



Date Created: 30-05-2023



**Australian Government**



**Workplace  
Gender Equality  
Agency**





Date Created: 30-05-2023

# 2022 - 23 Gender Equality Reporting

## Submitted By:

Transurban Limited 96098143410

Queensland Motorways Management Pty. Ltd. 86010630921

# #Workplace Overview

## Policies and Strategies

1. Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

**Recruitment:** Yes

Policy; Strategy

**Retention:** Yes

Strategy

**Performance management processes:** Yes

Policy; Strategy

**Promotions:** Yes.

Policy; Strategy

**Talent identification/identification of high potentials:** YesStrategy

**Succession planning:** Yes

Strategy

**Training and development:** Yes

Policy

**Key performance indicators for managers relating to gender equality:** YesStrategy

2. Do you have a formal policy and/or formal strategy in place that supports gender equality overall?

YesPolicy; Strategy

4. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Transurban maintains a comprehensive approach to progressing gender equality. Our approach to Diversity and Inclusion is outlined within our Belonging and Wellbeing framework and Board approved Diversity and Inclusion objectives.

We recognise diversity as a strategic driver of growth and innovation, and believe that our workforce should represent the communities we serve. Our approach is based on the principle that everyone belongs, is treated fairly and with respect, that all employees have equitable opportunity to succeed and that each of us ensures our behaviour enables others to shine.

Our objectives include specific focus on achieving and sustaining a gender balanced workforce, and supporting gender equity across our organisation. These objectives and the overall approach are reviewed and approved by our Board annually. We continue efforts to enhance data and reporting, enabling leaders to identify gender balance and equity hotspots and trends, take targeted local action and track progress within their teams. At the end of the reporting period, Transurban has sustained its 40:40:20 gender balance ambition for both Senior Management and our overall workforce. In the past three years we have increased overall female representation in our workforce from 39% to over 44%.

Transurban policies and processes including recruitment, performance, talent and remuneration include a gender lens to ensure gender equity is supported through targeted intervention. There has been a continued focus on increasing representation of women through recruitment and development of female talent. In 2022-2023, Transurban engaged consultancy Diversity Partners to conduct a comprehensive review of our Talent Acquisition policies, procedures, marketing and actions to enhance our approach to attracting female (and more diverse) talent.

International Women's Day continues to be a key day of acknowledgment in our Belonging and Wellbeing calendar, and one of the highest attended events for Transurban. In March 2023, Transurban celebrated with a panel featuring male and female members of our Executive Team alongside Transurban Non-Executive Director Patricia Cross.

Examples of our ongoing investment in hiring, promoting and developing female talent include:

- Maximising Leadership Potential Program (MLP), a program aimed at increasing career impact and progression for mid-level female talent. People leaders of participants complete a series of workshops to equip them to address unconscious bias, support female talent and foster an inclusive workplace.
- Internal and external support for females to pursue a career in STEM. Examples include partnership with Engineers Australia to provide female high school students the opportunity to experience what a career in engineering looks like through workshops and speaking events, and mentoring of female university students pursuing STEM careers through our Females Excelling in Engineering and Technology (FEET) program.
- Hiring manager training workshops have been delivered during the reporting period including approaches to mitigate unconscious bias in recruitment, gender neutral role design and job ads, including promoting elements such as flexible work practices. These are now being refreshed and converted to an online format to ensure more hiring managers are reached at key decision points in the recruitment process.

## Governing Bodies

**Organisation:** Transurban Limited

**1.Name of the governing body:** Transurban Board

**2.Type of the governing body:** Board of Directors

**Number of governing body chair and member by gender:**

Chair	Female (F)	Male (M)	Non-Binary
	0	1	0

Member	Female (F)	Male (M)	Non-Binary
	3	6	0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: Yes

Selected value:

7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?

Yes

Selected value: Policy; Strategy

Organisation: Queensland Motorways Management Pty. Ltd.

