

AGIG Diversity, Equity and Inclusion

Engagement Plan 2024-2026



**Dampier Bunbury
Pipeline**



**Multinet
Gas Networks**



**Australian
Gas Networks**



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Message from the CEO



Craig de Laine
Chief Executive Officer

I am proud to launch the Australian Gas Infrastructure Group (AGIG) Diversity, Equity and Inclusion Engagement Plan 2024 – 2026 (the Plan) and supporting Policy. The ambition of the Plan and Policy is to make a meaningful difference to our employee experience, underpinned by our commitment and care for our people.

The Plan highlights our priority initiatives and ensures we facilitate a culturally safe, respectful and inclusive place at work.

I am looking forward to our team coming together to raise awareness and further extend efforts into our social connection in the workplace, while sharing learnings in the coming years as we create improved opportunities for our people's social well-being.



Our Vision

To be the leading gas infrastructure business in Australia.



Delivering for Customers

- Public safety
- Reliability
- Customer service



A Good Employer

- Health and safety
- Employee engagement
- Skills development



Sustainably Cost Efficient

- Working within industry benchmarks
- Delivering profitable growth
- Environmentally and socially responsible

Our Values

Drive our culture and how we behave and make decisions.



Trust

We act with integrity, we do the right thing, we are safe guardians of essential Australian infrastructure. We act in a safe and professional manner.



Respect

We treat our customers and our colleagues the way we would want to be treated, and we embrace and respect diversity.



Perform

We are accountable to our customers and stakeholders, we are transparent on our performance and we deliver results. We continuously improve by bringing fresh ideas and constructive challenge.



One Team

We communicate well and support each other, and we are united behind our shared vision.

Strategic Alignment

We appreciate that fulfilling our commitment to diversity, equity and inclusion will support reaching our Vision. Diversity, equity and inclusion facilitates improved customer service, innovation and high performance by empowering our leaders and teams who all contribute to our overall business performance. This is how we behave and live our values of Trust, Respect, Perform and One Team, all of which drive our culture.

The ambition of AGIG's commitment to diversity, equity and inclusion is to make a meaningful difference to our employee experience by seeking feedback and bringing about progress, leaning into and challenging current rituals and systems of work.

As a leading business we seek to be present to the ever-evolving social conversation and reflect the diversity of the communities that we serve. We also seek to ensure equity is acknowledged and supported through internal and external collaboration. With plans to close identified gaps, as well as prioritising an inclusive culture, we seek to embrace employees' individual differences, perspectives, knowledge and skills, ensuring they are safely recognised and valued.



Delivering for Customers

Alignment

Greater understanding of customer service requirements

Embrace our diversity and be representative of the customers we serve and the communities in which we operate

Innovative thinking

Through our diversity, find new and creative solutions to business challenges and be open to respond to change in an agile way and with situational adaptability



A Good Employer

Alignment

Zero harm workplace

Build on an existing culture that targets zero harm for people and the environment, along with providing psychological safety and mitigating psychosocial hazards

An engaged workforce

We know from our employee surveys and feedback that diversity, equity and inclusion are a critical part of our people's engagement and employee experience

Learning culture

Create fair policies and practices, as well as training and development that attract and retain our people



Sustainably Cost Efficient

Alignment

Improved business performance

Leverage the full potential and value of all teams and team members through demonstrated care and commitment, supporting high performance and continuous improvement

Better decision-making

Encourage, through inclusiveness, different thinking approaches to support decision making, test solutions and solve problems rigorously

Our four focus areas

There are four focus areas in our Diversity, Equity and Inclusion Engagement Plan that underpin our overarching commitment and care for our people.

Being a diverse and culturally safe workplace

01

02

Promoting equity through fair and equal opportunities

03

Embedding inclusive practices in the way we work

04

Leading by example



What is Diversity, Equity and Inclusion?

Diversity

Diversity refers to all the differences we bring to work and who is represented in our workforce.

It includes diversity of background; such as gender, cultural background/identity, sexual orientation, gender identity, disability, age, religious beliefs, education, professional discipline, industry experience - as well as diversity of thinking approaches.



Equity



Equity refers to fair treatment for all people. Practically this means that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes.

Equity differs from equality in a subtle but important way. While equality assumes that all people should be treated the same, equity takes into consideration a person's unique circumstances, adjusting treatment accordingly so that the end result is equal.

