

Gender Diversity & Inclusion Plan

2021–2024



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Message from the Managing Director

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.



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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

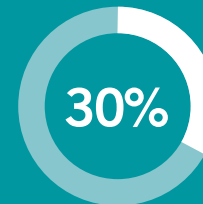


Connecting women through networking and mentoring

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

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

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

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

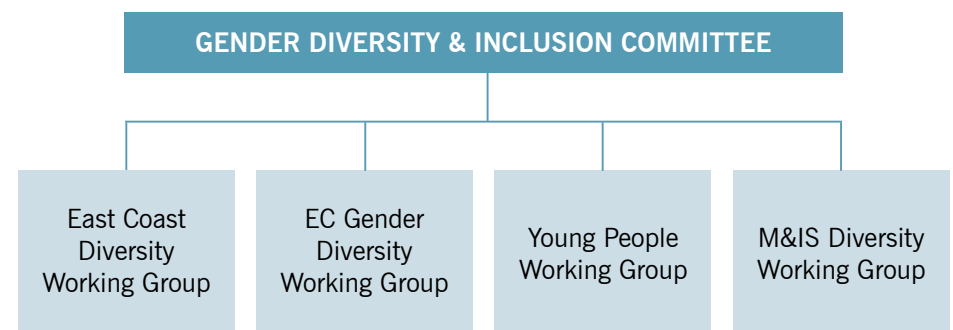
Lorna Rechichi
General Manager
Heavy Lift

Ann Brinkamp
Recruitment Manager
(Diversity and Graduates)

Trent Murat
Project Manager
Engineering Construction West

Meg McNeill
Marketing and Communications
Advisor

Beth McCaffrey
EPC Consortium Manager



Deliverables, Responsibility and Timeline

Targets

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
30% female representation in the composition of the Monadelphous Board of Directors, at a minimum	Managing Director	Board Chair	Review annually (June)
20% of our biannual intake in the Graduate and Vacation Programs are female	Graduate Recruitment	General Management Team	Bi-annually, as program intake occurs
90% of key female talent are retained per annum, at a minimum	Talent Team	General Management Team	Review quarterly
Minimum 12% female representation in our Key Talent Development Program (reflective of percentage of females in our workforce)	Talent Team	General Management Team	Review quarterly
Four bursaries offered to female tertiary STEM students over the course of this Plan	Graduate Recruitment	General Management Team	Offered between 2021-2024
Ensure employees are equitably remunerated by conducting annual in-depth remuneration audits	General Manager, Human Resources	Managing Director	Review annually (September)

Our actions for 2021–2024

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
Deliver our <i>It's Up to Us</i> employee awareness campaign, providing a strong focus on the importance of Acceptable Workplace Behaviour at Monadelphous	Marketing and Communications	General Manager, Human Resources	Q2, 2021/22
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	HR Management	General Manager, Human Resources	Q2, 2021/22
Launch our Employee Engagement Survey, including questions on personal safety in the workplace	Marketing and Communications	Managing Director	Q3, 2021/22
Ensure equal access to opportunities for women entering trade roles by reviewing practices to identify existing barriers for entry	Diversity Recruitment	Gender Diversity and Inclusion Committee	Ongoing
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 careers	Diversity Recruitment	Gender Diversity and Inclusion Committee	Ongoing

Our actions for 2021–2024 *continued*

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
Promote the Flexibility Policy and Toolkit and continue to provide access to flexible working arrangements	Marketing and Communications	General Manager, Human Resources	Q1, 2021/22
Connect women in our workforce through networking and mentoring opportunities, including dedicated programs and initiatives championed by our Gender Diversity and Inclusion Working Groups	Gender Diversity and Inclusion Committee and Working Groups	Gender Diversity and Inclusion Committee	Ongoing
Share internal and external networking, mentoring and event opportunities through an online interactive events calendar	Marketing and Communications	General Manager, Human Resources	Q2, 2021/22

Our ongoing commitments

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
Conduct quarterly Gender Diversity and Inclusion Committee meetings to lead the implementation, monitoring, and reporting on progress of the plan against objectives	Gender Diversity and Inclusion Committee	Gender Diversity and Inclusion Committee	Quarterly
Review Monadelphous key talent bi-annually, focusing on highlighting gender participation as part of succession planning and talent management activities	Talent Team	General Management team	Review bi-annually (June and December)
Nurture female Key Talent through inclusion in Emerging Leaders, Leading @ Monadelphous and the Monadelphous Group Mentoring Program	Learning and Development	General Management team	Annually
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	HR Onboarding	Managers	Ongoing
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)	Marketing and Communications	Marketing and Communications team	Review quarterly
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	General Manager, Human Resources	General Management Team	Ongoing
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	Managers	General Management team	Review annually
Annually review our Paid Parental Leave Scheme against other schemes in the industry to ensure continued competitiveness	General Manager, Human Resources	Managing Director	Review annually

Accountability and reporting

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
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	Gender Diversity and Inclusion Committee	General Manager, Human Resources	Q2, 2021/22
Transparently report on Gender Diversity and Inclusion Committee meetings, recording progress against Plan commitments and publishing meeting minutes on Monocle	Gender Diversity and Inclusion Committee	Gender Diversity and Inclusion Committee	Quarterly
Provide increased transparency on progress against Plan commitments through networking and engagement events	Marketing and Communications	Gender Diversity and Inclusion Committee	Annually
Share the results of our Employee Engagement Survey and create action plans to address issues relating to gender in our workplace if required	Marketing and Communications	Gender Diversity and Inclusion Committee	Annually
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	HR Management	General Manager, Human Resources	Annually
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	General Manager, Human Resources	Managing Director	Bi-annually

Industry participation

DELIVERABLE	RESPONSIBILITY	ACCOUNTABILITY	TIMELINE
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	Gender Diversity and Inclusion Committee and Working Groups	Managing Director	Q3, 2021/22
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	Gender Diversity and Inclusion Committee Marketing and Communications	General Managers	Annually (October)
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	Gender Diversity and Inclusion Committee	General Managers	Annually (April)
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	Gender Diversity and Inclusion Committee	General Managers	Annually (March)
Support Girls in Engineering (GiE) and Gender Equity in Engineering Making Sense (GEMS) 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	Diversity Recruitment	General Managers	Review quarterly



Perth Head Office

59 Albany Highway
Victoria Park, Western Australia 6100

PO Box 600
Victoria Park, Western Australia 6979

P: +61 8 9316 1255
F: +61 8 9316 1950
E: monadel@monadel.com.au

Monadelphous Group Limited
ABN 28 008 988 547

www.monadelphous.com.au

Brisbane Office

Level 6, 19 Lang Parade
Milton, Queensland 4064

PO Box 1872
Milton, Queensland 4064

P: +61 7 3368 6700
F: +61 7 3368 6777