1. Name of the governing body: Transurban Queensland Board

2. Type of the governing body: Board of Directors

Number of governing body chair and member by gender:

Chair	Female (F)	Male (M)	Non-Binary
	1	0	0
Member	Female (F)	Male (M)	Non-Binary
	2	3	0

4. Formal section policy and/or strategy: Yes

Selected value: Policy; Strategy

6. Target set to increase the representation of women: No

Selected value: Governing body has gender balance (i.e. 40% women / 40% men / 20% any gender)

**7. Do you have a formal policy and/or formal strategy in place to support gender equality in the composition of this organisation's governing body?**

Yes

**Selected value:** Policy; Strategy

**2. If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.**

The FY23 Transurban diversity targets for Board representation were to achieve and sustain a minimum 30% female, 30% male and 40% either gender. The Board recognises that diversity in competencies and perspectives enables it to effectively discharge its responsibilities and increase the Board's effectiveness.

Having achieved the desired gender diversity target as of July 1, 2021, the Transurban Queensland board has continued to maintain this.

In FY24, the Board approved Diversity and Inclusion targets are to achieve a minimum 40% female, 40% male and 20% any gender on governing bodies.

# #Action on gender equality

## Gender Pay Gaps

**1. Do you have a formal policy and/or formal strategy on remuneration generally?**

Yes

Policy; Strategy

**1.1 Are specific pay equality objectives included in your formal policy and/or formal strategy?**

Yes

To achieve gender pay equity; To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews); To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process

**2. What was the snapshot date used for your Workplace Profile?**

2023-03-31

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**4. If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.**

Transurban's gender pay analysis approach reviews and addresses gaps in like-for-like roles, and analyses and identifies causes of the organisation-wide gender pay gap.

We have maintained gender pay equity in like-for-like roles at

## Employer action on pay equality

**1. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?**

Yes

**1.1 When was the most recent gender remuneration gap analysis undertaken?**

Within the last 12 months

**1.2 Did you take any actions as a result of your gender remuneration gap analysis?**

Yes

Identified cause/s of the gaps; Reviewed remuneration decision-making processes; Analysed commencement salaries by gender to ensure there are no pay gaps; Analysed performance pay to ensure there is no gender bias (including unconscious bias); Analysed performance ratings to ensure there is no gender bias (including unconscious bias); Set targets to reduce any organisation-wide gap; Reported pay equity metrics (including gender pay gaps) to the governing body; Reported pay equity metrics (including gender pay gaps) to the executive; Trained people-managers in addressing gender bias (including unconscious bias); Corrected like-for-like gaps; Implemented other changes (provide details):

**Other:** Transurban maintains a strategy and actions to reduce the gender pay gap through our annual Diversity and Inclusion objectives, aimed at supporting gender balance in all areas of our organisation and ensuring robust gender pay analyses occur regularly.

**1.3 What type of gender remuneration gap analysis has been undertaken?**

Transurban uses the Korn Ferry Hay Group job mapping methodology to categorise positions, and uses this methodology to provide analysis on gender representation in our workforce and on gender pay equity in like-for-like roles. The analysis excludes those roles where the Korn Ferry Hay Group job mapping methodology is not applicable. E.g. CEO and Executive Committee roles which are reviewed by the Transurban Board separately.

Transurban reports on gender pay analysis to our Executive Committee and Board, to monitor both our organisation-wide pay gap and our objective to

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maintain a like-for-like pay gap of less than 1%. Specifically, this data was reviewed by the Executive Committee at our bi-annual Belonging and Wellbeing forum and was tabled with the Board in October and May.

Transurban publicly reports on pay equity in like-for-like roles. We have sustained

**3. If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.**

Our pay equity strategy ensures a gender pay relativeity check is completed during recruitment and promotion processes, and during the annual remuneration review process to address any imbalances that may have occurred.

Transurban conducts a number of activities to monitor gender pay gaps in like-for-like roles and the by-level and overall gender pay gap, outside of these cyclical activities as outlined above. Leadership teams are required to ensure a gender lens is taken during the annual performance and remuneration review process to review and address any disparities in outcomes.