Inclusion

Inclusion is about creating a work environment where everyone feels valued and respected.

It is a culture where everyone feels safe and confident to contribute their ideas and perspectives, and able to reach their full potential.

If we intend to maintain and recruit for a diverse workforce, AGIG must also strive to develop a sufficiently inclusive culture, such that all employees feel their voices will be heard, which is critical to ensure we retain our talent and unlock the power of our diverse workforce.



Who we are



AGIG is proud to be accredited as an Inclusive Employer 2023 - 2024 by the Diversity Council of Australia (DCA).

The accreditation is based on exceeding the National Index Benchmark in measures of inclusion.

AGIG's diversity and inclusion is shown as a snapshot (as compared to the DCA Australian Workforce survey data set).

We are very proud of the diversity amongst our employees. 40% of our workforce is from one or more non-English speaking cultural backgrounds and 37% of our workforce are multilingual.

Inclusive and equitable teams have members that feel respected and valued, are able to be themselves - hence can positively contribute and progress at work.

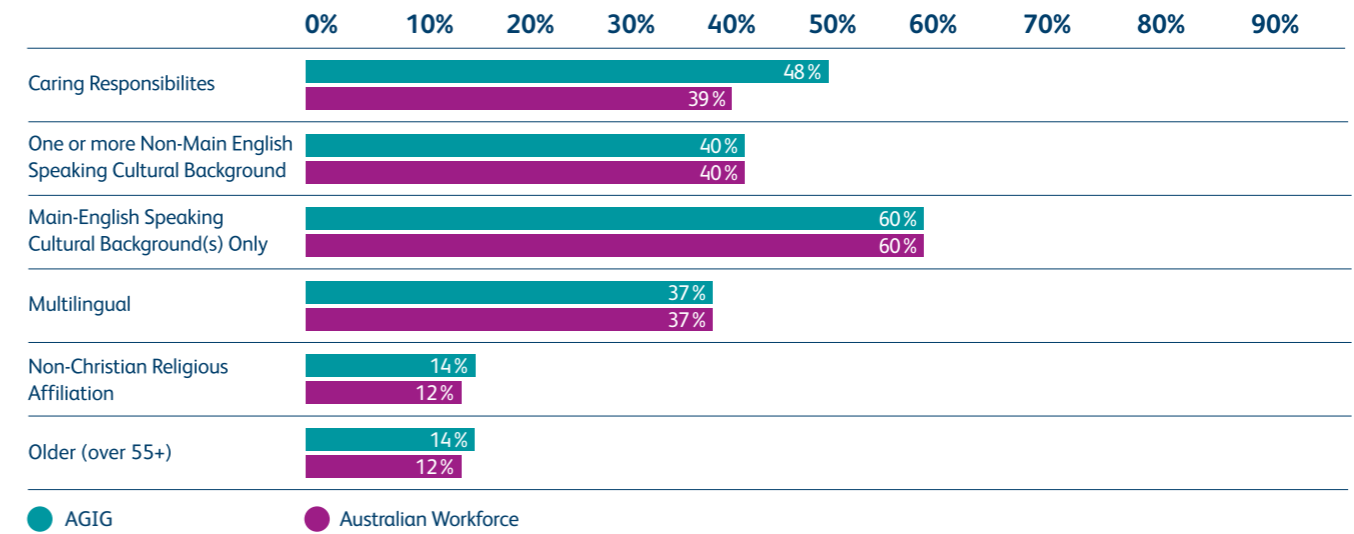
Inclusive and equitable leaders create a collaborative team environment, value differences, seek out and use a diversity of ideas, treat all fairly and deal with inappropriate behaviour.

An inclusive and equitable organisation sees all employees trusting they will be treated fairly, feel their social and professional diversity is valued and respected.

