Monadelphous Board of Directors, at a minimum



Bi-annual intake in the Graduate and Vacation Programs are female



Of key female talent are retained per annum, at a minimum



Minimum 12% female representation in our Key Talent Development Program (reflective of percentage of females in our workforce)



Ensure employees are equitably remunerated by conducting annual in-depth remuneration audits



Four bursaries offered to female tertiary STEM students over the course of this Plan





# Our actions for 2021–2024

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**Our Gender Diversity and Inclusion Plan includes both immediate actions which will take place in the 2021–2024 period, along with ongoing actions, which aim to increase and enhance female participation at Monadelphous. We will:**

- Deliver our *It's Up to Us* employee awareness campaign, providing a strong focus on the importance of Acceptable Workplace Behaviour at Monadelphous
- Undertake a review of our existing policies, training and induction practices to ensure sustainability of our approach of Acceptable Workplace Behaviour and the prevention of sexual harassment and assault within our work environment
- Launch our Employee Engagement Survey, including questions on personal safety in the workplace
- Ensure equal access to opportunities for women entering trade roles by reviewing practices to identify existing barriers for entry
- Play our part in 'filling the pool' of future female talent in the industries where we work through tertiary-based partnership programs designed to encourage female participation in Science, Technology, Engineering and Math (STEM) careers
- Promote the Flexibility Policy and Toolkit and continue to provide access to flexible working arrangements
- Connect women in our workforce through networking and mentoring opportunities, including dedicated programs and initiatives championed by our Gender Diversity and Inclusion Working Groups
- Share internal and external networking, mentoring and event opportunities through an online interactive events calendar

## Our ongoing commitments

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**Our ongoing commitments ensure a sustainable approach to gender diversity and inclusion, and aim to develop a broader, more diverse pool of skilled and experienced employees, and retain them over the long term. We will:**

- Conduct quarterly Gender Diversity and Inclusion Committee meetings to lead the implementation, monitoring, and reporting on progress of the plan against objectives
- Review Monadelphous key talent bi-annually, focusing on highlighting gender participation as part of succession planning and talent management activities
- Nurture female Key Talent through inclusion in Emerging Leaders, Leading @ Monadelphous and the Monadelphous Group Mentoring Program
- Share our Gender Diversity and Inclusion activities and resources with all new employees, including providing them with a copy of the Gender Diversity and Inclusion Plan as part of the onboarding process
- Promote career pathways for women at Monadelphous and highlight career journeys through internal and external marketing channels (Monocle, operational newsletters, Monadelphous website and social media)
- Ensure unconscious bias and acceptable workplace behaviour principles are embedded in all HR and recruitment processes, to remove barriers and ensure equal opportunities for all employees
- Encourage employees on parental leave to maintain their connection with the Company by offering the option to continue receiving communications and training opportunities, ensuring a smooth transition when returning to the workplace
- Annually review our Paid Parental Leave Scheme against other schemes in the industry to ensure continued competitiveness

## Accountability and reporting

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**Progress and achievements will be shared with our employees, customers, shareholders and communities to ensure a transparent and proactive approach to delivering our gender diversity and inclusion commitments. We will:**

- Celebrate and share the launch of our Gender Diversity and Inclusion Plan with internal and external stakeholders through Monocle, operational newsletters, the Monadelphous website and social media
- Transparently report on Gender Diversity and Inclusion Committee meetings, recording progress against Plan commitments and publishing meeting minutes on Monocle
- Provide increased transparency on progress against Plan commitments through networking and engagement events
- Share the results of our Employee Engagement Survey and create action plans to address issues relating to gender in our workplace if required
- Produce our annual gender equality report to meet Workplace Gender Equality Agency reporting requirements, providing comprehensive workforce data by gender. Share the report through Monocle and the Monadelphous website
- Ensure our Half and Full Year results reporting, Annual Report and Corporate Governance Statement detail gender diversity and inclusion progress. Share these reports with our shareholders and external stakeholders through the Monadelphous website

## Industry participation

**To be recognised as a truly great company to work for and to work with, we will partner with key industry groups to profile the work we do and provide our employees with connections to external networks. We will:**

- Establish membership with the National Association of Women in Operations (NAWO), to provide opportunities for our employees to participate in events, networking opportunities, webinars, and have access to the NAWO Mentoring Program
- Champion women in our workforce and celebrate their successes through nominations in the annual Chamber of Minerals and Energy Western Australia's Women in Resources Awards and the Women in Mining and Resources Queensland Awards. Share these nominations through operational newsletters, Monocle, our website and social media channels
- Promote female participation in the resources sector and position Monadelphous as an employer of choice through sponsorship and attendance at the sector's leading gender diversity event, the Chamber of Minerals and Energy Western Australia's annual Women in Resources Awards
- Attend the Australasian Institute of Mining and Metallurgy's International Women's Day events in both Perth and Brisbane, providing key employees the opportunity to connect and network
- Support Girls in Engineering and Gender Equity in Engineering Makes Sense events by offering our employees opportunities to be involved in school activity facilitation, coaching of students and site visits to promote careers in Science, Technology, Engineering and Math (STEM) to young women