## Employee Consultation

**1. Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?**

Yes

**1.1 How did you consult employees?**

Survey; Other

**Other:** Exit surveys to all voluntary leavers.

**1.2 Who did you consult?**

ALL staff

**2. Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?**

Yes

Strategy

**3. On what date did your organisation share your last year's public reports with employees and shareholders?**

Employees:

Shareholder:



**4. Have you shared previous Executive Summary and IndustryBenchmark reports with the governing body?**

No

**5. If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.**

Transurban has an ongoing commitment to continuous listening and seeks feedback from its employees through an annual 'Our Voice' survey and regular pulse surveys. Specific questions on workplace flexibility, sexual harassment and equal opportunities are asked. In all surveys since 2019, there has been no statistically significant difference between men and women for overall scores.

We also utilise our annual engagement survey to capture information on the diversity of our workforce to understand the experience of employees from under-represented groups use this insight to inform strategies and actions.

Transurban also consults with departing employees through an Exit Survey, asking about experiences with flexibility, diversity and inclusion, career opportunities and other relevant topics, and reviews this feedback to identify variances in experience between men and women. No notable variances have been identified to date.

# #Flexible Work

## Flexible Working

**1. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

Yes

Policy; Strategy

**1.1. Please indicate which of the following are included in your flexible working arrangements strategy or policy:**

**A business case for flexibility has been established and endorsed at the leadership level**

Yes

**The organisation's approach to flexibility is integrated into client conversations**

No

Not aware of the need; Other

**Other:** Transurban engages with a range of stakeholders. Many employees utilise e-mail signatures to indicate their flexible working patterns.

**Employees are surveyed on whether they have sufficient flexibility**

Yes

**Employee training is provided throughout the organisation**

No

Other

**Other:** Flexible working processes and practices are well-embedded and regularly monitored in surveys. As such, training has not been deemed necessary at this time.

**The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)**

Yes

**Flexible working is promoted throughout the organisation**

Yes

**Targets have been set for engagement in flexible work**

No

Other

**Other:** Engagement in flexible working is measured and monitored by gender both in our HRIS (formal flexibility only), and our employee engagement survey. At this time we do not believe a target is appropriate, though we will continue to monitor.

**Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body**

Yes

**Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel**

Yes

**Leaders are held accountable for improving workplace flexibility**

Yes

**Leaders are visible role models of flexible working**

Yes

**Manager training on flexible working is provided throughout the organisation**

Yes

**Targets have been set for men's engagement in flexible work**

No

Other

**Other:** Engagement in flexible working is measured and monitored by gender both in our workplace metrics and our employee engagement survey. Metrics indicate there is no vary in experience with flexible working based on gender, but will continue to monitor.

**Team-based training is provided throughout the organisation**

No

Not a priority

**Other:** No

**2. Do you offer any of the following flexible working options to MANAGERS in your workplace?**

**Carer's leave:** Yes

SAME options for women and men Formal options are available; Informal options are available

**Compressed working weeks:** Yes

SAME options for women and men Informal options are available

**Flexible hours of work:** Yes

SAME options for women and men Formal options are available; Informal options are available

**Job sharing:** Yes

SAME options for women and men

Formal options are available

**Part-time work:** Yes

SAME options for women and men Formal options are available

**Purchased leave:** Yes

SAME options for women and men Formal options are available

**Remote working/working from home:** Yes

SAME options for women and men

**Time-in-lieu: Yes**

SAME options for women and men

Formal options are available; Informal options are available

**Unpaid leave: Yes**

SAME options for women and men Formal options are available

**3. Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?**

Yes

**5. Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce between the 2021-22 and the 2022-23 reporting periods?**

Don't know / Not applicable

**7. If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.**

Transurban offers a range of flexible work options and support tools, as well as clear policies and processes to help meet the needs of our people through different phases of their lives and careers. Formal flexible work options include job-sharing, part-time employment arrangements, flexible working hours, working remotely, phased retirement and a variety of leave options. Leave benefits include lifestyle leave (eligible employees can purchase leave of up to six weeks each year) and in 2023 we introduced 3 days of loyalty leave (for employees with 3 years or more of service, subject to using at least 75% of annual leave).