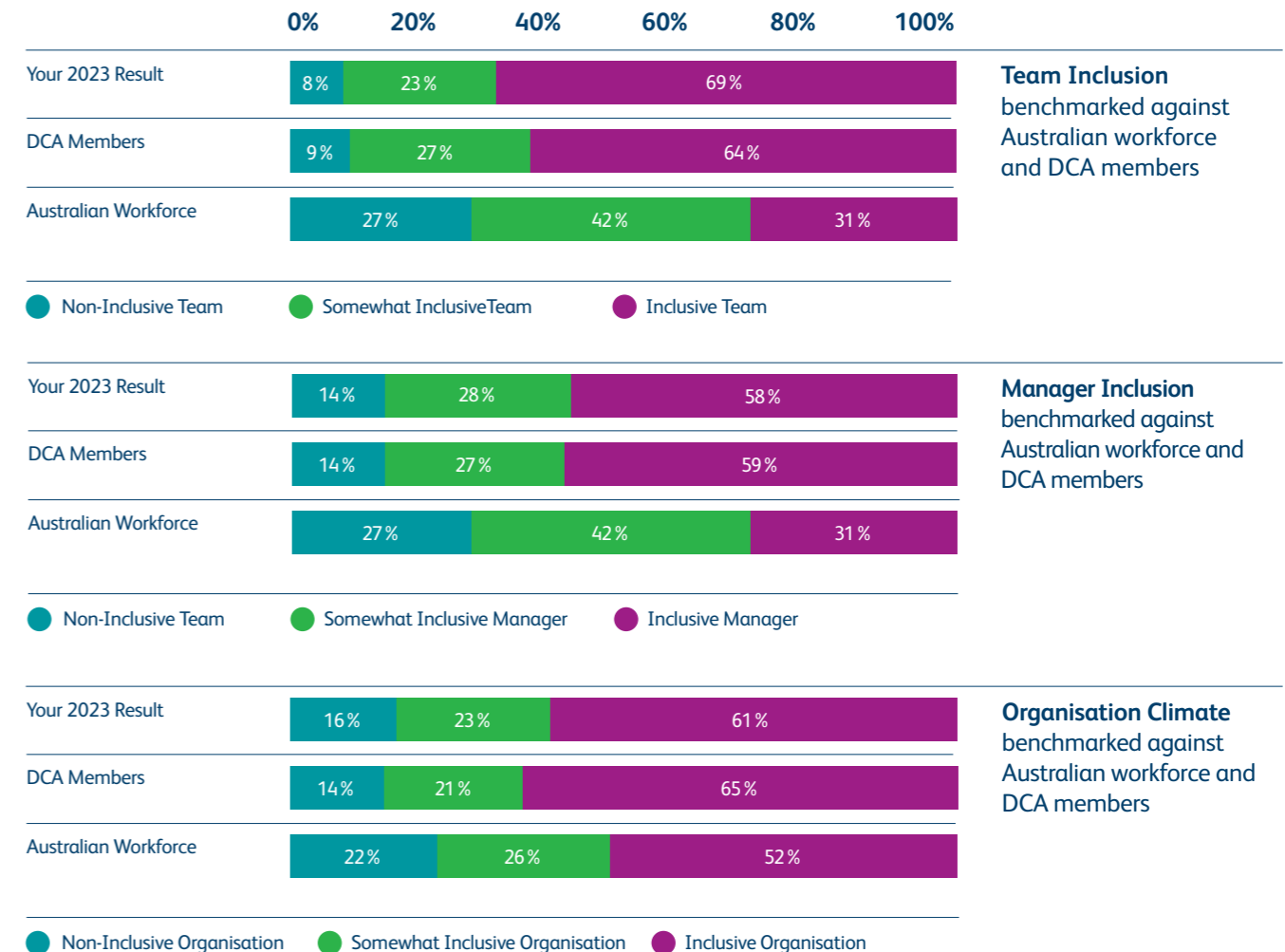
An inclusive organisation facilitates an environment where leaders demonstrate a genuine, visible commitment to diversity, equity and inclusion. {sourced from Diversity Council Australia (DCA)}

Overall, 74% of AGIG employees who provided feedback agreed or strongly agreed that AGIG is an inclusive workplace, that we embrace our diversity and contribute to building a positive and safe culture where we feel welcome and valued.

Our demographics



DCA Inclusive Employer results



AGIG's 2023 DCA results demonstrate that employees in inclusive teams with inclusive managers are:

Far more likely to be very satisfied than employees in non-inclusive teams

3 times more likely to receive constructive feedback they found helpful

19 times less likely to leave the workplace in the next 12 months



Impact

The impact of inclusivity can fuel high-performance. Employees in inclusive teams for instance consistently report that their teams are highly effective, innovative, provide excellent customer / client service, and work extra hard.