## How you can get involved

**We actively encourage everyone at Monadelphous to contribute to our gender diversity and inclusion commitments. You can:**

- Work with representatives on the Gender Diversity and Inclusion Committee and Working Groups to raise ideas, seek guidance and get involved in contributing to our commitments and actions
- Volunteer to provide support for our partnership program events through speaking opportunities, mentoring and coaching of students at schools and universities
- Nominate to attend diversity and inclusion events and networking opportunities as they are promoted



*Image: Monadelphous representatives with high school students at the 2019 Inspiring Girls Career Forum hosted by the Chamber of Minerals and Energy, Western Australia.*

## Partnering for change

**It is important we play our part in ‘filling the pool’ of future female talent in the industries where we work. To support this goal, we partner with programs which offer practical, hands-on support for students and prioritise activities where our people can volunteer and share their experiences to promote both Monadelphous and the broader industry.**

### Girls in Engineering – University of Western Australia

Aligned to our focus on inspiring and encouraging women into careers in STEM, we work with the University of Western Australia (UWA) to support the Girls in Engineering outreach program along with founding partner, Rio Tinto. Since we began supporting the program in 2018, Monadelphous representatives have enjoyed speaking in schools around Perth and in key regional hubs in Western Australia.

Aimed at encouraging female Year 7–12 students to take advantage of STEM study and the career pathways available in the sectors where we work, the program provides opportunities for our employees to mentor UWA students and to present at both in-school visits and on-campus ‘Discovery Days’ which showcase engineering activities.

### Gender Equity in Engineering Makes Sense – Queensland University of Technology

We support the Queensland University of Technology (QUT) Gender Equity in Engineering Makes Sense (GEMS) in Brisbane where our east coast office is based, as the program promotes diversity and equality in the field of engineering. GEMS is a student-run group which holds regular networking events supporting and encouraging networking amongst female students.

Monadelphous supports the delivery of these events, which provide a network for professional development and career opportunities for women enrolled in engineering at QUT. Monadelphous employees regularly attend GEMS events and share their experiences working for Monadelphous, along with promoting recruitment opportunities through the Monadelphous Graduate Program.





Image: Year 8 students at the Yallarm STEM Camp in Gladstone, sponsored by Monadelphous in partnership with QUT.



# Our Gender Diversity and Inclusion Committee

Chaired by the General Manager, Human Resources, our Gender Diversity and Inclusion Committee consists of representatives of each of our divisions, along with specialists representing our early careers and recruitment teams.

## Role of the Gender Diversity and Inclusion Committee

- Enhance female participation across the business through activities which encourage retention, development and attraction of female talent
- Champion the importance of providing a safe, respectful and inclusive working environment
- Promote STEM as a career path for women, ensuring a pipeline of suitably qualified female talent and, through these career-related activities, building the reputation of Monadelphous as an employer of choice
- Raise awareness through education within our business to challenge existing gender stereotypes that exist within our industry and foster a better understanding of the value that gender diversity and inclusion delivers
- Support the business in creating a working environment where all employees feel valued, have equal opportunities to develop and be recognised and are, in turn, retained by the business
- Representing and participating in the working groups

Supporting the Committee are Gender Diversity and Inclusion Working Groups. These groups focus on divisional and special interest areas to provide support for delivering our Plan commitments while also giving the flexibility required to respond to current and emerging priorities within our spheres of influence.

## COMMITTEE CHAMPION

**Rob Velletri**  
Managing Director

## COMMITTEE MEMBERS

**Dean Brajevic, Chair**  
General Manager  
Human Resources

**Ella McCarthy**  
Group Manager  
Marketing & Communications

**Paul Francis**  
General Manager  
Mining & Minerals Southern Region

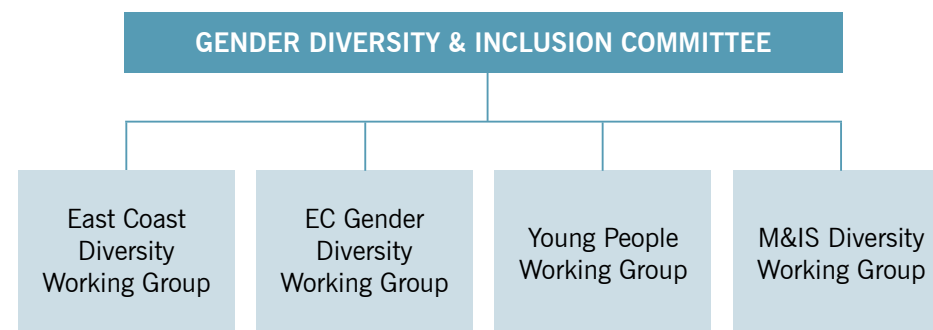
**Lorna Rechichi**  
General Manager  
Heavy Lift

**Ann Brinkamp**  
Recruitment Manager  
(Diversity and Graduates)

**Trent Murat**  
Project Manager  
Engineering Construction West

**Meg McNeill**  
Marketing and Communications  
Advisor

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