Transurban views flexibility as an embedded part of our ways of working. Our internal Belonging & Wellbeing Hub hosts a dedicated page on flexibility, featuring resources and information on how to manage and support flexible ways of working.

With the return to a blend of both office and home-based working in 2022, Transurban revised our approach to flexibility with updated Flexible Working Guidelines, including a revision to when a formal flexible work request is required. Our guidelines empower employees and people leaders to manage work and other commitments whilst maintaining our hybrid working approach (3 days of office working and 2 days working from home for full time employees). Flexible working may be formal or informal, and could include changes to hours, patterns of work and the location of work. Employees are only required to raise formal flexible working requests when seeking an arrangement under the Fair Work Act criteria. With these changes, we cannot assess whether there has been an increase in formal flexible working requests over the reporting period.

Our Flexible Working guidelines outline the standards and principles that we believe underpin a workplace culture and ways of working that enable flexibility. The guiding principles include flexibility that is valued, supported, and led from the top; that

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flexibility is a shared, ongoing responsibility between people leaders and employees; that flexibility is available to all, subject to the requirements of the role. We know flexibility means different things to different people, and we encourage employees to trial flexible ways of working and have open and honest communication with their people leaders.

The CEO and Executive team consistently reinforce our support for flexible working via business forums and communications. In June 2022, Transurban held a session for all People Leaders on flexible and hybrid working as we transitioned back to the office. Our approach to flexible work is regularly reinforced through internal communication channels, including guidelines, tips and showcasing experiences of men and women utilising flexible working. Employees also have the option to include notes in their email signature about any flexible work arrangements they have.

Transurban measures the impact of our approach on an annual basis through the employee engagement and pulse surveys to understand perceptions of access to and support for flexible working, and continue to see strong favourable responses to these questions.

# #Employee Support

## Paid Parental leave

- 1. Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?**

Yes, we offer employer funded parental leave to all genders without using the primary/secondary carer definition

- 1. If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.**

All employees are eligible for paid Parental Leave with no minimum service required to access this paid leave benefit. Transurban refreshed the policy in July 2021 to remove the distinction between primary and secondary carers leave and extended the time employees can take parental leave to be up to 24 months after the birth or adoption of their child. The benefit offers 16 weeks paid, and up to 36 weeks unpaid for parents, regardless of gender or carer status. Superannuation is paid on both the paid and unpaid leave portion.

Our gender neutral benefit makes it easier for parents to manage and share their parenting responsibilities in ways that best suit them and supports gender equity both within the organisation and in society. Transurban actively promotes the benefit to all employees, in particular encouraging males to access parental leave and showcasing the

stories and experiences of those who do.

To ensure that employees on parental leave feel connected, have access to company information and are aware of business events, updates and activities, email access is retained over the period of leave. Transurban encourages employees on parental leave to claim ten 'keeping in touch' days per 52 weeks of leave to support them in remaining connected and attending meetings on team changes, training or other work-related events.

## Support for carers

### 1. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes

Policy; Strategy

### 2. Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

#### 2.1. Employer subsidised childcare

No

Other

**Other:** Transurban has embedded a culture of supporting and implementing formal and informal flexible work practices for all employees, including those who request flexibility due family and caring responsibilities.

#### 2.2. Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No

#### 2.3. Breastfeeding facilities

Yes

Available at ALL worksites

#### 2.4. Childcare referral services

No

Other

**Other:** Transurban has embedded a culture of supporting and implementing formal and informal flexible work practices for all employees, including those who request flexibility due family and caring responsibilities.

#### 2.5. Coaching for employees on returning to work from parental leave

No

Other

**Other:** People leaders are expected to provide support and coaching to employees who are returning from parental leave. There are various support

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mechanisms available to assist leaders and employees through the return-to-work, including 10 keep in touch days.