AGIG's 2023 DCA results show our team members in inclusive teams with inclusive managers are:

2.5 times

more likely to **work effectively** than our team members in non-inclusive teams



1.5 times more likely to **provide excellent customer service**



more likely to **innovate** by 2.5 times



2.5 times

More likely to **work extra hard**



Impact

Gender equality

In 2023, AGIG set targets as part of our Environmental, Social and Governance (ESG) reporting for the United Nation's Sustainable Development Goal (SDG) 5: Gender Equality. This Sustainable Development Goal's key purpose is to: Achieve gender equality and empower all women and girls.

40%

Female representation in our workforce

We will target 40% female representation in our workforce by end-2027

40%

Female representation in our senior leader's category

We will target 40% female representation in our senior leader's category by end-2030

Along with our Workplace Gender Equality Agency results, the ESG targets represent AGIG's commitment to inclusion practices for gender equity and equality

Refer to the full 2023 Environmental, Social and Governance Report which includes the reporting on progress against SDG: Gender Equality, here:



Key Initiatives

There are four focus areas that underpin our overarching commitment and care for our people.

Based on progress gained from AGIG's first Diversity and Inclusion Strategy and Plan, insights from the many years of employee engagement survey results and feedback, along with the launch of our Reconciliation Action Plan 2023 - 2024, AGIG commits to four focus areas that underpin our overarching commitment and care for our people:

01

Being a diverse and culturally safe workplace

Attracting and retaining diverse employees/teams and ensuring they have a positive employee experience. This includes increasing underrepresented groups, such as females and Aboriginal and Torres Strait Islander peoples and as otherwise identified.

Developing and building a culturally safe workplace that better understands, promotes and embraces all diversity groups and their cultures.

03

Embedding inclusive practices in the way we work

Diversity and inclusion is everyone's responsibility and everyone needs to be part of the solution. Inclusion is also our everyday business.

04

Leading by example

We proactively contribute to a diverse, equitable and inclusive workplace, and our leaders champion and model inclusive behaviours.

We are a leader in diversity, equity and inclusion within our industry and communities where we work.

By providing governance, we can ensure that monitoring and oversight is maintained to deliver on actions committed to.

02

Exploring and promoting equity through fair and equal opportunities

Being a fair and transparent workplace, enabling equality and equity of opportunity by fostering a workplace that provides everyone with the opportunity to succeed and ensuring equitable initiatives and practices.

Key Initiatives

Our Objectives

We have committed to the following objectives and key initiatives:

01.
Being a diverse and culturally safe workplace

02.
Exploring and promoting equity through fair and equal opportunities

03.
Embedding inclusive practices in the way we work

04.
Leading by example



01. Being a diverse and culturally safe workplace

Objectives	Description	Action
1.1 Being a diverse workplace	Attracting diverse employees and ensuring they have a positive employee experience. This includes increasing underrepresented groups, such as females and Aboriginal and Torres Strait Islander peoples and diverse groups as otherwise identified.	<p>1.1.1. Undertake specific and targeted recruitment and promotion actions to attract and employ people from diverse groups, including:</p> <ul style="list-style-type: none"> • Explore engaging with targeted recruitment programs, platforms and organisations, and • Ensure our website and job advertisements welcome applicants from diverse groups, use inclusive language, explain why and how we value diversity and inclusion. <p>1.1.2. Ensure inclusive recruitment and promotion practices and processes, including:</p> <ul style="list-style-type: none"> • Ensure all applicants are asked if they require any reasonable adjustments, and • Ensure diverse recruitment panels are used wherever possible (e.g. different genders, levels, teams, backgrounds and experiences), and • Develop and provide guidance on inclusive recruitment practices to recruitment panels to ensure any reasonable adjustments, inclusive language and other practices are used. <p>1.1.3. Establish, report and communicate diversity metrics and update internally to promote the benefits of disclosing diversity data to build a culture where employees feel safe in disclosing their diversity.</p>
1.2 Being a culturally safe workplace	Developing and building a culturally safe workplace that better understands, promotes and embraces all diversity groups and their cultures.	<p>1.2.1. Engage with memberships and networks to identify and share learnings, resources and opportunities to build diversity and inclusion capability.</p> <p>1.2.2. Encourage high levels of positive engagement in diversity and inclusion capability building initiatives by employees at all levels and from different areas, for example:</p> <ul style="list-style-type: none"> • Celebrating days of significance • Training and development programs, and • Networking and mentoring opportunities. <p>1.2.3. Build awareness, capability and confidence of our senior leaders and managers to lead diverse and inclusive teams in a consistent way by exploring inclusive leadership program</p> <p>1.2.4. Provide further guidance and training, such as flexible working arrangements, reasonable adjustments, managing different working styles, supporting employees returning from long term leave and Respectful Workplace training to senior leaders and managers.</p>

02.