**2.6. Targeted communication mechanisms (e.g. intranet/forums)**

Yes

Available at ALL worksites

**2.7. Internal support networks for parents**

No

Not a priority; Other

**Other:** Transurban collects feedback from employees with parenting and caring responsibilities through our Employee Engagement survey, which informs which initiatives are most impactful for our people. At this time, we have not determined a need.

**2.8. Information packs for new parents and/or those with elder care responsibilities**

No

Other

**Other:** This forms part of broader communications, such as showcasing examples of working parents to share experiences, promotion of the Employee Assistance Program and other external resources to support those with caring responsibilities.

**2.9. Parenting workshops targeting fathers**

No

Not aware of the need

**2.10. Parenting workshops targeting mothers**

No

Not aware of the need

**2.11. Referral services to support employees with family and/or caring responsibilities**

Yes

Available at ALL worksites

**2.12. Support in securing school holiday care**

No

Other

**Other:** Transurban has embedded a culture of supporting and implementing formal and informal flexible work practices for all employees, including those who request flexibility (including lifestyle leave) due family and caring responsibilities.

**2.13. On-site childcare**

No

Other

**Other:** Transurban has embedded a culture of supporting and implementing formal and informal flexible work practices for all employees, including those

who request flexibility due family and caring responsibilities.

**2.14. Other details:** No

**3. If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.**

As communicated in our Belonging and Wellbeing framework, we continuously monitor feedback through our Employee Engagement survey to ensure that we support an inclusive and equitable employee experience for parents and carers. In our latest Employee Engagement survey, we found that employees with parenting and caring responsibilities are one of the most engaged cohorts at Transurban.

All employees are eligible for paid parental leave with no minimum service required to access this paid leave benefit. Employees are entitled to take 16 weeks paid parental leave and 36 weeks unpaid leave (superannuation paid) which may be taken within the first 24 months of birth, adoption or surrogacy. Transurban actively promotes the opportunity to all employees, particularly focussed on encouraging men to access parental leave. Employees also have the option to utilise a portion of their personal leave for caring responsibilities.

Our EAP service includes dedicated helplines including Family Assist, and specialists who can address issues including disability, youth and students, eldercare, domestic and family violence. Our Belonging and Wellbeing Hub provides access to and information on a range of external support resources for parents and carers.

## Sexual harassment, harassment on the grounds of sex or discrimination

**1. Do you have a formal policy and/or formal strategy on the prevention and response to sexual harassment, harassment on the grounds of sex or discrimination?**

Yes

Policy; Strategy

**1.3 Do you provide a grievance process in your sexual harassment policy and/or strategy?**

Yes



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**2. Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?**

**All Non-Managers**

Yes

**Voluntary question: All Non-Managers**

**9. If your organisation would like to provide additional information relating to measures to prevent and response to sexual harassment, harassment on the grounds of sex or discrimination, please do so below.**

All Australian employees (people leaders and non-people leaders) are provided with the same training regarding sexual harassment at induction and annually.

In August 2022, we engaged an organisation 'Ombpoint' who are conflict resolution consultants and provide employees an alternate avenue to raise concerns to a neutral third party. Employees were notified of the resource via our internal communication channel, TEN along with our already established reporting avenues, including Equity Contact Officers and people leaders, as well as our People and Culture team.

During the reporting period, Transurban engaged a leading consultancy firm to conduct a review into our Equity in the Workplace Policy, Equity in the Workplace and Complaints Procedure and associated complaint handling practices and training. Transurban's People and Culture leadership team are evaluating the consultant's recommendations and developing a strategy to implement them over the next financial year.

Additionally, our engagement survey 'Our Voice' results are shared with our Workplace Relations team and People and Culture Business Partners to explore potential concerns and provide support in local areas or specific teams.

## **Family or domestic violence**

**1. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

Yes

Policy

**2. Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?**

**A domestic violence clause is in an enterprise agreement or workplace agreement**

Yes

**Confidentiality of matters disclosed**

Yes

**Protection from any adverse action or discrimination based on the disclosure of domestic violence**

Yes

**Employee assistance program (including access to psychologist, chaplain or counsellor)**

Yes

**Emergency accommodation assistance**

No

Other

**Provide Details:** Other interim measures such as the employee working at another site may be considered. A mobile phone, change of phone number and/or email address may also be considered to avoid harassing contact. Emergency accommodation may be arranged case-by-case.

**Provision of financial support (e.g. advance bonus payment or advanced pay)**

No

Other

**Provide Details:** As our leave policy does not have a set maximum days of paid leave, salary is provided on an ongoing basis.

**Flexible working arrangements**

Yes

**Offer change of office location**

Yes

**Access to medical services (e.g. doctor or nurse)**

No

Other

**Provide Details:** Individuals are referred to appropriate services externally via list of applicable support services.

### Training of key personnel

No

Other

**Provide Details:** Key personnel at Transurban have been trained in supporting victims of Family and Domestic Violence in recent years. Supplemented by our robust Family and Domestic Violence guidelines, no further need for training has been identified at this stage.

### Referral of employees to appropriate domestic violence support services for expert advice

Yes

### Workplace safety planning

No

Other

**Provide Details:** Steps to develop a personal safety plan for an individual who is a victim of family or domestic violence are outlined in our Family and Domestic Violence support guidelines which were updated in 2022, communicated to employees on 25 November.

### Access to paid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

#### Is the leave period unlimited?

No

#### Number of Days:

10

### Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)

Yes

#### Is the leave period unlimited?

Yes

### Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)

Yes

#### Is the leave period unlimited?

Yes

### Access to unpaid leave

Yes

### Is the leave period unlimited?

Yes

**Provide Details:** No

## 2. If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below

Our Domestic Violence Leave Policy was updated in November 2022 to include a Personal Safety Plan, which sets out measures that can be put in place to ensure all specific risk factors associated with domestic violence are taken into consideration. For employees who disclose they are affected by family and domestic violence Transurban assists employees as appropriate including changing phone numbers, changing names in our internal system, offering additional paid and unpaid leave types, and offering unlimited access to employee assistance programs for an affected employee and their children.

Our Family and Domestic Violence Policy provides for uncapped paid leave for qualifying employees, beyond the statutory minimum 10 days. Similarly, where our Victoria Customer and Transurban Queensland Enterprise Agreements include clauses regarding limitations on domestic violence leave (paid and unpaid), our Domestic Violence Leave Policy supersedes any maximum leave entitlements.

We recognise key international days of recognition throughout the calendar year, including the International Day for the Elimination of Violence against Women with communications that raise awareness of this issue and connect people to policy and support resources. In addition, we provide support to a shelter which supports survivors of domestic violence. This partnership has been ongoing for the past five years.

# Workplace Profile Table

Industry: All Industries

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	167	292	0	0	459
	Full-time contract	5	2	0	0	7
	Part-time permanent	28	2	0	0	30
	Part-time contract	3	0	0	0	3
Professionals	Full-time permanent	313	527	0	0	840
	Full-time contract	10	17	0	0	27
	Part-time permanent	55	5	0	0	60
	Part-time contract	2	1	0	0	3
	Casual	4	9	0	0	13
Technicians And Trades Workers	Full-time permanent	9	9	0	0	18
	Part-time permanent	2	0	0	0	2
Clerical And Administrative Workers	Full-time permanent	133	51	5	11	201
	Full-time contract	20	11	0	0	31
	Part-time permanent	21	3	2	0	26
	Part-time contract	0	3	0	0	3
	Casual	3	13	0	0	16

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Non-binary

# Workplace Profile Table

Industry: All Industries

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	0	1	1
KMP	Full-time permanent	4	4	8
GM	Full-time permanent	15	18	33
	Part-time permanent	1	0	1
SM	Full-time permanent	111	205	316
	Full-time contract	5	1	6
	Part-time permanent	23	2	25
	Part-time contract	3	0	3
OM	Full-time permanent	37	64	101
	Full-time contract	0	1	1
	Part-time permanent	4	0	4