Exploring and promoting equity through fair and equal opportunities

Objectives	Description	Action
2.1 Being a fair and transparent workplace, enabling equality and equity of opportunity	Being a fair and transparent workplace, enabling equality and equity of opportunity by fostering a workplace that provides everyone with the opportunity to succeed and ensuring equitable initiatives and practices.	<p>2.1.1 Continue to investigate our gender pay gap, specifically focused on common drivers of gender pay gaps and implement measures to close the gap, specifically exploring:</p> <ul style="list-style-type: none"> • More men in leadership roles, more women in junior roles • More men in higher-paid jobs, women in lower-paid jobs • Unequal participation in part-time work • Inequality in employee movements (promotions and secondments, for example) • Different Functions or locations with pay gaps • Employee age or additional diversity characteristics <p>2.1.2 Actively seek, consider and address feedback from employees about what makes AGIG a great place to work, where we could do better and barriers to retention, through organisational culture / engagement surveys and exit interviews.</p> <p>2.1.3 Maintain the implementation of the AGIG Reflect Reconciliation Action Plan (RAP) accredited by Reconciliation Australia September 2023 to support the reconciliation journey, develop ongoing RAPs from September 2024 and observe and promote cultural protocols and practices.</p> <p>2.1.4 Celebrate days of significance for diversity groups such as International Women’s Day, NAIDOC Week, R U OK? Day, Inclusion@Work and Social Inclusion Week, along with supporting locally a variety of culturally significant events through AGIG’s Wellbeing and Inclusion Calendar.</p> <p>2.1.5 Explore mental health partners with a strong emphasis on mental wellness and promote accordingly. This includes stronger promotion of both the reactive and proactive nature of the Employee Assistance Program (EAP).</p>

03.

Embedding inclusive practices in the way we work

Objectives	Description	Action
3.1 Ensuring inclusive practices, policies and procedures	Diversity and inclusion is everyone’s responsibility and everyone is part of the solution. Inclusion is simply the way we engage and how we do things at AGIG.	<p>3.1.1 Engage regularly with employees on diversity and inclusion actions. This includes providing a calendar of wellbeing and inclusion events and initiatives and tracking employee engagement with the actions.</p> <p>3.1.2 Ensure a safe and healthy workplace by responding appropriately and quickly to ‘exclusive’ behaviours if and when they occur, promoting employee assistance services, People and Culture team contacts and whistle blower services through Respectful Workplace training.</p> <p>3.1.3 Provide a diversity and inclusion perspective on workplace matters, for example ensuring members of the DEI Working Group and People and Culture team maintain membership of a variety of working groups and provide feedback and advocacy from a diversity and inclusion perspective.</p> <p>3.1.4 Provide inclusive work practices as standard practice, review work practices to eliminate or reduce barriers which prevent full participation at work and provide guidance on these practices, for example:</p> <ul style="list-style-type: none"> • Further promote the use of flexible work arrangements for a variety of reasons, and by a variety of employees (e.g. not just in relation to family and caring responsibilities, not just by women) and explore other options for flexible work within policy; • Review corporate policies and documents to ensure the use of inclusive language; • Continue providing workstation assessments and reasonable adjustments in a timely manner; • Review emergency procedures to ensure they are inclusive and personal evacuation plans are offered where needed; and • Continue to provide and support leave for a variety of personal reasons such as to attend religious obligations, take part in activities associated with an employee’s culture or ethnicity, to undertake ceremonial obligations including participation in NAIDOC events and for domestic and family violence reasons. Consider developing guidance on leave entitlements specific to diverse employees. <p>3.1.5 Review facilities to ensure they are inclusive and make adjustments wherever possible, for example:</p> <ul style="list-style-type: none"> • Consider inclusive bathrooms in any future lease agreement (for all genders and abilities) • Continue to ensure we are a breastfeeding friendly workplace, and • Consider spaces for employees to pray, reflect and for other cultural purposes.