\* Total employees includes Non-binary

# Workplace Profile Table

Industry: Heavy and Civil Engineering Construction

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	163	288	0	0	451
	Full-time contract	5	2	0	0	7
	Part-time permanent	27	2	0	0	29
	Part-time contract	3	0	0	0	3
Professionals	Full-time permanent	303	511	0	0	814
	Full-time contract	10	17	0	0	27
	Part-time permanent	55	5	0	0	60
	Part-time contract	2	1	0	0	3
	Casual	4	9	0	0	13
Technicians And Trades Workers	Full-time permanent	8	9	0	0	17
	Part-time permanent	2	0	0	0	2
Clerical And Administrative Workers	Full-time permanent	112	42	5	11	170
	Full-time contract	18	11	0	0	29
	Part-time permanent	16	3	2	0	21
	Part-time contract	0	3	0	0	3
	Casual	3	13	0	0	16

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Non-binary

# Workplace Profile Table

Industry: Heavy and Civil Engineering Construction

Manager category	Employment status	No. of employees		
		F	M	Total*
CEO	Full-time permanent	0	1	1
KMP	Full-time permanent	4	4	8
GM	Full-time permanent	15	18	33
	Part-time permanent	1	0	1
SM	Full-time permanent	108	203	311
	Full-time contract	5	1	6
	Part-time permanent	22	2	24
	Part-time contract	3	0	3
OM	Full-time permanent	36	62	98
	Full-time contract	0	1	1
	Part-time permanent	4	0	4

\* Total employees includes Non-binary



# Workplace Profile Table

Industry: Transport Support Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	4	4	0	0	8
	Part-time permanent	1	0	0	0	1
Professionals	Full-time permanent	10	16	0	0	26
Technicians And Trades Workers	Full-time permanent	1	0	0	0	1
Clerical And Administrative Workers	Full-time permanent	21	9	0	0	31
	Full-time contract	2	0	0	0	2
	Part-time permanent	5	0	0	0	5

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Non-binary

# Workplace Profile Table

Industry: Transport Support Services

Manager category	Employment status	No. of employees		
		F	M	Total*
SM	Full-time permanent	3	2	5
	Part-time permanent	1	0	1
OM	Full-time permanent	1	2	3

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	34	57	91
			Non-managers	44	69	113
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	1	4
			Non-managers	3	1	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	23	23	46
			Non-managers	54	31	85
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	2	2	4
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	5	0	5
			Non-managers	13	0	13
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	27	41	68
			Non-managers	135	153	288
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	5	3	8
			Non-managers	43	31	75
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	17	2	19
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	4	2	6
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	24	31

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	39	50
			Non-managers	86	106	192
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	6	6	12
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	1	4
			Non-managers	17	0	17
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	7	10
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	9	26	35
			Non-managers	30	63	93
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	3	0	3
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	12	0	12
			Non-managers	20	0	20
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: All Industries

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	3	3	6
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Heavy and Civil Engineering Construction

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	32	54	86
			Non-managers	41	63	104
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	1	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	1	4
			Non-managers	3	1	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	21	22	43
			Non-managers	46	29	75
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	1	1	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	5	0	5
			Non-managers	12	0	12
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	27	41	68
			Non-managers	128	148	276
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	5	3	8
			Non-managers	38	31	70
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	17	2	19
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	2	0	2
			Non-managers	4	2	6
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	24	31

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Heavy and Civil Engineering Construction

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	39	50
			Non-managers	80	105	185
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	1	2
			Non-managers	5	6	11
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	3	1	4
			Non-managers	16	0	16
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	3	7	10
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	9	26	35
			Non-managers	26	62	88
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	2	0	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	11	0	11
			Non-managers	20	0	20
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Heavy and Civil Engineering Construction

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	1	1
			Non-managers	3	3	6
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary



# Workforce Management Statistics Table

Industry: Transport Support Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	3	5
			Non-managers	3	6	9
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	2	1	3
			Non-managers	8	2	10
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	7	5	12
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	5	0	5
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Transport Support Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	6	1	7
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	4	1	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary

# Workforce Management Statistics Table

Industry: Transport Support Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Non-binary