04. Leading by Example

Objectives	Description	Action
4.1 Championing diversity and inclusion	We proactively contribute to a diverse, equitable and inclusive workplace, and our leaders champion and model inclusive behaviours.	4.1.1 Continue to support and empower employees to champion diversity and inclusion through continued executive endorsement and funding, including in community partnership arrangements and support processes.
		4.1.2 All employees including our senior leaders champion and model inclusive behaviours through review and promotion of the AGIG DEI policy and plan.
		4.1.3 Incorporate inclusive behaviour when developing or reviewing any people strategies, policies, forms and intranet content.
		4.1.4 Highlight diversity, equity and inclusion in future reviews of our AGIG Vision and Values.
4.2 Being a leader in diversity and inclusion	We are a leader in diversity, equity and inclusion within our industry and communities where we work.	4.2.1 Lead engagement with memberships (e.g. Diversity Council of Australia) and networks to identify and leverage best practice and for continued industry benchmarking. Monitor engagement with memberships and networks to ensure value to AGIG and community partners.
		4.2.2 Identify, contribute to and increase opportunities for collaboration and engagement with diversity and inclusion actions with community partners and broader community.
		4.2.3 Celebrate and promote our diversity and inclusion achievements and broader community by: <ul style="list-style-type: none"> • rewarding employees for diversity and inclusion efforts, and • highlighting our achievements on OneNet, social media and external website.
		4.2.4 Identify relevant benchmarking tools to measure our diversity and inclusion to shape how we can improve. For example: <ul style="list-style-type: none"> • Workplace Gender Equality Agency (WGEA) ; • Diversity Council of Australia’s Inclusion@Work Index ; • Reconciliation Australia.
4.3 Ensuring governance to support initiatives and targets	By providing governance, we can ensure that monitoring and oversight is maintained to deliver on actions committed to.	4.3.1 Ensure a DEI Working Group is formed and meets monthly to work through and drive actions committed to, reporting into the ESG Working Group with updates on progress
		4.3.2 Ensure a DEI Steering Committee is formed and meets quarterly to be informed and support the DEI Working Group
		4.3.3 Develop Terms of Reference for the DEI Working Group and Steering Committee, outlining responsibilities and structure



As a leading infrastructure business in Australia we seek to be present to the ever-evolving social conversation and reflect the diversity of the communities that we serve. We also seek to ensure equity is acknowledged and supported through internal and external collaboration. With plans to close identified gaps, as well as prioritising an inclusive culture, we seek to embrace employees’ individual differences, perspectives, knowledge and skills, ensuring they are safely recognised and valued.

Our Connection to Country

AGIG is committed to respectfully operating on Country and with our communities. We seek to learn and evolve to ensure we continue to build on our strong relationships with our customers and communities where we operate.

We have been working with Yorta Yorta artist Karen Briggs to illustrate our role in delivering energy as a key element of life in these communities. Karen describes her work below.

“This artwork shows AGIG’s connection to Country with elements of hills, sky, wind and vegetation in the background along with water flowing through the landscape to represent the journey of life and renewal, as it travels across the country.

Energy travels through the networks and pipelines weaving across country, connecting to communities across Australia.

The sun and wind are represented as part of this cycle by providing energy to the four large circles which represent the process of making renewable and carbon-neutral gas.”

Karen Briggs



Artist Background

Karen Briggs is an illustrator, graphic and digital designer and contemporary First Nations artist. She is a Yorta Yorta woman whose ancestral homeland radiates from the junction of the Goulburn and Murray Rivers in Northeast Victoria. She has a Bachelor of Design from the University of South Australia and a Diploma in Applied Design (Multimedia) at TAFE SA. Karen has been living in the Adelaide Hills for many years, which inspires her in drawing themes from nature, recalling vivid memories of time spent with her Grandmother on Country.

AGIG is committed to respectfully operating on Country and with our communities.

Acknowledgement of Country

Australian Gas Infrastructure Group acknowledges the Traditional Custodians of the lands upon which we live and operate, and we pay our respects to Elders past, present and emerging.

We recognise Aboriginal and Torres Strait Islander peoples’ historical and ongoing connection to land and waters, and we embrace the spirit of reconciliation.

Adelaide and Kidman Park office: Kurna people of the Kurna Country

Perth office: Whadjuk Nyoongar people of the Whadjuk Noongar Nation

Melbourne office: Wurundjeri people of the Kulin Nation

Jandakot office: Whadjuk Nyoongar people of the Whadjuk Noongar Nation

Brisbane office: Turrbal and Jagera people



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